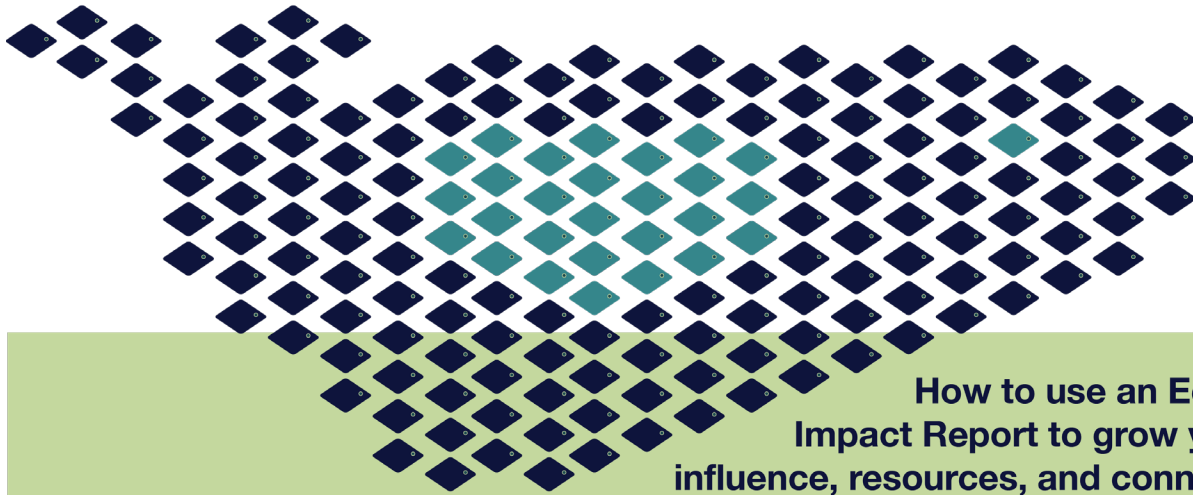


STRENGTH IN NUMBERS



How to use an Economic Impact Report to grow your influence, resources, and connections

The Florida Nonprofit Alliance commissioned an interactive report that creates a vibrant picture of the nonprofit sector's positive economic impact in the State of Florida. This **Economic Impact Report** demonstrates that nonprofits are more important than ever. They contribute towards health, human service, and education. They are also considerable drivers of Florida's economic health.

Strength in Numbers was designed for nonprofit leaders to help you use the Economic Impact Report as you achieve your mission, working within our interconnected network. When you understand the contribution of the nonprofit sector, both in general and with specific focus on your region and work, you have data and stories to tell funders, policy-makers, community leaders, and others. You can see how your experiences compare to the larger trends experienced by nonprofits all around you.

Strength in Numbers is a practical resource designed to help you and our sector take action. Nonprofits have faced challenging times over the last few years. It is easy to get frustrated and disheartened. Nonprofits, however, are most resilient when we step into the power that we have as communities working on behalf of our communities. May this tool offer opportunities for optimism, connection, and progress!

Key links

- ◆ Executive Summary of the research
- ◆ Statewide infographic accompanied by a summary of key nonprofit sector statistics
- ◆ Interactive, web-based display of nonprofit data statewide, by county and by region



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The data dashboard is located at
<https://flnonprofits.org/page/DataDashboard>

*Strength in Numbers was written and produced for the Florida Nonprofit Alliance
 by Nancy Bacon and Margaret Meps Schulte.*

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Strength in Numbers Success

The FNA Economic Impact Report gives us data to support actions that strengthen our sector. We envision these actions happening at three levels: within organizations, regions, and across our state. These actions advance advocacy, funding, and sustainability.

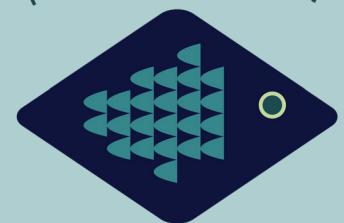
Strength in Numbers action overview

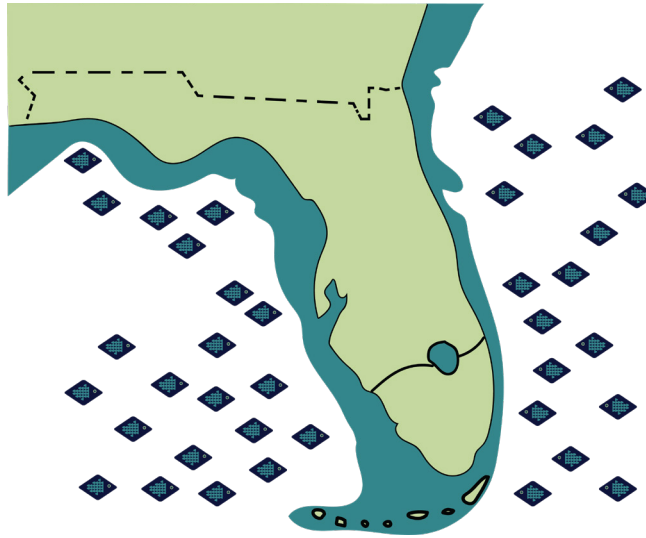
Here are some examples of outcomes that could result from taking the actions outlined in this guide.

Level	Advocacy	Funding	Sustainability
 Organizational	<p>Staff and board members grow their skills in telling their organizations story in the context of the sector.</p> <p>Staff and board learn to invest in building relationships with legislators so those relationships are there when they need them.</p>	<p>Organizations grow their capacity to tell their story to funders, increasing their success with donations and grants.</p>	<p>Executive Directors and board members can make better decisions on behalf of their organizations because they have access to data.</p>
 Regional	<p>City and county councils demonstrate their understanding of the importance of nonprofits in their communities because nonprofits are their partners in solving local problems.</p>	<p>Collaborations focus on topics of common concern and make a difference through a networked approach.</p>	<p>Coalitions expand the capacity of nonprofits to raise their voices and expand their influence.</p>
 Sector	<p>Nonprofits participate in the legislative process through their relationships with policymakers.</p> <p>Policymakers know the economic impact of nonprofits and actively support budgets and policies that include nonprofits.</p> <p>Florida Nonprofit Alliance is seen as nonprofits' partner for sector level advocacy.</p>	<p>Gaps in funding across Florida can be noted so funding and support can fill them.</p> <p>Giving in Florida can increase because more individuals, donors, and foundations understand the impact of these donations on the non-profit safety net.</p> <p>Nonprofits are seen as experts in their issue areas.</p>	<p>Gaps in service areas can be identified and filled.</p> <p>Volunteerism as a cornerstone in nonprofit sustainability will be understood and invested in.</p>

What outcomes would you like to see? Circle items in the table above, or write them below.

YOUR TURN





1. Understanding the Numbers

This chapter provides the foundation for the following chapters. It is designed for any nonprofit staff or board member. It is also designed for policymakers and foundation leaders interested in knowing more about the sector.

What to know

- ◆ What an Economic Impact Report is
- ◆ How Florida compares with other states
- ◆ How counties within Florida compare with each other
- ◆ How to use the Data Dashboard

How to practice

- ◆ Pull data about your region and social function.
- ◆ Compare your data with one other region.

An Economic Impact Report is a summary of the financial information created by one sector, in this case the nonprofit sector. It aggregates data related to how nonprofits contribute to the economy. Financial data includes employment (wages) and revenue.

Florida Nonprofit Alliance developed the Florida Nonprofit Economic Impact Report for two reasons. First, it provides policymakers, funders, and other decision-makers data showing the importance of the nonprofit sector to the local economy. Second, it provides evidence to nonprofit leaders and others advocating for investment that our work

is not charity on the edges of society but core to our society's economic health. It gives them data to use as they advocate for funding, access, and power.

What are the numbers?

The 2020 Economic Impact Report told us the following information:

Florida nonprofits compared with other states

8th highest in the nation for revenue

39th lowest in the nation for nonprofit assets per capita

41st lowest for ranking revenue per capita

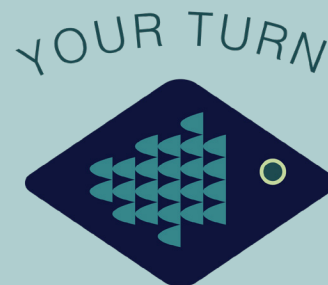
47th lowest for number of nonprofits per 1000 residents

Within Florida

3 counties (Miami-Dade, Broward, and Palm Beach) contain 27% of the state's nonprofit revenue and 29% of the nonprofits in Florida.

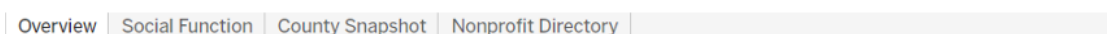
74% of nonprofit employment is located in 3 areas: the southeast region, east central region, and Tampa Bay. North Florida is home to nearly 21% of the workforce. The south central and southwest regions make up the rest.

What conclusions might you draw from these datapoints?



How to use the Data Dashboard

The Data Dashboard is an interactive tool. It has four tabs:



The Surprising Size of Florida's Nonprofit Sector

22,710

Total NonProfits

454,079

Total Employees

\$116,584,827,407

Total Revenue

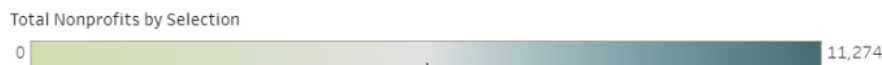
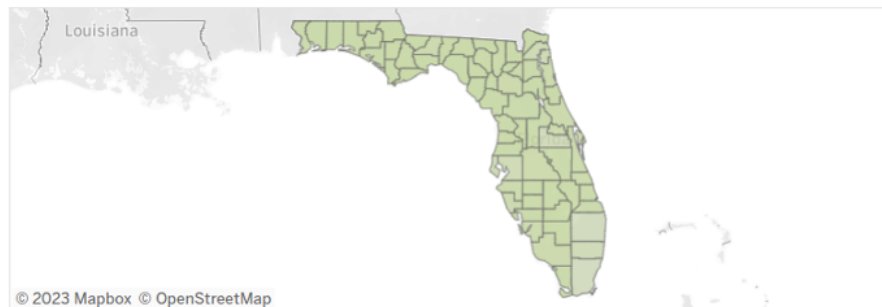
\$27,443,665,272

Total Annual Wages

Select a region or county below to filter the data

Region (All)

County (All)



County	Total Nonprofits	Employment	Revenue	Avg. A
Alachua County	391	15,016	\$4,904,458,822	
Baker County	10	446	\$52,067,212	
Bay County	156	1,608	\$218,838,102	
Bradford County	11	102	\$4,166,925	
Brevard County	515	13,059	\$3,233,700	
Broward County	1,710	23,023	\$6,382,540	
Calhoun County	8	177	\$20,880,000	
Charlotte County	152	1,137	\$121,010,000	

Sources:
Public Sector Consultants retrieved revenue, nonprofit, and social sector data from the Internal Revenue Service's Business Master File from February 2023. Employment data were provided by the Florida Department of Economic Opportunity and the U.S. Bureau of Labor Statistic's Quarterly Census of Employment and Wages program for the second quarter of 2022. The dataset only.

Practice

Open the Florida Nonprofit Economic Impact Report DATA DASHBOARD (<https://flnonprofits.org/page/DataDashboard>).

Find the four tabs. Click between them to become familiar with the information available.

STRENGTH IN NUMBERS

To help you practice using the Dashboard, here are specific actions related to each tab:



Overview

1. Click the box that describes the region in which your nonprofit operates.
2. Find the county with the most number of nonprofits, then least number of nonprofits. How does your county compare?
3. Identify the county which pays the highest and lowest hourly wages. How does your county compare?
4. Reflect on how you might use the information contained here.



Social function

1. Identify the 3 social functions with the greatest level of total assets. Least level of total assets. How does your social function compare?
2. Notice that Health has the highest level of revenue. Why is that? Health includes hospitals and the nonprofit healthcare sector, which engages 45% of the nonprofit workforce.
3. Click on Health's "total revenue" amount and then on "exclude." This will exclude Health from calculations. Notice that percentage of employees in Human Services" jumps from nearly 18% to nearly 33%.

4. To restore this social function, use the "Social Function" dropdown menu on the right. Click "all" to restore the dashboard. You may need to refresh your browser to restore all social functions.
5. Choose one social function that interests you. Click "all" under the "Social Function" menu to remove all social functions. Then click the one social function you want to see. What do you notice?



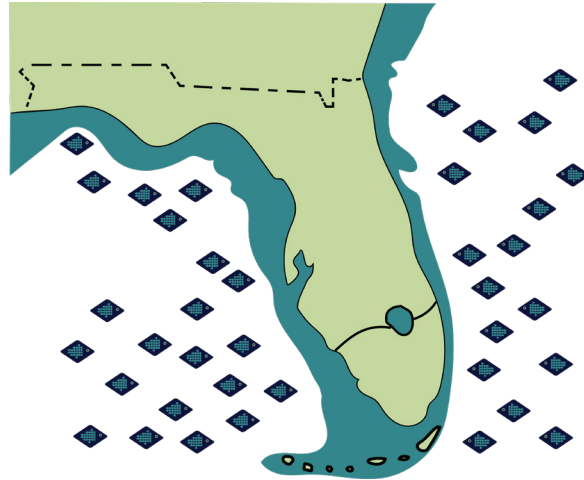
County snapshot

1. Under the County dropdown menu, choose your county. What do you notice?
2. Now find another county. How does your county compare?



Nonprofit directory

1. Under the Nonprofit dropdown menu, choose Baker County. How many nonprofits are in that county? You can hover over the county for the number (10), or scroll down and view the list.
2. Choose your county. How many nonprofits are there? Find one that looks interesting to you and do a web search to see if they have a website.



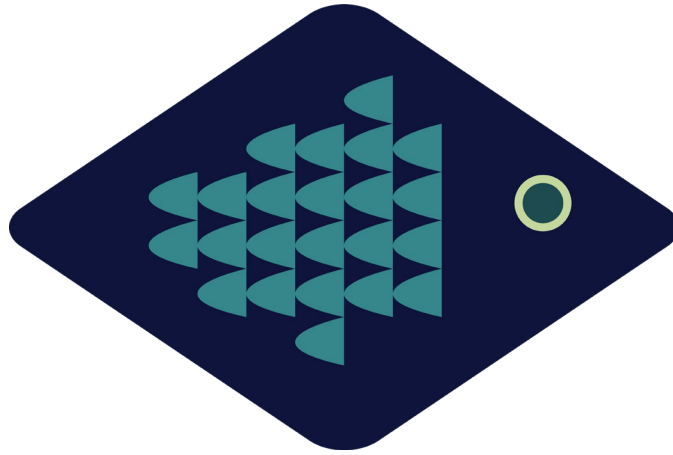
Understanding the Numbers

SUMMARY

An Economic Impact Report is a summary of the financial information (employment, wages, and revenue) created by one sector, in this case the nonprofit sector. It aggregates data related to how nonprofits contribute to the economy.

An Economic Impact Report is used to demonstrate the power of a sector and the gaps that exist across states and counties.

The Data Dashboard is a tool for you to see the data showing the economic impact of our sector. You can use the dropdown menus and search tools to identify specific data related to your region, county, and social function.



2. Strong Organizations

In this chapter, you'll learn how to use an Economic Impact Report to strengthen your organization.

This chapter is relevant for all nonprofit staff and board members. It provides the opportunity to build core skills in how you tell the story of your organization.

Your organization works every day to advance your mission. One way to build your capacity to serve is to understand how your organization fits into the larger context of your community and nonprofits across Florida. Once you understand this information, the next step is to practice using it. In this chapter, you will learn specific steps you can take to strengthen how your organization uses Economic Impact Report data to tell your story.

What to know

- ◆ The data in an Economic Impact Report paints a picture of the context in which a nonprofit is working.
- ◆ Nonprofit staff can use the data as they tell their story within their advocacy efforts and fundraising.
- ◆ A board can use this data as they tell the story of the work of the organization.
- ◆ Economic Impact Report data provides a “hook” to get people interested in the context of a nonprofit’s work.

How to practice

- ◆ Board members use the Economic Impact Report data to open a conversation with someone outside their organization.
- ◆ Staff use the data to demonstrate the need in their fundraising appeals.

Information for your organization

Using the 2020 Economic Impact Report, we can extract the following information.

Pull-out example: Arts organization in Brevard County

There are 515 nonprofits in Brevard County.

Average revenue for arts organizations is \$580,893 (\$19,750,346/34).

Arts ranks 8th in assets per capita in Brevard County. Its percentage of total employment is 0.57%. That only increases to 1.42% when we remove public benefit (i.e., philanthropy). We are trying to accomplish a lot with barely any staff.


How to Use an Economic Impact Report

FIND THE DATA

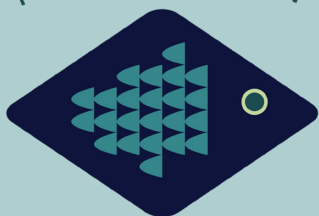
In “Understanding the Numbers” (page 4), you explored the Data Dashboard and how to search

for your social function, region, and county. Review that information now as needed.

In this chapter, you will need to find this data from the Data Dashboard.

Item	Where to Find It	 Your Data
The number of nonprofits by size of revenue	County snapshot	
The total number of nonprofits working on your “social function” in your county. Identify how your organization’s revenue compares with the average total revenue (divide total revenue by the number of nonprofits)	Social function	
Assets per capita for your social function. Calculate its rank across all social functions.	Social function	
Percentage of total employment. Remove the two highest total assets (health and public and societal benefit) to see how the data changes.	Social function	
Names of familiar nonprofits in your county performing the same social function.	Nonprofit directory	
One other piece of useful data	Any tab	

YOUR TURN



When you see the summary infographic of the Economic Impact Report, what jumps out at you?

Why?

Using data to build your story

You can use Economic Impact Report data to tell the story of your organization. It can be used to paint a picture of the context in which you work. It can also be used to explain the need for something. Let's consider these two ways to use the data to explain what you do.

Short statement and why it matters

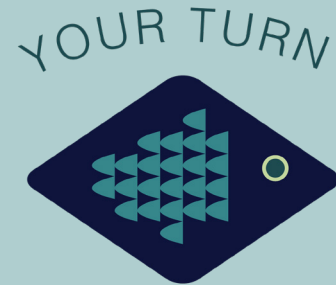
This is where you take the data you have pulled out of the Data Dashboard and connect it to why it matters.

Here are examples from our example organization:

120 of the 515 nonprofits in Brevard County focus on Human Services. That's 23% of the total number of nonprofits, but only 11% of the nonprofit workforce works within human services. That suggests that a lot of work is being done by volunteers. We heard that volunteerism is low in Florida, so a lot of nonprofits are probably stretched thin in terms of who can do the work.

Total revenue for arts and humanities nonprofits in Brevard County is \$19,750,346. With 34 arts organizations in our county, that means an average revenue of \$580,893. Our revenue is \$428,548, just below average. When we looked at the list of arts organizations in our state, we recognized several that we consider similar to us in terms of size and budget. It is good to know who is a part of our arts community

Write down some short statements that you might draw from the Data Dashboard.



Longer stories

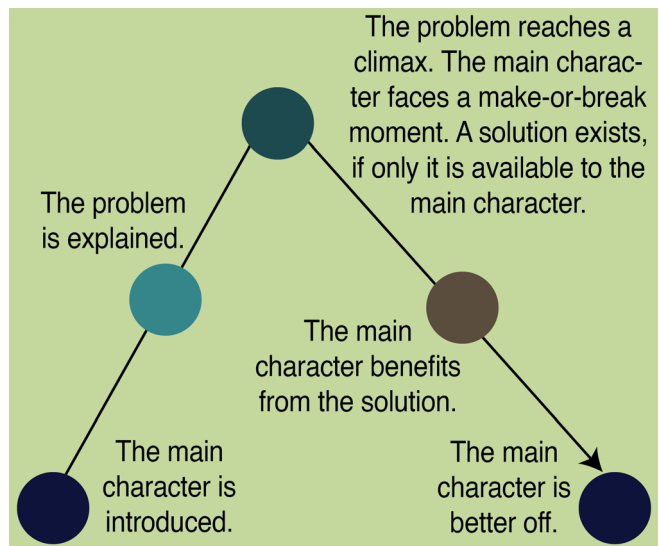
Stories follow a story arc. We are introduced to a main character and learn about a problem they are facing. We learn that there is a solution to the problem, if only the main character could access it. The main character takes an action that solves the problem. Happy ending.

You can use the story arc like this to tell a story where your organization is the main character:

“The Arts Center in Brevard County sparks creativity in young people and our community through arts education and public events featuring local artists.

“The Arts Center needs to raise \$10,000 to pay for building renovations necessary to keep people safe and healthy. This amount is included in the City’s Arts and Humanities budget presented by the Mayor, but this budget hasn’t yet been approved by the City Council.

When we meet with Council representative Santos, we can tell her that arts organizations in our county generated over \$19 million in revenue each year. Investment in the arts is critical to our region’s economic health.”



How to Use an Economic Impact Report

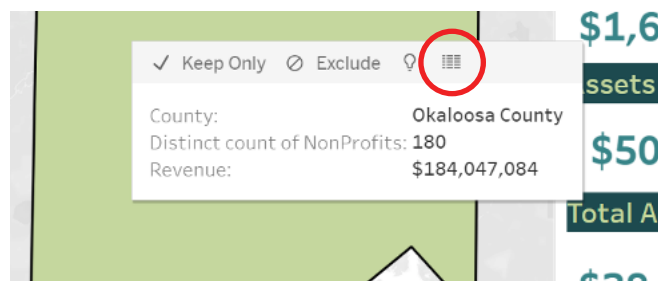
You can also use nonprofits in your region as the main character. Here's an example using Okaloosa County.

“The 213,000 people of Okaloosa County are served by 180 nonprofits. Many of these nonprofits are small. 121 (67%) have income less than \$500,000*. This small panhandle community makes a lot happen with few nonprofit assets.

“The challenge is that a significant disruption, such as from COVID or a major hurricane, could really disrupt a nonprofit’s ability to serve its community. For example, Okaloosa holds \$286 per person in “public benefit” assets, compared with Miami-Dade County, which holds \$2,032. That’s nearly seven times the amount of funds available should a crisis hit! Investment in nonprofit disaster preparedness and strategic planning would help Okaloosa nonprofits be better prepared to serve their community.”

*How to calculate the percent of nonprofits across income thresholds

Mouse over or click on a county on the map and watch for the “Keep Only” and “Exclude” bar to appear on the popup box.



Click on the the View Data icon, on the right side of the bar (we’ve circled it above; it looks like a tiny spreadsheet).

This brings up a table of anonymized nonprofits in a county (no names are listed). You can sort the table by income to find out how many nonprofits exist in a county across income levels. You can also download the list as a CSV and open it in Excel.



Practice

Once you have reflected on key information and ways to integrate it into the story of your organization, make time to practice using this information. Here are ways to practice:

Staff meetings

You might have a longer staff meeting where you can dive deep into practicing the use of this data, or you might have small amounts of time over a month or so. You also have time in one-on-one meetings with staff. Here are the steps for you to integrate into how-ever your staff meet.

1. Start by giving staff members time to explore the “Understanding the Numbers” chapter. You can either assign this a pre-work or give them time at the start of a staff meeting or retreat. Consider this a treasure hunt where people are looking for interesting or relevant nuggets of information that connect to your mission or their work. Your goal is for staff members to feel confident using the tool.

2. Invite staff members to use the data in the two ways demonstrated above. This includes short statements and a longer story.
3. Give them time and space to practice saying what they wrote. Have staff members working in pairs or triads. Each person shares their story.
4. Now give them more context. For example, you can tell them that they need to practice using their statement/story to address these situations:

You have five minutes in an elevator to tell a policymaker about your organization or community.

You have a paragraph to explain the need for funding in a grant proposal.

You are standing in front of a cohort of new volunteers. You are telling them why their volunteer time and effort matters.



Practice

Board meeting

Board meetings often include time for learning. This might be a time when an Executive Director shares information about the context of your work. It could be during a strategic planning session when board members need to understand the “big picture” that defines your work. It could be in budgeting. There are many reasons why board members will need to know the data contained in an Economic Impact Report.

1. Create a short (up to one page) summary of the data the staff have found interesting or relevant in the Data Dashboard (see previous activity).
2. Schedule time during an upcoming board meeting to discuss Economic Impact Report data.
3. Give board members your data summary. Break them into pairs or triads to discuss what is interesting to them and how it is relevant to your mission or board-level discussions.
4. Invite board members to choose one or two particularly relevant data points to memorize. Have them write them down and craft them into clear statements or stories.
5. In those same groups, have board members stand up and practice saying those statements and stories in front of other board members

Ask the people listening to give feedback.

What the statement/story compelling?

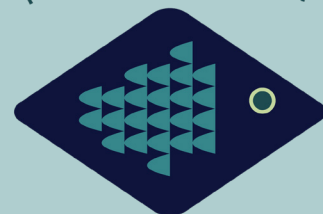
Was it relevant to the interests of the listener?

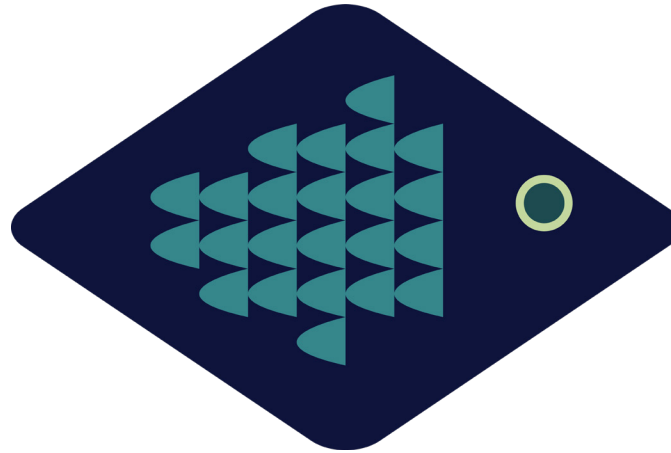
Did it help make the case for why the organization deserves support/funding/whatever is being asked for?

Board members join boards in order to contribute to big picture thinking about an organization’s mission. They are best engaged when they see how organization-level decisions exist within a larger constellation of information and have opportunities to have conversations of consequence (“meaty discussions without obvious answers”).

How could your board draw on the Data Dashboard information to inform a decision you have (or might have) in front of you?

YOUR TURN





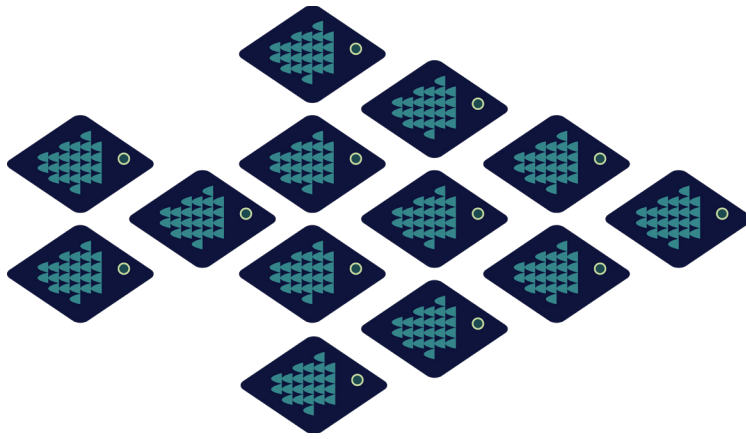
Strong Organizations

SUMMARY

Staff and board members can use the data in an Economic Impact Report to explain the context of your work or tell the story of your work.

What they say can be short – a factual statement that hooks people – or something longer that tells a story. There are practical uses for both.

It is important to practice saying the statements or stories you come up with. Practicing helps them to stick in your memory. It gives you a chance to work out the wording. It gives you confidence so you are ready to say when you are with a policymaker or funder.



3. Connected Organizations

In this chapter, you'll learn how to use an Economic Impact Report to build connections and collaborations

This chapter is relevant for all nonprofit staff and board members, particularly small to medium size organizations interested in finding local solutions, colleagues, and partners.

What to know

- ◆ Data in an Economic Impact Report can be sorted by region and county.
- ◆ Nonprofits use this data to join forces as they advocate for support and funding from their city, county, and regional governments.
- ◆ Policymakers and funders focused at the county or regional levels look to nonprofits to be the experts on their field of service and the sector as a whole.
- ◆ Coalitions, collaborations, and networks provide opportunities for nonprofits to build their power, expand their impact, and invest in capacity building.

How to practice

- ◆ Nonprofit leaders reflect on their work at a scale bigger than their organization.
- ◆ They connect with other nonprofits on topics of common interest.

You don't need to do your work alone. You are more effective and sustainable when you partner with others in many different ways: as coalitions advocating for shares interests, as collaborations sharing the work, and as networks of nonprofits building capacity together.

In this chapter, you will learn how to use an Economic Impact Report to work with others.

FIND THE DATA

In “Understanding the Numbers” (page 4), you explored the Data Dashboard and how to search for your social function, region, and county. Review that information now as needed.

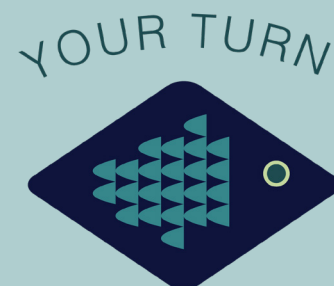
In this chapter, you will need to find this data from the Data Dashboard.

Item	Where to Find It	 Your Data
# of nonprofits in your county	Overview	
Total employment of nonprofits in your county	Overview	
Average hourly wage	Overview	
Average annual wage	Overview	
# nonprofits in your county in your social function	Social function	
% of nonprofits in your revenue category (number/ total number of nonprofits)	County snapshot	
Other		
Other		

Choose another county to compare your county data with. Some options to consider:

- A neighboring county
- A county very different from yours (e.g., Miami-Dade or Broward if you are in northwest Florida)
- A county similar to yours by color (see shading in maps)

What are your observations?



STRENGTH IN NUMBERS

Join or build a coalition

A coalition is an alliance or partnering of nonprofits and others to achieve a common purpose or to engage in joint activity. Coalitions can have different purposes or forms. Ultimately the goal is for small and medium size organizations to become more powerful or effective by joining forces.

Coalitions can achieve these goals:

Grow your power and influence

Enlarge your base of support; help you achieve more together than you can alone.

Provide safety for advocacy efforts and protec-

tion for members who may not be able to take action alone.

Enhance the credibility and influence of an advocacy campaign, as well as that of individual coalition members.

Bring together a diverse range of people and organizations.

Save time and money

Magnify existing financial and human resources by pooling them together and by delegating work to others in the coalition.

Reduce duplication of effort and resources.



Source:
La Piana Consulting

Build capacity

Help develop new leadership skills amongst members.

Assist in individual and organizational networking.

Facilitate exchange of information, skills, experience, materials, opportunities for collaboration, etc.

If you are interested in learning more about coalitions, Florida Nonprofit Alliance offers a workshop on "Working in Coalitions."

Next steps

1. Identify an existing coalition working in your field of service. Is there an existing list?
2. If there isn't an existing coalition, use the Economic Impact Report to identify two or three nonprofits doing similar work to you. Invite them to an informal meeting to get to know each other. Your goal is to build your relationship. Working together starts with building trust.

3. Identify an opportunity or challenge that requires collective action. Some possible examples:

City or county budget and the inclusion of funding for work like yours.

Policies that impact your ability to achieve your mission.

Policies that impact the people who you serve.

Foundation funding for organizations/projects like yours.

Adjacent activities that would augment your work (and the work of others). For example, many nonprofits may not have capacity to do advocacy work, but they see the need and could use a separate body that advocates on behalf of several organizations.

4. Share the data you identified as relevant in the Economic Impact Report. Use it as you make the case related to the opportunity or challenge you are focused on.

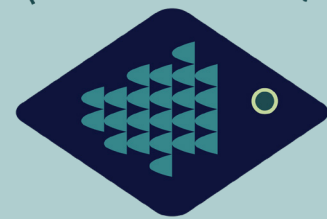
What feels hard about joining or building a coalition?

How can you address that hard thing?

Who can help you address it?

What are your next steps?

YOUR TURN



Connect with other nonprofits

There is also tremendous benefit to connecting with nonprofits beyond a shared mission. You are working hard to raise money, support your board, doing community outreach, etc. So our nonprofits

all around you. When you connect with other nonprofits, you make the work easier and increase the impact of your work.

STRENGTH IN NUMBERS

To be clear, we are talking about **connecting across a spectrum of possible scenarios**:

Network	Cooperate	Coordinate	Collaborate
Exchange information and develop professional and social contacts# of non-profits in your county	Interact informally to accomplish discrete activities	Align work to achieve greater outcomes	Align mission, goals, and decision-makers to share the work

FIND THE DATA

In “Understanding the Numbers” (page 4), you explored the Data Dashboard and how to search for your social function, region, and county. Review that information now as needed.

In this chapter, you will be focused on the Nonprofit Directory tab. Follow these steps.

1. Choose your county in the dropdown menu.
2. Choose 1-3 social functions.

3. Choose up to 5 nonprofits that have similar or related missions from the list of nonprofits.

Small county example

Nonprofit: Bradford County Food Bank

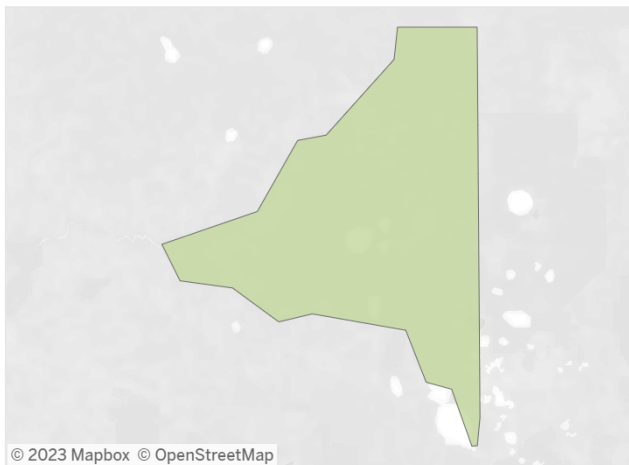
County: Bradford, 11 nonprofits

Social functions: Education, Health, Human services

of nonprofits in these functions: 6

Overview | Social Function | County Snapshot | Nonprofit Directory

Search for Nonprofits by Name



Select from the dropdown menus below to filter nonprofits by name, county, social function, and type. Under the “Name” dropdown menu, search by name within the “enter search text” box to find a specific organization.

Name

County

Social Function

Nonprofit Type

Name	Street	City
ALACHUA COUNTY ORGANIZATION FOR RURAL NEEDS INC	23320 N STATE ROAD 235	BROOKER
ARC OF BRADFORD COUNTY INC	1351 S WATER ST	STARKE
BRADFORD COUNTY EDUCATION FOUNDATION INC	PO BOX 927	STARKE
BRADFORD COUNTY FAIR ASSOCIATION INC	2300 N TEMPLE AVE	STARKE
BRADFORD COUNTY FARM BUREAU	2270 N TEMPLE AVE	STARKE
BRIDGES ACROSS BORDERS INC	PO BOX 103	GRAHAM
COMMUNITIES IN SCHOOLS OF BRADFORD COUNTY FLO..	501 W WASHINGTON ST	STARKE
CONCERNED CITIZENS OF BRADFORD COUNTY INC	PO BOX 354	STARKE
NORTH FLORIDA REGIONAL CHAMBER OF COMMERCE INC	100 E CALL ST	STARKE
RURAL HEALTH PARTNERSHIP OF NORTH CENTRAL FLOR..	922 E CALL ST	STARKE
SOLDIERS FREEDOM OUTDOORS INC	4342 SE 8TH AVE	MELROSE

How to Use an Economic Impact Report

The Bradford County Food Bank’s mission is to ensure everyone in Bradford has access to food. That means that it would be interested in getting to know nonprofits working in that same space. Seeing this list, it has decided to use websites and contacts to find the contact information for key people. They will call a meeting with these six organizations:

- Alachua County Organization for Rural Needs
- ARC of Bradford County
- Bradford County Education Foundation
- Communities in Schools of Bradford County
- Rural Health Partnership of North Central Florida
- Soldiers Freedom Outdoors

The agenda for this meeting will include:

- Get to know you activities
- Sharing about programs and upcoming events
- Discussion about challenges and opportunities related to food access
- Discussion about challenges and opportunities related to running nonprofits

Large county example

- Nonprofit: Early Childhood Education Center
- County: Broward, 1,710 nonprofits
- Social function: Education
- # of nonprofits in this function: 203

Overview | Social Function | County Snapshot | Nonprofit Directory

Search for Nonprofits by Name



Select from the dropdown menus below to filter nonprofits by name, county, social function, and type. Under the "Name" dropdown menu, search by name within the "enter search text" box to find a specific organization.

Name

County

Social Function

Nonprofit Type

Total Nonp... 0 12,000

Name	Street	City
770 RABBINICAL COLLEGE OF FLORIDA INC	4538 INVERRARY BLVD	LAUDERHILL
ABC CARES FOUNDATION INC	3730 COCONUT CREEK PKWY STE 200	COCONUT CREEK
ABC INSTITUTE INC	3730 COCONUT CREEK PKWY STE 180	COCONUT CREEK
ACADEMIC SOLUTIONS ACADEMY INC	2000 W COMMERCIAL BLVD STE 132	FT LAUDERDALE
ACADEMY SCHOOL OF EXCELLENCE	2000 EAST OAKLAND PARK BOULEVARD SU	FORT LAUDERDALE
ADES FAMILY FOUNDATION INC	21500 BISCAYNE BLVD STE 700	AVENTURA
ADVANTAGE ACADEMY OF BROWARD INC	5471 N UNIVERSITY DR	CORAL SPRINGS
ADVANTAGE ACADEMY OF HILLSBOROUGH INC	5471 N UNIVERSITY DR	CORAL SPRINGS
ADVANTAGE ACADEMY OF PINELLAS INC	5471 N UNIVERSITY DR	CORAL SPRINGS
AIM FOR SUCCESS INC	2413 MAIN ST PMB 221	MIRAMAR
AKADEMIC FOUNDATION INC	PO BOX 101231	FT LAUDERDALE
ALLIANCE COMMUNITY AND EMPLOYMENT SERVICES INC	9450 ATLANTIC ST	MIRAMAR
ALLIANCE FOR EDUCATION INC	8100 N UNIVERSITY DRIVE	TAMARAC
ALPHA INTERNATIONAL ACADEMY INC	121 S 24TH AVE	HOLLYWOOD
ALPHA PHI SIGMA INC	3301 COLLEGE AVE UPP3524	FT LAUDERDALE
ALTERNATIVE EDUCATION FOUNDATION INC	4650 SW 61ST AVE	DAVIE
AMERICAN ASSOCIATION OF HISPANICS IN HIGHER EDU..	2598 E SUNRISE BLVD APT 2104	FORT LAUDERDALE

STRENGTH IN NUMBERS

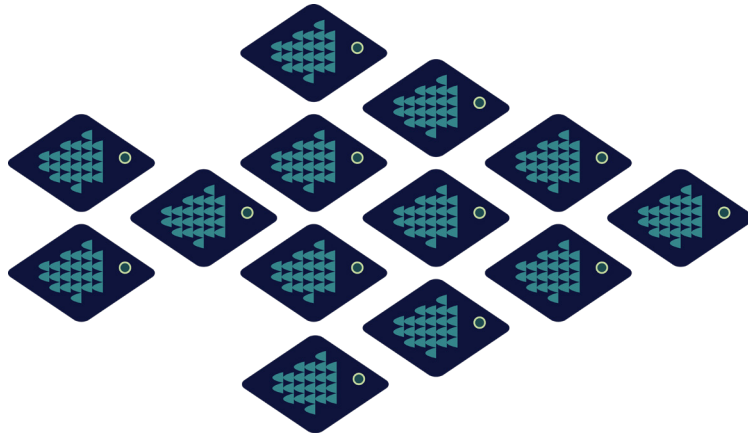
Next steps

Find a few nonprofits to connect with. Establish a regular time and place to connect to build your network.

1. Identify nonprofits that are both similar and adjacent work to what your nonprofit does. For example, the Bradford County Food Bank wants to connect with both food-related programs and those working on homelessness and student services because food insecurity is often connected to housing and student status.
2. Focus on building relationships—the left side of the collaboration continuum. As you build relationships, let other ways to work together (cooperation, coordination, collaboration) happen naturally.
3. Find a nonprofit network that already exists. A few regions in Florida have nonprofit networks. The Florida Nonprofit Alliance serves as a nonprofit network for regions that don't have an existing network.

Nonprofit networks in Florida





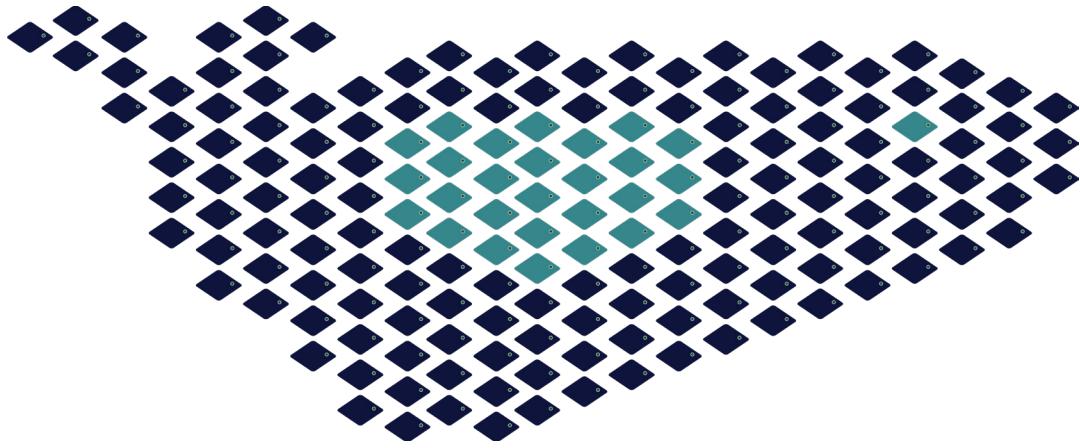
Connected Organizations

SUMMARY

Staff and board members can use the data in an Economic Impact Report to strengthen connection and collaboration with other nonprofit organizations.

Nonprofits see coalitions as one way to grow their power.

Nonprofits use the Data Dashboard to find nonprofits with similar and adjacent missions.



4. Powerful Organizations

In this chapter, you'll learn how to use an Economic Impact Report to grow our sector's power

This chapter is most relevant for larger nonprofit organizations, particularly those with advocacy and policy staff.

What to know

- ◆ Nonprofits play an important role in the legislative process. Policymakers rely on them for information about their issue and community.
- ◆ Nonprofits can better frame their work for policymakers and funders if they have access to data about the sector as a whole.
- ◆ Nonprofits are effective advocates for their mission when they help policymakers support policies that benefit nonprofits and work with policymakers NOT to support policies that will cause harm.
- ◆ Florida Nonprofit Alliance advances the sector by engaging nonprofits in sector-level advocacy.

How to practice

- ◆ Nonprofit leaders can use data as a hook to increase interest, start conversations, and build relationships.
- ◆ Nonprofit leaders can use the data to show why financial investments are needed, both from policymakers and funders.
- ◆ Nonprofit leaders can make the case for the multiplier effect of investing in nonprofits.

You learned in Chapter 2: Strong Organizations (page 8) how to use the Economic Impact Report to create a short statement and larger story about your organization. Let's build on these skills in the context of advocacy and increasing influence.

Nonprofits are important participants in our democratic process. Nonprofit staff, board, volunteers, and clients hold knowledge and connections that are important in our collective effort to advocate for the people we serve. Nonprofits know best how policies passed in Washington D.C. or Tallahassee or local councils might impact their ability to work. When your nonprofit has tapped into its fullest power, it joins with many others to ensure that our sector is in the room when decisions are made.

FIND THE DATA

Nonprofits get involved in advocacy most often when they have a specific need or reason. The data we are looking to find in this chapter relates to what we are trying to achieve through our organization's public policy agendas or other advocacy goals. We can use the Economic Impact Report data to help us build our case for support.

Let's use a national public policy agenda as a starting point.

The National Council of Nonprofits 2023 Public Policy Agenda includes six focus areas:

Tax policy: Empowering community solutions through nonprofits

Budget & spending: Address community needs

The economy: Strengthening communities through a strong nonprofit workforce

Public-private collaborations for the public good

Advocacy rights: Promoting civic engagement

Public accountability and nonprofit independence: Ensuring public trust

You can choose any one of focus areas that most relates to your work or concerns and pull data from the Data Dashboard to help make the case for why this issue matters for your community.

Example: Hillsborough County

Focus area	Where to look	How to use the data (example)
Tax policy	Overview	Nearly 48,000 people in our county depend on nonprofit jobs. Nonprofit-friendly tax policies are important to ensuring that nonprofits can continue to employ these people and pay an average wage of \$64,273.
	County snapshot	20% of Hillsborough nonprofits have annual income between \$50,000 and \$100,000. They rely on volunteers, and we need to make sure our tax policy encourages volunteerism.
Budget & spending	Social function	Nonprofits deliver the services that benefit our communities. Take human services, for example. 363 nonprofits ensure people in our county have access to basic needs. Nonprofits are leveraging volunteer hours and financial contributions to contribute to the \$1.4 billion in total revenue needed within the system. Government funding is vital to ensure that the system runs in service to the nearly 1.5 million people who live in our county.
The economy	Overview	Nearly 48,000 people work for nonprofits, yielding over \$3 billion in total annual wages. The nonprofit workforce is a vital component of our county's economic health.
	County	The average wage for nonprofit workers in the county is \$64,273. That wage funnels into our housing market, our stores, and our service economy. The average annual wage is well above minimum.
Public-private collaborations for the public good		Tampa Bay relies on a range of industries: avionics, business and financial services, marine sciences, and tourism. Every one of those industries depends on a community that is a good place to live, work, and recreate. Nonprofits are on the front lines of making sure our communities thrive.
	Social function	Consider education and contracting. 166 nonprofits work hard every day to ensure our children receive a high quality, nurturing education. Many of these providers have contracts with the city or county to provide services otherwise unable. If the full cost of running these programs is not paid for, we risk losing these services.
Advocacy rights	Overview	Legislators make important decisions about our communities every day. The 1,451 nonprofits working in our communities have knowledge no one else has. They also have a community of donors, volunteers, clients, and others who can raise their voices as needed.
	Social function	If you want to know about the impact of immigration policies on our communities, invite several of the 363 human service organizations to tell you.
Public accountability and nonprofit independence	Overview	When we invest in the 630,000 people who work within nonprofits in Florida, we are investing in the system that ensures public accountability.

 **Focus on Florida**

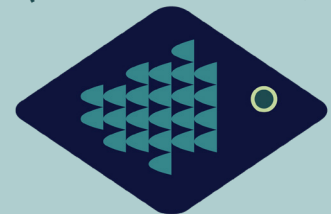
Using the Data Dashboard, your county, and the 2023 Public Policy Agenda, find data that helps make the case for why policymakers or funders should take action in support of this focus area.

Focus area	Where to look	Data to include
Tax policy: Empowering community solutions through nonprofits		
Budget & spending: Address community needs		
The economy: Strengthening communities through a strong nonprofit workforce		
Public-private collaborations for the public good		
Advocacy rights: Promoting civic engagement		
Public accountability and nonprofit independence: Ensuring public trust		

Review the 2023 Florida Nonprofit Alliance Policy Agenda.

How does the data for your county – or the state as a whole – support these policy goals?

YOUR TURN



Your focus area

You have now practiced using the Data Dashboard to respond to policy goals. Now consider what policy goals, legislation, or other advocacy issues are on your horizon.

Is the state legislature considering a policy or budget decision that would work to your advantage or disadvantage?

Is your city or county considering a policy or budget decision that would work to your advantage or disadvantage?

Is your nonprofit facing a particular challenge or opportunity that requires public investment or engagement?

Focus area	Data that would help address that challenge or opportunity

Choose one of the focus areas above.

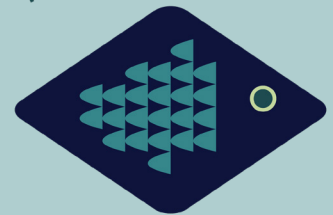
Who do you need to make the case to? (Be specific.)

When could you make the case? (Meeting in the office? Visit to the Capitol?)

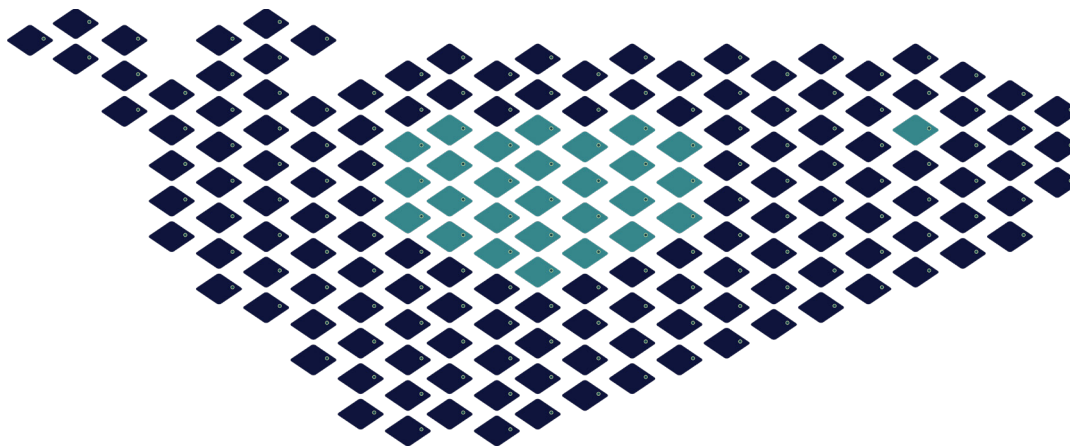
What do you need to practice?

When will you practice it?

YOUR TURN



If you are interested in learning more about advocacy, Florida Nonprofit Alliance offers learning opportunities about nonprofit advocacy.



Powerful Organizations

SUMMARY

Nonprofits leverage their power by building relationships with policymakers.

Nonprofits assume a role of subject matter expert, sharing their knowledge with policymakers.

Nonprofits focus on a level of policy discussion that works for them. This may include the National Council of Nonprofits public policy agenda, the Florida Nonprofit Alliance policy agenda, and local policy agendas.

