

The Alabama Network of Family Resource Centers SOCIAL RETURN ON INVESTMENT (UPDATE) SUMMARY

This report is an update of the Social Return on Investment Analysis report for the Alabama Network of Family Resource Centers initially published in November, 2014.

At that time, and consistent with other reports for social support services around the country, no research had been found that provided a measurable and statistically valid basis for long-term economic impacts of Case Management services. Case Management is a supportive service provided to control and enhance direct treatment goals and effectiveness. It provides communication and coordination of care with the client's family, medical care providers, and community resources.

Further detailed investigation of research literature now shows studies that have addressed the long-term economic impacts of these indirect services. While several of these studies have not examined large enough sample populations or sufficient time period for statistically valid results, one study (Johns Hopkins Healthcare, with a study population of 21,500 people covering a 5-year period) has provided sufficient result to arrive at an accurate and conservative projection of long-term economic impact for ANFRC's case management services.

This updated report contains these additional values and increases the overall Social Return on Investment values from 470% to 493% for the Fiscal Year 2014.

The Alabama Network of Family Resource Centers is an organization of non-profit centers that provide a wide array of services designed to strengthen and support families in Alabama. The purpose of the Alabama Network is to support the development, growth, and continuation of family resource centers by providing technical assistance, training, advocacy, resources, and networking opportunities.

Each year, thousands of families receive intensive services at member sites such as case management, counseling, home visitation, parenting training, health training, employment readiness preparation, and emergency services. In addition, thousands more youth receive services in school and community based programs sponsored by member sites.

The Alabama Network has delineated 25 standards that provide oversight of service delivery, fiscal management, and center administration and accountability. These standards are known as the Alabama Model. Membership in the Network is based on the proven implementation and maintenance of each of these 25 standards. In May 2000, the Alabama Legislature passed into law the Alabama Network’s 25 standards for family resource centers.

During the fiscal year 2014, the ANFRC members provided assistance to over 224,000 people of every racial, religious, and ethnic background through the services of their member sites.

HIGHLIGHTS OF THE UPDATED SROI ANALYSIS RESULTS

TOTAL NUMBER OF SERVICES PROVIDED IN ALABAMA DURING FISCAL YEAR 2014	224,316
IMMEDIATE DIRECT VALUE OF SERVICES	\$9,581,000
LONG-TERM IMPACTS OF SERVICES	\$48,016,000
TOTAL NET VALUE OF SERVICES	\$54,956,000
TOTAL COMBINED FUNDING FOR OPERATIONS	\$11,686,445
SOCIAL IMPACT RETURN ON INVESTMENT	493%
For every \$1 invested in the Alabama Network of Family Resource Centers during the year, the State of Alabama receives \$4.93 of immediate and long-term financial benefits.	

The Social Return on Investment analysis completed for the ANFRC is a measurement of the short and long term economic impacts of the services delivered during a year-long period ending on June 30, 2014. These values are based on the number of clients and the types of social services handled during this period.

There are two separate phases of SROI:

Phase 1 is the measurement of the value delivered to the community by the services currently being delivered by the organization (the “**Outputs**”). The most accurate and understandable measurement basis for these outputs is the Fair Market Value of the services being delivered - what it would cost the community to acquire the same services that a social service provider delivers if that provider did not exist – plus the value of benefits received during the immediate period under study. This result is a measurement of the comparative efficiency of the organization in delivering or providing the services.

Phase 2 is the measurement of the long-term value of the results of these output services delivered – known as the “**Outcomes**”. These measurements may take years to realize. For example, people with disabilities who receive training on independent living skills and how to more fully integrate within the community require significantly less financial support from the community over the course of their lives.

By way of another example, people who receive assistance in finding and retaining employment require less future financial support from their communities, plus their future demands on the law enforcement and legal systems are less, their future needs for community-based medical assistance are less, and their future tax payments are greater.

The Social Return on Investment value may vary in future periods based on the number of matters, the types of legal issues, and the outcomes achieved in these matters.

For the year, the social fiscal values produced by the Alabama Network of Family Resource Centers are as follows:

Adult and Family Support Programs:

Matters involving adult education, counseling, case management, employment preparation, marriage enrichment and counseling, and other family services.

During the year the ANFRC members provided services in 131,308 matters resulting in \$5,959,950 in immediate direct financial benefits and \$17,280,448 in long-term consequential financial benefits.

ADULT & FAMILY SUPPORT PROGRAMS	NUMBER OF SERVICES	DIRECT SERVICE BENEFITS VALUES	LONG-TERM OUTCOME BENEFITS
Adult Education Programs	9,034	\$429,115	\$5,134,408
Counseling Programs	5,785	\$329,745	\$329,940
Case Management Programs	18,557	\$1,391,775	\$2,640,900
Employment Preparation Programs	39,896	\$2,114,488	\$1,816,100
Marriage Enrichment Programs	7,726	\$791,467	\$0
Transportation Programs	42,782	\$451,680	\$0
Other Adult & Family Support Programs	7,528	\$451,680	\$0

Parenting Programs:

Matters involving education and support programs, fatherhood training and support programs, and home visitation services

During the year the ANFRC members provided services in 42,860 matters resulting in \$2,186,950 in immediate direct financial benefits and \$28,971,603 in long-term consequential financial benefits.

PARENTING PROGRAMS	NUMBER OF SERVICES	DIRECT SERVICE BENEFITS VALUES	LONG-TERM OUTCOME BENEFITS
Education and Support Programs	10,990	\$274,750	\$18,916,240
Fatherhood Programs	6,380	\$382,800	\$2,274,938
Home Visitation Programs	25,490	\$1,529,400	\$7,780,425

Youth-Based Programs:

Matters involving academic support, childcare and preschool programs, pregnancy prevention, relationship education, and violence prevention.

During the year the ANFRC members provided services in 50,148 matters resulting in \$1,112,479 in immediate direct financial benefits and \$9,123,428 in long-term consequential financial benefits.

YOUTH-BASED PROGRAMS	NUMBER OF SERVICES	DIRECT SERVICE BENEFITS VALUES	LONG-TERM OUTCOME BENEFITS
After School Academic Support	21,820	\$545,500	\$1,740,145
Childcare/Preschool Programs	21,303	\$191,727	\$1,740,145
Youth Employment Programs	3,760	\$179,352	\$52,166
Pregnancy Prevention Programs	1,959	\$117,540	\$4,903,470
Relationship Education Programs	282	\$16,920	\$0
Violence Prevention Programs	1,024	\$61,440	\$687,502

Public Awareness Services:

Matters involving information and referral services plus public awareness seminars, training, and other public education activities.

During the year the ANFRC members provided services resulting in \$321,895 in measurable immediate direct financial benefits.

PUBLIC AWARENESS ACTIVITIES	NUMBER OF SERVICES	DIRECT SERVICE BENEFITS VALUES	LONG-TERM OUTCOME BENEFITS
Public Awareness Activities		\$0	\$0
Information and Referral	9,197	\$321,895	\$0
Professional Volunteers Impact		\$0	\$0
Non-Professional Volunteers Impact		\$0	\$0

SUMMARY OF SOCIAL RETURN ON INVESTMENT ANALYSIS VALUE

The total immediate direct and longer-term consequential value of the ANFRC member's activities during the year was \$58,457,000.

Of this total, approximately \$859,000 in value will not be received due to various factors such as the death or relocation out of the state by service recipients.

The net value resulting from the ANFRC member's activities during the year totaled \$57,597,000.

The total funding investment for services made by city, state, and federal government agencies, and from contributions from foundations, corporations and individuals totaled \$11,686,445.

The (updated) total Net Social Return on Investment for the Alabama Network of Family Resource Centers services in the State of Alabama during the fiscal year ended June 30, 2014, was **493%.**

For Every \$1 invested in the ANFRC members, the State of Alabama receives \$4.93 in immediate and long-term consequential financial benefits.

ABOUT COMMUNITY SERVICES ANALYSIS LLC

Community Services Analysis LLC is the leading provider of Social Return on Investment Analysis in the United States. Since 2007 CSACO has completed over 100 SROI studies for local and state agencies around the country, including such clients as the State of Pennsylvania Department of Education, the State of California Department of Rehabilitation, the City of Philadelphia, United Way, United Cerebral Palsy, Habitat for Humanity, the State of Arizona Library and Public Archives, and multiple Legal Aid organizations.

Community Services Analysis LLC is the first organization in the United States to be a member of The SROI Network, the international Social Return on Investment standards and accreditation organization, and has been recognized by many national social services organizations such as ANCOR (*the American Network of Community Options and Resources*), ACCSES (*the American Congress of Community Support and Employment Services*), and NLADA (*the National Legal Aid and Defenders Association*).

In 2013, following a detailed analysis of multiple Cost Benefit/Return on Investment methodologies and providers, the National Legal Aid and Defenders Association selected CSACO as their exclusive SROI analysis national partner.

WHAT IS SOCIAL RETURN ON INVESTMENT?

In normal financial analysis, Return on Investment is the ratio of money gained or lost relative to the money invested. In social service organizations, Social Return on Investment measures the financial value created by the organization through delivery of services to the community.

Social Return on Investment (SROI) is an approach to measuring and understanding the financial impact of an organization. While SROI is built on the logic of cost/benefit analysis, it is different in that it measures the comparable value of organizations whose results cannot be easily measured in money.

In the same way that a business plan contains more information than simply financial projections, SROI provides information about actual and long-term results of services, and the qualitative, quantitative, and financial information on which to base decisions about the delivery of social services by organizations.

There are two types of SROI analysis:

- Evaluative analysis – which is based on actual outputs and outcomes that have already taken place or are currently in process;
- Forecast analysis, which predicts the value created when the activities meet their intended outcomes.

An SROI analysis can take many different forms. It can encompass the social value generated by an entire organization, or focus on just one specific aspect of the organization's work.

SROI analysis has been developing since the 1960's. Many trial processes have been undertaken and many articles written about the process since then. The SROI process became more fully developed during the last decade, primarily based on a detailed multi-year study conducted by the SROI Network, The New Economics Foundation, New Philanthropy Capital, the National Council on Voluntary Organization, and the Government of Scotland. Community Services Analysis LLC is the first organization in the United States to be a member of the international SROI Network.

There are two separate phases of SROI:

Phase 1 is the measurement of the value delivered to the community by the services currently being delivered by the organization (the “**Outputs**”). The most accurate and understandable measurement basis for these outputs is the Fair Market Value of the services being delivered - what it would cost the community to acquire the same services that a social service provider delivers if that provider did not exist – plus the value of benefits received during the immediate period under study. This result is a measurement of the comparative efficiency of the organization in delivering or providing the services.

Phase 2 is the measurement of the long-term value of the results of these output services delivered – known as the “**Outcomes**”. These measurements may take years to realize. For example, people with disabilities who receive training on independent living skills and how to more fully integrate within the community require significantly less financial support from the community over the course of their lives.

By way of another example, people who are receive assistance in finding and retaining employment require less future financial support from their communities, plus their future demands on the law enforcement and legal systems are less, their future needs for community-based medical assistance are less, and their future tax payments are greater.

An SROI analysis can fulfill a range of purposes. It can be used as a tool for strategic planning, as a basis for funding and investment decisions, as a basis for communicating impact and financial results to stakeholders, and as a methodology for comparative evaluation of an organization’s long-term effectiveness.

While not the only basis for funding and investment decisions, the SROI results provide the most accurate and comprehensible answer to two of the important questions asked by decision makers:

- “What are the long term financial benefits from these services?”, and
- “What is the measurable “bang for the buck”?”.

Alabama Network of
FAMILY
RESOURCE CENTERS

UPDATED REPORT
SOCIAL RETURN ON INVESTMENT ANALYSIS
For the year ended June 30, 2014

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**Social Return on Investment Analysis
Methodology and Process Description
Social Impact Value Map**

Phase 1- Immediate Output Values

Output Deliverables

Outputs are the quantitative summary of the deliverable results from an activity. These results are the planned short-term goals of the activities and are typically well measured on a timely basis as completed.

Unit of Measure (UOM)

The Unit of Measure is the basis for identifying the quantity of the individual output element. This may be in units such as Units, Dollars, Hours, Portions of Hours, Completion of Educational Achievement, or other measurements as appropriate to each output.

Value per Unit of Measure

Value per Unit of Measure is the calculated financial impact of each output per the appropriate Unit of Measure used for that output.

Basis for Valuation

The Basis for Valuation is a description of the methodology and reasoning behind the selection of the most appropriate Value per Unit of Measure for each output. When needed for complete understanding, alternative values are identified and discussed. This Basis for Valuation amount is also a key element in the Sensitivity Testing phase of the SROI calculation process.

Output SROI Gross Fiscal Impact

The Gross Fiscal Impact is the Fair Market Value replacement cost for each output service delivered. This is the short-term SROI value that primarily measures the immediate SROI value and the comparative efficiency of the services delivered to the community by the provider.

Phase 2 – Long Term Outcome Values

Outcome Results (Description of Change)

Outcomes are the results of the output services delivered. These outcomes may either be the projected and anticipated changes that were the basis of the stakeholders provision of the resources required, or may be unintended and unanticipated changes resulting from these same outputs.

The description of the outcomes needs to be as precise as possible to avoid uncertainty on the measurement indicator basis used and the basis for valuation. Care must also be taken not to confuse outcomes resulting from resource inputs from one shareholder with inputs from other shareholders that can result in double counting of the outcome valuations.

Duration of Change

Many types of outcome have a finite life expectancy of the resulting benefits. The duration of change element defines this expected useful life of the outcome (when appropriate).

The Duration of Change element is also related to the ‘Drop-Off’ factor, which defines the reduction of benefits attributed to the outcome over longer periods of time.

Phase 3 - Basis for Valuation

The Basis for Valuation is a description of the methodology and reasoning behind the selection of the most appropriate value per Unit of Measure for each output and outcome. When needed for complete understanding, alternative values are identified and discussed. This basis for valuation amount is also a key element in the sensitivity testing phase of the SROI calculation process.

There can be types of outcomes that are difficult to value in monetary terms that are routinely left out of traditional economic appraisals. There are several techniques available in SROI analysis to approximate financial values via “proxy” methods that measure financial values via indirect comparative approaches:

- Fair Market Value Replacement Cost is the cost of replacement of the activities on the open market (determined by survey) if the organization did not exist.

- Contingent Valuation assesses via survey people's willingness to pay, or to accept compensation, for a hypothetical product or service.
- Revealed Preference infers valuations from the price of related market-supplied goods or services;
- The Travel Cost method recognizes that people are generally willing to travel some distance to access goods or services on which they place a value. This inconvenience and expense can be translated into money to derive an estimate of the values of the benefits of those goods and services.

Source of Valuation

The Source of Valuation is a description or listing of the research sources used in determining the Basis for Valuation.

Phase 3 – Valuation Impacts

Deadweight %

Deadweight is a measure of the amount of the individual outcome that would have happened even if the output activity had not taken place. It is expressed as a percentage.

Attribution %

Attribution is an assessment of how much of the outcome was caused by contribution of each individual output service. This is expressed as a percentage.

The assessment of individual output service contribution can be a highly variable process with multiple conflicting factors. The relative contribution weight of an individual factor can vary from individual to individual, and the calculations can become problematic over long periods of time.

Drop-Off %

In longer periods of time (greater than one year), the amount of outcome is likely to be less, or if the same, will be more likely to be influenced by other factors. Drop-off is an assessment of the ongoing reduced attribution to the outcome factors.

It is expressed as a fixed percentage of deduction from the remaining level of outcome at the end of each year.

Outcome SROI Gross Fiscal Impact

The Outcome Gross Fiscal Impact is the total value of all fiscal benefits for each output and outcome.

Outcome SROI Net Fiscal Impact

The Outcome Net Fiscal Impact is the total value of all fiscal benefits for each outcome (both anticipated and unanticipated) following inclusion of the Valuation Impact.

**Alabama Network of Family Resource Centers
Social Return on Investment Analysis Impact Map**

IMMEDIATE OUTPUT VALUES

Description	Total Services	Direct Value	Basis for Valuation (see Valuation Detail Book)
ADULT & FAMILY SUPPORT PROGRAMS			
Adult Education Programs	9,034	\$451,700	Schedule 01
Counseling Programs	5,785	\$347,100	Schedule 02
Case Management Programs	18,557	\$1,391,775	Schedule 03
Employment Preparation Programs	39,896	\$2,114,488	Schedule 04
Marriage Enrichment Programs	7,726	\$386,300	Schedule 05
Transportation Programs	42,782	\$791,467	Schedule 06
Other Adult & Family Support Programs	7,528	\$451,680	Schedule 07
PARENTING PROGRAMS			
Education and Support Programs	10,990	\$274,750	Schedule 08
Fatherhood Programs	6,380	\$382,800	Schedule 09
Home Visitation Programs	25,490	\$1,529,400	Schedule 10
YOUTH-BASED PROGRAMS			
After School Academic Support	21,820	\$545,500	Schedule 11
Childcare/Preschool Programs	21,303	\$191,727	Schedule 12
Youth Employment Programs	3,760	\$199,280	Schedule 13
Pregnancy Prevention Programs	1,959	\$117,540	Schedule 14
Relationship Education Programs	282	\$16,920	Schedule 15
Violence Prevention Programs	1,024	\$61,440	Schedule 16
PUBLIC AWARENESS ACTIVITIES			
Public Awareness Activities		NA	Schedule 17
Information and Referral	9,197	\$321,895	Schedule 18
Professional Volunteers Impact		NA	Schedule 19
Non-Professional Volunteers Impact		NA	Schedule 20

**Alabama Network of Family Resource Centers
Social Return on Investment Analysis Impact Map**

LONG-TERM CONSEQUENTIAL OUTCOME VALUES

Description	Total Services	Long-Term Social Value	Basis for Valuation (see Valuation Detail Book)
ADULT & FAMILY SUPPORT PROGRAMS			
Adult Education Programs	9,034	\$5,404,640	Schedule 01
Counseling Programs	5,785	\$366,600	Schedule 02
Case Management Programs	18,557	\$2,640,900	Schedule 03
Employment Preparation Programs	39,896	\$1,816,100	Schedule 04
Marriage Enrichment Programs	7,726	\$0	Schedule 05
Transportation Programs	42,782	\$0	Schedule 06
Other Adult & Family Support Programs	7,528	\$0	Schedule 07
PARENTING PROGRAMS			
Education and Support Programs	10,990	\$18,916,240	Schedule 08
Fatherhood Programs	6,380	\$2,274,938	Schedule 09
Home Visitation Programs	25,490	\$7,780,425	Schedule 10
YOUTH-BASED PROGRAMS			
After School Academic Support	21,820	\$1,740,145	Schedule 11
Childcare/Preschool Programs	21,303	\$1,740,145	Schedule 12
Youth Employment Programs	3,760	\$65,208	Schedule 13
Pregnancy Prevention Programs	1,959	\$5,448,300	Schedule 14
Relationship Education Programs	282	\$0	Schedule 15
Violence Prevention Programs	1,024	\$687,502	Schedule 16
PUBLIC AWARENESS ACTIVITIES			
Public Awareness Activities		NA	Schedule 17
Information and Referral		NA	Schedule 18
Professional Volunteers Impact		NA	Schedule 19
Non-Professional Volunteers Impact		NA	Schedule 20

**Alabama Network of Family Resource Centers
Social Return on Investment Analysis Impact Map**

VALUATION NEGATIVE IMPACTS

Description of Change	Deadweight %	Attribution %	Drop-off %
ADULT & FAMILY SUPPORT PROGRAMS			
Adult Education Programs	5%	0%	0%
Counseling Programs	5%	0%	5%
Case Management Programs	0%	0%	0%
Employment Preparation Programs	0%	0%	0%
Marriage Enrichment Programs	0%	0%	0%
Transportation Programs	0%	0%	0%
Other Adult & Family Support Programs	0%	0%	5%
PARENTING PROGRAMS			
Education and Support Programs	0%	0%	0%
Fatherhood Programs	0%	0%	0%
Home Visitation Programs	0%	0%	0%
YOUTH-BASED PROGRAMS			
After School Academic Support	0%	0%	0%
Childcare/Preschool Programs	0%	0%	0%
Youth Employment Programs	10%	0%	10%
Pregnancy Prevention Programs	0%	0%	10%
Relationship Education Programs	0%	0%	10%
Violence Prevention Programs	0%	0%	0%
PUBLIC AWARENESS ACTIVITIES			
Public Awareness Activities	0%	0%	0%
Information and Referral	0%	0%	0%
Professional Volunteers Impact	0%	0%	0%
Non-Professional Volunteers Impact	0%	0%	0%

**Alabama Network of Family Resource Centers
Social Return on Investment Analysis Impact Map**

Description of Change	IMMEDIATE DIRECT IMPACT	LONG-TERM (10 YEAR) IMPACT	TOTAL IMPACT
ADULT & FAMILY SUPPORT PROGRAMS			
Adult Education Programs	\$429,115	\$5,134,408	\$5,563,523
Counseling Programs	\$329,745	\$329,940	\$659,685
Case Management Programs	\$1,391,775	\$2,640,900	\$4,032,675
Employment Preparation Programs	\$2,114,488	\$1,816,100	\$3,930,588
Marriage Enrichment Programs	\$791,467	\$0	\$791,467
Transportation Programs	\$451,680	\$0	\$451,680
Other Adult & Family Support Programs	\$451,680	\$0	\$451,680
PARENTING PROGRAMS			
Education and Support Programs	\$274,750	\$18,916,240	\$19,190,990
Fatherhood Programs	\$382,800	\$2,274,938	\$2,657,738
Home Visitation Programs	\$1,529,400	\$7,780,425	\$9,309,825
YOUTH-BASED PROGRAMS			
After School Academic Support	\$545,500	\$1,740,145	\$2,285,645
Childcare/Preschool Programs	\$191,727	\$1,740,145	\$1,931,872
Youth Employment Programs	\$179,352	\$52,166	\$231,518
Pregnancy Prevention Programs	\$117,540	\$4,903,470	\$5,021,010
Relationship Education Programs	\$16,920	\$0	\$16,920
Violence Prevention Programs	\$61,440	\$687,502	\$748,942
PUBLIC AWARENESS ACTIVITIES			
Public Awareness Activities	\$0	\$0	\$0
Information and Referral	\$321,895	\$0	\$321,895
Professional Volunteers Impact	\$0	\$0	\$0
Non-Professional Volunteers Impact	\$0	\$0	\$0
TOTAL NET FISCAL IMPACTS	\$9,581,274	\$48,016,379	\$57,597,653
TOTAL FUNDING FOR FISCAL YEAR 2013.			\$11,686,445
TOTAL SOCIAL RETURN ON FUNDING INVESTMENT FOR THE FISCAL YEAR 2013.			493%

**The Social Return on Investment
From the services provided by the
Alabama Network of Family Resource Centers**

Overview

The State of Alabama and many other governmental funding sources nationwide are reviewing their “Performance Measurement” processes, including metrics such as Return on Investment, Output and Outcome Measures, and Efficiency Measures, in an effort to improve efficiency, effectiveness and the delivered value of their multiple of community services and funding requirements and options. This report provides these measurement results to funding sources, stakeholders, and members of the community.

This analysis follows the basic structure, definitions, and procedures encompassed in The SROI Network’s internationally defined methodology. Additional input was taken from the New Economics Foundation study “*Measuring Real Value: a DIY Guide to Social Return on Investment*”, the Nonprofit Good Practice Guide, and various financial analysis tools and methods used in the private sector.

Scope of the Project

This report is an update of the Social Return on Investment Analysis report for the Alabama Network of Family Resource Centers initially published in November, 2014.

At that time, and consistent with other reports for social support services around the country, no research had been found that provided a measurable and statistically valid basis for long-term economic impacts of Case Management services. Case Management is a supportive service provided to control and enhance direct treatment goals and effectiveness. It provides communication and coordination of care with the client’s family, medical care providers, and community resources.

Further detailed investigation of research literature now shows studies that have addressed the long-term economic impacts of these indirect services. While several of these studies have not examined large enough sample populations or sufficient time period for statistically valid results, one study (Johns Hopkins Healthcare, with a study population of 21,500 people covering a 5-year period) has provided sufficient result to arrive at an accurate and conservative projection of long-term economic impact for ANFRC’s case management services.

This updated report contains these additional values and increases the overall Social Return on Investment values from 470% to 493% for the Fiscal Year ended June 30, 2014.

The process of developing this analysis included the identification of measurable benefits provided to the community by the Alabama Network of Family Resource Centers as a result of their operations.

Many of the transaction statistics for these areas have historically been tracked by the staff and management of ANFRC, but several areas were not. The personnel at ANFRC and their member organizations are to be commended for researching these areas and providing accurate transaction information expeditiously.

The definitions of value to community are based on a variety of published sources where available, surveys of local cost when appropriate, surveys of State residents, and realistic formula calculations. These same methodologies have been used in multiple other community service provider engagements and have been reviewed in detail by multiple organizations and outside researchers.

Conclusion

Based on a review of the Alabama Network of Family Resource Centers transaction records, internal reports, financial statements, reports submitted to various state and federal stakeholders, and the detailed analysis of values delivered to the community of the individual services provided by the organization, this updated report presents a more accurate calculation of the Social Return on Funding Investment value for the Alabama Network of Family Resource Centers for the year ended June 30, 2014.

June 27, 2016

A handwritten signature in dark ink, appearing to read 'A. B. Brown'.

**Principal
Community Services Analysis LLC**