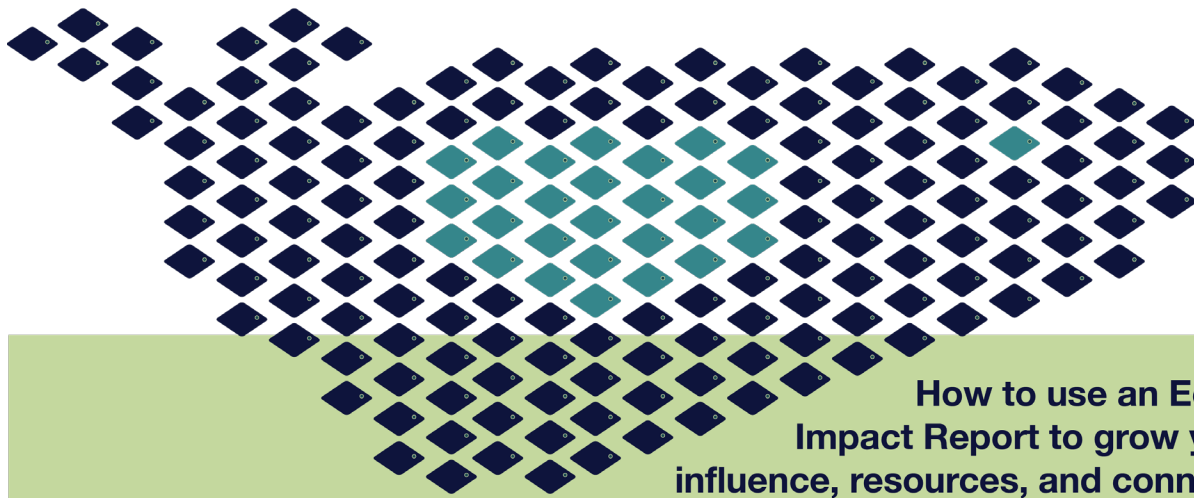


STRENGTH IN NUMBERS

A Practical Action Guide



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

In 2024, PhilanthropyMiami commissioned a report about the economic impact of nonprofits in Miami-Dade County. This report is derived from Florida Nonprofit Alliance's **Economic Impact Report**, which paints a vibrant picture of the nonprofit sector's positive economic impact in the state of Florida.

This practical action guide, **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, policymakers, 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!



Resources

-  Miami-Dade County Strength in Numbers Economic Impact report
-  Miami-Dade County infographic
-  Interactive, web-based display of nonprofit data statewide, by county, and by region



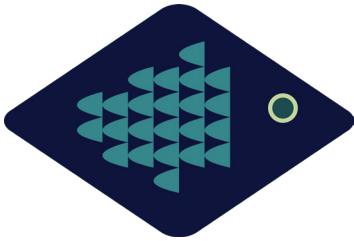
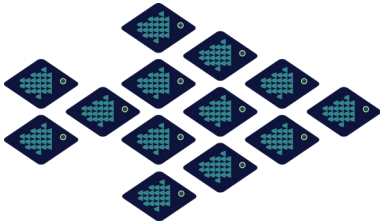
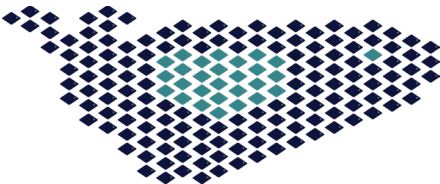
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The data dashboard is located at
<https://flnonprofits.org/page/DataDashboard>

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Strength in Numbers Success

The 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.

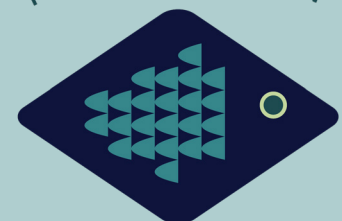
Strength in Numbers action overview

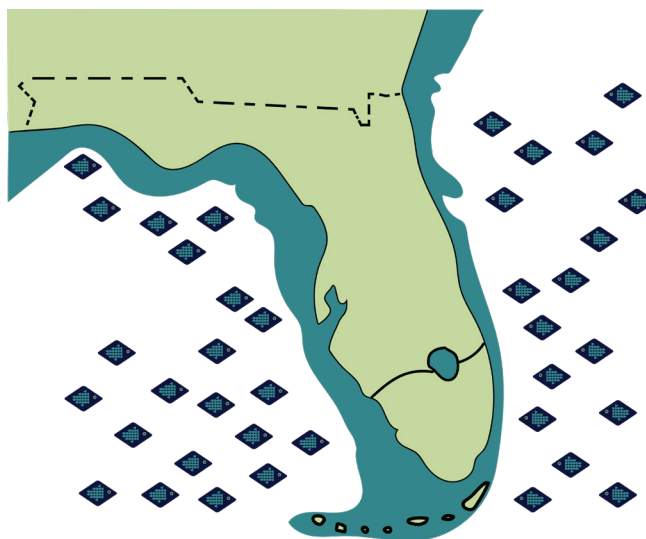
Here are some examples of outcomes that could result from taking the actions outlined in this guide.

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

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.

PhilanthropyMiami commissioned the Miami-Dade Nonprofit Economic Impact report (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.

The 2023 Economic Impact Report told us:

Florida nonprofits compared with other states

46th in income per 1,000 households

48th in revenue per 1,000 households

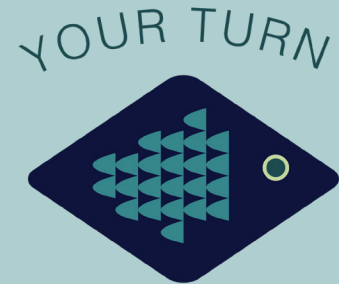
48th in number of nonprofits per 1,000 households

Within Florida

3 counties (Miami-Dade, Broward, and Palm Beach) contain 28% 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 has seven tabs.

▼ < Overview Social Function Social Function Snapshot County Snapshot Nonprofit Directory Demonstrating >

The Surprising Size of Florida's Nonprofit Sector

22,710

Total Nonprofits

\$116,584,827,407

Total Revenue

456,016

Total Employees

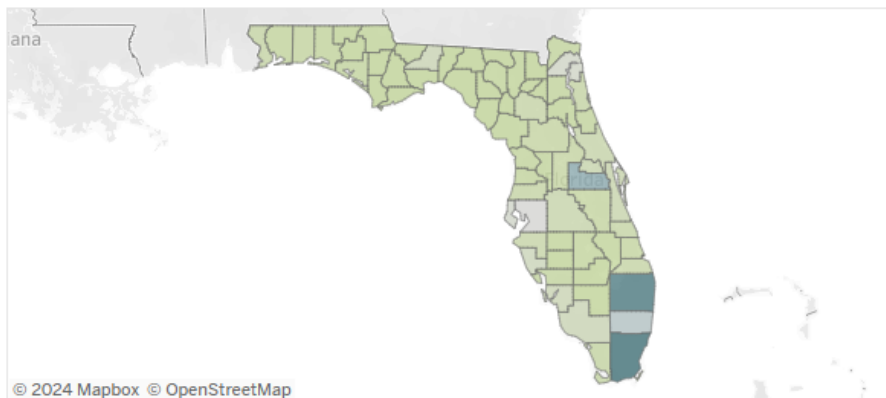
\$27,526,120,504

Total Annual Wages

Select a region or county below to filter the data

Region (All) ▼

County (All) ▼



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 Statistics's Quarterly Census of Employment and Wages program for the second quarter of 2022. The dataset only includes nonprofits that have reported taxes since 2019, with earned income greater than, or equal to, \$50,000 and are included in subsection 3.4.5 or 6.. Employment figures are for nonprofits covered by Florida's Reemployment Assistance Program. Some exceptions to

Total Nonprofits by Selection



County	Total Nonprofits	Employment	Revenue
Alachua County	391	15,016	
Baker County	10	446	
Bay County	156	1,608	
Bradford County	11	102	
Brevard County	515	13,059	
Broward County	1,710	23,023	
Calhoun County	8	177	



Practice

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

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

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?



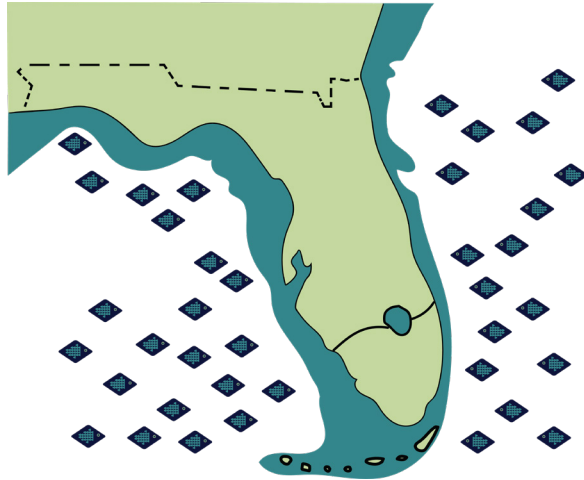
County snapshot

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.



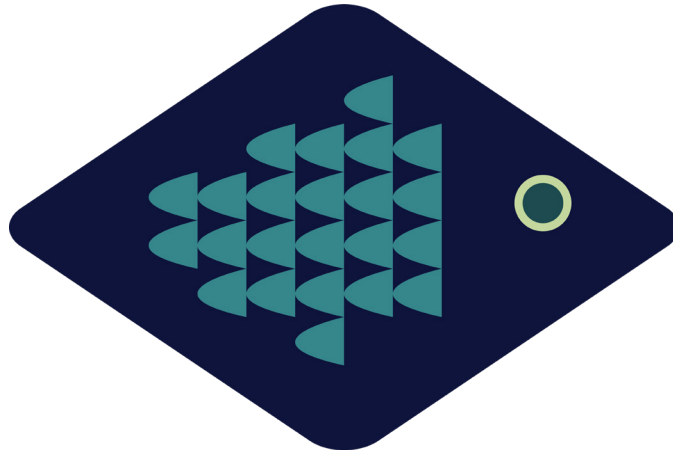
Understanding the Numbers

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.

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.

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.

Information for your organization

Using the 2023 Economic Impact Report, we can extract the following information.

Pull-out example: Arts organizations in Miami-Dade County

There are 2,541 nonprofits in Miami-Dade County

Average revenue for arts organizations is \$1.13M
(\$215,171,563/190)

Arts ranks 6th in assets per capita in Miami-Dade County. Its percentage of total employment is 1.75%. We are trying to accomplish a lot with a very small amount of staff.

How to Use an Economic Impact Report

FIND THE DATA

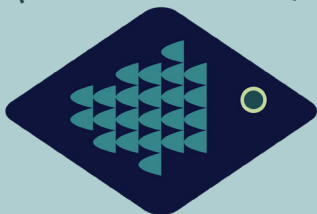
In “Understanding the Numbers” (page 4), you explored the Data Dashboard and how to search

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

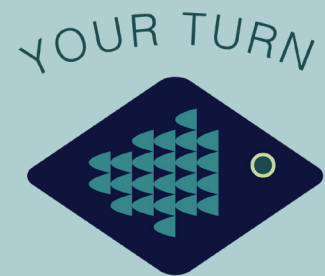
This is where you take the data you have pulled out of the Data Dashboard and connect it to why it matters.

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

Examples of stories your organization can use:

542 of the 2,541 nonprofits in Miami-Dade County focus on human services. That's 21% of the total number of nonprofits, but only 12% of the nonprofit workforce works within human services. That suggests that a lot of work is being done by volunteers. FNA's nonprofit survey shows that volunteering is lower than what the need is, so many human services organizations are probably stretched thin in people power.

Total revenue for arts and humanities nonprofits in Miami-Dade County is \$215,171,563. With 190 arts organizations, that's an average revenue of \$1.13M. Our revenue is \$750,000, below the average. When we looked at the list of arts organizations in our county, we recognized several that we consider similar to us in terms of size and budget. This will help us set our strategic goals.



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.

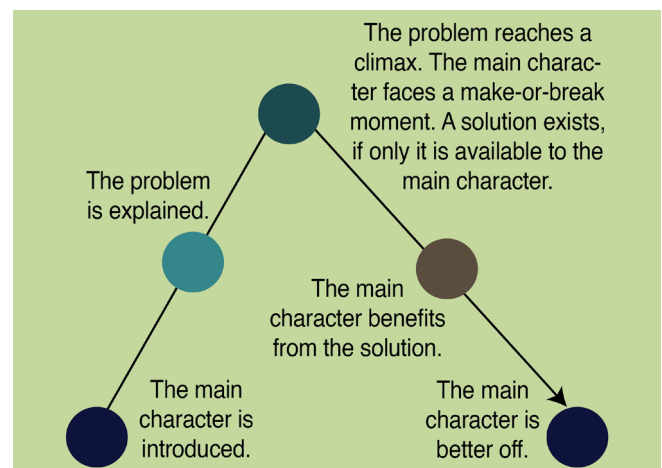
You can use the story arc like this to tell a story where your organization is the main character. Here is an example using a fictional nonprofit.

"The Arts Center in Miami-Dade County sparks creativity in young people and our community through arts education and public events featuring local artists.

"The Arts Center needs to raise \$20,000 to pay for building renovations necessary to keep people safe and healthy. This amount is included in the County's Arts and Humanities budget presented

by the Mayor, but this budget hasn't yet been approved by the County Commission.

When we meet with Commissioner Gilbert, we can tell him that arts organizations in our county generated over \$215 million in revenue each year. Investment in the arts is critical to our region's economic health."



How to Use an Economic Impact Report

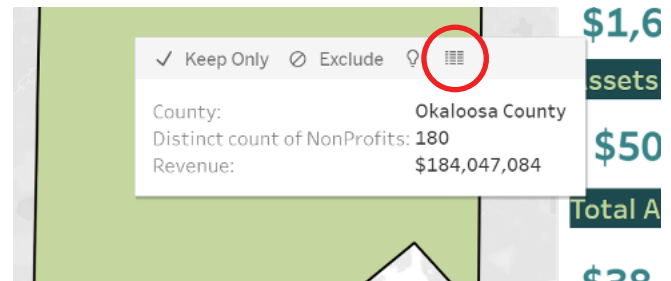
You can also use nonprofits in your region as the main character. Here's an example using Miami-Dade County.

“The 2.7 million people of Miami-Dade County are served by 2,541 nonprofits. Many of these nonprofits are small. 1324 (55%) have income less than \$500,000*.

“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, Miami-Dade County holds \$2,032 per person in “public benefit” assets, compared with Palm Beach County, which holds \$5,107. That’s more than 2.5 times the amount of funds available should a crisis hit! Investment in nonprofit disaster preparedness and strategic planning would help Miami-Dade 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 however 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?

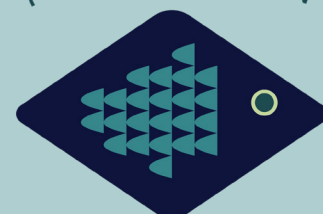
Was it relevant to the interests of the listener?

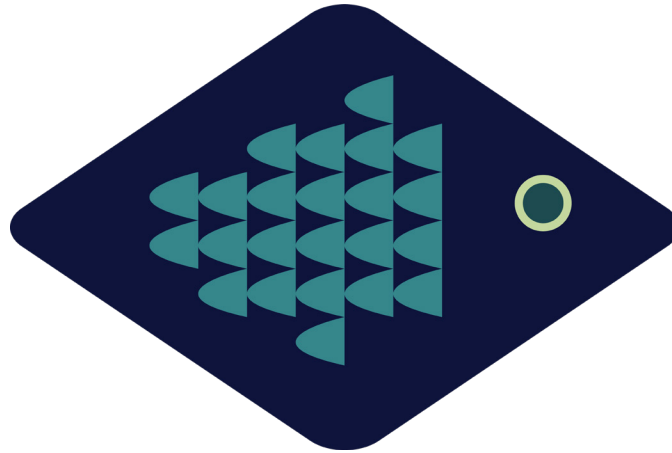
Did it help make the case for why the organization deserves support/funding/whatever is being asked for?

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





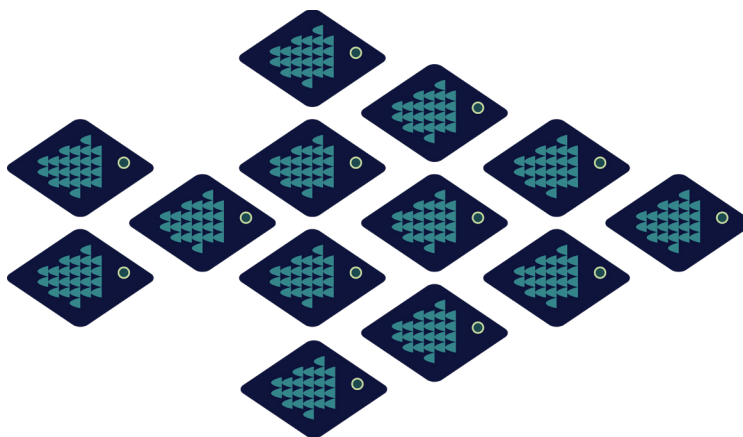
Strong Organizations

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 shared 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:

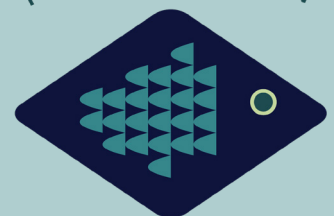
A neighboring county

A county very different from yours (e.g. a small rural county or one far away, like the Panhandle)

A county similar to yours by color (see shading in maps)

What are your observations?

YOUR TURN



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

protection 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.

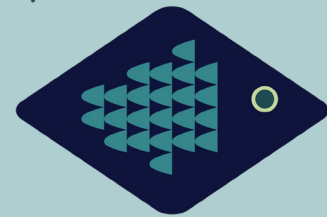
What feels hard about joining or building a coalition?

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 nonprofits 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

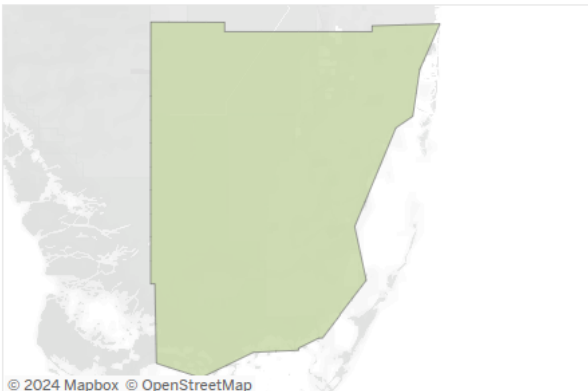
FIND THE DATA

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.

Search for Nonprofits by Name



© 2024 Mapbox © OpenStreetMap

Total Nonprofits by Selection (Median 5658)

0  3,000

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: (All)

County: Miami-Dade County

Social Function: Education

Organization Type: (All)

Social Fun..	Name	Street	City
Education	600 HOLDINGS INC	6340 SUNSET DR	MIAMI
	8003 FOUNDATION INC	6340 SUNSET DR	MIAMI
	A BETTER DAY THERAPY LEARNING CENTER INC	9600 NW 25TH ST STE 1	DORAL
	ABUNDANT LIFE CHRISTIAN LEARNING CENTER	777 NW 85TH ST	MIAMI
	ACADEMIR CHARTER SCHOOLS INC	2636 SW 144TH AVE	MIAMI
	ACE FOUNDATION INC	6340 SUNSET DR	MIAMI
	ACHIEVE MIAMI INC	220 MIRACLE MILE	CORAL

Miami-Dade County example

Fictional Nonprofit: Miami Education Center

Social Function: Education

Number of nonprofits in this function: 248

As the Miami Education Center, I can sort the directory by zip code and identify 8 other

education organizations in 33139, where I am located. Seeing the list, I look up their websites and contact information, and reach out to build relationships with those I don’t know yet. We decide to gather for a meeting to discuss how Miami Beach government can be more supportive of education nonprofits.

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 fictional Miami Education Center wants to connect with both education nonprofits in Miami Beach and schools with programs for students with autism, because they have students

with autism.

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.

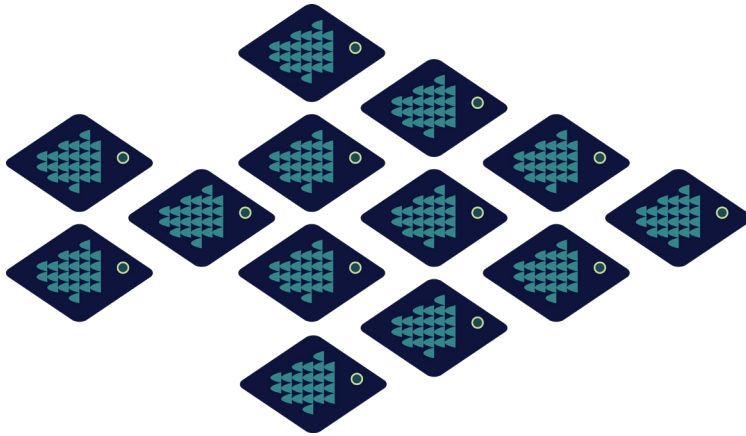
The Nonprofit Executive Alliance is a social impact coalition of CEOs across Broward, Miami-Dade and Monroe Counties that advance leadership, strengthen local communities, and provide a unified voice for the sector. Our focus is on improving the business of nonprofit work and changing the way the community views the sector. Together we strengthen our sector and make our community a better place to live, work and play. As individual members, we develop vital knowledge and skills to amplify our mission and deepen our impact personally and professionally. Together, we raise public awareness of our collective power, engage stakeholders, and strengthen the communities in which we live, work and play. We raise the profile of nonprofits as invaluable partners for the public and private sectors and the solution drivers addressing

economic and community challenges.

For additional information please visit www.NonprofitExecAlliance.org or email Sandra@npobroward.org (Broward County) or fernanda@philanthropymiami.org (Miami-Dade & Monroe Counties)

PhilanthropyMiami is a hub for Miami's nonprofit community and philanthropic ecosystem. We support a thriving community of professionals, volunteers, and organizations working toward a greater Miami. Through our signature programs and events, we create opportunities for learning, collaboration and networking that enhance our sense of community.

For more information, please visit www.philanthropymiami.org or email us at info@philanthropymiami.org



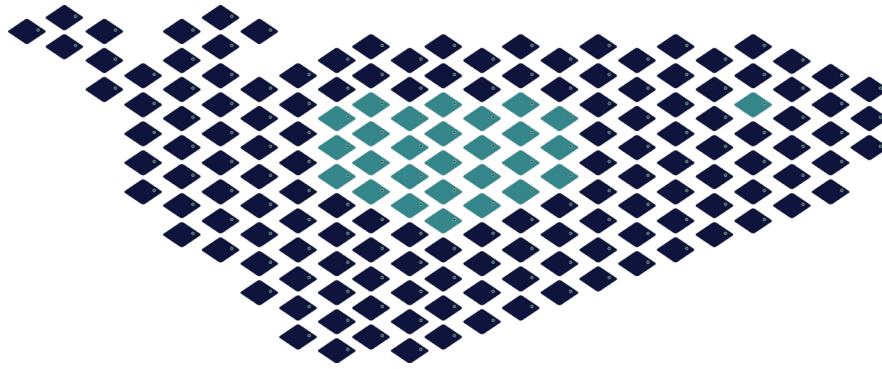
Connected Organizations

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 2024 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: Miami-Dade County

Focus area	Where to look	How to use the data (example)
Tax policy	Overview	Nearly 77,000 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 \$66,639.
	County snapshot	16% of Miami-Dade nonprofits have annual income between \$25,000 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. 542 nonprofits ensure people in our county have access to basic needs. Nonprofits are leveraging volunteer hours and financial contributions to contribute to the \$20.5 billion in total revenue generated each year. Government funding is vital to ensure that the system runs in service to the 2.7 million people who live in our county.
The economy	Overview	Nearly 77,000 people work for nonprofits, yielding over \$5 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 \$66,639. 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		Miami-Dade relies on a range of industries, including tourism, health care, aviation, health care, and trade and logistics. 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. 248 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 2,541 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 542 human service organizations to tell you.
Public accountability and nonprofit independence	Overview	When we invest in the 456,000 people who work within nonprofits in Florida, we are investing in the system that ensures public accountability.

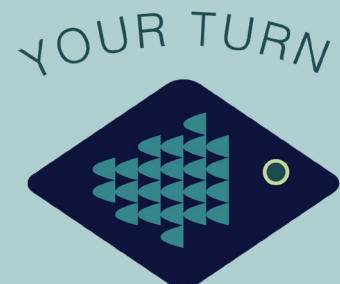
Focus on Florida

Using the Data Dashboard, your county, and the 2024 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 2024 Florida Nonprofit Alliance Policy Agenda.

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





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.)

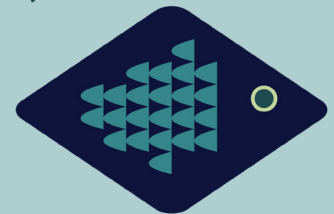
When could you make the case? (Meeting in the office? Visit to the Capitol?)

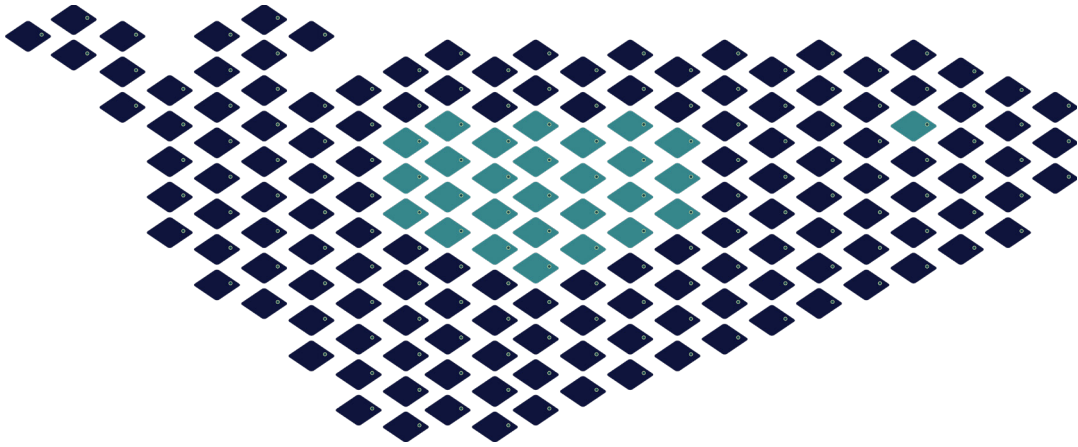
What do you need to practice?

When will you practice it?

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

YOUR TURN





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.