

csaco COMMUNITY SERVICES ANALYSIS LLC

“Equal Justice For All”

COMMUNITY

LEGAL SERVICES, INC.



LEGAL AID SERVICES

**SOCIAL RETURN ON
INVESTMENT ANALYSIS**

Community Legal Services, Inc.
SOCIAL RETURN ON INVESTMENT ANALYSIS
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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 is an attempt to measure the financial values created by the organization through delivery of services to the community.

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

In the same way that a business plan contains much more information than just the financial projections, SROI provides information about actual and planned changes, and the qualitative, quantitative, and financial information on which to base decisions about social service 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 how much financial social value will be created if 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 or the organization's work.

SROI analysis has been a conceptual development since the 1960's. Many trial processes have been undertaken and many academic articles written about the process since then. The SROI process became 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 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 provider organization in delivering the services.

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

For another example, people who are assisted 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 to the community 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, for communicating impact and financial results to stakeholders, and as a methodology for comparative evaluation of organizational long-term effectivity.

While SROI results are not the only basis for funding and investment decisions in these areas, the SROI results do provide the most accurate and understandable answer to two of the important questions asked by decision makers:

- “What are the long term financial benefits from these services?”, and
- “What “Bang for the Buck” are we going to get from our money?”.

COMMUNITY LEGAL SERVICES, INC. SOCIAL RETURN ON INVESTMENT SUMMARY

Community Legal Services, Inc. (CLS) operates 5 offices throughout Central and Western Arizona providing free civil legal services to qualified low-income people who would not otherwise have equal access to the justice system.

In 2011, CLS provided services in 5 major areas of legal assistance, with 70 different categories of services and over 200 different types of legal assistance. During the year assistance in 7,178 legal matters were provided services and completed.

The Social Return on Investment analysis completed for CLS is a measurement of the values delivered during a specific period of time – in this report for the calendar year 2011. These values are based on the quantities of clients and the mix of types of legal matters handled during this period. The Social Return on Investment value may vary in future periods based on the number of matters, the mix of types of issues, and the outcomes of these matters.

The Social Return on Investment value result for Community Legal Services is significantly higher than values for other types of social services organizations based on two primary factors:

Many types of legal services delivered can result in significant future cost savings or additional income to the community. These types of long-term values include (among many others):

- Multiple year income from Social Security and/or Disability benefits that were previously denied;
- Long-term savings on children's community medical and other support costs resulting from child support payments that were previously not achieved;
- Significant savings on community costs for emergency housing and family assistance resulting from enforcement of landlord/tenant rights issues;
- Significant increase in community property values resulting from prevention of housing evictions or foreclosures;

- Long-term financial gain to the community resulting from continued employment of lower-income workers due to enforcement of employee rights;
- plus cost savings and community benefits resulting from each of the 63 types of other legal aid services available to qualifying low-income community members.

Another significant reason for the high value of Legal Aid Services' Return on Investment is the quantity of volunteer ("Pro-Bono") hours of legal services delivered by attorneys in the community. The Volunteer Lawyers Program, which is supported by local Bar Associations, would not be available if not for Community Legal Services. CLS provides the necessary framework, including attorney recruitment, training, and recognition, potential client screening, administrative services, legal matter documentation and records, and required continuity and follow-up services for clients.

Community Legal Services also provides services to an urgently needed segment of the population that otherwise would have no access to legal service and no protection from predatory and unscrupulous people or organizations. Migrant farm workers comprise one of the most integral workforces in the United States. Without their labor, the agricultural industry could not produce all the commodities demanded by consumers. They are also among the most abused and mistreated workers in the country.

Farm workers in Arizona deal with a wide range of work-related issues, including non-payment and underpayment of wages, work-related injuries, occupational hazards (i.e. pesticides and heatstroke), sexual harassment, and discrimination.

Language and transportation problems also create additional barriers to farm workers who need to obtain legal services.

Community Legal Services provides legal assistance to those whose legal issues are associated with the particular needs of Arizona's migrant farm workers.

For 2011, the Social Value benefits delivered by CLS to the community for each of the major areas of legal assistance are:

Loss of Home/Unsafe Housing:

Matters involving loss of home due to foreclosure, eviction from subsidized or private housing, landlord/tenant problems, sub-standard housing conditions, lockouts and utility shut-offs.

During 2011 CLS closed 1,946 legal matters resulting in \$,1462,529 in immediate direct financial community benefits and \$ 10,657,703 in long-term consequential financial benefits.

Domestic Relations:

Matters involving domestic violence, child abuse or child snatching, and matters involving elderly clients who face loss of housing or income. Limited services are available for other domestic matters involving divorce, paternity and custody.

During 2011 CLS closed 2,102 legal matters resulting in \$3,378,352 in immediate direct financial community benefits and \$ 3,681,911 in long-term consequential financial benefits.

Public Benefits:

Matters involving welfare programs such as Food Stamps, AHCCCS Medical Assistance, TANF Cash Assistance, Unemployment and Social Security disability benefits. Public benefits issues include denials, reductions and overpayment of benefits.

During 2011 CLS closed 1,401 legal matters resulting in \$ 2,381,600 in immediate direct financial community benefits and \$ 11,535,697 in long-term consequential financial benefits.

Employment Issues

Matters involving employment discrimination, wage claims and Fair Labor Standards issue, Earned Income Tax Credit, tax, issues, employment rights, and other employment issues.

During 2011 CLS closed 383 legal matters resulting in \$ 2,960,745 in immediate direct financial community benefits and \$ 194,319 in long-term consequential financial benefits.

Consumer Protection:

Matters involving deceptive and predatory lending practices, debt collection, auto repossessions, fraud, deficiencies, garnishments and bankruptcy.

During 2011 CLS closed 1,327 legal matters resulting in \$3,493,282 in immediate direct financial community benefits and \$ 217,578 in long-term consequential financial benefits.

Education:

Matters involving school expulsions, suspensions, bilingual and special education.

During 2011 CLS closed 17 legal matters resulting in \$ 4,800 in immediate direct financial community benefits and \$ 744 in long-term consequential financial benefits.

The total direct and consequential social values of services delivered during 2011 was \$44,213,233. Of this total, approximately \$1,583,255 in community benefits were unrealized due to factors such as parents not making required child support payments; bankruptcy of fraudulent mortgage providers; non-payment of wage claims; and nonpayment of housing claims and repairs.

The net value to the community resulting from CLS's services during 2011 totaled \$ 42,629,978. The funding investment made by the federal, state, local, and other community organizations totaled \$ 6,228,529.

The total Social Return on Funding Investment for CLS during 2011 was 684%.

\$6.84 of actual financial value was delivered to Arizona for every \$1 invested in Community Legal Services, Inc.

In addition, there are other types of services delivered that do not track the quantity of output services or the resulting outcomes. These additional non-quantifiable services include such activities as the Family Law Assistance Project (which provides staffing in local family law courts for immediate client assistance for client unfamiliar with the legal process) and the Ombudsman Project (providing

advice and assistance to citizens who feel they have been treated unfairly by the legal system).

Arizona's Legal Aid organizations also provide other non-quantifiable services such as legal clinics, education presentations, tax preparation assistance, and other general community services.

Community Legal Services also helps support AZLawHelp.org, which provides legal education information online to the public.

If these additional services could be measures and the resulting values quantified, the overall Social Return on Investment for Community Legal Services would increase.



Social Return on Investment Analysis Impact Map Description of the SROI Data Elements

Phase I – Stakeholders and Changes

Stakeholders

Stakeholders are defined as the people or organizations that experience change (whether positive or negative) as a result of the activities being analyzed. In SROI analysis the primary stakeholders are those who provide the inputs that enable the services being analyzed.

Intended Changes

Intended changes are those anticipated changes that result from the completion of the activities being delivered through the inputs from stakeholders. These anticipated changes typically are the reasons that the stakeholders have contributed the input resources.

Unintended Changes

Unintended changes are those short- and long-term results that are not expected and were not part of the basis for the stakeholders providing the input resources. (An example of unintended changes is the increase in transportation time and fuel costs resulting from state and local regulations requiring disability services providers to pick up and drop off disabled persons at their doors).

These unintended changes are not forecast, but all changes – both intended and unintended – have financial impacts and are relevant to a SROI analysis.

Phase 2 – Inputs

Input Elements

Inputs are resources that are provided to the activity being analyzed with a goal of achieving the planned output actions and the projected outcome changes. The SROI analysis process focuses on those input resources that can be measured in financial value terms and that are used up in the course of the activity (i.e. money and time).

Unit of Measure (UOM)

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

Value per Unit of Measure

Value per Unit of Measure is the calculated financial impact of each input element per the appropriate Unit of Measure used for that input. These values can also include non-monetized inputs such as contributions of goods and services.

Phase 3- Outputs

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

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 element.

Value per Unit of Measure

Value per Unit of Measure is the calculated financial impact of each output element 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 4 – Outcomes

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.

Measurement Indicators

Indicators are measurement points that demonstrate that changes are taking place – that the outcomes are being achieved. These indicators are actions that are capable of being measured on a quantitative basis and that are capable of having financial impacts associated with their changes.

Frequently these outcomes have intermediate results that can occur over a period of years, but there may be observable and measurable changes along the way. It is important to understand what these intermediate changes may be and the financial impacts of these intermediate results, as the time period involved requires indicator tracking to gauge the progress of the activity and because the activities being analyzed may not bring about the anticipated final results but only some intermediate changes in the chain.

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.

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 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:

- 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 5 – 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 outcome (both anticipated and unanticipated) following inclusion of the Valuation Impact and Net Present Value discounting.

Community Legal Services SROI Project Impact Map

PHASE 1

STAKEHOLDER INTENDED CHANGES

Stakeholders	Intended Changes
Legal Services Corporation Arizona Foundation for Legal Services & Education: <ul style="list-style-type: none">· IOLTA (Interest on Lawyer's Trust Accounts)· Community Partnerships and Innovative Practices (CPIP)· Domestic Violence Program (DVLAP)	The community of stakeholders has a common mission and common intended changes: to provide direct legal aid services to meet the fundamental civil legal needs of qualifying residents of Arizona.
Arizona Equal Justice Foundation	The intended changes include:
Arizona Community Foundation: <ul style="list-style-type: none">· Youth Partners Program	<ul style="list-style-type: none">• The safety and protection of children and women who are victimized by domestic violence;• Preservation of shelter for those wrongfully evicted from their homes or facing foreclosure;
Arizona Department of Housing: <ul style="list-style-type: none">· National Foreclosure Mitigation Counseling Program	<ul style="list-style-type: none">• Access to food stamps for people who are hungry and unable to obtain services from the Department of Economic Security;• Access to long-term health care for those denied services;
City of Peoria City of Chandler City of Mesa City of Tempe City of Glendale and Glendale From The Heart City of Yuma City of Scottsdale	<ul style="list-style-type: none">• A means to survive for disabled persons who are unable to obtain benefits from the Social Security• Protection of children with educational issues;
Internal Revenue Service: <ul style="list-style-type: none">· Low Income Taxpayers Clinic	<ul style="list-style-type: none">• Protection of people facing employment discrimination;
Maricopa County Bar Foundation Maricopa County Bar Association	<ul style="list-style-type: none">• Access to assistance for family issues including divorce, separation, adoption, paternity, support, guardianship, custody, and visitation;
United Way of Mesa Valley of the Sun United Way United Way of Yuma United Way of River Cities: <i>Bullhead, Kingman, Lake Havasu, and La Paz County</i>	<ul style="list-style-type: none">• Protection from predatory lending practices;• Protection from housing discrimination and landlord/tenant abuses.

Community Legal Services SROI Project Impact Map

PHASE 2

INPUTS (Fiscal Year 2011)

Description	Unit of Measure	Value
Legal Service Corporation grants	Funding dollars	\$4,655,999
Other government contracts	Funding dollars	\$589,731
Other contracts	Funding dollars	\$427,747
Contributions	Contributed dollars	\$555,062
TOTAL VALUE OF FUNDING FOR FISCAL YEAR 2011		\$6,228,539

Community Legal Services SROI Project Impact Map

**PHASE 3
OUTPUTS**

Description	Total Matters 2011	Direct Social Value	Basis for Valuation (see Valuation Detail Book)
Bankruptcy & Debtor Relief	639	\$3,493,282	Schedule 01
Collections/Repossessions/Garnishments	446	\$2,176,907	Schedule 02
Contracts & Warranties	199	\$146,763	Schedule 03
Collection Practices/Credit	10	\$17,833	Schedule 04
Predatory Lending Practices	0	\$0	Schedule 05
Loans & Installment Purchases	4	\$28,500	Schedule 06
Public Utilities	16	\$6,100	Schedule 07
Unfair Sales Practices	1	\$3,589	Schedule 08
Other Consumer Finance Issues	12	\$19,600	Schedule 09
Student Discipline (Expulsion/Suspension	2	\$300	Schedule 12
Special Education/Learning Disabilities	10	\$3,000	Schedule 13
Vocational Education	2	\$600	Schedule 15
Student Financial Aid	1	\$300	Schedule 16
Other Education Issues	2	\$600	Schedule 19
Employment Discrimination	26	\$7,800	Schedule 21
Wage Claims and Fair Labor Standards	95	\$318,929	Schedule 22
Earned Income Tax Credit	4	\$1,200	Schedule 23
Tax Issues	95	\$28,500	Schedule 24
Employment Rights	10	\$29,864	Schedule 25

Community Legal Services SROI Project Impact Map

**PHASE 3
OUTPUTS**

Description	Total Matters 2011	Direct Social Value	Basis for Valuation (see Valuation Detail Book)
Other Employment Issues	153	\$2,575,232	Schedule 29
Adoption	37	\$370,000	Schedule 30
Custody and Visitation	648	\$902,138	Schedule 31
Divorce/Separation/Annulment	1,064	\$1,591,127	Schedule 32
Adult Guardianship	82	\$123,000	Schedule 33
Name Change	9	\$2,250	Schedule 34
Parental Rights Termination	4	\$6,000	Schedule 35
Paternity	41	\$49,200	Schedule 36
Domestic Abuse	13	\$29,467	Schedule 37
Support	75	\$150,000	Schedule 38
Other Family Issues	31	\$9,599	Schedule 39
Delinquent	0	\$0	Schedule 41
Neglected and Abused Dependents	2	\$600	Schedule 42
Emancipation	2	\$2,000	Schedule 43
Minor Guardianship	89	\$222,500	Schedule 44
Other Juvenile Issues	5	\$1,500	Schedule 49
Medicaid Issues	94	\$150,400	Schedule 51
Medicare Issues	5	\$4,000	Schedule 52
Home and Community Based Care	10	\$8,000	Schedule 54
Private Health Insurance	0	\$0	Schedule 55

Community Legal Services SROI Project Impact Map

**PHASE 3
OUTPUTS**

Description	Total Matters 2011	Direct Social Value	Basis for Valuation (see Valuation Detail Book)
Long Term Health Care Facilities	5	\$8,000	Schedule 56
State and Local Health	118	\$94,400	Schedule 57
Other Health Issues	5	\$2,825	Schedule 59
Federally Subsidized Housing	245	\$106,938	Schedule 61
Homeownership and Real Property	128	\$102,400	Schedule 62
Private Landlord/Tenant Issues	1,127	\$970,446	Schedule 63
Public Housing	18	\$22,156	Schedule 64
Mobile Homes	51	\$21,600	Schedule 65
Housing Discrimination	10	\$10,043	Schedule 66
Mortgage Foreclosures	320	\$256,000	Schedule 67
Mortgage Predatory Lending Practices	5	\$4,000	Schedule 68
Other Housing Issues	42	\$23,668	Schedule 69
Temporary Assistance for Needy Families	23	\$6,900	Schedule 71
Social Security	20	\$6,000	Schedule 72
Food Stamps	92	\$27,600	Schedule 73
Social Security Disability Insurance	151	\$287,073	Schedule 74
Social Security Insurance	191	\$298,447	Schedule 75
Unemployment Compensation	258	\$77,400	Schedule 76
Veterans Benefits	7	\$2,100	Schedule 76
Other Income Maintenance Issues	2	\$33,918	Schedule 79

Community Legal Services SROI Project Impact Map

**PHASE 3
OUTPUTS**

Description	Total Matters 2011	Direct Social Value	Basis for Valuation (see Valuation Detail Book)
Immigration and Naturalization	0	\$0	Schedule 81
Mental Health Issues	2	\$600	Schedule 82
Physically Disabled Rights	0	\$0	Schedule 84
Civil Rights	1	\$1,000	Schedule 85
Other Individual Rights	1	\$300	Schedule 89
Assistance for Non-Profits	0	\$0	Schedule 91
Indian and Tribal Law	0	\$0	Schedule 92
Licenses	0	\$0	Schedule 93
Torts	14	\$14,000	Schedule 94
Wills and Estates	227	\$162,296	Schedule 95
Advance Directives/Power of Attorney	148	\$44,400	Schedule 96
Municipal Legal Needs	0	\$0	Schedule 97
Other Miscellaneous Legal Issues	37	\$11,461	Schedule 99
Court System Efficiency Cost Savings	7,178	\$1,148,480	Schedule 100
TOTAL GROSS DIRECT VALUE		\$16,225,131	

Community Legal Services SROI Project Impact Map

**PHASE 4
OUTCOMES**

Description of Change	Total Matters 2011	Consequential Social Value Impact	Basis for Valuation (see Valuation Detail Book)
Bankruptcy & Debtor Relief	639	\$208,959	Schedule 01
Collections/Repossessions/Garnishments	446	\$1,200	Schedule 02
Contracts & Warranties	199	\$400	Schedule 03
Collection Practices/Credit	10	\$1,600	Schedule 04
Predatory Lending Practices	0	\$0	Schedule 05
Loans & Installment Purchases	4	\$1,600	Schedule 06
Public Utilities	16	\$2,200	Schedule 07
Unfair Sales Practices	1	\$0	Schedule 08
Other Consumer Finance Issues	12	\$1,725	Schedule 09
Student Discipline (Expulsion/Suspension)	2	\$0	Schedule 12
Special Education/Learning Disabilities	10	\$0	Schedule 13
Vocational Education	2	\$0	Schedule 15
Student Financial Aid	1	\$0	Schedule 16
Other Education Issues	2	\$744	Schedule 19
Employment Discrimination	26	\$0	Schedule 21
Wage Claims and Fair Labor Standards	95	\$108,436	Schedule 22
Earned Income Tax Credit	4	\$0	Schedule 23
Tax Issues	95	\$0	Schedule 24
Employment Rights	10	\$10,154	Schedule 25

Community Legal Services SROI Project Impact Map

**PHASE 4
OUTCOMES**

Description of Change	Total Matters 2011	Consequential Social Value Impact	Basis for Valuation (see Valuation Detail Book)
Other Employment Issues	153	\$87,558	Schedule 29
Adoption	37	\$666,000	Schedule 30
Custody and Visitation	648	\$0	Schedule 31
Divorce/Separation/Annulment	1,064	\$540,512	Schedule 32
Adult Guardianship	82	\$1,377,600	Schedule 33
Name Change	9	\$0	Schedule 34
Parental Rights Termination	4	\$0	Schedule 35
Paternity	41	\$1,025,000	Schedule 36
Domestic Abuse	13	\$45,006	Schedule 37
Support	75	\$952,500	Schedule 38
Other Family Issues	31	\$0	Schedule 39
Delinquent	0	\$0	Schedule 41
Neglected and Abused Dependents	2	\$0	Schedule 42
Emancipation	2	\$0	Schedule 43
Minor Guardianship	89	\$0	Schedule 44
Other Juvenile Issues	5	\$0	Schedule 49
Medicaid Issues	94	\$2,773,784	Schedule 51
Medicare Issues	5	\$32,380	Schedule 52
Home and Community Based Care	10	\$400,000	Schedule 54
Private Health Insurance	0	\$0	Schedule 55

Community Legal Services SROI Project Impact Map

**PHASE 4
OUTCOMES**

Description of Change	Total Matters 2011	Consequential Social Value Impact	Basis for Valuation (see Valuation Detail Book)
Long Term Health Care Facilities	5	\$804,702	Schedule 56
State and Local Health	118	\$536,546	Schedule 57
Other Health Issues	5	\$19,343	Schedule 59
Federally Subsidized Housing	245	\$311,831	Schedule 61
Homeownership and Real Property	128	\$54,721	Schedule 62
Private Landlord/Tenant Issues	1,127	\$431,184	Schedule 63
Public Housing	18	\$11,430	Schedule 64
Mobile Homes	51	\$11,430	Schedule 65
Housing Discrimination	10	\$0	Schedule 66
Mortgage Foreclosures	320	\$9,600,000	Schedule 67
Mortgage Predatory Lending Practices	5	\$285,825	Schedule 68
Other Housing Issues	42	\$4,730	Schedule 69
Temporary Assistance for Needy Families	23	\$116,840	Schedule 71
Social Security	20	\$0	Schedule 72
Food Stamps	92	\$993,600	Schedule 73
Social Security Disability Insurance	151	\$3,163,752	Schedule 74
Social Security Insurance	191	\$2,423,332	Schedule 75
Unemployment Compensation	258	\$771,420	Schedule 76
Veterans Benefits	7	\$155,610	Schedule 76
Other Income Maintenance Issues	2	\$5,976	Schedule 79

Community Legal Services SROI Project Impact Map

**PHASE 4
OUTCOMES**

Description of Change	Total Matters 2011	Consequential Social Value Impact	Basis for Valuation (see Valuation Detail Book)
Immigration and Naturalization	0	\$0	Schedule 81
Mental Health Issues	2	\$0	Schedule 82
Physically Disabled Rights	0	\$0	Schedule 84
Civil Rights	1	\$2,000	Schedule 85
Other Individual Rights	1	\$0	Schedule 89
Assistance for Non-Profits	0	\$0	Schedule 91
Indian and Tribal Law	0	\$0	Schedule 92
Licenses	0	\$0	Schedule 93
Torts	14	\$0	Schedule 94
Wills and Estates	227	\$46,472	Schedule 95
Advance Directives/Power of Attorney	148	\$0	Schedule 96
Municipal Legal Needs	0	\$0	Schedule 97
Other Miscellaneous Legal Issues	37	\$0	Schedule 99
Legal System Cost Savings	7,178	\$0	Schedule 100
TOTAL GROSS CONSEQUENTIAL VALUE		\$27,988,102	

Community Legal Services SROI Project Impact Map

**PHASE 5
VALUATION IMPACTS**

Description of Change	Deadweight %	Attribution %	Drop-off %
Bankruptcy & Debtor Relief	0%	0%	0%
Collections/Repossessions/Garnishments	5%	0%	0%
Contracts & Warranties	5%	0%	5%
Collection Practices/Credit	0%	0%	0%
Predatory Lending	0%	0%	10%
Loans & Installment Purchases	0%	0%	0%
Public Utilities	0%	0%	0%
Unfair Sales Practices	10%	0%	10%
Other Consumer Finance Issues	0%	0%	5%
Student Discipline (Expulsion/Suspension)	0%	0%	0%
Special Education/Learning Disabilities	0%	0%	0%
Vocational Education	0%	0%	10%
Student Financial Aid	0%	0%	10%
Other Education Issues	0%	0%	0%
Employment Discrimination	10%	0%	10%
Wage Claims and Fair Labor Standards	0%	0%	10%
Earned Income Tax Credit	0%	0%	0%
Tax Issues	0%	0%	0%
Employment Rights	0%	0%	10%

Community Legal Services SROI Project Impact Map

**PHASE 5
VALUATION IMPACTS**

Description of Change	Deadweight %	Attribution %	Drop-off %
Other Employment Issues	0%	0%	0%
Adoption	0%	0%	5%
Custody and Visitation	0%	0%	10%
Divorce/Separation/Annulment	5%	0%	5%
Adult Guardianship	0%	0%	5%
Name Change	0%	0%	0%
Parental Rights Termination	0%	0%	0%
Paternity	0%	0%	40%
Domestic Abuse	5%	0%	10%
Support	0%	0%	40%
Other Family Issues	0%	0%	0%
Delinquent	0%	0%	0%
Neglected and Abused Dependents	0%	0%	10%
Emancipation	0%	0%	0%
Minor Guardianship	0%	0%	5%
Other Juvenile Issues	0%	0%	0%
Medicaid Issues	0%	0%	0%
Medicare Issues	0%	0%	0%
Home and Community Based Care	0%	0%	5%
Private Health Insurance	0%	0%	0%

Community Legal Services SROI Project Impact Map

**PHASE 5
VALUATION IMPACTS**

Description of Change	Deadweight %	Attribution %	Drop-off %
Long Term Health Care Facilities	0%	0%	0%
State and Local Health	0%	0%	0%
Other Health Issues	0%	0%	10%
Federally Subsidized Housing	0%	0%	0%
Homeownership and Real Property	0%	5%	5%
Private Landlord/Tenant Issues	5%	0%	5%
Public Housing	0%	0%	0%
Mobile Homes	5%	0%	5%
Housing Discrimination	0%	0%	0%
Mortgage Foreclosures	0%	0%	0%
Mortgage Predatory Lending Practices	0%	0%	10%
Other Housing Issues	0%	0%	0%
Temporary Assistance for Needy Families	0%	0%	0%
Social Security	0%	0%	0%
Food Stamps	0%	0%	0%
Social Security Disability Insurance	0%	0%	5%
Social Security Insurance	0%	0%	5%
Unemployment Compensation	0%	0%	5%
Veterans Benefits	0%	0%	0%
Other Income Maintenance Issues	0%	0%	0%

Community Legal Services SROI Project Impact Map

**PHASE 5
VALUATION IMPACTS**

Description of Change	Deadweight %	Attribution %	Drop-off %
Immigration and Naturalization	0%	0%	10%
Mental Health Issues	0%	0%	0%
Physically Disabled Rights	0%	0%	0%
Civil Rights	0%	0%	10%
Other Individual Rights	0%	0%	0%
Assistance for Non-Profits	0%	0%	0%
Indian and Tribal Law	0%	0%	0%
Licenses	0%	0%	0%
Torts	0%	0%	0%
Wills and Estates	0%	0%	0%
Advance Directives/Power of Attorney	0%	0%	0%
Municipal Legal Needs	0%	0%	0%
Other Miscellaneous Legal Issues	0%	0%	0%
Legal System Cost Savings	0%	0%	0%

Community Legal Services SROI Project Impact Map

Description of Change	DIRECT SROI FISCAL IMPACT	CONSEQUENTIAL SROI FISCAL IMPACT	TOTAL SROI FISCAL IMPACT
Bankruptcy & Debtor Relief	\$3,493,282	\$208,959	\$3,702,241
Collections/Repossessions/Garnishments	\$2,068,062	\$1,200	\$2,069,262
Contracts & Warranties	\$139,425	\$380	\$139,805
Collection Practices/Credit	\$17,833	\$1,600	\$19,433
Predatory Lending	\$0	\$0	\$0
Loans & Installment Purchases	\$28,500	\$1,600	\$30,100
Public Utilities	\$6,100	\$2,200	\$8,300
Unfair Sales Practices	\$3,230	\$0	\$3,230
Other Consumer Finance Issues	\$19,600	\$1,639	\$21,239
Student Discipline (Expulsion/Suspension)	\$300	\$0	\$300
Special Education/Learning Disabilities	\$3,000	\$0	\$3,000
Vocational Education	\$600	\$0	\$600
Student Financial Aid	\$300	\$0	\$300
Other Education Issues	\$600	\$744	\$1,344
Employment Discrimination	\$7,020	\$0	\$7,020
Wage Claims and Fair Labor Standards	\$318,929	\$97,592	\$416,521
Earned Income Tax Credit	\$1,200	\$0	\$1,200
Tax Issues	\$28,500	\$0	\$28,500
Employment Rights	\$29,864	\$9,139	\$39,003

Community Legal Services SROI Project Impact Map

Description of Change	DIRECT SROI FISCAL IMPACT	CONSEQUENTIAL SROI FISCAL IMPACT	TOTAL SROI FISCAL IMPACT
Other Employment Issues	\$2,575,232	\$87,558	\$2,662,790
Adoption	\$370,000	\$632,700	\$1,002,700
Custody and Visitation	\$902,138	\$0	\$902,138
Divorce/Separation/Annulment	\$1,511,571	\$513,486	\$2,025,057
Adult Guardianship	\$123,000	\$1,308,720	\$1,431,720
Name Change	\$2,250	\$0	\$2,250
Parental Rights Termination	\$6,000	\$0	\$6,000
Paternity	\$49,200	\$615,000	\$664,200
Domestic Abuse	\$27,994	\$40,505	\$68,499
Support	\$150,000	\$571,500	\$721,500
Other Family Issues	\$9,599	\$0	\$9,599
Delinquent	\$0	\$0	\$0
Neglected and Abused Dependents	\$600	\$0	\$600
Emancipation	\$2,000	\$0	\$2,000
Minor Guardianship	\$222,500	\$0	\$222,500
Other Juvenile Issues	\$1,500	\$0	\$1,500
Medicaid Issues	\$150,400	\$2,773,784	\$2,924,184
Medicare Issues	\$4,000	\$32,380	\$36,380
Home and Community Based Care	\$8,000	\$380,000	\$388,000
Private Health Insurance	\$0	\$0	\$0

Community Legal Services SROI Project Impact Map

Description of Change	DIRECT SROI FISCAL IMPACT	CONSEQUENTIAL SROI FISCAL IMPACT	TOTAL SROI FISCAL IMPACT
Long Term Health Care Facilities	\$8,000	\$804,702	\$812,702
State and Local Health	\$94,400	\$536,546	\$630,946
Other Health Issues	\$2,825	\$17,409	\$20,234
Federally Subsidized Housing	\$106,938	\$311,831	\$418,769
Homeownership and Real Property	\$97,280	\$51,985	\$149,265
Private Landlord/Tenant Issues	\$921,924	\$409,625	\$1,331,549
Public Housing	\$22,156	\$11,430	\$33,586
Mobile Homes	\$20,520	\$10,859	\$31,379
Housing Discrimination	\$10,043	\$0	\$10,043
Mortgage Foreclosures	\$256,000	\$9,600,000	\$9,856,000
Mortgage Predatory Lending Practices	\$4,000	\$257,243	\$261,243
Other Housing Issues	\$23,668	\$4,730	\$28,398
Temporary Assistance for Needy Famili	\$6,900	\$116,840	\$123,740
Social Security	\$6,000	\$0	\$6,000
Food Stamps	\$27,600	\$993,600	\$1,021,200
Social Security Disability Insurance	\$287,073	\$3,005,564	\$3,292,637
Social Security Insurance	\$298,447	\$2,302,165	\$2,600,612
Unemployment Compensation	\$77,400	\$732,849	\$810,249
Veterans Benefits	\$2,100	\$155,610	\$157,710
Other Income Maintenance Issues	\$33,918	\$5,976	\$39,894

Community Legal Services SROI Project Impact Map

Description of Change	DIRECT SROI FISCAL IMPACT	CONSEQUENTIAL SROI FISCAL IMPACT	TOTAL SROI FISCAL IMPACT
Immigration and Naturalization	\$0	\$0	\$0
Mental Health Issues	\$600	\$0	\$600
Physically Disabled Rights	\$0	\$0	\$0
Civil Rights	\$1,000	\$1,800	\$2,800
Other Individual Rights	\$300	\$0	\$300
Assistance for Non-Profits	\$0	\$0	\$0
Indian and Tribal Law	\$0	\$0	\$0
Licenses	\$0	\$0	\$0
Torts	\$14,000	\$0	\$14,000
Wills and Estates	\$162,296	\$46,472	\$208,768
Advance Directives/Power of Attorney	\$44,400	\$0	\$44,400
Municipal Legal Needs	\$0	\$0	\$0
Other Miscellaneous Legal Issues	\$11,461	\$0	\$11,461
Legal System Cost Savings	\$1,148,480	\$0	\$1,148,480
TOTAL FISCAL IMPACTS	\$15,972,057	\$26,657,922	\$42,629,978
TOTAL COMMUNITY LEGAL SERVICES FUNDING FOR 2011			\$6,228,539
TOTAL COMMUNITY LEGAL SERVICES SOCIAL RETURN ON FUNDING INVESTMENT FOR 2011			684%

The Social Return on Investment to Arizona from the services provided by Community Legal Services.

Overview

The State of Arizona and many other governmental funding sources nationwide are reviewing their “Performance Measurement” processes, including metrics such as Return on Investment, Output Measures, and Efficiency Measures, in an effort to improve efficiency and the delivered value of their multiple different types of community service funding requirements and options. This report provides a basis for delivering these measurement results to the 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

The process of developing this analysis included the identification of measurable benefits provided to the community by Arizona’s Legal Aid providers as a result of their operations.

Many of the transaction statistics for these areas have historically been tracked by the staff and management of the respective Legal Aid organizations, but several areas were not. The personnel at Community Legal Services and the Arizona Foundation for Legal Services and Education are to be commended for researching these areas and providing realistic transaction numbers on a priority basis.

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.

Conclusion

Based on a review of the Community Legal Services organization's 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, this analysis presents fairly the Social Return on Funding Investment for Community Legal Services for the year ended December 31, 2011.

January 28, 2013A handwritten signature in dark ink, appearing to read "John Byrnes". The signature is fluid and cursive, with the first name "John" and last name "Byrnes" clearly distinguishable.

John Byrnes
Principal
Community Service Analysis, LLC