

The Economic Impact of Nonprofits in the Roanoke Virginia Region

Data Analysis Provided by:



Foreword

The Council of Community Services formed the Nonprofit Resource Center of Western Virginia (NRC) in late 2006 to address the needs of nonprofit organizations serving the communities in the Roanoke region. One particular need of the nonprofit sector brought to the attention of the NRC early in its development was the lack of understanding and recognition that nonprofit organizations bring not only critical and needed services to the community but also a monetary value positively impacting the local and regional economies.

The Steering Committee of the Nonprofit Resource Center of Western Virginia is pleased to present this technical report to the community as evidence that the nonprofit sector contributes in a significant way to the local and regional economies. Nonprofits raise funds at all levels – local, state and federal – both public and private funds. The economic impact occurs when the nonprofits pay wages and salaries and purchase goods and services locally with those funds.

The intention of NRC’s steering committee is that this report will be the first of many that describe the true value of nonprofits that, taken as a whole, have a mission to improve the lives of those living in the Roanoke, Virginia region and who access services provided by those organizations. The goal is to increase the understanding of, appreciation for, and support of organizations that not only positively impact those who directly receive services but also positively impact the entire community, because of the monetary contributions made as they conduct business in the region.

The NRC will distribute this report to all audiences interested in learning more about the economic impact nonprofits have on the community. The Steering Committee anticipates that key stakeholders – local governments, foundations, and the business community – will take a close look at the findings, because these groups provide a considerable amount of funding to nonprofits. We believe the findings reported here reinforce our belief that the “investment” being made locally by these groups is a wise and economically sound investment.

We invite the readers of this report to provide us with reactions, corrections, and suggested topics for future NRC technical reports.



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Executive Summary

The citizens of the Roanoke, Virginia region have long been recognized for their commitment to volunteerism, but the work of volunteers and the institutions that support their efforts has never been looked upon as contributing to the overall economy. In the summer and fall of 2007, the Nonprofit Resource Center of Western Virginia took on the challenge of measuring the monetary value that over 650 nonprofits contribute each year to the community's economy.

A survey instrument was developed and circulated to over 650 nonprofit organizations that are headquartered or have a significant presence in the counties and cities of the Roanoke, Virginia Region, which includes the entire Roanoke Metropolitan Statistical Area and some adjacent localities. The Roanoke Valley - Alleghany Regional Commission assisted with the survey design and later tabulated and produced the results that follow.

Survey participants returned 120 surveys representing 18 percent of 650 organizations that received surveys. The responses were tabulated by the Regional Commission using the same software and analytical tools that are used to calculate the economic impact of a company that may open a plant or re-locate their operations to the region. The data that follow are only for those nonprofits that responded. Because of the significant size and scope of the nonprofit Carilion Clinic and the potential for skewing of data, Carilion's information was not included in the analysis that follows.

The nonprofit respondents employ 2,563 staff members full-time and another 1,759 workers part-time. In addition, nonprofits and those they serve benefit from the involvement of over 32,000 volunteers, the equivalent of another 984 full-time employees. If all of these employees worked for a single nonprofit, it would be the fourth largest employer in the community.

Nonprofits must have money to support their mission. Annually this group of 120 survey participants raises and spends over \$220 million. The United Way of Roanoke Valley, by comparison, raises and distributes approximately \$6 million per year.

Significantly, 50 percent of the money that funds the missions of the nonprofits in the region comes from outside of the community. This is the equivalent of getting a \$110 million grant every year. The Regional Commission calculates that this \$110 million creates an economic impact to the community of \$183 million each year – a significant impact indeed.

Introduction

Nonprofit organizations are an essential part of the Roanoke region just as they are in every community. Citizens, donors and community leaders know and appreciate the value of the work of nonprofits. However, the economic impact of the nonprofit community has often been overlooked in the past. While many understand the value of the programs of the nonprofit community and understand that such programs improve a region's quality of life, few truly understand the extent to which the nonprofit community contributes to the regional economy. While it is true that nonprofits contribute to regional quality of life in ways beyond objective measure, nonprofit organizations also provide jobs and invigorate local and regional economies by attracting private and public investment from outside their region. The nonprofit community provides a regular economic stimulus to many regions in the form of attracting outside investment.

Realizing the importance of documenting this important effect of the nonprofit community in the Roanoke Virginia region, the Nonprofit Resource Center of Western Virginia, a program of the Council of Community Services, conducted a survey in 2007 to collect data on regional nonprofit finances and on other aspects of the regional nonprofit community. The Council of Community Services contracted with the Roanoke Valley – Alleghany Regional Commission to use an economic impact model and to examine the multiplier effect of the nonprofit community on the regional economy of Western Virginia. A description of the multiplier effect can be found on page 12.

It should be noted that this study examines the nonprofit sector from the perspective of regional economic development. While many studies look solely at employment of nonprofits or use a social impact return on investment model, this study takes it as a given that employment activity could simply indicate recirculation of wealth in the regional economy, and social impact is too difficult and time-intensive to measure in a study of this scope. This study examines the role of the nonprofit community in the Roanoke region in providing positive economic impact by attracting funding from outside of the study region in its role as a provider of public services that support the vitality of the communities within the Roanoke region. Funding attracted from outside the study region is significant because it represents a net positive impact for a region and indicates that nonprofits are not simply recirculating wealth present in a regional economy.

Definition of "Nonprofit"

Nonprofit organizations are defined as "legally constituted, nongovernmental entities incorporated under state law as charitable or not-for-profit corporations that have been set up to serve some public purpose and are tax-exempt according to the IRS." (*Managing a Nonprofit Organization in the Twenty-first Century, Thomas Wolfe, 1999*) Nonprofit organizations are developed for a variety of reasons but usually are developed to meet the needs of a particular population (children, the elderly, the disabled, etc.) or to address a particular social issue (mental health issues, homelessness, unemployment, environment degradation, etc.)

Methodology

The area under study is a five-county region including the Counties of Alleghany, Botetourt, Craig, Roanoke, and Franklin, and the Cities of Covington, Roanoke, and Salem.

The Nonprofit Resource Center surveyed nonprofits operating within this area by means of a survey questionnaire mailed to 650 nonprofit organizations. A total of 120 completed and returned the survey for a response rate of 18 percent. Nonprofits could complete the survey by returning the survey form to the Nonprofit Resource Center or by completing a web-based version of the survey.

The survey elicited a number of key data points from participants including their previous year's operating budget and the percent of their budget obtained through federal, state, and local governments, user fees, foundations, and other sources. Participants were specifically asked to report the proportion of each category received from sources outside of the study region.

Participants were asked for information regarding expenditures made in the previous year, volunteer hours, number of volunteers (total), and other pertinent information.

The IMPLAN model was employed to estimate economic activity supported through nonprofits and the amount of outside funding attracted to the region by the regional nonprofit community. John M. Hull, Regional Economic Resources Planner with the Roanoke Valley – Alleghany Regional Commission, worked with the survey data resulting from the Nonprofit Resource Center's survey and entered appropriate information in the IMPLAN model.

IMPLAN is a regional economic impact model that is used widely by a number of universities, economic consultants, economic development professionals, and others involved in estimating the economic impact of programs and other activities. It was originally developed by the University of Minnesota in cooperation with the US Forest Service in the late 1970s and 1980s. The modeling software and IMPLAN proprietary data set is currently maintained by the Minnesota IMPLAN Group, a private company based in Stillwater, Minnesota. This report is based on the 2003 IMPLAN database for the study area, using Social Accounting Matrix (SAM) multipliers. IMPLAN is used to model the flow of expenditures through industries and institutions of the regional economy to quantify the overall economic and employment impact on a given region.

Economic Influence of Nonprofits in the Roanoke Virginia Region

The purpose of this section of the report is to identify economic activity in the nonprofit sector that is unique to nonprofits. It should be noted that the activity represented in this report is but a small fraction of the total impact of nonprofits in the Roanoke region. The numbers presented here represent only the impact of survey respondents but are still impressive.

Both nonprofit and for-profit organizations provide services. Nonprofits are similar to for-profits in that they both must “break even.” However, for-profits’ earnings are typically distributed to owners and/or stockholders, and nonprofits’ earnings are returned to the organizations to support their missions. Nonprofits fill a role and responsibility that would otherwise fall to local governments to provide and would lead to a greater public tax burden.

The Carilion Clinic is a nonprofit serving the region and as such was included in the survey, and the Clinic’s response was received. The size and scope of the work of the Carilion Clinic make it a significant contributor to the local economy. Of the patients served and the revenue generated, about half come from areas outside of the Roanoke Valley. Like many other nonprofits, Carilion brings in revenue that then flows into the local community in the form of wages, purchased services and supplies, and in the provision of services to those who are unable to pay. Like other nonprofits, any excess of revenue over expenses is then invested in the mission of the Carilion Clinic. For the purposes of this economic impact study, the size and complexity of the Carilion Clinic are so large that it was determined not to include the Clinic’s data in the published results.

Employment

The nonprofit organizations that responded to the survey employ approximately 2,563 paid, full-time staff members and approximately 1,759 paid, part-time staff members. The following chart illustrates employment by nonprofit specialization or 'industry' for the survey respondents.

Employment by Nonprofit Specialization

	Full-Time Employment	Part-Time Employment
Arts and Culture	36	78
Banking and Finance (Credit Unions)	310	19
Community or Economic Development	52	4
Educational Institution	171	74
Environmental	4	3
Health	185	433
Housing	23	5
Human Services	1,743	1,118
Museum	35	23
Other	4	2
Total	2,563	1,759

Among survey respondents, the industry employing the largest number is the human services industry, employing 1,743 full-time and 1,118 part-time employees. Human services employ 68 percent of full-time employees represented in this study. Human services can be defined as the field of work focusing on human needs within economic, political and social systems such as social services, counseling and mental health services, consumer services, employment services, training services and personal care services. The human needs addressed by human services typically fall into "Maslow's Hierarchy of Needs" which include: physiological needs (basic needs – food, shelter, clothing, etc.); safety needs; social needs; and esteem needs – all leading to the ultimate goal of "self-actualization." (Abraham Maslow, *Motivation and Personality*, 2nd ed., Harper & Row, 1970)

Volunteerism

It should be noted that nonprofits in the Roanoke region are quite successful in supplementing their paid staffs with volunteers. Nonprofits were also surveyed on their use of volunteers in this survey. Those organizations that responded utilized approximately 32,013 volunteers in the previous year, who donated on average 63.98 hours per volunteer over the course of the year. The Commonwealth of Virginia provides a monetary value of volunteer labor at \$21.72 per hour which results in a \$44,486,725 of in-kind labor.

Volunteers and Volunteer Hours by Nonprofit Specialization

	Volunteers	2006 - Volunteer Hours	2006 - Average Hours Per Volunteer
Arts and Culture	739	30,232	40.91
Banking and Finance (Credit Unions)	68	1,312	19.29
Community or Economic Development	1,601	73,749	46.06
Educational Institution	1,451	317,814	219.03
Environmental	1,186	74,514	62.83
Health	3,297	4,885	1.48
Housing	826	21,680	26.25
Human Services	22,605	1,510,227	66.81
Museum	123	10,166	82.65
Other	117	3,500	29.91
Total	32,013	2,048,079	63.98

While this represents an enormous donation of time by a large number of citizens, it should be mentioned that these results mirror only the activity reported by the survey respondents. There are many more volunteers unaccounted for in this survey that support other nonprofit organizations, community and social clubs, and a variety of other organizations. The region most definitely benefits from the efforts of its volunteers who are willing to invest time toward improving the quality of life within the Roanoke region.

Operating Budget

The nonprofit community in the Roanoke region is a multi-million dollar industry. The survey respondents represent only a portion of the entire nonprofit community in the region, but nonetheless the operating budgets of the respondents represent a total of \$220,270,756 of economic activity. The following chart shows the breakdown by nonprofit area of specialization.

Operating Budget by Nonprofit Specialization

	Operating Budget - 2006
Arts and Culture	5,195,840
Banking and Finance (Credit Unions)	45,004,984
Community or Economic Development	10,674,081
Educational Institution	9,582,742
Environmental	612,860
Health	16,765,644
Housing	1,375,009
Human Services	128,509,146
Museum	2,609,450
Other	491,000
Total Surveyed	\$220,820,756

Because the survey response rate was only eighteen percent, it is safe to assume that this amount represents only a portion of the total economic impact attributable to nonprofit organizations in the Roanoke region.

Expenses

Expenses reported by the nonprofit community were significantly lower than their stated operating budget. There were several issues with the survey data including the fact that many nonprofits failed to report expenses for the previous year. Also, many respondents failed to follow the survey format in reporting budget numbers, making data entry difficult and increasing the possibility that there is significant distortion in the expenditure figures. These are the likely causes for the discrepancy between operating budget and expenses for the respondents to the survey.

The next section of the report which deals with ripple effects of money attracted to the region by nonprofits is derived from revenue numbers which appear to be more reliable figures on the whole.

Expenditures by Nonprofit Specialization

	Expenses - 2006
Arts and Culture	3,350,875
Banking and Finance (Credit Unions)	23,559,446
Community or Economic Development	7,916,364
Educational Institution	7,535,174
Environmental	576,998
Health	14,560,421
Housing	1,003,901
Human Services	95,668,787
Museum	1,222,952
Other	489,436
Total Surveyed	\$155,884,354

Nonprofit Community Contribution to the Economic Base of the Roanoke Region

When studying economic impact, a positive economic impact can best be described as attracting new money into a defined region. Positive economic impact has been classically understood as an increase in the sales of goods and services to firms, institutions, and individuals outside of a defined study region, typically by private companies. This type of activity is referred to as a basic activity or activity that contributes to a region's economic base. Other activities involve the recirculation of wealth already within the study region. Selling goods and services to residents of a local region, for instance, does not represent a basic activity or a positive economic impact but simply recirculation of wealth within the region.

This concept holds true when analyzing the economic impact of a region's nonprofit community. If a nonprofit receives a contribution from a local resident, wealth has simply been re-circulated within the regional economy. If, however, a nonprofit receives a contribution from an organization or individual from outside of the region or if a nonprofit receives state or federal grant funding – which is the case for most of the larger nonprofit community in the Roanoke region – a positive contribution has been made (and hence “new” money has been added) to the regional economy.

This particular study effort benefits from a well-constructed survey that asked each respondent what proportion of funding was received from sources outside of the Roanoke study area. The survey also asked the amount of annual funding (from the organization’s previous reporting year) that was received through state and federal grant programs. Organizations were asked to report revenue received through sales, special events (tourism impacts can occur through special events organized by nonprofits), foundations, individual donations, and a variety of other revenue categories and to report on the proportion of these amounts of funding that originated from outside the defined study area.

These data were aggregated for each nonprofit area of specialization and each North American Industrial Classification System industry and corresponding code for use in running the IMPLAN model. The following table shows revenue by nonprofit specialization including information on percent revenue that is from outside the study region.

Operating Budget by Nonprofit Specialization Area

	Operating Budget - 2006	Percent Estimated from Outside Region	Adjusted by Percent from Outside Sources
Arts and Culture	5,195,840	20%	1,046,095
Banking and Finance (Credit Unions)	45,004,984	48%	21,416,818
Community or Economic Development	10,674,081	89%	9,481,323
Educational Institution	9,582,742	31%	2,943,713
Environmental	612,860	36%	217,734
Health	16,765,644	58%	9,767,444
Housing	1,375,009	17%	235,844
Human Services	128,509,146	50%	64,370,851
Museum	2,609,450	30%	789,770
Other	491,000	57%	280,739
Total Surveyed	\$220,820,756	50%	\$110,550,331

Roughly 50 percent of the revenue received by respondents in the survey was self-reported as having originated from outside the Roanoke study region. Those who responded to the survey represent an impressive \$110,550,331 annual direct contribution to the regional economy.

Economic Impact Analysis

The IMPLAN economic impact modeling program running model data for the Roanoke Virginia region was used to estimate the overall impact of revenue brought in by nonprofits from outside the region including indirect and induced impacts of the direct contribution cited above. Staff utilized 2003 IMPLAN model data for the Roanoke study area cited earlier to include the Counties of Alleghany, Botetourt, Craig, Roanoke, and Franklin, and the Cities of Covington, Roanoke, and Salem.

IMPLAN is an economic input-output model used to estimate the volume of supporting economic activity that might be expected to result from a certain direct impact. This supporting activity might also be referred to as the *multiplier effect*. Whenever a positive impact is made on a regional economy, supporting activity is spurred on by those organizations that have benefitted when those recipient organizations purchase goods and services. There is also re-spending of wages and income received by individuals paid in providing this economic activity. Indirect activity is activity related to suppliers (both those suppliers directly serving recipient organizations and those serving other more immediate suppliers to the initial recipient organizations) purchasing goods (in several rounds of purchases) within the regional economy to provide services and goods to recipient organizations. Induced activity in the table below represents the re-spending of wages and salaries paid to workers who are employed directly by recipient organizations and by suppliers providing goods and services to recipient organizations.

Of course, not all purchases will be made within the study region by recipient organizations. The IMPLAN model provides estimates of leakage (how much supporting economic activity will originate from outside the model's study area). Multipliers are estimated within the IMPLAN model and are based on the actual industry where the spending initially occurs and the structure of the study area's economy. IMPLAN also estimates induced activity based on data collected on household consumption patterns.

The Economic Impact

The IMPLAN analysis reveals that the \$110,468,794 brought into the region by the nonprofit survey respondents supports an additional \$73,181,318 in additional sales and economic activity throughout the study area. Approximately 2,090 employees employed by the nonprofit survey respondents are wholly supported by the funding brought in from outside the region. This infusion of funding provided by the regional nonprofits responding to the survey is responsible for supporting an additional 771 jobs across the regional economy.

The following table shows the estimated impact of the survey respondents in terms of output (increase in regional sales), employment activity, labor income, and taxes.

Estimated Impact of the Surveyed Nonprofit Organizations in Roanoke Region

	Direct	Indirect	Induced	Total
Output	\$110,468,794	\$29,094,518	\$44,086,800	\$183,650,112

Employment	2,090	299	472	2,861
Labor Income	\$55,868,620	\$11,000,214	\$15,505,467	\$82,374,301
Indirect Business Taxes	--	\$1,293,031	\$2,867,318	\$4,160,349

The indirect impact benefits a large number of industry sectors across the Roanoke regional economy. The following table shows the ten industries the model estimates have experienced the greatest increase in sales in the rounds of spending that occur throughout the regional economy to support nonprofits and their direct suppliers.

Top 10 Industries Impacted in Indirect Spending Phases

Industry	Indirect Sales Increase	Induced Sales Increase	Total Increase in Sales
Real Estate (Leases and Property Management)	5,000,947	2,131,796	7,132,743
Business Support Services	2,023,778	140,234	2,164,012
Employment Services	1,273,825	186,428	1,460,253
Management of Companies and Enterprises	1,204,374	467,026	1,671,400
Accounting and Bookkeeping Services	1,141,283	260,911	1,402,194
Wholesale Trade	1,135,201	1,855,329	2,990,530
Maintenance and Repair of Nonresidential Buildings	944,845	194,905	1,139,750
Telecommunications	838,750	949,564	1,788,314
Postal Service and Delivery Services	806,821	173,432	980,253
Legal Services	727,369	582,310	1,309,679

The economic activity supported by nonprofit operations is estimated to contribute approximately \$4,160,349 in local, state and federal tax dollars.

Conclusion

The results of this study are based on the survey responses of 120 of the 650 nonprofits that contribute to the quality of life in the Roanoke region. It would not be accurate to simply extrapolate the \$180 million economic impact to create a total for all 650. Similarly, the Nonprofit Resource Center believes the full economic impact is significantly higher than \$180 million. How much higher is beyond the scope of this study. What this study does strongly demonstrate is that there is a 100 percent financial return on every dollar that is invested in the region's nonprofits annually. It also reassures the individuals, foundations, businesses, and governments that fund these programs that the nonprofits are constantly and creatively seeking funds from sources outside of the community. Lastly, the study amplifies the need to recognize that the contributions of nonprofits to the needs of the community would have to be funded through increased taxes if the nonprofits ceased to exist.

Therefore, it can be concluded that the significant economic impact nonprofit organizations have on the Roanoke Virginia region is important. In recognition of this fact, when economic development leaders create plans to strengthen the local and regional economies, they are encouraged to include in those plans the critical role nonprofits play in the economy as well as explore how to fully capitalize on the contributions made by the nonprofit sector.

Footnote

The economic impact analysis provided in this report was generated using an economic impact model calibrated for a specific study area using standard regional data sets. The results are to be interpreted as a best estimate of economic impact based on the assumptions and/or data provided by the client.

The Roanoke Valley – Alleghany Regional Commission does not guarantee the accuracy of data or assumptions supplied by the client or of any other source, nor does it advocate or guarantee the success of any particular policy change, course of action, or any decision that may be ultimately based on the information in this report.

The Roanoke Valley – Alleghany Regional Commission is not responsible for any errors, omissions, the accuracy of data/inputs supplied by its client(s), or for the ultimate use of these data including any decisions made or the effects of any decisions made based on the information in this report.

Appendices

Nonprofit Organizations Submitting Surveys

Adult Care Center of Roanoke Valley, Inc.
Alleghany Highlands Arts Council
Apple Ridge Farm
Back Creek Civic League, Inc.
Bedford Community Health Foundation
Bethany Hall, Inc
Big Brothers Big Sisters of Southwest Virginia
Blue Ridge Housing Development Corporation
Blue Ridge Independent Living Center, Inc.
Blue Ridge Institute & Museum of Ferrum College
Blue Ridge Legal Services, Inc.
Blue Ridge Mountains Council Boy Scouts of America
Blue Ridge Soaring Society
Bradley Free Clinic
Brain Injury Resource & Development Center, Inc.
Brain Injury Services of SWVA
Carilion Clinic
Carilion Hospice Services
Cave Spring United Methodist Church
Center in The Square
Children's Advocacy Center of The Roanoke Valley
Chip of Roanoke Valley
Church of Our Lady of Perpetual Help
Commonwealth Coach & Trolley Museum ,Inc.
Community Christmas Store
Community High School
Community School
Conflict Resolution Center, Inc.
Cornerstone Church of Roanoke Valley
Council of Community Services
Covenant Presbyterian Church
DePaul Family Services, Inc.
Down Syndrome Association of Roanoke
Downtown Learning Center
Downtown Roanoke, Inc.
Edinburgh Square
Eleanor D. Wilson Museum
Family Service of Roanoke Valley
Fdn for Rehabilitation Equipment & Endowment
Foundation for Roanoke Valley, Inc.
Franklin County Youth Center, Inc.
Free Clinic of Franklin County
Freedom First Federal Credit Union
Friends of The Blue Ridge Parkway, Inc.
Girl Scouts of Virginia Skyline Council
Good Samaritan Hospice
Goodwill Industries of The Valleys, Inc.
Grandin Theatre Foundation
Greenvale School, Inc.
Habitat for Humanity in The Roanoke Valley
Heath Focus of Southwest Virginia
Helping Hands Trinity Lutheran Church
Historical Society of Western Virginia
Jefferson Center Foundation, Ltd.
Junior Achievement of Southwest Virginia, Inc.
Junior League of Roanoke Valley, Inc.
Kandinsky Trio of Roanoke College
Legal Aid Society of Roanoke Valley
Literacy Volunteers of Roanoke Valley
Little Town Players
LOA Area Agency On Aging
Local Colors of Western Virginia
Loudon Avenue Christian Church
(Disciples Of Christ)
Lutheran Family Services of VA, Inc.
Member One Federal Credit Union
Midland Baptist Church
Minnick Education Centers
New Horizons Healthcare
Old Southwest, Inc
Opera Roanoke
Pastoral Counseling Center of Roanoke Valley
Pathfinders for Greenways
Planned Parenthood of The Blue Ridge
Presbyterian Community Center
Project Access of The Roanoke Valley, Inc.
Project Discovery of Virginia, Inc.
Radar of Roanoke
Rebuilding Together - Roanoke
Refugee & Immigration Services
Renaissance Music Academy of Virginia
Rescue Mission Ministries, Inc.
Roanoke Area Ministries
Roanoke Group, Sierra Club
Roanoke Postal Employees' Federal Credit Union
Roanoke Regional Chamber of Commerce
Roanoke Regional Small Business
Development Center
Roanoke Symphony Orchestra
Roanoke Valley Casa Foundation
Roanoke Valley Fund for Deaf Children, Inc.
Roanoke Valley Interfaith Hospitality Network, Inc.
Roanoke Valley Speech and Hearing Center, Inc.
Safehome Systems
Salem Museum & Historical Society
Science Museum Of Western Virginia
Southwest Virginia Ballet
Southwestern Virginia Second Harvest Food Bank, Inc.
Step, Inc.
The Athenian Society for The Arts And Sciences
The Roanoke Valley Choral Society
Total Action Against Poverty In Roanoke Valley, Inc.
Trust House
United Way Of Roanoke Valley
Upper Roanoke River Roundtable
Virginia Cooperative Extension
Virginia Amateur Sports
Virginia Community Action Reentry Systems, Inc.
Virginia Gentlemen Barbershop Harmony Chorus
Virginia Museum of Transportation
Virginians for Appropriate Roads
Virginia's Explore Park
W.E. Skelton 4-H Educational Conference Center
West End Center for Youth
Western Virginia Land Trust
Western Virginia Workforce Development Board
YMCA of Roanoke Valley, Inc.
Youth Support Services
YWCA of Roanoke Valley



NRC Technical Report No. 1

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The Nonprofit Resource Center of Western Virginia is a membership organization whose mission is “capacity building for nonprofit excellence.” The purpose of the NRC is to:

- Provide education, training and technical assistance in Western Virginia that will enable the nonprofit sector to enhance performance, accountability, results, fiscal management and governance.
- Foster collaboration and share expertise around common needs and issues while supporting individual agencies’ missions and goals.
- Serve as a clearinghouse of information and resources that assist nonprofit organizations.
- Serve as an advocate for the nonprofit sector.

The NRC provides the following services to nonprofit organizations: consultation, technical assistance, seminars & workshops, roundtable discussions and advocacy.

To learn more about the center and become a member of the NRC visit the website at:

www.non-profitresourcecenter.org.

For Further Information

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