



Nonprofit Analytics

GENERAL

Organization Name	Center for Arizona Policy			U.S. Tax ID#	86-0618922	Year Founded	1995
HQ Street Address	4222 E Thomas, Ste 220			City & State	Phoenix AZ	Zip	85018
Phone	602.424.2525	HQ Nation	United States		Website(s)	https://www.azpolicy.org/	
Primary Contact & Title	Cathi Herrod, President			Contact Email	cherrod@azpolicy.org		
Organization Type	Independent Public Charity		Annual Report Link	None			
Nonprofit Accountability Listings	<input type="checkbox"/> BBB (give.org) <input checked="" type="checkbox"/> Guidestar <input checked="" type="checkbox"/> ECFA	<input checked="" type="checkbox"/> Charity Navigator <input type="checkbox"/> Charity Watch <input type="checkbox"/> Ministry Watch	Strategic Partners	Focus on the Family; James Dobson Family Institute; Alliance Defending Freedom; Family Research Council; Goldwater Institute; Arizona Catholic Conference			
Primary Program Area	Advocacy & Public Policy		Peer Group	The Family Leader (Iowa); Pennsylvania Family Institute			
Other Program Area(s)	Justice		Clients Served	Believers			

GROWTH TRENDS

	FY 2015	FY 2016	FY 2017	FY 2018	% Change	Explanation
Paid Staff (FTE)	14.0	14.0	11.0	10.0	29 %	Staffing levels fluctuate in election year & based on need
Clients Served					%	Families and people of Arizona, private schools
Annual Income	\$1,917,966	\$1,832,352	\$1,759,706	\$1,882,289	2 %	'18 Unaudited. Voter Guide costs incr. income even years
Donors	2,990	2,874	2,095	2,535	15 %	Election year Voter Guides increase donations/donors
Key Activity	6	15	5	9	50 %	# of CAP sponsored bills passed in AZ

FUNDRAISING

Donor Retention Rate	69 %	Gov't Funding %	0 %	Cost to Raise \$1 (NOT V-GIK*)	\$ 0.12	Self-sustainability %	0 %
Largest Gift for FY2018	\$125,000	Gift Income % from Largest Gift	6.7 %	Invested Endowment Fund Balance	\$0		
Donors Listed by Gift Size for FY2018	Gift Size:	< \$1,000	\$1K - 4,999	\$5K - 24,999	\$25K - 49,999	\$50K - 99,999	\$100,000 +
	# of Donors:	2,169	286	66	12	1	1
	Total Amount:	\$ 358,540	\$ 499,971	\$ 641,763	\$ 381,750	\$ 50,000	\$ 125,000

FINANCIAL MANAGEMENT

* FY18 Cash Donations exclude \$183,581 in 501(c)(4) revenue, included in Gift breakdown ABOVE

Cash & Equivalents on Hand	3-6 Months		Near-term Expendable Net Assets	\$725,700		Total Current Debt	\$0				
Written Financial Controls	<input checked="" type="radio"/> Yes <input type="radio"/> No		Independent Financial Audits	<input checked="" type="radio"/> Yes <input type="radio"/> No		Reserve Coverage %	40%				
FISCAL YEAR		FY 2015	FY 2016	FY 2017	FY 2018	2019	<input checked="" type="radio"/> BUDGET	2015-2018			
01/01 TO 12/31							<input type="radio"/> ACTUALS	FY TRENDS			
INCOME	Earned Revenue	\$12,698	\$9,546	\$2,704	\$8,846	\$0		30 %			
	Gifts in Kind	\$0	\$0	\$0	\$0	\$0		%			
	Cash Donations	\$1,905,268	\$1,822,806	\$1,757,002	\$1,873,443 *	\$2,100,000		2 %			
	Total Income	\$1,917,966	\$1,832,352	\$1,759,706	\$1,882,289	\$2,100,000		2 %			
EXPENSES	Program Services	\$1,529,723	77 %	\$1,534,102	78 %	\$1,142,679	71 %	\$1,399,901	77 %	8 %	
	Administrative	\$207,659	11 %	\$216,636	11 %	\$274,488	17 %	\$189,786	11 %	9 %	
	Fundraising	\$237,291	12 %	\$214,777	11 %	\$193,690	12 %	\$216,867	12 %	9 %	
	Total Expenses	\$1,974,673		\$1,965,515		\$1,610,857		\$1,806,554		\$2,080,350	9 %
SURPLUS/DEFICIT		\$56,707		\$133,163		\$148,849		\$75,735		\$19,650	

LEADERSHIP

CEO Name & Tenure	Cathi Herrod	13 yrs	CEO Age	60-69 yrs	Total CEO Compensation	\$ 208,560	
CEO Annual Evaluation	<input checked="" type="radio"/> Yes <input type="radio"/> No	CEO has Board Vote	<input checked="" type="radio"/> Yes <input type="radio"/> No	CEO Successor Identified	<input type="radio"/> Yes <input checked="" type="radio"/> No		
Total Paid Staff by Type	FT: 11 PT: 1	Staff Turnover Rate	20 %	Total Volunteers	30		
Yearly Staff Evaluations	<input checked="" type="radio"/> Yes <input type="radio"/> No	CEO Direct Reports	4 staff	Annual Board Meetings	3		
Board Chair & Tenure	Dave and Carol Lambert		Board Size	18	Board Gender Diversity	Men: 8 Women: 10	
Donation % from Board	17 %	Board Committees	4	Term Length	None	Consecutive Term Limits	None
Additional Advisory or Development Board	<input type="radio"/> Yes <input checked="" type="radio"/> No	Number of Board Members Related to the CEO	0				

STRATEGY

MISSION	Center for Arizona Policy (CAP) is a nonprofit advocacy group whose mission is to promote and defend the foundational values of life, marriage and family, and religious freedom.					
CLIENTS SERVED	In a broad sense, CAP serves the citizens and families of Arizona with a particular emphasis on expanding and protecting educational freedom for children.				LENGTH of Primary Client Relationships	N/A
The PROBLEM	Arizona is in the bullseye. It is being targeted by liberal national groups who are opposed to the sanctity of life, parental rights like educational freedom for children, a historic view of marriage, and religious freedom for all. They are pouring millions of dollars into the 2020 election to achieve their goals.					
Your SOLUTION	Like never before, CAP will pro-actively advocate for freedom by influencing public policy in legislative and legal arenas, by proclaiming truth and equipping the Church to think biblically, and engaging in the political process to elect pro-life and pro-family candidates to public office at all levels in Arizona.					
1-3 year PLAN	3 new initiatives to solve new challenges: 1.) The Daniel Initiative - Identify 2K evangelical pastors & their churches from 2020-22 to engage gov't legislators. 2.) Love Your School - Celebrate all school options in AZ through stories, resources, & support for families, as a #RedforEd movement antidote. 3.) Christian Education Network - To activate school leaders to preserve Christian educational freedom, reaching 80% of AZ private Christian schools in the next 3 years.					
Up-to-date Board-approved STRATEGIC PLAN	<input checked="" type="radio"/> Yes <input type="radio"/> No	CUT (or Modified) PROGRAM in last 3 years for bad results	<input checked="" type="radio"/> Yes <input type="radio"/> No			

IMPACT

Long-term VISION	1.) The sanctity of human life is valued and protected from its very beginning to its natural end. 2.) Marriages and families are esteemed and thrive with enduring generational impact. 3.) Religious freedom is affirmed, free from government interference.					
RESULTS Report outcomes not activities	Over the past three legislative sessions, 19 CAP-supported bills and measures upholding life, marriage and family, and religious freedom have been enacted or signed into law. In the 2019 legislative session alone, 75 "bad bills" opposed to these values were blocked by CAP's legislative influence at the Arizona Capitol. During the legislative session, CAP meets with 30-35 friendly legislators bi-weekly for a meeting of the Arizona Values Action Team (AVAT) to plan its legislative strategy. This coalition is a key element of the successful passage of good legislation and the defeat of bad bills. CAP distributed 131,500 copies of its 2018 Voter Guide and had 218,917 visits to its azvoterguide.com website, which educated voters across AZ.					
Measure outcomes against benchmarks	<input checked="" type="radio"/> Yes <input type="radio"/> No	Track Key Performance Indicators	<input checked="" type="radio"/> Yes <input type="radio"/> No	Completed independent impact evaluation	<input type="radio"/> Yes <input checked="" type="radio"/> No	
Completed program logic model(s)	<input type="radio"/> Yes <input checked="" type="radio"/> No	Survey program beneficiaries	<input checked="" type="radio"/> Yes <input type="radio"/> No	Conducted randomized controlled trial (RCT)	<input type="radio"/> Yes <input checked="" type="radio"/> No	
Impact STORY	The son & daughter-in-law of Arizona Speaker of the House-Elect Rusty Bowers were seeking to adopt when they made a connection with an adoption attorney representing a formerly abortion-minded woman. Thanks to the CAP-promoted and supported pro-life laws in Arizona, the abortion-minded birth mother chose life for her child, then adoption, enabling her child to find a loving family. CAP promotes and defends the sanctity of life.					
Recent Program IMPROVEMENT	Prior to '18, CAP conducted various small educational events (50-100 people) on current policy issues. These events were beneficial to those attending but were not able to speak to the broader CAP constituency and beyond. Instead, we now distribute via podcasts/videos, thereby expanding reach.					

GEOGRAPHIC SCOPE

Where do your programs operate?	<input checked="" type="radio"/> Local <input type="radio"/> Regional <input type="radio"/> National (USA) <input type="radio"/> International (List nations or regions served below alphabetically)
Center for Arizona Policy operates at a statewide level with its headquarters in metropolitan Phoenix, Arizona. Phoenix is the capital city and the fourth largest city in the United States. Maricopa County is the largest geographic county in the U.S., and on average, 100,000 people relocate to the county annually. Other states have utilized the Center's work to benefit their states.	

S.W.O.T. ANALYSIS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Nimble - small in number; Great in strength of reputation; Relational capital with donors & elected officials; Mission/vision consistency; Issue/message discipline; Ally relationships; Board/team	Church relations; Staff turnover; Reaching next generation; Messaging; Understanding demographics; Expanding base; Inability to educate constituency on fast-moving issues; Aging donor base	Extremist messaging of the Left; Technology & social media; Courts; 30's demographic; ACU & GCU campus communities; 2020 Elections; Polling & focus groups; Messaging/value of content	School boards & city councils; Lack of a pipeline to populate elected offices; 2020 Elections; Voter/Donor/Constituency apathy; Lack of moral courage; Lack of awareness

SOURCE

Completed By: **Allison MacMurtrie**

Date: **10/15/2019**