



Strategic Metrics and Results Tracking

Aggregate Results from the SMART System
2008: Maricopa County

Total Number of Individual Clients Served

Summary client numbers are as follows:

Quarter One:

- Average = 34,902
- Median = 2,573
- Sum = 314,120

Quarter Two:

- Average = 32,304
- Median = 1,918
- Sum = 258,434

Quarter Three:

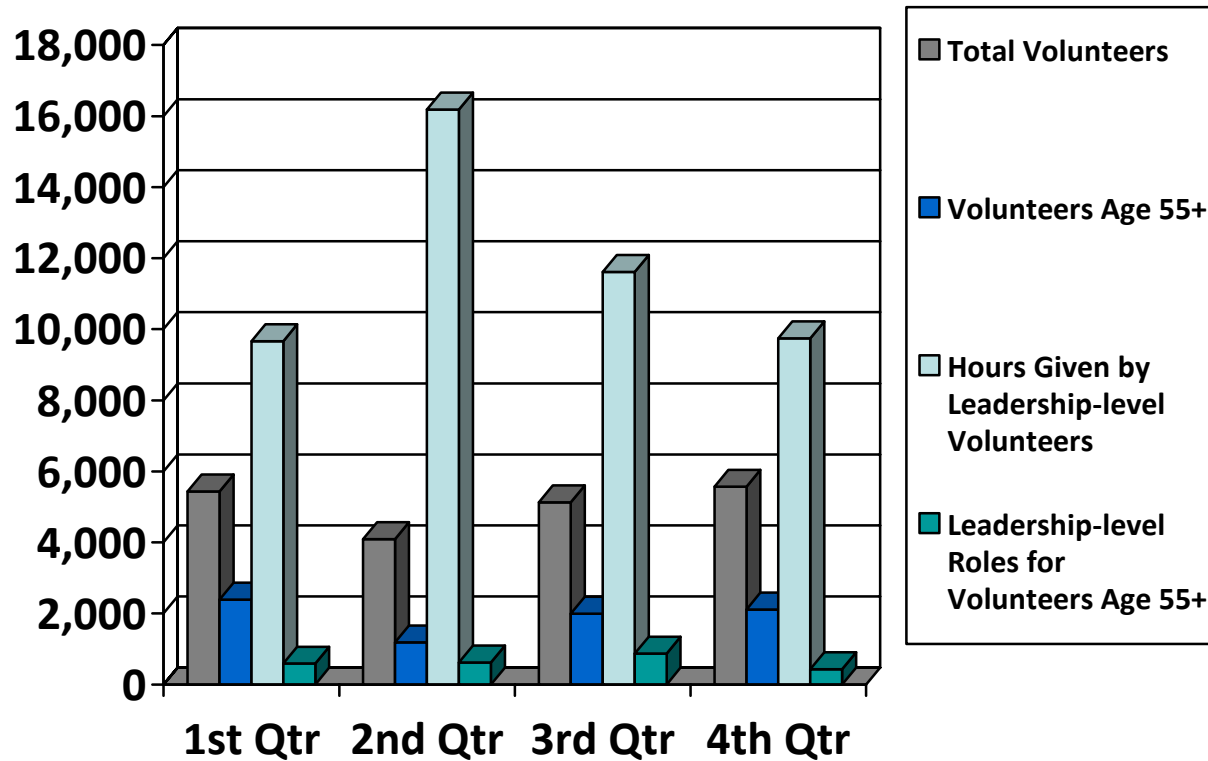
- Average = 21,578
- Median = 2,578
- Sum = 219,285

Quarter Four:

- Average = 24,936
- Median = 3,873
- Sum = 249,358

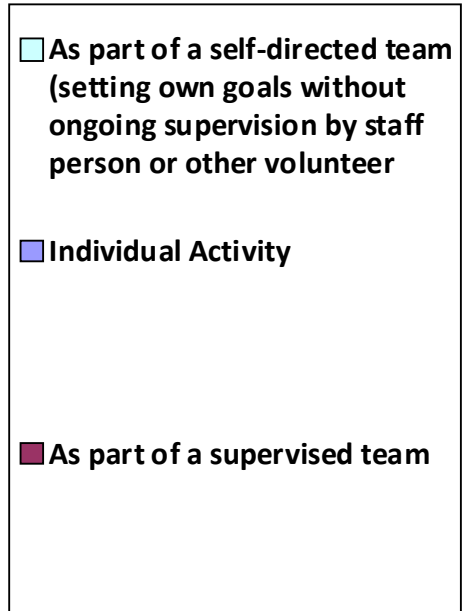
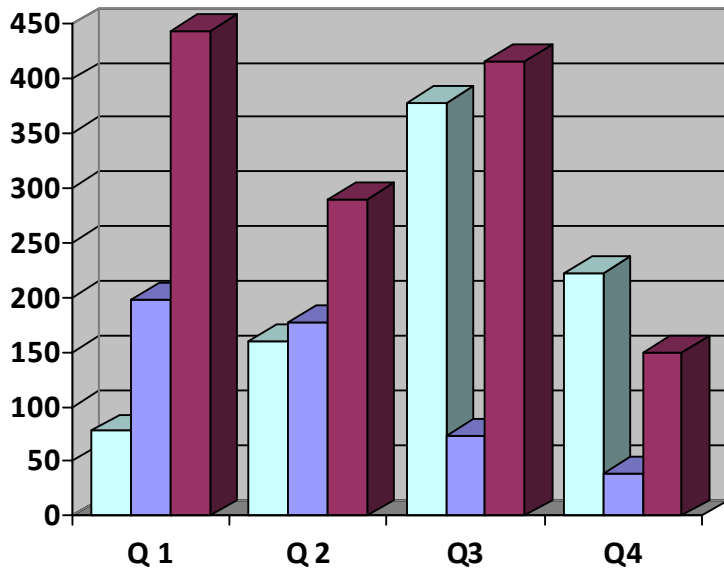
Professional and Leadership-Level Roles for Adults Age 55 +

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Total number of Professional/Leadership-level Roles Positions Filled by Volunteers Age 55+	586	621	873	428
Total Hours of Service Given by Leadership-level Volunteers	9,662	16,184	11,615	9,740



Structure of Service

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
As part of a self-directed team (without ongoing supervision)	78	160	378	222
Individual activity	198	177	73	39
As part of a supervised team	444	290	416	150



Intensity of Service

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
One-time projects	78	61	25	44
Off and on over the period	280	70	44	40
On an ongoing basis	349	448	239	322

Return on Investment

For SMART, Return on Investment (ROI) for each quarter represents value of work done by professional and leadership-level volunteers 55+ (based on BLS wage data) minus the cost incurred in gaining that value, which is then divided by the total cost used above and finally multiplied by 100 to yield an ROI percentage.¹

Total Value of Work Done by Professional/Leadership-Level Volunteers

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Average	\$38,792	\$35,268	\$28,576	\$31,262
Median	\$14,006	\$8,284	\$8,498	\$11,280
Total	\$387,924	\$352,682	\$285,755	\$312,624

Total Organizational Investment in Professional/Leadership-level Volunteers

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Average	\$7,797	\$4,851	\$4,015	\$5,176
Median	\$6,272	\$3,483	\$2,862	\$3,488
Total	\$77,966	\$48,506	\$40,148	\$51,760

¹ All numbers rounded to the nearest ones place.

Organizational Return-on-Investment

Overall return on investment percentage in the Maricopa County organizations is somewhat skewed by Banner Health Corporation's policy barring any reporting of staff salaries. As such, Banner Health has a very high value associated with their volunteer efforts, but no cost- giving them an exaggerated return on investment. The two graphs below represent the overall sample with and without Banner Health's statistics.

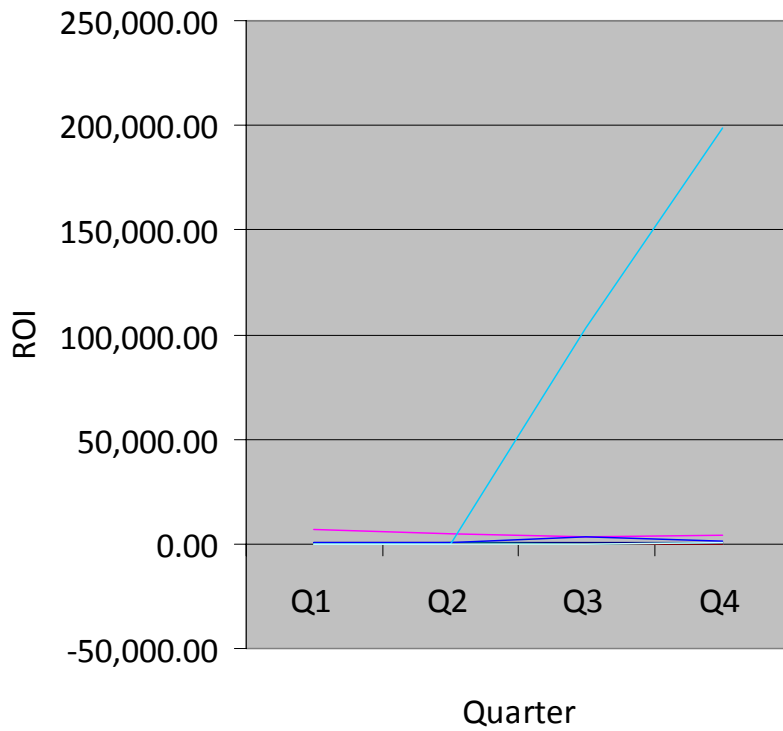
Organizational Return on Investment Percentage (Banner Health included)

Respondent	Q1 ROI Percentage	Q2 ROI Percentage	Q3 ROI Percentage	Q4 ROI Percentage	Organizational 2008 Average ROI
Arizona Science Center	364.71	449.68	441.17	497.83	438.35
Beatitudes Center DOAR	6,886.58	4,530.68	3,091.59	4,333.68	4,710.63
Big Brothers Big Sisters of Central Arizona	-100.00	-100.00	-100.00	-71.60	-92.90
City of Mesa Arts and Culture Dept.	-100.00	-100.00	-65.51	-75.22	-85.18
Friends of the Tempe Library	175.20	32.22	24.60	105.79	84.45
Hacienda HealthCare	0.00	-100.00	-90.89	-30.84	-55.43
Interfaith Community Care	169.48	323.57	221.36	323.11	259.38
Mesa United Way	242.24	308.97	3,583.00	996.87	1,282.77
Banner Health Corporation	-100.00	175.21	102,873.00	198,837.00	75,446.30
The Centers for Habilitation	76.03	19.09	60.21	892.84	262.04
AVERAGE	761.42	553.94	11,003.85	20,580.95	8,225.04
MEDIAN	122.76	103.72	140.78	410.47	260.71

Organizational Return on Investment Percentage (Banner Health excluded)

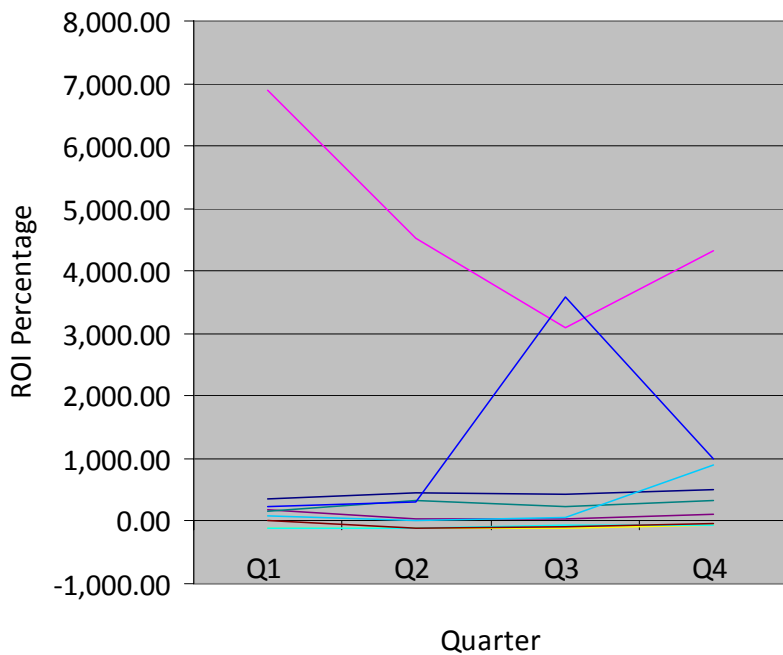
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The Centers for Habilitation	76.03	19.09	60.21	892.84	262.04
AVERAGE	857.14	596.02	796.17	774.72	756.01
MEDIAN	169.48	32.22	60.21	323.11	259.38

2008 Return on Investment (Banner Health included)



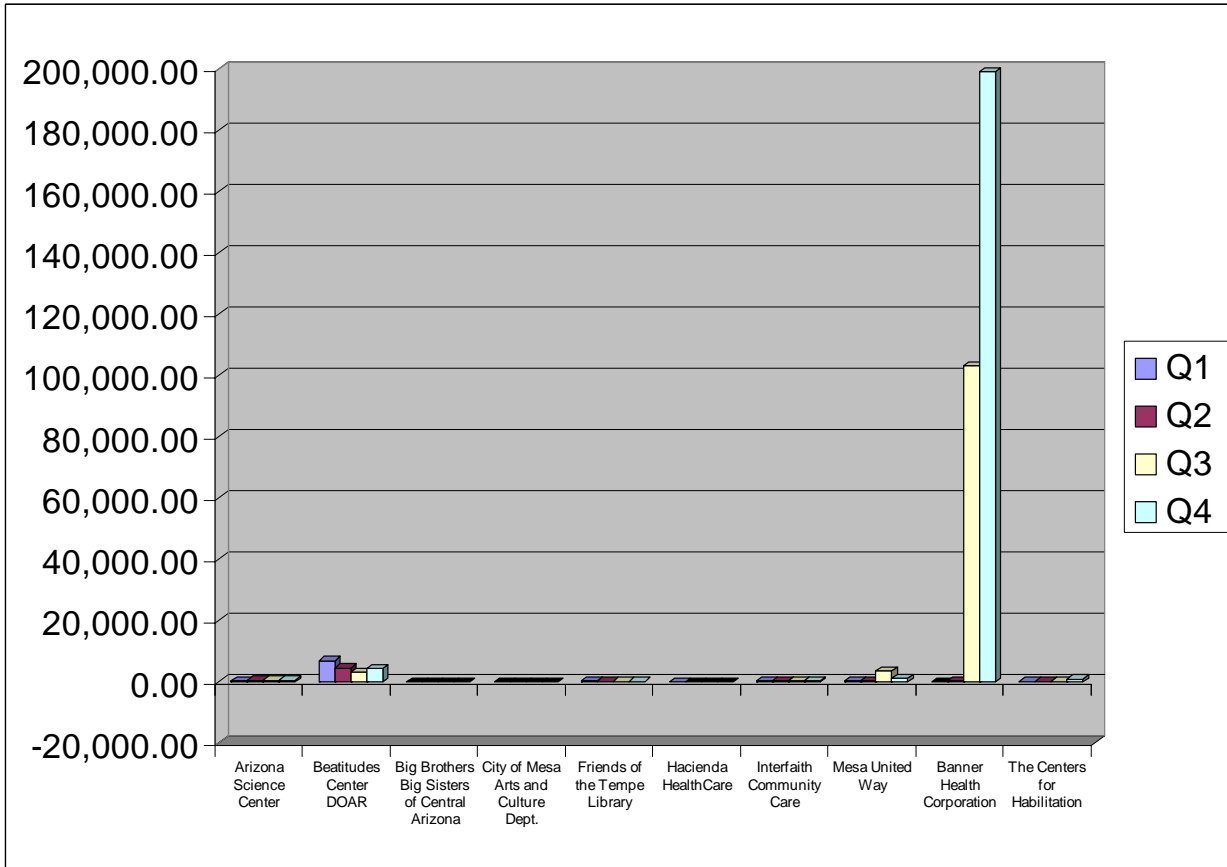
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