

Nonprofit Human Service Funding in Washtenaw County:

An Analysis of Economic Return on Investment for Taxpayers



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Executive Summary

As Washtenaw County rolls through 2013, six years after the start of the Great Recession, its economic picture is mixed. On the positive side, the overall county economy continues to emerge from the national economic downturn. Job growth in 2011 and 2012 exceeded the average yearly gains in the prior growth era from 1991 to 2002,ⁱ while the unemployment rate declined precipitously from 8.1 percent in 2010 to 6.5 and 5.4 percent in 2011 and 2012, respectively. The 2012 unemployment rate was 2.7 percentage points below the national rate.ⁱⁱ

In addition, business ownership in the county is at an all-time high and the precipitous decline of the local property tax base appears to be stabilizing. According to a March 2013 report issued by the *Institute for Research on Labor, Employment, and the Economy* at the University of Michigan, Washtenaw County's economy is positioned for continued growth and prosperity through at least 2015.

On the negative side, the unemployment rate is still historically high for the region and the overall poverty rate has increased over this same time period. The average unemployment rate for Washtenaw County from 1990 to 2007 was a meager 3.6 percent compared to the current 5.4 percent, and the poverty rate has increased by 4 percentage points, from 12.9 percent in 2010 to 16.9 percent in 2011.ⁱⁱⁱ Even more concerning, this statistic does not include the significant numbers of local residents who have given up looking for work. Most troubling, perhaps, is that poverty for children under 18 years of age has grown at an even sharper rate, from 12.6 percent in 2010 to 18.7 percent in 2011.

So, while the broadest economic indicators show that Washtenaw County has rebounded well from the Great Recession, there are a growing number of people in its communities, including a growing number of children, who have not felt this recovery. As such, there remains an essential need for nonprofit organizations that provide critical human services to vulnerable populations. As support for this claim, every agency funded by local government has reported increased demand for services since 2009. Unfortunately, this need for additional service has been exacerbated by federal sequestration, which includes planned cuts to critical human service programs throughout Washtenaw County.

This report is an update on the 2011 report issued by the Office of Community Development, describing the impact that local nonprofits have on improving the quality of life in Washtenaw County. Understandably, local investors – including government – are most often focused on the significant contribution that local nonprofits make to our community through the critical safety net supports they provide to stabilize residents in need. Indeed, specific contributions to the health and well-being of our neighbors in crisis have historically been the basis for public and private investment in nonprofits. However, it is the often untold economic return on these investments in local nonprofits that this report seeks to highlight.

The 2009 report was the first of its kind to draw attention to the important beneficial economic impacts that nonprofits have in Washtenaw County. Both the 2009 report and the subsequent update in 2011 provided quantitative evidence of the significant return on local government investment and economic impact delivered by nonprofits providing critical human services.

In 2013, the local government investment was no longer being allocated in a stand-alone funding model, but rather as a part of the Washtenaw Coordinated Funders (Washtenaw County, the City of Ann Arbor, the Washtenaw Urban County, and the United Way of Washtenaw County). The Washtenaw Coordinated Funders have collectively allocated investments of \$4.4 million to thirty-seven local human service nonprofit agencies.^{iv} The primary impetus for this investment is to ensure that these organizations continue to provide needed programs

and services to our citizens, thereby improving the quality of life for individuals, families, and the community at large.

Since their initial investment in June 2011, the Washtenaw Coordinated Funders have worked with other public and private funders, area nonprofits, and local human services experts to move the local array of human services toward *community outcomes* that set out clear expectations for every funded nonprofit about what should be measured and achieved in order for local government to more fully understand and maintain its investments. To that end, these agencies are chiefly evaluated on the efficacy and efficiency of the services rendered: in other words, their societal or human impact.

While this measure is critical, it does not represent the sum total of local human service nonprofits' contribution to the community. Another way to measure the value of these nonprofits is to consider their combined role as contributors to the City of Ann Arbor and Washtenaw County economy. As employers, consumers, and revenue generators, the thirty-seven agencies funded through the *Coordinated Funding Model* generate significant economic benefits for the City and County.

This report again considers the economic impact – or “return on investment” – achieved through the \$4.4 million investment of Washtenaw County (\$1.015 million) and City of Ann Arbor (\$1.245 million) general funds, the Washtenaw Urban County funds (\$348,000), and United Way of Washtenaw County investments (\$1.797 million). To produce this report, the Office of Community and Economic Development (OCED) analyzed financial and employment data derived from all nonprofit agencies funded for direct program operations by the Washtenaw Coordinated Funders.^v The Ann Arbor Area Community Foundation is also a Washtenaw Coordinated Funder, but invested only in planning and coordination activities and capacity building grants to nonprofit agencies during the time period analyzed, not in direct program operations.

In short, the economic impact of private nonprofits in Washtenaw County can be summarized into six major “return on investment” categories:

1. Stabilizing the Workforce & Community

The local nonprofits funded by the Washtenaw Coordinated Funders play a pivotal role in maintaining our community's quality of life by providing childcare support, affordable housing, food, medical care, and many other critical services to thousands of local residents.

2. Leveraging Millions of Dollars in Funding

The organizations funded by the Washtenaw Coordinated Funders generate nearly \$44 million of non-local revenue, which amounts to a return on investment of nearly \$10 for every \$1 invested by *Coordinated Funding*.

3. Providing Significant Private Employment Opportunities for Washtenaw County Residents

Taken together, the human service nonprofit organizations funded by *Coordinated Funding* represent the *third largest private employer in Washtenaw County*.

4. Generating and Supporting For-Profit Jobs in Washtenaw County

Funded nonprofits create direct and indirect economic impact through the purchase of goods and services directly, employees spending their salaries, and the job creation related to providing the goods and services purchased; all *adding up to an economic impact of more than \$90 million annually*.

5. Leveraging Civic Engagement & Community Investment

Last year, the local nonprofits funded by the Washtenaw Coordinated Funders generated nearly 498,000 hours of volunteer time, *equivalent to 239 full-time employees and \$6.6 million in wages*.

6. Supporting, Enhancing, and Increasing the Efficiency of Local Government

In large part, local nonprofits serve as the community's safety net, filling gaps unaddressed by government, and doing so more flexibly and at a lower cost than government. The *Coordinating Funding Model* supports programs that provide pre-natal care, eviction prevention, aging-in-place services, hunger-relief, after-school academic support, and child-care scholarships—all services that local government either does not provide at all or provides at levels less than the community needs.

Stabilizing the Workforce, Local Neighborhoods, and Community

Washtenaw County and City of Ann Arbor leadership have long recognized that investments in human services are critical components in an overall community development strategy, and understand that the well-being of residents contributes to the overall vitality, sustainability and appeal of the Washtenaw County and Ann Arbor region. Funding nonprofit agencies has extended the range of services and support available to citizens at only a fraction of the actual cost to provide them.

Despite the County's broad economic rebound from the depths of the Great Recession, local government investments in nonprofits are still critical since many vulnerable families and individuals have not yet felt *and may not feel* the positive effects of regional job growth. In 2011, Washtenaw County had its highest percentage of families and unrelated adults in poverty in a 12-month period since before 2005.^{vi} Roughly 19 percent of children under the age of 18 were below the poverty level in 2011, almost double the percentage in 2007 and 6 percentage points higher than the previous year.^{vii}

The size of Washtenaw County's labor force has been decreasing since 2006, dropping over ten thousand eligible workers between 2006 and 2011.^{viii} But even with a smaller labor force, the unemployment percentage doubled from 2001 when the labor force was its largest in county history.^{ix} These data illustrate how the economy and technology have changed over the last decade, creating a system in which fewer workers are needed to produce a greater amount of goods and services. Therefore, in this new paradigm, it will still take time for living wage jobs to return for thousands of county residents.

Since our last report, the thirty-seven local nonprofits funded by the Washtenaw Coordinated Funders have played a pivotal role in addressing the needs of this socially and economically disadvantaged population, helping to sustain them by providing childcare support, affordable housing, food, medical care, and many other critical services. For most, these services prevented more costly alternatives for government and taxpayers, including emergency room visits and hospitalization, lost tax revenue, unemployment, and involvement in juvenile and adult justice system.

Data reported by the local nonprofit community demonstrate that the measureable impacts of this economic recession on local families—including hunger, housing instability, and financial crises—are also lagging indicators of the severity of the economic crisis. Agencies receiving funds from the Washtenaw Coordinated Funders are required to submit semi-annual reports to the Office of Community and Economic Development on the status of their programs. A review of these data reveals that there is not a single area of life that has gone unaffected during this economic recovery period.^x From

Saving Taxpayer Dollars

In 2012, Community Action Network (CAN) provided tutoring and educational support to 62 children, helping them to make educational gains, including improving literacy for young children.

Based on findings from a 2011 Annie E. Casey Foundation report and a 2009 Northeastern University study, one in six youth who are not reading proficiently in third grade do not graduate from high school on time, and high school dropouts are 63 times more likely to be incarcerated. This correlation is so strong that the Washtenaw County Sheriff's Office uses third grade literacy as one data element to plan for future jail census.

Given the \$129 per day per inmate Washtenaw County spends on its adult correctional facility, the work that CAN did with children in 2012 saved Washtenaw County approximately \$486,545 in future incarceration costs. That savings is 4.5 times the investment that Coordinated Funding made in CAN programming.

individuals and families, youth to the elderly, unemployed and employed, all agencies have reported increased demand for services. The following statistics detail a sampling of increased demand for local services by comparing numbers served in 2012 against historical service numbers.

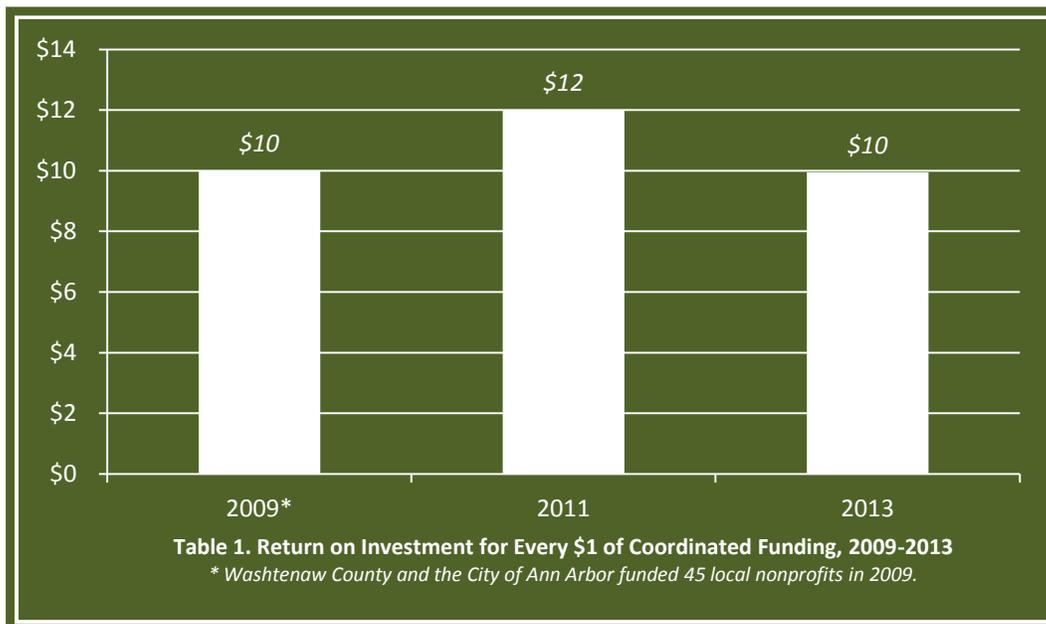
- Legal Services of South Central Michigan provided financial services assistance (including income security and maintenance advice) to 211 seniors; *an increase of 181% over projections.*
- SOS Community Services reported 195 participants placed in housing; *an increase of 179% over projections.*
- The Corner Health Center reported 9,422 intakes for immunizations, age appropriate screening and Body Mass Index (BMI) status; *an increase of 138% over projections.*

Beyond providing critical safety net services and preventing more costly problems, nonprofits also supplement services provided by the public and/or for-profit sectors that may not be sufficient to meet the community’s need. The figures above also demonstrate that nonprofits manage to do more—often much more—with the same or fewer resources. In this way, nonprofits strengthen the character of the community and make significant contributions to the City’s and County’s overall quality of life.

Leveraging Millions of Dollars of Funding

The vast majority of local human service nonprofits have a complex base of funding from public and private sources. For most organizations, local government provides crucial funding that is leveraged to bring state and federal public and private funding into Washtenaw County and the City of Ann Arbor.

The nonprofit community as a whole – and those funded by the Washtenaw Coordinated Funders in particular – possesses an acute understanding of the increased community need and the simultaneously shrinking local resources. These service providers have focused on increasing capacity to compete for funds to support core services. This tight focus has yielded results by bringing millions of dollars of new funding into the community and local economy.



The general funds invested by Washtenaw County and the City of Ann Arbor have been critical to attracting this new funding, as most federal, state, and private funders require a local match of up to 50% of total project costs.

The organizations funded by the Washtenaw Coordinated Funders generate nearly \$44 million of non-local revenue, which amounts to a return on investment of nearly \$10 for every \$1 invested by local government. Since 2009, this return on investment has held steady (see Table 1). The trend reflects the invaluable role local funders play in stabilizing the nonprofit sector during difficult economic times.

For every **one dollar** that the *Coordinated Funding Model* invests, partner nonprofits secure nearly **\$10** of outside resources: that means additional dollars flowing directly into Washtenaw County.

In 2013, leveraged, non-local revenue increased to over \$11 for every \$1 invested by local funders when volunteer wages were factored in. Volunteer wages are estimated based on the type of labor, either professional (\$22.14/hour) or para-professional (\$7.40/hour). Altogether, these thirty-seven nonprofits leveraged volunteer leverage equivalent to \$6.6 million in wages.

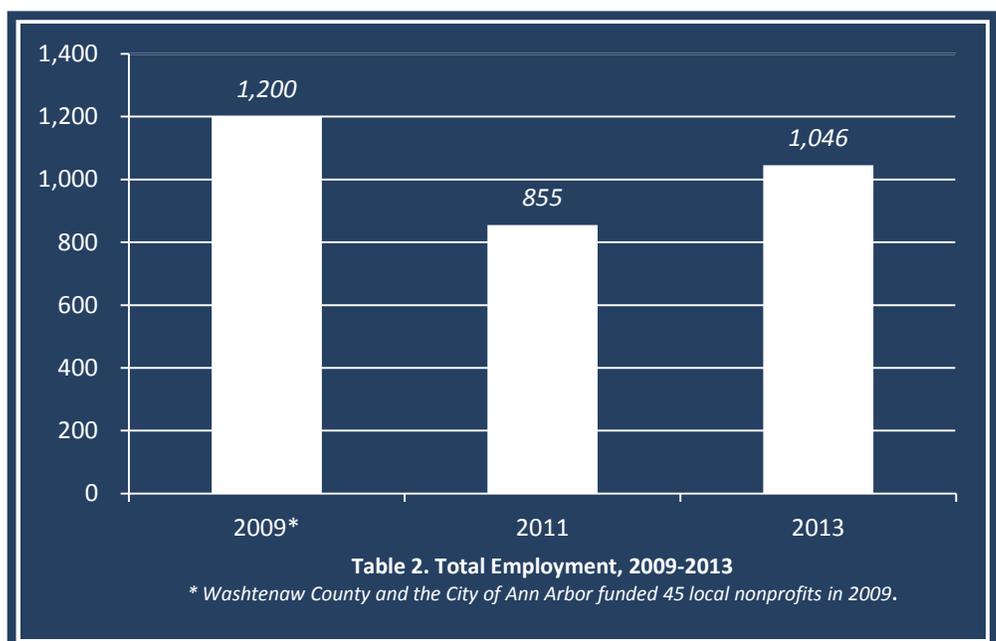
Providing Significant Private Employment and Training Opportunities

"The growth trends should not mask the cutbacks and hardships that nonprofits, especially small ones, have experienced these past few years. Some closed their doors during the recession; others cut staff, wages, or activities to stay afloat. Still, the nonprofit sector continues to show its resilience and has become a larger part of the U.S. economy since 2008."

Thomas Pollak, Director, Urban Institute's National Center for Charitable Statistics

According to the Urban Institute, even during and after the recession, from 2007 to 2010, nonprofit employment nationally grew 4 percent and wages increased 6.5 percent, while they decreased in the business sector by 8.4 percent and 8 percent, respectively, and increased only 1 percent and 4.8 percent, respectively, for government. In 2010 alone, nonprofits paid over \$587 billion in wages and employed 13.7 million people, representing 9 percent of the country's labor force.^{xi} Between 2011 and 2013, employment by the thirty-seven nonprofits funded in part by the Washtenaw Coordinated Funders grew by 22 percent (see Table 2).

However, this growth is tempered by the fact that, in 8 of the past 10 years, the nonprofit sector spent more than it earned, and utilized reserves to meet increased demand for services. The gap between revenues and outlays was \$65 billion in 2008, 2009, and 2010.^{xii} It is yet to be seen how this sizable budget imbalance will affect future sector growth, but we plan to analyze those effects when the data are available.



A recent statewide analysis of the nonprofit sector indicates that it is even more critical to Michigan’s economy, representing 11 percent of the overall private employment in the state (compared to 9 percent nationally) and generating \$137 billion each year in overall economic activity.^{xiii}

At the regional level, the thirty-seven local nonprofits funded in part by the Washtenaw Coordinated Funders provide work for more than 1,045 full-time equivalent employees, and expend almost \$60 million in payroll and benefits, most to employees who live within Washtenaw County.^{xiv} According to a statewide study in Florida, 95% of the personal income generated by nonprofits stays within the state, and most within the local community.^{xv} Given a similar public-private partnership structure, the Florida study gives cause for similar projections to be made for Washtenaw County.

Further, when comparing these employment numbers to the ten largest private employers in Washtenaw County – as identified by Ann Arbor SPARK in January 2013^{xvi} – these thirty-seven nonprofits represent the third-largest employer in the County:

1. Toyota Technical Center: 1,500
2. Thomson Reuters: 1,100
3. Truven Health Analytics: 900
4. CitiMortgage: 850
5. Ford Motor Company: 823
6. Faurecia: 800
7. JAC Products: 675
8. Edwards Brothers Malloy: 600
9. Terumo: 600
10. DTE Energy: 588

As a whole, the human service nonprofit organizations funded by the Washtenaw Coordinated Funders represent the **third largest private employer in Washtenaw County**. Together, they provide **more local jobs than Ford Motor Company, CitiMortgage, or DTE Energy**.

Policy-makers have long recognized the importance of fostering a strong business sector to support and grow the local economy. Small businesses are the heart of our local economy, and nonprofits are a significant part of this sector in Washtenaw County and the City of Ann Arbor. They continue to play a critical role in providing vital community services, retaining a talented workforce, and attracting recent local college graduates through meaningful work. The average age of the talented workforce employed by these thirty-seven local nonprofits is 42 years old, reflecting a segment of the business sector attractive to both early *and* mid-career professionals who value a challenging and rewarding work environment.

Generating and Creating For-Profit Jobs in Washtenaw County

Used to calculate the effects of an industry on a local economy, the Regional Input-Output Model (RIMS II)^{xvii} illustrates that in addition to direct employment and income, the nonprofit sector generates significant additional economic activity through a multiplier effect.

Through an economic multiplier effect, the thirty-seven nonprofits funded by the Washtenaw Coordinated Funders generate over \$90 million in economic impact annually for Washtenaw County and create over 1,200 additional local jobs.

This multiplied economic impact is created when nonprofits purchase goods and services needed for the organization to operate – including the purchase of office supplies, computers and information technology, consultants, and maintenance or repair services.

Further multiplied effects are created when employees of nonprofits spend their income on goods and services

provided by other businesses. These additional economic activities include housing and utilities, groceries, personal services, clothing, dining out and entertainment.

The Bureau of Economic Analysis, a division of the U.S Department of Commerce and the entity that manages and updates the RIMS II model, provides region-specific multipliers to demonstrate the total economic output, earnings impact, and jobs created by a specific industry. These multipliers indicate that the thirty-seven nonprofits funded by the Washtenaw Coordinated Funders parlay this investment into:

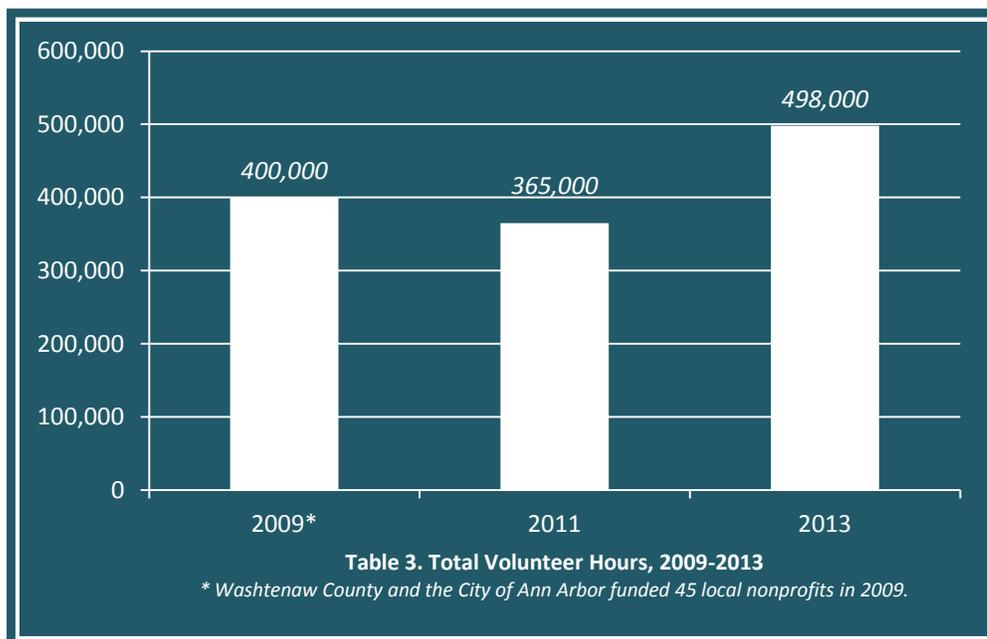
- ***a total economic impact of over \$90 million annually;***
- ***an additional \$62 million in earnings received by Washtenaw County workers; and,***
- ***1,242 additional local jobs.***

Leveraging Civic Engagement and Community Interest

Nonprofits engage community members through volunteering and philanthropy in a way that government does not. Because of their mission-driven services to the community, nonprofits attract people who wish to do good works, connect to others, gain new skills and training, and preserve community character. The diversity of nonprofits creates opportunities for individuals to volunteer no matter their interest, abilities or age. This commitment of time and money to local nonprofits engages the community and makes it stronger. In 2011, 26.8 percent of adults in the U.S. volunteered with a nonprofit. Volunteers contributed 15.2 billion hours, worth an estimated \$296.2 billion.

In 2013 alone, the local human service nonprofits funded by the Washtenaw Coordinated Funders generated 497,972 hours of volunteer time, equivalent to 239 full-time employees, and \$6.6 million in wages. These wages amounted to 11% of payroll and benefit expenditures made by these organizations over the same time period.

Between 2011 and 2013, volunteering at these thirty-seven nonprofits increased by over 36 percent (see Table 3). Not even in 2009, when Washtenaw County and the City of Ann Arbor funded 8 additional agencies, did volunteering reach current levels. The far-reaching suffering caused by the Great Recession may have provided added motivation to local residents to get involved and help out. The improving economic conditions have not deterred them from volunteering at organizations that care for those who continue to struggle.



In addition to the thousands of hours of uncompensated labor and other in-kind support, philanthropic giving also generates millions of dollars for local nonprofits to deploy in the delivery of services. As a result of the recession,

Last year, the local nonprofits funded by the Washtenaw Coordinated Funders generated almost 498,000 hours of volunteer time, *equivalent to nearly 240 full-time employees, and \$6.6 million in wages.*

however, private giving was down 11 percent nationally from 2007 to 2010. In 2011, private charitable contributions, which include giving to public charities and religious congregations, totaled \$298.4 billion.^{xviii}

Nationally, almost \$600 billion was generated for nonprofits through volunteering and philanthropy in 2011.

Supporting, Enhancing, and Increasing the Efficiency in Government

Ensuring a social safety net for vulnerable citizens cannot be undertaken by any single government, department, or organization. The governments and private entities that constitute the Washtenaw Coordinated Funders was formed to advance the shared interest in ensuring that a basic safety net exists for all residents; by advancing access to social services and ensuring excellence in that service delivery. Each of these local funders – public and private – also have a responsibility to be stewards of taxpayer and philanthropic dollars and make certain that services are delivered responsibly and to maximum positive community impact.

In large part, local nonprofits meet these goals by serving as a critical element in the community's safety net, filling gaps unaddressed by government, and doing so more flexibly and at a lower cost. *Coordinated Funding* supports programs that provide pre-natal care, eviction prevention, aging-in-place services, hunger-relief, after-school academic support, and child-care scholarships—all services that local government either does not provide at all or provides at levels that are significantly outpaced by community need.

According to 2010 data from the Bureau of Labor Statistics, the average hourly wage of nonprofit social workers, a group that includes family, mental health and substance abuse social workers, was \$20.06 per hour, which is significantly less than their counterparts at local governments, who earned, on average, \$28.08 per hour. For counselors – including substance abuse, behavioral disorders, and mental health counselors – local government staff earned \$36.42 per hour compared to staff at nonprofits who earned \$18.29 per hour.^{xix} When factoring fringe benefits, such as healthcare coverage and time off, the discrepancy is much larger.

Since 2009, the discrepancy has only increased, with earnings for government social workers growing by 8.2 percent over the last four years compared to 2.9 percent growth for nonprofit social workers. The discrepancy for counselors has grown even wider, with earnings for government counselors growing by 9.1 percent over the last four years compared to 2.1 percent growth for nonprofits counselors. The wage gap between nonprofit and government staff illustrates how human service nonprofits often provide critical services to the community at a lower cost.

Washtenaw County and the City of Ann Arbor are leaders in investing General Fund dollars in local human service nonprofits. Compared with the ten most populous counties and municipalities in Michigan, Washtenaw County leads the state in per capita spending on local human service nonprofits by a county government, and the City of Ann Arbor is second in per capita spending on local human service nonprofits by a municipal government.

The numerous nonprofits in Washtenaw County play a critical role in strengthening and extending the helping hands of government and assist in improving the quality of life for residents of Washtenaw County. They generally do so with fewer resources and more flexibility. Moreover, the services nonprofits provide ensure both short- and

long-term cost savings to local government by preventing residents from needing more costly government services.

The vast majority of human service nonprofits are effective in responding to the changing needs of the community, while providing cost savings to the public. Like their for-profit counterparts, most nonprofits were created to fill a niche in the market. Unlike for-profits, where surplus earnings is the motive, the market niche that nonprofits fill is a need created by inequality and other social ills, with health and quality of life the intended purpose. Like for-profits, effective nonprofits know how to generate revenue by delivering a quality product to their consumers and by fulfilling the expectation of investors, both public and private.

Also, like successful for-profits, healthy nonprofits function by utilizing sound business practices. They have effective management that creates and executes strategic business plans, delivers a quality product, has responsible employment practices to attract and retain a dedicated workforce, and finds innovative ways to generate revenue.

And finally, like the for-profit sector, some nonprofits must improve their operations and pursue creative management and funding strategies in order to survive. In order to ensure that the nonprofits in which the Washtenaw Coordinated Funders invest continue to make positive contributions to the local economy and provide effective services to those in need, policy-makers should continue to demand that they are well-managed, with demonstrated outcomes.

Conclusion

Washtenaw County human service nonprofits continue to provide critical services to our most vulnerable residents despite decreasing financial support from the public and private sectors. Federal sequestration exacerbates this already challenging situation. Human service nonprofits are experiencing across-the-board increased demand for their services, and vulnerable residents have diminishing options for help due to federal and state program cuts.

Washtenaw County and the City of Ann Arbor lead communities across Michigan in investments in local nonprofits supporting a safety net for residents in need. In addition to real and significant benefits for those directly served by this safety net, investments from the Washtenaw Coordinated Funders contribute greatly to the quality of life in Ann Arbor and Washtenaw County.

As importantly, especially with the economic challenges facing all of us, local nonprofits create important positive economic impacts on Washtenaw County. By bolstering the productivity of those served, leveraging monetary and human capital, directly and indirectly creating hundreds of local for-profit jobs, and enhancing the services provided by local governments, nonprofits pay impressive dividends on the crucial investments made by local funders.

Despite Washtenaw County's broad economic rebound from the height of the Great Recession, the community must still face the reality that many vulnerable families and individuals may never feel the positive effects of regional job growth. Therefore, local investment in human service nonprofits is critical to the long-term economic stability and quality of life for all residents within the county. This investment ensures the provision of services that stabilize households and prevent costlier interventions for residents and the community down the road.

Appendix A: Funded Nonprofits & Amount of Leveraged Resources

Agency Name	Total Washtenaw County \$	Total City of Ann Arbor \$	Total Urban County \$	Total United Way of WC \$	TOTAL LOCAL INVESTMENT IN NPOs	Non-Local Revenue	Volunteer Hours	Value of Volunteer Hours	TOTAL LEVERAGED FUNDS
Ann Arbor Center for Independent Living, Inc.	\$0	\$0	\$0	\$39,091	\$39,091	\$1,934,178	14686	\$157,466	\$2,091,644
Ann Arbor Teen Center (Neutral Zone)	\$10,000	\$0	\$0	\$0	\$10,000	\$802,613	750	\$9,235	\$811,848
Arbor Hospice	\$0	\$0	\$0	\$9,198	\$9,198	\$364,000	19911	\$440,830	\$804,830
Avalon Housing, Inc.	\$0	\$144,028	\$0	\$0	\$144,028	\$760,621	1095	\$9,872	\$770,493
Barrier Busters	\$90,000	\$20,000	\$0	\$2,500	\$112,500	\$0	0	\$0	\$0
Big Brothers Big Sisters	\$43,460	\$0	\$0	\$0	\$43,460	\$117,459	25000	\$185,000	\$302,459
Boys & Girls Clubs of Southeastern Michigan - Huron Valley Club	\$0	\$0	\$0	\$32,193	\$32,193	\$3,567,847	8700	\$64,380	\$3,632,227
Catholic Social Services of Washtenaw	\$89,546	\$102,294	\$219,915	\$204,892	\$616,647	\$5,957,213	91220	\$1,105,731	\$7,062,944
Child Care Network	\$217,390	\$0	\$0	\$155,914	\$373,304	\$1,796,290	1108	\$18,399	\$1,814,689
Community Action Network	\$0	\$105,809	\$0	\$29,526	\$135,335	\$134,468	21417	\$167,330	\$301,798
Domestic Violence Project, Inc.	\$0	\$0	\$97,779	\$45,484	\$143,263	\$61,112	3420	\$25,529	\$86,641
Family Learning Institute	\$42,380	\$0	\$0	\$0	\$42,380	\$13,500	6100	\$133,580	\$147,080
Food Gatherers	\$70,295	\$95,955	\$0	\$120,000	\$286,250	\$826,001	69921	\$526,598	\$1,352,600
HIV/AIDS Resource Center	\$0	\$4,599	\$13,486	\$0	\$18,085	\$1,040,621	1500	\$18,470	\$1,059,091
Home of New Vision	\$0	\$63,942	\$0	\$0	\$63,942	\$1,542,115	1903	\$17,885	\$1,560,000
Hope Medical Clinic, Inc.	\$0	\$0	\$0	\$137,929	\$137,929	\$111,500	31838	\$426,013	\$537,513

Interfaith Hospitality Network of Washtenaw County	\$0	\$92,400	\$0	\$0	\$92,400	\$224,000	19500	\$166,410	\$390,410
Jewish Family Services of Washtenaw County	\$24,249	\$0	\$17,280	\$4,800	\$46,329	\$1,290,000	20000	\$369,100	\$1,659,100
Legal Services of South Central Michigan	\$0	\$178,510	\$0	\$32,044	\$210,554	\$429,684	3045	\$67,122	\$496,806
Michigan Ability Partners	\$97,369	\$0	\$0	\$0	\$97,369	\$1,176,000	2600	\$48,720	\$1,224,720
Ozone House, Inc	\$99,741	\$0	\$0	\$113,335	\$213,076	\$1,255,000	7322	\$148,253	\$1,403,253
Peace Neighborhood Center	\$20,160	\$0	\$0	\$0	\$20,160	\$72,000	6462	\$57,871	\$129,871
Perry Nursery School of Ann Arbor	\$0	\$110,756	\$0	\$59,243	\$169,999	\$439,200	500	\$3,700	\$442,900
Planned Parenthood Mid and South Michigan	\$53,040	\$14,400	\$0	\$0	\$67,440	\$12,395,114	10000	\$74,000	\$12,469,114
Shelter Association of Washtenaw County	\$0	\$247,551	\$0	\$74,763	\$322,314	\$745,000	2439	\$49,577	\$794,577
SOS Community Services	\$105,559	\$0	\$0	\$116,851	\$222,410	\$2,300,000	9100	\$68,814	\$2,368,814
The Corner Health Center	\$0	\$0	\$0	\$276,766	\$276,766	\$1,829,982	668	\$10,368	\$1,840,350
University of Michigan - Ann Arbor Meals on Wheels*	\$0	\$23,914	\$0	\$0	\$23,914	\$66,768	9834	\$76,309	\$143,077
University of Michigan - Community Dental Center*	\$0	\$0	\$0	\$22,902	\$22,902	\$6,500	24	\$237	\$6,737
University of Michigan - The Housing Bureau for Seniors*	\$47,306	\$0	\$0	\$0	\$47,306	\$50,306	3598	\$74,796	\$125,102
University of Michigan - Regional Alliance for Healthy Schools*	\$0	\$0	\$0	\$9,626	\$9,626	\$2,065,450	2600	\$53,142	\$2,118,592

The Salvation Army of Washtenaw County	\$0	\$0	\$0	\$42,540	\$42,540	\$0	6283	\$46,494	\$46,494
The Student Advocacy Center of Michigan	\$50,589	\$0	\$0	\$42,906	\$93,495	\$150,000	1500	\$33,210	\$183,210
Washtenaw Association for Community Advocacy	\$0	\$12,877	\$0	\$0	\$12,877	\$215,100	0	\$0	\$215,100
Washtenaw Community Health Organization (PORT)**	\$0	\$0	\$0	\$120,250	\$120,250				
The Women's Center of Southeastern Michigan	\$0	\$27,594	\$0	\$0	\$27,594	\$49,000	15600	\$301,164	\$350,164
Washtenaw Literacy	\$0	\$0	\$0	\$59,520	\$59,520	\$44,930	75900	\$1,650,946	\$1,695,876
Ypsilanti Meals on Wheels	\$43,916	\$0	\$0	\$47,227	\$91,143	\$0	2428	\$51,280	\$51,280
Total (without government entities)	\$967,694	\$1,220,715	\$348,460	\$1,644,222	\$4,181,091	\$43,833,572	497,972	\$6,657,830	\$50,491,402
GRAND TOTALS	\$1,015,000	\$1,244,629	\$348,460	\$1,797,000	\$4,405,089				

*University of Michigan agency

**Local Government Entity

End Notes

ⁱ Fulton, George A. and Donald R. Grimes. “The Economic Outlook for Washtenaw County in 2013-15.” Institute for Research on Labor, Employment, and the Economy (University of Michigan). March 2013. Taken from: <http://www.annarbor.com/2013/03/27/2013%20Economic%20Outlook%20Report.pdf>.

ⁱⁱ Fulton, George A. and Donald R. Grimes. “The Economic Outlook for Washtenaw County in 2013-15.” Institute for Research on Labor, Employment, and the Economy (University of Michigan). March 2013. Taken from: <http://www.annarbor.com/2013/03/27/2013%20Economic%20Outlook%20Report.pdf>.

ⁱⁱⁱ American Community Survey. “Selected Economic Characteristics.” 2010 and 2011 1-Year Estimates.

^{iv} Including Washtenaw County Child Well-being & Human Services Funds, City of Ann Arbor General Fund Human Service allocations, and other Washtenaw County General Funds. Thirty-seven private 501(c)3 nonprofits, of which four are programs sponsored by the University of Michigan, were also included. The City & County additionally support one human services program sponsored by the Washtenaw Community Health Organization, a department within Washtenaw County, but this program is not counted in totals related to leveraged funds—see Appendix A for details.

^v Agencies include only those whose Washtenaw County, City of Ann Arbor or Urban County funding is managed by the Office of Community and Economic Development. All other County and City departmental funding to nonprofits is excluded.

^{vi} American Community Survey. “Selected Economic Characteristics.” 2005-11 ACS 1-Year.

^{vii} American Community Survey. “Poverty Status in the Past 12 Months.” 2011 ACS 1-Year.

^{viii} Bureau of Labor Statistics. “County Employment and Wages.”

^{ix} Bureau of Labor Statistics. “County Employment and Wages.”

^x Outcomes data is reported to the Office of Community and Economic Development by funded agencies semi-annually through the online database located at www.communitygrants.org. Additional and/or detailed data is available upon request.

^{xi} Urban Institute. “Nonprofit Sector is Growing Faster than Rest of the Economy.” Taken from: <http://www.urban.org/publications/901542.html>. Between 2000 and 2010, nonprofit employment increased by 17 percent, compared to 8 percent and -6 percent for government and business, respectively.

^{xii} Urban Institute. “Nonprofit Sector is Growing Faster than Rest of the Economy.” Taken from: <http://www.urban.org/publications/901542.html>.

^{xiii} *Economic Benefits of Michigan’s Nonprofit Sector* prepared by Public Sector Consultants (Michigan Nonprofit Association, 2012). The full text of this report is available on the Michigan Nonprofit Association website (www.mnaonline.org).

^{xiv} *Survey of Washtenaw County, City of Ann Arbor and Urban County-funded Local Human Service Nonprofits* (Washtenaw County Office of Community and Economic Development, 2013).

^{xv} *Economic Contribution of Florida Non-profit Organizations: A Resource for the Public Good* (Prepared by Public Sector Consultants, Inc. for Philanthropy & Non-profit Leadership Center Rollins College, 2002).
Sector Consultants, Inc. for Philanthropy & Non-profit Leadership Center Rollins College, 2002).

^{xvi} *Ann Arbor SPARK*. "Top Employers." (January 2013). Taken from: <http://www.annarborusa.org/expand-relocate/regional-data/top-employers>.

^{xvii} RIMS II multipliers for Washtenaw County were purchased from the Bureau of Economic Analysis of the U.S. Department of Commerce. More information is available here: <http://www.bea.gov/regional/rims/index.cfm>.

^{xviii} Urban Institute. "Nonprofit Sector is Growing Faster than Rest of the Economy." Taken from: <http://www.urban.org/publications/901542.html>.

^{xix} Bureau of Economic Analysis, 2010. Taken from: <http://www.bls.gov/ncs/ocs/sp/nctb1507.txt> (nonprofits) and <http://www.bls.gov/ncs/ocs/sp/nctb1481.txt> (local governments).