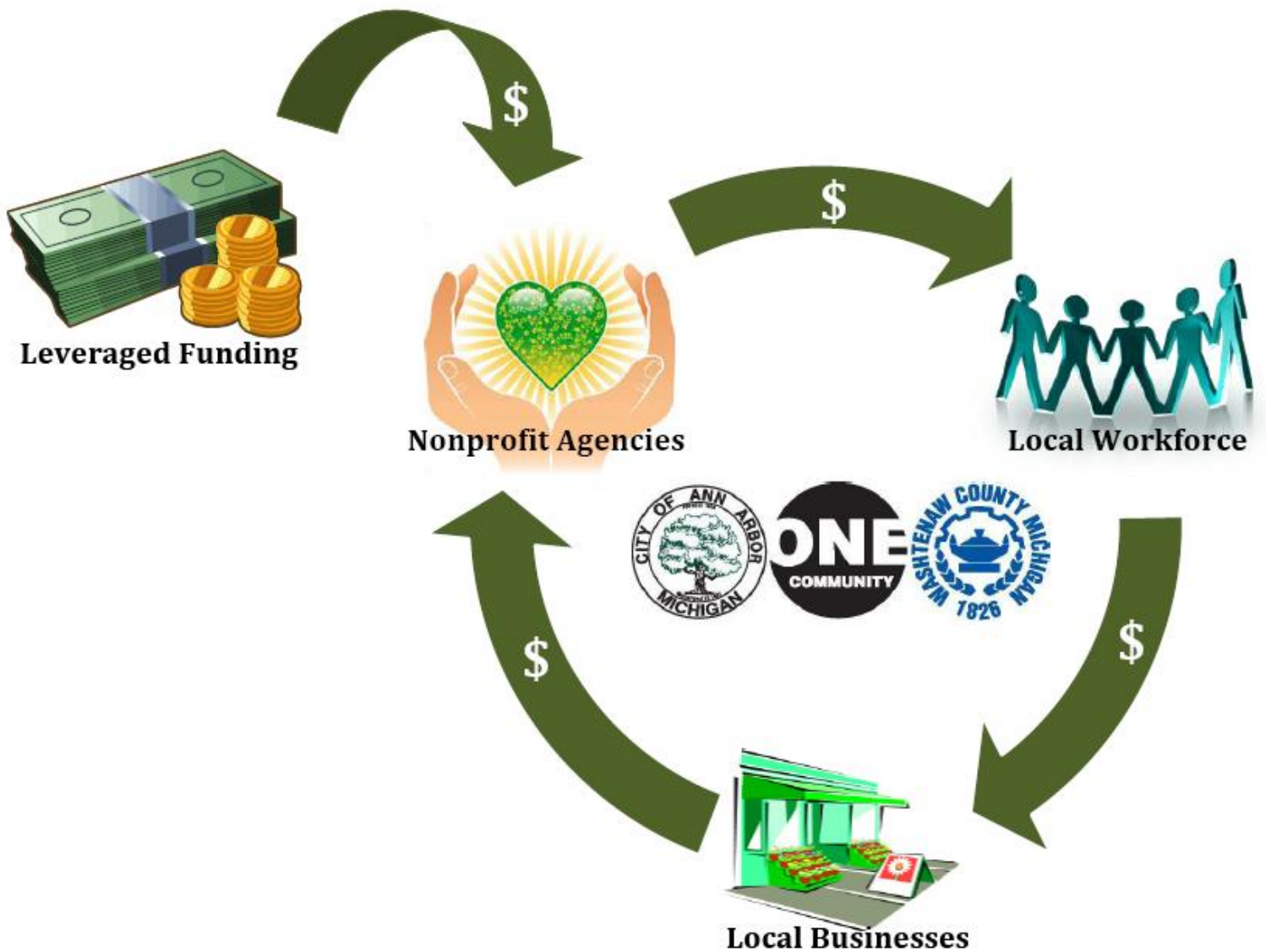


Nonprofit Funding in Washtenaw County:

An Analysis of Economic Return on Investment for Taxpayers



Second Edition, Developed By:

*The Office of Community Development
Washtenaw County & City of Ann Arbor
May 2011*



Nonprofit Funding in Washtenaw County: An Analysis of Economic Return on Investment

Executive Summary

Washtenaw County is showing signs of emerging from the “Great Recession” of 2008, 2009, and 2010. Unemployment is inching downward, and the precipitous decline of the local property tax base appears to be stabilizing. Despite these promising indicators, many local residents continue to struggle.

There are fewer jobs today than before the recession, and some of the area’s largest employers have reduced their employee base in Washtenaw County. Local residents continue to battle unemployment or underemployment, and struggle to make ends meet. The result is that local human service programs continue to see caseloads and numbers served at levels that far exceed those before 2008. In fact, every agency funded by local government reported increased demand for services since 2009.

This report is an update on the 2009 report issued by the Office of Community Development, describing the impact that local nonprofits have on improving the quality of life in Washtenaw County. Local investors, including government, are often most impressed by 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 need have historically been the basis for public and private investment in nonprofits.

The 2009 report was the first of its kind to draw attention to the important beneficial economic impacts that nonprofits have in Washtenaw County. This report provided specific quantitative support for the significant return on local government investment delivered by nonprofits delivering critical human services.

In 2011, Washtenaw County and the City of Ann Arbor have allocated investments of \$2.7 million to thirty-seven local human service nonprofit agencies.¹ 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 the 2009 report, the Office of Community Development has worked with other public and private funders, area nonprofits, and local human services experts to create *community outcomes* that set out clear expectations for every funded nonprofit about what must be measured and achieved in order for local government to invest. To that end, these agencies are chiefly evaluated on the efficacy and efficiency of the services rendered: their societal or human impact, in other words.

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 funded agencies generate significant economic benefits for the City and County.

This report again considers the economic impact – or “return on investment” – achieved through the \$2.7 million investment of Washtenaw County and City of Ann Arbor general funds. To produce this report, the Joint City-County Office of Community Development (OCD) analyzed financial and employment data derived from all nonprofit agencies funded by the City of Ann Arbor and/or Washtenaw County.²

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 Washtenaw County and/or the City of Ann Arbor 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 Washtenaw County and/or the City of Ann Arbor generate over \$34 million of non-local revenue, which amounts to a return on investment of more than \$12 for every \$1 invested by local government.

3. Providing Significant Private Employment Opportunities for Washtenaw County Residents

Taken together, the human service nonprofit organizations funded by Washtenaw County and the City of Ann Arbor represent the *fifth 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 \$100 million annually*.

5. Leveraging Civic Engagement & Community Investment

Last year, the local nonprofits funded by Washtenaw County and the City of Ann Arbor generated 365,000 hours of volunteer time, *equivalent to 183 full-time employees, and \$7.8 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 County and the City support 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.

1. 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.

Local government investments in nonprofits have been especially critical in the past few years as the national economic downturn has moved more and more households from stability to crisis situations. During this period, the thirty-seven local nonprofits funded by Washtenaw County and/or the City of Ann Arbor played 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. For most, these services prevented more costly alternatives for government and taxpayers, including emergency room visits and hospitalization, lost tax revenue, unemployment, exposure to violence, involvement in the juvenile or adult justice system, and school failure.

Our community is now experiencing what appears to be the beginning of economic recovery based on the stabilization of home sales, property values, and unemployment rates. Counter to these improved market conditions, outcomes data recently reported by the local nonprofit community demonstrates that the measureable impacts of this economic recession on local families—including hunger, housing instability, and financial crises—are lagging indicators of the severity of the economic crisis.

Agencies receiving funds from Washtenaw County and the City of Ann Arbor are required to submit semi-annual reports to the Office of Community Development on the status of their programs. A review of these data in January 2011 reveals that there is not a single area of life that has gone unaffected during this economic downturn.³ From individuals and families, youth to the elderly, unemployed and employed, all agencies have reported increased demand for services. The following statistics detail the magnitude of increased demand for local services by comparing numbers served in 2010 against historically-based projections.

- Food Gatherers served 94,285 meals at the Community Kitchen; *a 35% increase.*
- Catholic Social Services provided financial services assistance (tax preparation, public benefits assistance, etc.) to 1997 seniors; *an increase of 158%.*
- Child Care Network reported 1,738 families requesting childcare assistance; *an increase of 190%.*
- SOS Community Services reported 1,883 intakes through the Housing Crisis program; *an increase of more than 300%.*
- SafeHouse Center reported 203 households entering the domestic violence shelter; *a 56% increase.*

- Ozone House reported enrolling 93 runaway youth in shelter; *an 86% increase.*
- Legal Services of South Central Michigan reported 1,329 intakes for legal advice to residents struggling with housing stability; *an 87% increase.*
- The health clinic at the Shelter Association of Washtenaw County reported 796 unique patient visits; *a 74% increase.*
- Home of New Vision reported 161 new intakes for their substance abuse program; *an increase of 34%.*

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 also 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.

2. Leveraging Millions of Dollars in Additional Funding

Almost all 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 City of Ann Arbor and Washtenaw County in particular – possesses an acute understanding of the increased community need and simultaneously

For every **one dollar** that local government invests, partner nonprofits secure more than **twelve dollars** of outside resources: that means additional dollars flowing directly into Washtenaw County.

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 Washtenaw County and/or the City of Ann Arbor generate over \$34 million of non-local revenue, which amounts to a return on investment of more than \$12 for every \$1 invested by local government.⁴

3. Providing Significant Private Employment & Training Opportunities

A recent statewide analysis of the nonprofit sector indicates that it is a critical component of Michigan’s economy, employing eleven times more people than the motor vehicle manufacturing sector and representing 12% of the overall private employment in the state.⁵

As a whole, the human service nonprofit organizations funded by Washtenaw County and the City of Ann Arbor represent the ***fifth largest private employer in Washtenaw County.***

The thirty-seven local nonprofits funded in part by Washtenaw County and the City of Ann Arbor provide work for more than 855 full-time equivalent employees, and expend more than \$40 million in payroll and benefits, most to employees who live within Washtenaw County.⁶ 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.⁷ Given this 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 in the March 2011 *Ann Arbor Business Review*⁸ – these thirty-seven nonprofits represent the fifth-largest employer in the County:

1. Automotive Components Holdings, LLC: 2,750
2. Thomson Reuters: 1,800
3. Toyota Motor Engineering & Manufacturing: 1,179
4. CitiMortgage, Inc.: 950
5. Ford Motor Co.: 800
6. Borders Group Inc.: 619
7. DTE Energy: 599
8. ProQuest Co.: 585
9. Evangelical Homes of MI: 585
10. Terumo Cardiovascular Systems: 579

Together, the nonprofits funded by Washtenaw County and/or the City of Ann Arbor provide ***more local jobs than Ford Motor Company, Domino’s Pizza, and DTE Energy.***

As Michigan continues to experience additional losses through the departure of young, college-educated residents from the state, sustained investment in the nonprofit sector remains critical. Fully half of all surveyed graduates in 2008 had departed the state after graduating from one or more of Michigan’s public universities.⁹ The nonprofit workforce trends younger (especially under 35) and thus has an added impact of keeping this key population from leaving Michigan.

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 Michigan college graduates through meaningful work.

4. Generating and Supporting 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)¹⁰ illustrates that in addition to direct employment and income, the nonprofit sector generates significant additional economic activity through a multiplier effect.

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 City of Ann Arbor and/or Washtenaw County parlay this investment into:**

- ***a total economic impact of over \$100 million annually;***
- ***an additional \$42 million in earnings received by Washtenaw County workers; and,***
- ***1,922 additional local jobs.***

5. Leveraging Civic Engagement & Community Investment

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.

Last year, the local nonprofits funded by Washtenaw County and the City of Ann Arbor generated 365,000 hours of volunteer time, ***equivalent to 183 full-time employees, and \$7.8 million in wages.***

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. Unfortunately, given the challenging fiscal environment, corporate and foundation philanthropy has declined. This trend of decline is expected to continue until the overall economy rebounds. Nonprofits throughout



Michigan report that out of all the funding sources on which they traditionally rely, philanthropic giving has declined the most significantly in recent years.¹¹ For this reason it is crucial, now more than ever, to maximize the vitality of nonprofits for the duration of this period of economic downturn, so that they remain able to mobilize volunteer resources and community support.

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

“Washtenaw County sees its top priority as providing a Citizen Safety Net for our most vulnerable residents, and we assert that this cannot be the role of any single government, department, organization or resident. Moreover, in these challenging economic times our interdependence and history of partnerships with other institutions is a strength on which we must build.”

-- Conan Smith, Chair, Washtenaw County Board of Commissioners

The City of Ann Arbor and Washtenaw County have a shared interest in ensuring that a basic safety net exists for all residents; both entities prioritize access to social services and excellence in service delivery. However, local governments also have a responsibility to be stewards of taxpayer dollars and make certain that services are delivered in a fiscally-appropriate and outcome-driven manner.

The **City of Ann Arbor’s Goals** include delivering exemplary customer service and working collaboratively to deliver affordable housing opportunities and access to supportive services.

Washtenaw County’s Priorities include ensuring that: residents feel safe *and* secure; children and families do not want for basic needs; economic opportunity increases for all residents; services are delivered optimally by the “right” provider; and, impacts and outcomes drive investment.

In large part, local nonprofits meet these goals by serving as the community’s safety net, filling gaps unaddressed by government, and doing so more flexibly and at a lower cost than government. The County and the City support 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.

In filling these unmet needs, local nonprofits also manage to do so at a much lower cost than local government could. According to a 2009 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 \$19.03 per hour, which is significantly less than their counterparts at local governments, who earned on average \$26.69 per hour. For counselors – including substance abuse, behavioral disorders, and mental health counselors – local government staff earned \$35.73/hour

compared to staff at nonprofits who earned \$17.83.¹² When factoring fringe benefits such as healthcare coverage, and time off, the discrepancy is much larger.

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 do so with fewer resources and more adaptability. 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 following individual stories provide examples of how nonprofit services support the priorities and goals of local government:¹³

Matthew's Story Achieving Stability

One hot July day, Matthew came to the Shelter wearing boots, a winter coat, and dark sun glasses. Those sun-glasses stayed on, night and day, for a long time. Because of a mental disorder, Matthew believed he was a friend of UM's president and he owned over 40 internet businesses. In reality, he was regularly kicked out of local establishments for his odd behavior and strange appearance. On this July day, the Ypsilanti police finally convinced him to move out of the doorways where he slept and work with a local homeless shelter.

As a result of patience and engagement by his case manager, Matthew's disorder was diagnosed and he began to receive mental health treatment, including needed medication. Next, he received assistance applying for Social Security benefits and was quickly approved. He was now stable and ready to find housing.

He came to discuss his housing options wearing regular glasses for the first time since his arrival at the Shelter. His case manager commented how great it was to see his eyes. Matthew smiled and said "Well, you know, I've just been feeling better lately."

Case managers met Matthew exactly where he was and kept working with him. He now has income, health insurance, housing, and treatment. The services provided to Matthew, which have helped him to achieve stable mental health and dramatically improve his quality of life, also save substantial amounts of money for local government. The costs of incarceration in the Washtenaw County jail (\$105/day) or psychiatric hospitalization (\$700/day), far outweigh those for emergency shelter (\$34/day) and housing with supportive services (\$31/day), which also provide significantly better outcomes for the cost.

Jack's Story

The Importance of Home

Jack is a 6th grader in a local public school. He and his family moved into a local supportive housing apartment after completing a transitional housing program. The family has numerous special needs including surviving domestic violence, substance abuse, and correlate mental health issues. Supportive service staff worked with Jack's mother to connect her to mental health and substance abuse treatment and to address parenting, budgeting, legal, and tenancy challenges.

Staff also worked with Jack's school counselor to address a decline in his academic performance. An action plan was developed, and supportive service staff worked with Jack to address his academic and behavioral concerns. Jack has advanced from having D's and E's to all A's and B's in his core classes. His teachers have also noticed a huge improvement in his confidence and behavior in school.

Helping Jack's family remain housed will help him stay in school, and help him earn \$290,000 more over his career than if he drops out. If Jack doesn't graduate from high school, he will be far more likely to spend his life periodically unemployed and on government assistance. He will be 63 times more likely than his peers who go on to college to cycle in and out of the juvenile and adult justice system.

Housing with supports such as that provided to Jack and his family costs an average of \$31/day, compared to \$105/day for jail or detention. If Jack drops out, he'll cost taxpayers over \$292,000 in lower tax revenues, higher cash and in-kind transfer costs, and imposed incarceration costs compared to his peers who graduate.

Haley's story

Affordable Childcare: A Family's Ladder to Success

Haley is a 34 year-old divorced mother of 3 children ages 1, 10 and 13 years. In 2010, Haley decided it was time to return to school and earn her Bachelor's degree in Social Work from Eastern Michigan University. Haley contacted Child Care Network and was assigned a case manager who worked with her to develop a plan of action. She now has her one year-old enrolled in an excellent child care setting that is close to school and home.

Haley will graduate in August 2011 and will be able to increase her wages from the average \$10 per hour as an aide to approximately \$35,000 per year as a newly degreed Social Worker. Haley is also considering moving right into the EMU MSW Graduate Program but for now is focusing on graduating in August and living wage employment.

The cost of the childcare subsidy for Haley's youngest child was \$6,200, and the staff support provided was an additional \$950. These supports provided Haley with the opportunity to complete her college degree, thus maximizing her career prospects and income stability.

When she finishes her bachelor's degree later this year, Haley will increase her annual earning power from \$21,000 to \$35,000, and be on her way to becoming more financially stable. In addition to increasing her earning power, Haley's ability to finish her degree will decrease her risk for future unemployment. Further, by participating in quality childcare, Haley's child will be more likely to experience future school success, less delinquency, and earn higher wages as adults.

As demonstrated in these case studies, the vast majority of human service nonprofits are effective in responding to the changing needs of the community. These needs are changing in part because of their flexibility and entrepreneurial nature. 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 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 thirty-seven nonprofits in which local government invests 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 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, these investments 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 Washtenaw County and the City of Ann Arbor.



Appendix A:

Funded Nonprofits & Amount of Leveraged Resources

Appendix A: Funded Nonprofits & Amount of Leveraged Resources

Agency Name	Total Washtenaw County \$	Total City of Ann Arbor \$	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	\$25,500	\$25,500	\$2,280,874	5200	\$111,072	\$2,391,946
Ann Arbor Teen Center (Neutral Zone)	\$20,000	\$0	\$20,000	\$400,000	400	\$8,544	\$408,544
Ann Arbor YMCA	\$40,000	\$5,850	\$45,850	\$12,000	26533	\$566,745	\$578,745
Avalon Housing, Inc.	\$26,250	\$80,750	\$107,000	\$790,000	2105	\$44,963	\$834,963
Barrier Busters	\$90,000	\$20,000	\$110,000	\$75,000	0	\$0	\$75,000
Big Brothers Big Sisters	\$38,250	\$9,000	\$47,250	\$35,566	24000	\$512,640	\$548,206
Catholic Social Services	\$162,250	\$117,950	\$280,200	\$4,100,000	9330	\$199,289	\$4,299,289
Child Care Network	\$95,000	\$210,000	\$305,000	\$1,380,000	2450	\$52,332	\$1,432,332
Community Action Network	\$33,587	\$52,700	\$86,287	\$12,300	13000	\$277,680	\$289,980
Community Housing Alternatives	\$0	\$8,500	\$8,500	\$8,000	36	\$769	\$8,769
COPE	\$22,700	\$19,295	\$41,995	\$68,000	200	\$4,272	\$72,272
Domestic Violence Project, Inc.	\$96,000	\$38,250	\$134,250	\$800,000	11000	\$234,960	\$1,034,960
Family Learning Institute	\$20,000	\$26,076	\$46,076	\$500	5720	\$122,179	\$122,679
Fair Housing Center	\$40,000	\$0	\$40,000	\$182,729	50	\$1,068	\$183,797
Food Gatherers	\$36,750	\$123,200	\$159,950	\$595,528	66000	\$1,409,760	\$2,005,288
HIV/AIDS Resource Center	\$0	\$18,200	\$18,200	\$708,000	3120	\$66,643	\$774,643
Home of New Vision	\$0	\$25,000	\$25,000	\$520,611	0	\$0	\$520,611
Interfaith Hospitality Network of Washtenaw Co.	\$57,750	\$38,500	\$96,250	\$335,028	16686	\$356,413	\$691,441
Jewish Family Services of Washtenaw County	\$10,000	\$10,000	\$20,000	\$318,671	2340	\$49,982	\$368,653
Legal Services of South Central Michigan	\$88,750	\$103,000	\$191,750	\$5,429,329	21610	\$461,590	\$5,890,919
Michigan Ability Partners	\$0	\$52,121	\$52,121	\$410,771	775	\$16,554	\$427,325
MSU Extension**	\$0	\$75,000	\$75,000				\$0

Agency Name	Total Washtenaw County \$	Total City of Ann Arbor \$	TOTAL LOCAL INVESTMENT IN NPOs	Non-Local Revenue	Volunteer Hours	Value of Volunteer Hours	TOTAL LEVERAGED FUNDS
Northfield Human Services	\$22,590	\$0	\$22,590	\$10,477	816	\$17,430	\$27,907
Ozone House, Inc	\$67,750	\$0	\$67,750	\$1,345,013	7000	\$149,520	\$1,494,533
Packard Health Inc.	\$0	\$38,250	\$38,250	\$40,000	4780	\$102,101	\$142,101
Perry Nursery School of Ann Arbor	\$52,500	\$0	\$52,500	\$435,200	90	\$1,922	\$437,122
Planned Parenthood Mid and South Michigan	\$55,250	\$15,000	\$70,250	\$8,293,540	10495	\$224,172	\$8,517,712
POWER Inc.	\$5,000	\$0	\$5,000	\$567,700	1500	\$32,040	\$599,740
Shelter Association of Washtenaw County	\$185,000	\$0	\$185,000	\$1,401,448	14581	\$311,450	\$1,712,898
SOS Community Services	\$96,017	\$0	\$96,017	\$2,200,000	10232	\$218,564	\$2,418,564
The Corner Health Center	\$71,750	\$0	\$71,750	\$747,637	4070	\$86,935	\$834,572
University of Michigan - Ann Arbor Meals on Wheels*	\$0	\$26,000	\$26,000	\$129,390	9380	\$200,357	\$329,747
University of Michigan - Nurse Managed Centers*	\$0	\$16,250	\$16,250	\$9,500	0	\$0	\$9,500
University of Michigan - The Housing Bureau for Seniors*	\$0	\$44,000	\$44,000	\$44,978	4010	\$85,654	\$130,632
The Student Advocacy Center of Michigan	\$25,500	\$19,500	\$45,000	\$175,000	1750	\$37,380	\$212,380
The Women's Center of Southeastern Michigan	\$0	\$30,000	\$30,000	\$25,000	16870	\$360,343	\$385,343
Washtenaw County CSTS (PORT)**	\$0	\$117,700	\$117,700				\$0
Washtenaw Literacy	\$25,000	\$27,500	\$52,500	\$231,271	65600	\$1,401,216	\$1,632,487
Ypsilanti Meals on Wheels	\$44,400	\$0	\$44,400	\$15,000	3500	\$74,760	\$89,760
Total (without government entities)	\$1,528,044	\$1,200,392	\$2,728,436	\$34,134,061	365229	\$7,801,299	\$41,935,360
GRAND TOTALS	\$1,528,044	\$1,393,092	\$2,921,136				

*University of Michigan agency

**Local Government Entity

End Notes

¹ Including Washtenaw County Child Wellbeing & 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 three are programs sponsored by the University of Michigan, were also included. The City & County additionally support two human services programs sponsored by departments within Washtenaw County, but these programs are not counted in totals related to leveraged funds—see Appendix B for details. See Appendix A for detailed information.

² Agencies include only those whose Washtenaw County and/or City of Ann Arbor funding is managed by the Office of Community Development. All other County and City departmental funding to nonprofits is excluded.

³ Outcomes data is reported to the Office of Community Development by funded agencies semi-annually through the online database located at www.communitygrants.org. Additional and/or detailed data is available upon request.

⁴ *Survey of Washtenaw County and City of Ann Arbor-funded Local Human Service Nonprofits* (Washtenaw County & City of Ann Arbor Joint Office of Community Development, 2011).

⁵ *Michigan Nonprofit Employment* by Lester M. Salamon and Stephanie Lessans Geller (Baltimore: Johns Hopkins Center for Civil Society Studies, October 2010). The full text of this report is available on the Michigan Nonprofit Association website (www.mnaonline.org) and the Johns Hopkins Center for Civil Society Studies website (www.ccss.jhu.edu).

⁶ *Survey of Washtenaw County and City of Ann Arbor-funded Local Human Service Nonprofits* (Washtenaw County & City of Ann Arbor Joint Office of Community Development, 2011).

⁷ *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).

⁸ Bomey, Nathan. “Five key observations on changes in Ann Arbor region’s job market.” (March 2011). Taken from: <http://www.annarbor.com/business-review/five-key-observations-on-changes-in-ann-arbor-regions-jobs-market/>.

⁹ *Michigan College Graduate Survey* by Michigan Futures, Inc. (2008). Information available here: <http://www.michiganfuture.org/michigan-future-reports/>.

¹⁰ 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>.

¹¹ *Michigan Nonprofit Employment* by Lester M. Salamon and Stephanie Lessans Geller (Baltimore: Johns Hopkins Center for Civil Society Studies, October 2010). The full text of this report is available on the Michigan Nonprofit Association website (www.mnaonline.org) and the Johns Hopkins Center for Civil Society Studies website (www.ccss.jhu.edu).

¹² Bureau of Economic Analysis, 2009. Taken from: <http://www.bls.gov/ncs/ocs/sp/nctb1376.pdf> (nonprofits) and <http://www.bls.gov/ncs/ocs/sp/nctb1350.pdf> (local governments).

¹³ Stories were submitted by local human services providers.

- Comparative data from “Jack’s Story” includes:
 - The average annual income for a high school dropout in 2005 was \$17,299, compared to \$26,933 for a high school graduate, a difference of \$9,634. If the 47,000 high school dropouts in Michigan graduated, the Michigan economy would grow by \$12 billion in generated personal income. Presented in *The High Cost of High School Dropouts: What the Nation Pays for Inadequate High Schools* by Alliance for Excellent Education Issue Brief, 2007; *The Consequences of Dropping Out of High School: Joblessness and Jailing for High School Dropouts and the High Cost for Taxpayers* by Sum, Khatiwada, and McLaughlin (Center for Labor Market Studies, Northeastern University, Boston, Massachusetts, 2009).
 - JAIL COSTS: Calculation of daily bed rate (DBR) – (\$16,975,723 WC Jail Annual Expenditures/444 jail beds)/365 days/year = \$105/day. Washtenaw County Jail Annual Expenditures taken from: <http://www.ewashtenaw.org/government/departments/finance/budget/final-budget-2010-2011/departamental-summaries-1>.
 - SUPPORTIVE HOUSING COSTS: Average of nine U.S. cities as documented in “Costs of Serving Homeless Individuals in Nine Cities,” November 2004. Prepared for the Corporation on Supportive Housing and available here: <http://www.rwjf.org/files/newsroom/cshLewinPdf.pdf>.

- Comparative data from “Haley’s Story” includes:
 - Longitudinal studies looking at high-quality childcare indicate that an average of \$7.56 in economic benefit is created for every public \$1 invested. This benefit is created via improved school performance and attainment, and related future earning potential. Presented in *The Childcare Problem: An Economic Analysis*. Chapter 8: *The Effects of Childcare Subsidies on Child Development* by David Blau (Russell Sage Foundation, 2001).

- Comparative data from “Matthew’s Story” includes:
 - PSYCHIATRIC HOSPITALIZATION COSTS: Local daily cost as reported by the Director of the Washtenaw County Project Outreach Team (PORT), Deb Pippens.
 - JAIL COSTS: See above.
 - EMERGENCY SHELTER COSTS: Average daily cost for emergency shelter across five program types in three U.S. cities as documented in “Costs Associated with First Time Homelessness for Individuals and Families,” March 2010. Prepared for U.S. Department of Housing and Urban Development and available here: [http://lenderscompliancegroup.com/resources/Costs-Homeless+\\$282010.03\\$29.pdf](http://lenderscompliancegroup.com/resources/Costs-Homeless+$282010.03$29.pdf).
 - SUPPORTIVE HOUSING COSTS: See above.