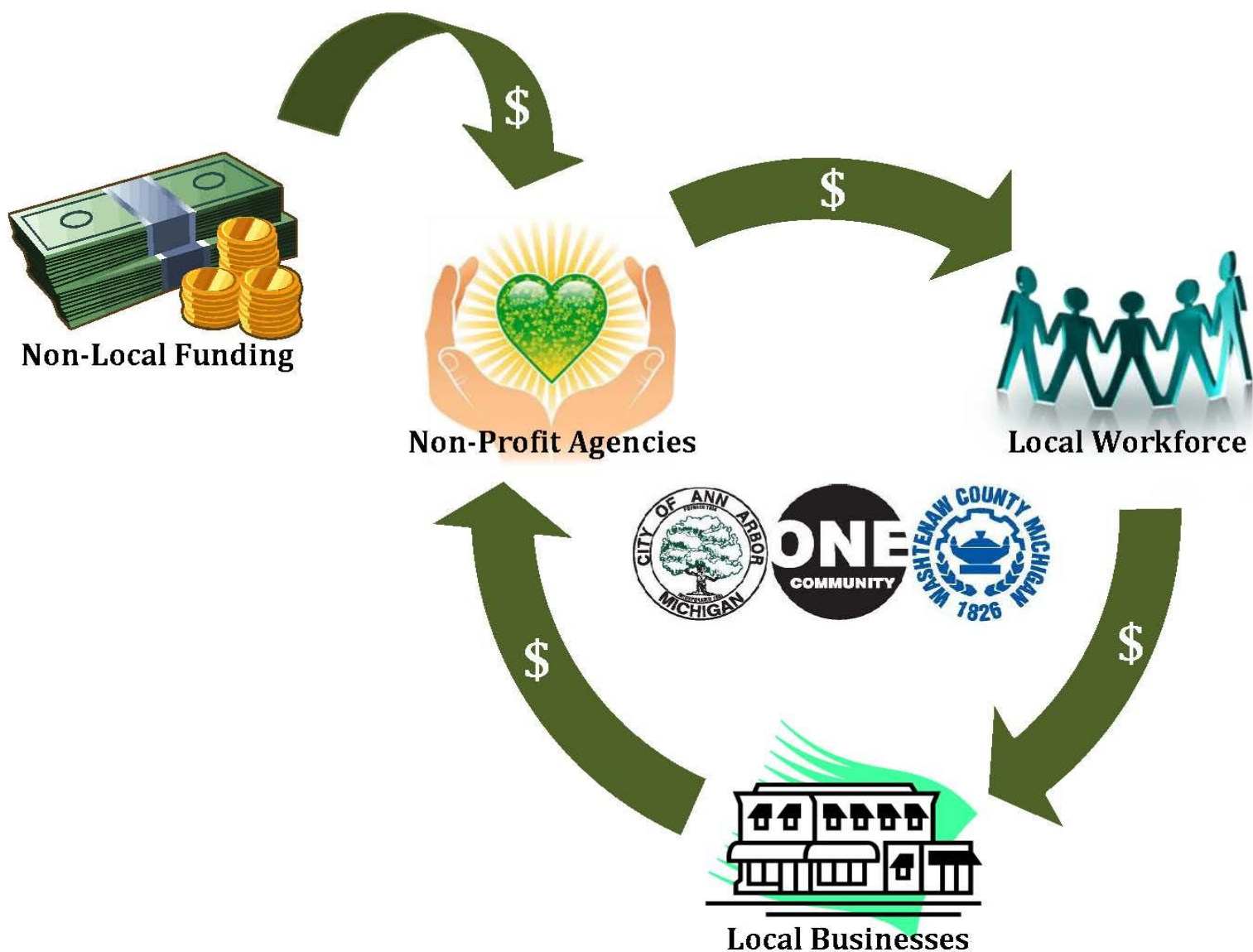


# Non-Profit Funding in Washtenaw County:

*An Economic Analysis of Return on Investment*



*A Report By:*

*The Washtenaw County & City of Ann Arbor  
Joint Office of Community Development  
March 2009*

## **Non-Profit Funding in Washtenaw County: An Economic Analysis of Return on Investment**

### **Executive Summary**

Washtenaw County and the City of Ann Arbor invest a combined \$3.7 million<sup>1</sup> in forty-five local human service non-profit agencies<sup>2</sup> annually. 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. 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 non-profits' contribution to the community. Another way to measure the value of these non-profits is to consider their combined role as an economic engine in the City of Ann Arbor and throughout Washtenaw County. As employers, consumers, and revenue generators, the forty-five funded agencies generate significant economic benefits for the City of Ann Arbor and Washtenaw County.

This report considers the economic impact – or “return on investment” – achieved through the \$3.7 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 non-profit agencies funded by the City of Ann Arbor and/or Washtenaw County. Supplemental information was gathered from recent statewide reports conducted in Michigan, Indiana, North Carolina, Massachusetts, and Florida.

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

- 1. Stabilizing the Workforce & Community**
- 2. Leveraging Millions of Dollars in Non-Local Funding**
- 3. Providing Significant Private Employment Opportunities**
- 4. Generating and Supporting For-Profit Jobs in Washtenaw County**
- 5. Leveraging Civic Engagement & Community Investment**
- 6. Supporting, Enhancing, and Increasing the Efficiency of Government**

The following sections contain greater detail on each of these categories.

## 1. Stabilizing the Workforce, Local Neighborhoods, and Community

The severe economic downturn has produced negative impacts on every facet of our community. Increased unemployment, skyrocketing foreclosures, plummeting property values, and burgeoning poverty have created a sharp increase in the demand for services, especially those provided by the array of local non-profit human service agencies. Tragically, the most dramatic increase in the need for basic social services in decades comes at a time when public investment in non-profits is most in jeopardy.

“As employment in the manufacturing sector declines, demand for our literacy services is increased. Learning to read is critical for workers who have successfully worked in the manufacturing sector without functional literacy, and now must find new employment.” \*

Last year the forty-five local non-profits funded by Washtenaw County and/or the City of Ann Arbor made crucial contributions to Washtenaw County’s quality of life by providing literacy services, mortgage foreclosure assistance, food and medical support, and many other critical services to thousands of local residents. For most, these services prevented more costly

“We are seeing record numbers of patients coming for care, having lost their jobs and insurance. More and more, they are not only seeking medical services, but also food, and even help with housing and utility costs.”\*

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.

Beyond preventing more costly problems, local non-profits specialize in providing affordable services that may not be available from the public or for-profit sectors; they also supplement those services that are provided but that may not be sufficient to meet the community’s need. In this way, non-profits strengthen the character of the community, make significant contributions to the city’s and county’s overall quality of life, and help to retain and recruit business and local investment.

“Our in-home support and mortgage foreclosure programs help the elderly remain in their homes. This stabilizes neighborhoods which assures continued contributions to the local tax base.” \*

*\*All quotes were obtained from interviews with local non-profit agency directors.*

## 2. Leveraging Millions of Dollars in Non-Local Funding

Almost all local human service non-profits have a complex base of funding from public and private sources. For most organizations, local government provides crucial funding that is matched or leveraged to bring state and federal public and private funding into Washtenaw County and the City of Ann Arbor.

For every **one dollar** that local government invests, these agencies secure over **ten dollars** of outside resources: that means dollars flowing directly into our community.

Washtenaw County's eighty largest non-profits leverage more than \$100 million annually in these non-local sources.<sup>3</sup> The organizations funded by Washtenaw County and/or the City of Ann Arbor generate over \$41 million of non-local revenue.<sup>4</sup>

## 3. Providing Significant Private Employment Opportunities

National and statewide reports from Michigan, North Carolina, and Florida indicate that non-profits employ up to 10% of the workforce. Nationally, the non-profit sector accounts for roughly 7% of the U.S. Gross Domestic Product (GDP), compared to the construction industry which accounts for 4% of GDP, and the combined utilities – electricity, gas, and water at 2.0%.<sup>5</sup>

As a whole, the human service non-profit organizations funded by Washtenaw County and/or the City of Ann Arbor represent the fifth largest private employer Washtenaw County.

The subset of the forty-five local non-profits funded by Washtenaw County and the City of Ann Arbor employ more than 1,200 people, and expend more than \$37 million in payroll and benefits, most to employees who live within Washtenaw

County.<sup>6</sup> According to a statewide study in Florida, 95% of the personal income generated by non-profits stays within the state, and most within the local community.

Compare these employee numbers to the ten largest private employers in Washtenaw County in November 2008, as identified in the *Ann Arbor Business Review*:<sup>7</sup>

1. Automotive Components Holdings LLC: 2,450.
2. General Motors Corp.: 1,765.
3. Thomson Reuters: 1,650.
4. Ford Motor Co. (Rawsonville): 1,508.
5. Borders Group Inc.: 1,049.
6. Toyota Technical Center: 1,000.
7. CitiMortgage: 650.
8. Domino's Pizza Inc.: 550.
9. ProQuest Co.: 510.
10. Edwards Brothers Inc.: 463.

Cumulatively, the non-profits funded by Washtenaw County and/or the City of Ann Arbor provide more local jobs than Domino's Pizza, Borders, or Toyota.

Further, the non-profit workforce trends younger (especially under 35), and thus has an added impact of keeping this key population from leaving Michigan.

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

Washtenaw County's non-profits create positive economic impact through the purchase of goods and services directly, through employees spending their salaries, and through the job creation related to providing the goods and services purchased.

The economics Regional Input-Output Model (RIMS II) uses a representation of a region's economy to predict the effect of changes in one industry on others and the effects of changes by consumers, government, and suppliers on the economy. Used to calculate the economic effects of the non-profit sector, the RIMS II model illustrates that in addition to direct employment and income; non-profit organizations generate other economic activity known as *indirect effects and induced effects*.

*Indirect* effects are created when non-profits purchase goods and services needed for the organization to operate. These include office supplies, computers and information technology, consultants, and maintenance or repair services. *Induced* effects are created when employees of non-profits spend their income on goods and services provided by other businesses. These include housing and utilities, groceries, personal services, clothing, dining out and entertainment.

The RIMS II model indicates that for every five non-profit jobs there are an average of three for-profit jobs created. **Using this analysis, the 1,200 employees of the non-profits funded by Washtenaw County and the City of Ann Arbor maintain 720 additional for-profit jobs through indirect or induced effects.**

#### 5. Leveraging Civic Engagement & Community Investment

Non-profits engage community members through volunteering and philanthropy in a way that government does not. Because of their mission-driven services to the community, non-profits attract people who wish to do good works, connect to others, gain new skills and training, and preserve community character. The diversity of non-profits creates opportunities for individuals to volunteer no matter their interest, abilities or age. This commitment of time and money to local non-profits engages the community and makes it stronger.

Last year, the local non-profits funded by Washtenaw County and the City of Ann Arbor generated 400,000 hours of volunteer time, equivalent to 200 full-time employees, and more than \$7 million in wages<sup>8</sup>.

Philanthropic giving generates millions of dollars for local non-profits, as well as thousands of hours of uncompensated labor and other in-kind support.

Given the challenging fiscal environment, corporate and foundation philanthropy has declined, and is likely to continue to do so until the overall economy rebounds. The precipitous decline in the stock market has adversely impacted the savings and retirement incomes of individual donors, thereby forcing many to decrease or forego philanthropic giving. Despite the reduced monetary contributions, individual and corporate contributions to non-profits continue, and will increase as the economy rebounds. It is crucial, however, to maximize the vitality of non-profits in the meantime, so that they remain able to mobilize volunteer resources and community support.

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

*“More than any other country, the United States relies on non-profit organizations to conduct the people’s business – a division of labor that is a central feature of American freedom. Yet this unique arrangement cannot be fathomed, or its future course predicted, without understanding the role the government plays, or declines to play, in regulating, supporting, complementing, embracing or crowding out the non-profit sector -- and, in turn, that sector’s impact on public policy and the political process...”* -- John Simon, Director, Yale University Program on Non-profit Organizations

In large part, non-profits serve as the community’s safety net, filling gaps unaddressed by government, and doing so more flexibly and at lower cost than government. According to a 2007 report by the Bureau of Labor Statistics, the average salary of a non-profit worker was \$21.68/hour, compared with a local government worker at \$25.16/hour. For social workers, a group that includes family and mental health social workers, non-profit workers earned \$19.49 per hour, which is less than their counterparts at local governments who earned \$25.96 per hour. For counselors – including substance abuse, behavioral disorders, and mental health counselors – local government staff earned \$33.39/hour compared to staff at non-profits who earned \$17.91.

**Washtenaw County’s Guiding Principles** include reducing the cost of conducting the County's business; ensuring adequate provision of mandated services; focusing on the root causes of problems that affect the quality of life of County citizens by aggressively pursuing prevention strategies; and providing leadership on ... intersectoral cooperation and collaboration aimed at improving services to County citizens. 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. Investment in non-profits plays a critical role in each of these stated goals and principles.

The following individual stories provide examples of how non-profit services support the priorities and goals of local government:

***Tom's story: the power of supportive housing***

As a result of active street outreach and engagement by PORT in collaboration with a local supportive housing provider, fifty-seven year-old Tom has resided in below-market rate housing with support services for the past year. Prior to moving into this housing, Tom had been in jail 10 times since 2000 and had more than 70 police reports filed on him during the previous three years. Most of his contacts with police related to problems such as open alcohol in public and petty theft. Since moving into supportive housing, Tom has had no tenancy incidents or further police involvement.

Housing with supports such as that provided to Tom costs an average of \$11/day, compared to \$95/day for an inmate at the Washtenaw County Jail. For Tom, the cost of his supportive housing and reduced involvement with law enforcement and justice system equal approximately \$11,315. Compare that figure with the \$130,000 cost for the multiple arrests, stays in jail, and police response to Tom's behavior prior to gaining stable, supportive housing. Additionally, Tom's stable housing has dramatically improved his quality of life, enabled him to access needed preventative medical care, and mental health care<sup>9</sup>.

***Brianna's story: affordable child care makes all the difference***

Two years ago, a local agency began providing a child care subsidy to Brianna, a twenty-six year old mother of two, who had no family support, no job, and was at risk for losing her housing. The agency assisted Brianna to find a quality licensed child care center, and provided a child care scholarship so that the children could attend. With safe and nurturing care for her children secured, Brianna was able to enter the nursing program at Washtenaw Community College and work part time in a restaurant.

The cost of the childcare subsidy for Brianna's children was \$5,200, and the staff support provided was an additional \$950. These supports provided Brianna with the opportunity to attend a nursing program, thus maximizing her career prospects and income stability. When she finishes her nursing program later this year, Brianna will earn a starting annual salary of \$44,000, and be on her way to becoming financially independent. With only a high school diploma, Brianna would have earned an average of \$31,000 annually, and been at increased risk of multiple episodes of unemployment. Further, by participating in quality childcare, Brianna's children will be more likely to experience future school success, less delinquency, and earn higher wages as adults<sup>10</sup>.

***Vanessa's story: a critical early intervention***

Five months ago a local health clinic began providing pre-natal care, assistance with enrollment in Medicaid, psychiatry and mental health care, and food and nutrition support, to eighteen year-old Vanessa. Vanessa was pregnant, anemic, unemployed, and depressed. She has followed-through with all her appointments, is no longer anemic, she is addressing her depression, and her daughter – due to arrive next month – appears to be of normal weight and healthy.

The cost of services to Vanessa was \$2,965, including staffing, pre-natal vitamins, bus tokens, and WIC subsidy. Every dollar spent on prenatal care yields a cost savings of \$6.09<sup>11</sup> in postnatal care and long-term morbidity costs. Alleviating Vanessa's depression will generate additional future cost-savings by improving her employability, improving her child's attachment, and preventing future psychopathology for the child<sup>12</sup>.

***James' story: stable mental health is the cornerstone***

For the past two years two local non-profits have partnered to provide below-market rate housing with support services to twenty year-old James. Prior to moving into this housing, James experienced three psychiatric hospitalizations during each of the preceding three years. Since living in supportive housing he has worked for extended periods, including more than nine months in one job, and is taking courses at Washtenaw Community College. He still cycles through difficult periods while working to manage his mental illness, but has been hospitalized only once during the past two years.

The services provided to James to help him stay housed costs an average of \$11/day, compared to \$700/day for local psychiatric hospitalization. For James, the cost of his supportive housing and reduced psychiatric hospitalizations equal approximately \$8,300, compared with the \$45,000 cost for the multiple psychiatric hospitalizations prior to gaining stable, supportive housing<sup>9</sup>. Additionally, James' stable mental health has dramatically improved his quality of life, enabled him to gain employment, further his education, vote in his first election, and contribute to the local tax base.

Local non-profits also support the priorities of local policy-makers, and positively impact – or reduce the need for – the services that local governments are mandated to provide.

There are more than 800 non-profits in Washtenaw County. Most of them 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. The forty-five human service agencies funded by Washtenaw County and/or the City of Ann Arbor fill in gaps in public transportation, healthcare access, early childhood education, job training and literacy, shelter and food. Non-



profits were created and then grew to address these unmet needs in the community when the government and for-profit sector could not.

Admittedly, like in the for-profit sector, some non-profits must improve their operations and pursue creative management and funding strategies in order to survive. In order to ensure that the forty-five non-profits in which local government invest continue to make positive contributions to the local economy and provide effective services to those in need, policy-makers should demand that they are well-managed, and provide effective services.

The vast majority of human service non-profits are effective in responding to the changing needs of the community in part because of their flexibility and entrepreneurial nature. Like their for-profit counterparts, most non-profits were created to fill a niche in the market. Unlike for-profits, where surplus earnings is the motive, the market niche that non-profits fill is a need created by social ills, with health and quality of life the intended yield. Like for-profits, effective non-profits 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, fit non-profits 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.

## Conclusion

Local non-profits create real and significant benefits for those in need and for the community as a whole. In addition to crucial support such as shelter and housing; education and literacy; nutritious meals; job training and life skills development; affordable transportation and childcare; and access to needed healthcare, local non-profits create important positive economic impacts on Washtenaw County. By bolstering the productivity of their consumers, leveraging monetary and human capital, directly and indirectly creating hundreds of local for-profit jobs, and enhancing the services provided by local governments, non-profits pay impressive dividends on the investments made by Washtenaw County and the City of Ann Arbor.

## Notes

- 1 - Including Washtenaw County and City of Ann Arbor General Fund Human Service allocations, Urban County HUD Community Development Block Grant Human Service Funds, the City of Ann Arbor's Payment in Lieu of Taxes( PILOT) ordinance, and other Washtenaw County General Funds. (See Appendix 1)
- 2 - Forty private 501(c)3 nonprofits and five programs sponsored by the University of Michigan. The City & County additionally support three human services programs sponsored by departments within Washtenaw County, but these are not counted in totals related to leveraged funds—see Appendix A for details.
- 3 - Based on surveys and research completed by the *Community Success Human Services Workgroup*: Presentation #2 (June 6, 2008). (See Appendix 1)
- 4 - *Survey of Washtenaw County and City of Ann Arbor-funded Local Human Service Non-profits* (Washtenaw County & City of Ann Arbor Joint Office of Community Development, 2009).
- 5 - *The Non-profit Sector and Government: Clarifying the Relationship* (Aspen Institute's Non-profit Sector Strategy Group, Winter 2002).
- 6 - *Survey of Washtenaw County and City of Ann Arbor-funded Local Human Service Non-profits* (Washtenaw County & City of Ann Arbor Joint Office of Community Development, 2009).
- 7 - Stephanie Murray, "Washtenaw County's Top Ten Employers"(*Ann Arbor Business Review* 11/16/2008).
- 8 - *Survey of Washtenaw County and City of Ann Arbor-funded Local Human Service Non-profits* (Washtenaw County & City of Ann Arbor Joint Office of Community Development, 2009).
- 9 - The Corporation for Supportive Housing commissioned a multi-city study in 2004 ("Costs of Serving Homeless Individuals in Nine Cities") that documented supportive housing costs ranging from \$7,497 to \$15,366/year – and averaging \$11,272/year for combined services and operating (including rent subsidy) costs across the nine communities studied.
- 10 - 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).
- 11 -William J. Hueston, MD, Robert G. Quattlebaum, MD, MPH and Joseph J. Benich, MD. *How Much Money Can Early Prenatal Care for Teen Pregnancies Save?: A Cost-Benefit Analysis* (The Journal of the American Board of Family Medicine 21 (3): 184-190, 2008). [\$3.38 in 1994 dollars. Assuming that there was a 4% increase in health care costs each year, each dollar spent on prenatal care saves \$6.09 in 2009.]
- 12 - Sheila R. Cole, Cynthia Lightfoot, *the Development of Children*. Part II: *Infancy, Maternal Depression as a Risk Factor* (Macmillan Press, 2004).

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## **Appendix A:**

### **Funded Nonprofits & Amount of Leveraged Resources**

**Appendix 1: Funded Nonprofits & Amount of Leveraged Resources**

Agency Name	2008-09 Annual Human Services General Fund Allocation			Non-Profit Leveraged Resources			
	Total County Funds	Total City Funds (Incl. PILOT)	TOTAL LOCAL FUNDS TO NONPROFITS	Non-Local Revenue	Volunteer Hours	Value of Volunteer Hours	TOTAL LEVERAGED FUNDS
Allen Creek Preschool	\$25,000	\$0	\$25,000	\$15,000	3,600	\$69,444	\$84,444
Ann Arbor Center for Independent Living	\$0	\$30,000	\$30,000	\$1,750,000	15,000	\$289,350	\$2,039,350
Ann Arbor Teen Center, Inc. (Neutral Zone)	\$30,000	\$0	\$30,000	\$125,000	2,500	\$48,225	\$173,225
Ann Arbor YMCA	\$40,000	\$9,000	\$49,000	\$50,000	29,599	\$570,965	\$620,965
Arrowwood Hills Coop.	\$0	\$20,000	\$20,000	\$0	100	\$1,929	\$1,929
Avalon Housing, Inc.	\$50,000	\$553,814	\$603,814	\$2,000,000	250	\$4,823	\$2,004,823
Barrier Busters*	\$100,000	\$20,000	\$120,000				
Big Brothers Big Sisters	\$45,000	\$9,000	\$54,000	\$25,000	20,000	\$385,800	\$410,800
Catholic Social Services	\$131,000	\$66,300	\$197,300	\$3,880,000	4,000	\$77,160	\$3,957,160
Child Care Network	\$95,000	\$0	\$95,000	\$753,000	1,500	\$28,935	\$781,935
Community Action Network	\$0	\$31,000	\$31,000	\$230,000	3,000	\$57,870	\$287,870
Community Dental Center (UM)*	\$25,000	\$25,000	\$50,000	\$0	800	\$15,432	\$15,432
Community Health Center (UM)*/**	\$0	\$25,000	\$25,000				
Community Housing Alternatives	\$0	\$28,963	\$28,963	\$2,000	20	\$386	\$2,386
COPE	\$0	\$22,700	\$22,700	\$125,000	500	\$9,645	\$134,645
Corner Health Center	\$75,000	\$20,000	\$95,000	\$328,750	4,900	\$94,521	\$423,271
Fair Housing Center of SEMI	\$50,000	\$10,000	\$60,000	\$90,700	100	\$1,929	\$92,629
Family Learning Institute	\$45,000	\$30,678	\$75,678	\$5,000	2,400	\$46,296	\$51,296
Food Gatherers	\$35,000	\$112,000	\$147,000	\$150,000	60,467	\$1,166,408	\$1,316,408
HIV/AIDS Resource Center	\$0	\$12,000	\$12,000	\$800,000	5,000	\$96,450	\$896,450
Home of New Vision	\$20,000	\$25,000	\$45,000	\$50,000	2,700	\$52,083	\$102,083
Housing Bureau for Seniors (UM)*	\$47,000	\$49,000	\$96,000	\$0	4,000	\$77,160	\$77,160
Interfaith Hospitality Network of Washtenaw Co.	\$80,000	\$35,000	\$115,000	\$267,950	13,300	\$256,557	\$524,507
Legal Services of South Central Michigan	\$17,250	\$40,000	\$57,250	\$4,800,000	24,000	\$462,960	\$5,262,960
Michigan Ability Partners	\$0	\$76,893	\$76,893	\$1,600,000	100	\$1,929	\$1,601,929
Motor Meals of Ann Arbor (UM)*	\$0	\$16,000	\$16,000	\$68,000	10,750	\$207,368	\$275,368
Neighborhood Senior Services	\$55,000	\$50,000	\$105,000	\$2,000	9,427	\$181,847	\$183,847

Agency Name	2008-09 Annual Human Services General Fund Allocation				Non-Profit Leveraged Resources		
	Total County Funds	Total City Funds (Incl. PILOT)	TOTAL LOCAL FUNDS TO NONPROFITS	Non-Local Revenue	Volunteer Hours	Value of Volunteer Hours	TOTAL LEVERAGED FUNDS
Northfield Human Services	\$30,000	\$0	\$30,000	\$72,000	3,000	\$57,870	\$129,870
Ozone House	\$55,000	\$0	\$55,000	\$1,100,000	10,000	\$192,900	\$1,292,900
Packard Community Clinic	\$19,000	\$30,000	\$49,000	\$750,000	1,000	\$19,290	\$769,290
Parents as Teachers Western Washtenaw County--First Steps Washtenaw	\$35,000	\$0	\$35,000	\$0	320	\$6,173	\$6,173
Peace Neighborhood Center	\$0	\$25,000	\$25,000	\$52,000	4,800	\$92,592	\$144,592
Perry Nursery School	\$50,000	\$0	\$50,000	\$454,000	1,000	\$19,290	\$473,290
Planned Parenthood of Mid-and South Michigan	\$65,000	\$15,000	\$80,000	\$10,000,000	7,415	\$143,035	\$10,143,035
POWER	\$25,000	\$0	\$25,000	\$165,000	650	\$12,539	\$177,539
Regional Alliance for Healthy Schools (UM)*	\$15,000	\$0	\$15,000	\$520,000	100	\$1,929	\$521,929
Safehouse Center	\$120,000	\$45,000	\$165,000	\$900,000	2,000	\$38,580	\$938,580
Shelter Association of Washtenaw County	\$225,000	\$240,286	\$465,286	\$453,000	13,855	\$267,263	\$720,263
SOS Community Services	\$35,000	\$62,000	\$97,000	\$2,600,000	13,159	\$253,837	\$2,853,837
St. Andrew's Episcopal Church	\$0	\$8,500	\$8,500	\$9,000	13,000	\$250,770	\$259,770
Student Advocacy Center	\$0	\$30,000	\$30,000	\$200,000	1,500	\$28,935	\$228,935
Success By Six	\$50,000	\$0	\$50,000	\$210,000	3,500	\$67,515	\$277,515
Washtenaw Affordable Housing Corp	\$50,000	\$125,011	\$175,011	\$0	-	\$0	\$0
Washtenaw County CSTS/PORT*	\$0	\$107,000	\$107,000				
Washtenaw County Treasurer/MSU Extension*	\$60,000	\$95,000	\$155,000				
Washtenaw Housing Alliance	\$250,000	\$250,000	\$500,000	\$25,000	3,000	\$57,870	\$82,870
Washtenaw Literacy	\$0	\$25,000	\$25,000	\$25,000	56,153	\$1,083,191	\$1,108,191
Women's Center of SEMI	\$0	\$30,000	\$30,000	\$25,000	21,400	\$412,806	\$437,806
Ypsilanti Meals on Wheels	\$15,000	\$0	\$15,000	\$5,000	3,950	\$76,196	\$81,196
<b>TOTAL (without government entities)</b>	<b>\$1,904,250</b>	<b>\$2,183,145</b>	<b>\$4,087,395</b>	<b>\$34,682,400</b>	<b>377,815</b>	<b>\$7,288,051</b>	<b>\$41,970,451</b>
<b>GRAND TOTAL</b>	<b>\$2,064,250</b>	<b>\$2,405,145</b>	<b>\$4,469,395</b>				

\* Program of the University of Michigan or Washtenaw County

\*\*Did not respond to Economic Impact Survey.