

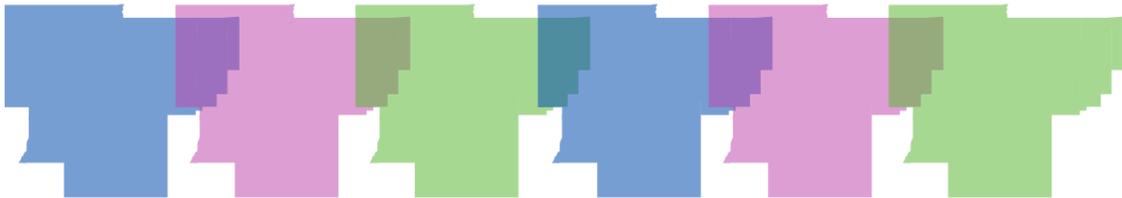


Economic Impact of the Human Services Sector



*in
the*

Peoria / Tri-County Region in FY2021



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in partnership with



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EXECUTIVE SUMMARY

The health and human services sector is a net contributor to the Tri-County (Peoria, Tazewell, and Woodford) Gross Domestic Product (GDP) and plays an important role in the well-being of the Tri-County community. In fiscal year 2021 (FY2021), 37 health and human service organizations in the Tri-County region employed 2,565 full-time equivalents (FTE), making the sector Peoria's 5th largest employer. Furthermore, health and human service organizations support additional indirect and induced jobs, resulting in support of a total of 4,758.9 jobs in the Tri-County region, or 2.6% of the total employment. In FY2021, IMPLAN analysis shows that the sector contributed a direct output of \$232,945,481, indirect output of \$53,513,115, and induced output of \$113,942,841, for a total economic output of \$400,401,436, or 1.7% of the Tri-County region's \$23.6 billion GDP in 2019. For every dollar of funding received, the health and human services sector returned a total of \$1.77 of economic impact to the Tri-County region in FY2021. As a top 5 employer and major contributor to the local economy, the health and human services sector should have a seat at all decision-making tables and remain shoulder to shoulder with other top business leaders.

INTRODUCTION

Health and human service organizations provide an infrastructure of services to promote well-being by ensuring everyone has the essential elements to build and maintain physical, emotional, and economic stability at every phase of life. Health and human services include health care, behavioral health, early childhood services, after school programs, job training, workforce development, affordable housing, nutrition, immigration services, youth services, support for victims and survivors of domestic violence, and care for older adults, among others. This study, led by Illinois Partners for Human Service (Illinois Partners) and Greater Peoria Area Human Services Collaborative (the Collaborative), with support from Western Illinois University (WIU), examined health and human service providers in Peoria, Tazewell, and Woodford Counties (Tri-County Region) in order to determine the aggregate impact of the sector on the greater regional economy. This study is the fourth of its kind following previous editions that analyzed the economic impact of health and human services in the Tri-County Region for FY2012, FY2015, and FY2018.

RATIONALE

Not only do health and human service providers build and maintain well-being for citizens in the Tri-County region, but, like all employers, they also have a sizable economic impact through their hiring and purchasing. Yet, while the health and human services sector as a whole is a large employer, it is often overlooked in traditional market and economic analysis and is generally under-represented in important conversations among decision makers, funders, and planners. The sector directly employs many people, which in turn supports a number of workers and businesses in other industries. If the sector were to disappear from the Tri-County region overnight, the loss would be felt across the entire business community. This research measures the sector's contributions to the economy using reliable and commonly accepted methods.

METHODOLOGY

Illinois Partners and the Collaborative conducted outreach to 95 health and human service organizations with a presence in the Tri-County region via email and at meetings in the fall of 2021. Using an online form in Survey Monkey, Illinois Partners collected data between November 5 and December 3, 2021.¹ One response per business entity was permitted. The survey asked respondents to report the following for FY2021:²

1. North American Industry Classification System (NAICS) codes³ for services provided;
2. All revenue by source for operations in Peoria, Tazewell, and/or Woodford Counties;⁴
3. Total salaries and benefits, excluding payroll tax;
4. Number of FTE that work in Peoria, Tazewell, and/or Woodford Counties, excluding those working at locations outside of these three counties;
5. Annual, unduplicated count of individuals served in Peoria, Tazewell, and/or Woodford Counties.

Out of 95 organizations contacted, 37 organizations responded to the survey, constituting a 39% response rate. Survey responses were then standardized, aggregated, and anonymized by Illinois Partners. The economic impact of the sector in the Tri-County regional economy was then calculated by WIU staff using IMPLAN⁵ software. IMPLAN is capable of estimating the residual impact of one industry on other industries present within the same geography using advanced economic modeling. IMPLAN demonstrates economic impact through “direct,” “indirect,” “induced,” and ultimately, total economic impact:

- **Initial** data is collected from employers for the jobs and revenues created by health and human service organizations; initial data provides the basis for IMPLAN analysis.
- **Direct** impacts are determined by IMPLAN based on the distribution of activity from IMPLAN codes.
- **Indirect** impact refers to the jobs and earnings supported through business-to-business purchases at print shops, office supply stores, building maintenance, etc.
- **Induced** impact goes yet another step further, showing the impact of employees from the health and human services sector spending their wages in the community. The retail and service sectors benefit the most from induced impact, but the governmental sector benefits as well via local (e.g., sales) taxes collected when employees spend their wages.
- **Total impact** can also be referred to as “gross domestic product,” or the sum of all of these residual impacts.⁶

¹ See [Appendix 1](#)

² Respondents applied their own definition of FY2021, which was July 2020-June 2021 for the majority of organizations.

³ All organizations are classified by one or more NAICS codes by the federal government. See <https://www.naics.com/search/>.

⁴ Regional providers excluded revenue for operations outside of the Tri-County area.

⁵ <https://www.implan.com>

⁶ Prior versions of this research in the Tri-County region (2012, 2015, and 2018) and other parts of the state relied on similar methodology and software. See [Peoria/Tri-County region \(2018\)](#); [Southern Illinois \(2018\)](#); and [Statewide \(2016\)](#). The Peoria/Tri-County region studies were produced by the [Peoria Human Services Collaborative](#).

Prior to conducting the IMPLAN analysis, NAICS codes from the survey were cross-walked to their related IMPLAN code⁷ by Illinois Partners. WIU provided IMPLAN analysis for this study.

RESULTS

Human Services Sector is a Top 5 Employer

Combined, the 37 organizations surveyed employ 2,565 FTE, positioning the health and human services sector as the 5th largest employer in the Tri-County region, even with only 39% of such organizations being counted.⁸ The top ten employers are shown in Table 1.

Table 1. Top 10 Employers in Tri-County Region, 2021

Rank	Employer	# FTE
1	OSF Healthcare	13,500
2	Caterpillar	12,000
3	UnityPoint Health	4,991
4	Peoria Public Schools	2,891
5	Health and Human Services Sector	2,565
6	Illinois Central College	1,650
7	Bradley University	1,300
8	Advanced Technology Services	1,073
9	SC2 Services	1,030
10	Liberty Steel & Wire	912

⁷ See [Appendix 2](#)

⁸ See Greater Peoria Data Hub at <https://data.greaterpeoria.us/business-industry/>. Actual FTE in the region is likely significantly higher since the survey response rate was less than 100%.

Total Employees in Sector by Service Type

Table 2 shows the calculated FTE for each IMPLAN code by all respondents. The Individual and Family Services category alone would be among the top ten local employers. Representing a significant source of employment, health and human services were also “essential workers” during the COVID-19 pandemic, connecting residents with basic needs - many of whom needed assistance for the first time in their lives - as a result of the COVID-19 pandemic.

Table 2. IMPLAN Calculated FTE by Code

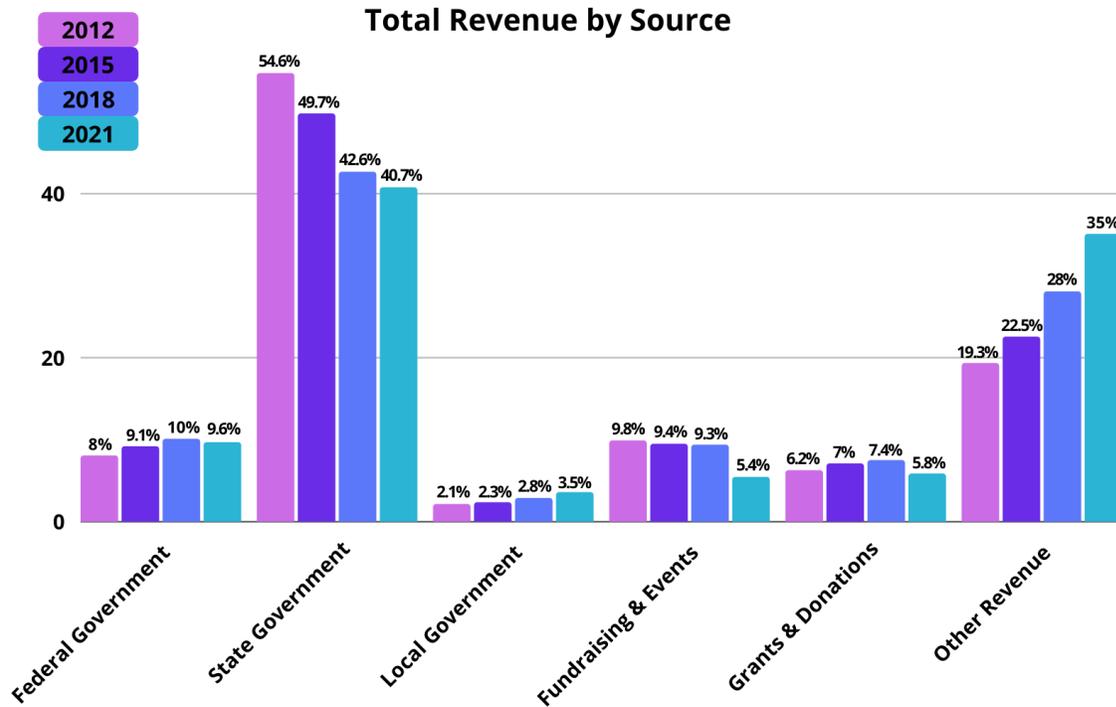
IMPLAN Code	2021 FTE	% of Total FTE
493 - Individual and family services	2065.6	43.4%
All other impacted categories combined	960.7	20.2%
495 - Community food, housing, and other relief services, including rehabilitation services	357.4	7.5%
492 - Residential mental disability, mental health, substance abuse and other facilities	287.3	6.0%
494 - Child day care services	233.7	4.9%
482 - Other educational services	190.5	4.0%
486 - Outpatient care centers	155.8	3.3%
480 - Elementary and secondary schools	124.3	2.6%
522 - Grantmaking, giving, and social advocacy organizations	102.9	2.2%
505 - Fitness and recreational sports centers	100.7	2.1%
483 - Offices of physicians	70.4	1.5%
412 - Retail - Miscellaneous store retailers	60.9	1.3%
478 - Other support services	48.8	1.0%
Total	4,759.0	100.0%

Total Revenue by Source

In FY2021, the 37 organizations surveyed reported total operating revenue of \$226,371,082, which is an average of \$6,118,137 per organization. Of the total revenue reported for FY2021, \$121,821,426 (53.8% of operating revenue) came from public sources, including federal, state, and local governments. An additional \$104,549,656 (46.2% of operating revenue) came from events, donations, non-government grants, and other sources.⁹ Sources of revenue for each study are shown in Figure 1.

⁹ “Other Revenue” includes fees for service, private pay, 3rd party billing, private contracts, interest, rentals, etc.

Figure 1: Total Revenue by Source for FY2012, FY2015, FY2018, and FY2021



The largest share of funding in FY2021 came from the state (\$92,070,370), with 40.7% of respondents receiving state revenue. For the purposes of this survey, state government funding *includes* some federal funds that pass through state agencies and are not state appropriations. For the 27 organizations receiving state funding, the average amount per respondent was \$3,410,014 in FY2021. The second largest share of funding came from other revenue, including fee for service, private pay, interest, etc. (\$79,154,367). Other revenue was also the most common source of revenue, with 86.5% of respondents reporting revenue in this category. The distribution of revenue by source for the organizations participating in this study is shown in the figure above.¹⁰

Impact of COVID-19 Funding

This survey captured a unique moment in time when, due to the COVID-19 pandemic, special funding was available to address significant service disruptions and exacerbated workforce instability within the sector. As such, participating organizations reported an influx of \$8,892,196 (3.9% of total revenue) that was solely attributable to emergency funding programs that were developed by federal and state governments at the onset of the pandemic. COVID-19 funding is included in the revenue numbers reported previously in this report. Of note, this funding does not alter the IMPLAN analysis of this study.

¹⁰ “Federal funding” excludes money passed through state contracts. Conversely, “State funding” includes federal money that passes from the federal government through state agencies in state contracts. “Other revenue” includes fees for service, private pay, 3rd party billing, private contracts, interest, rentals, etc.

While this emergency funding was essential to the viability of health and human services during the pandemic, these sources were one-time only and do not constitute sustainable funding streams. More information on the workforce and impact of COVID-19 on health and human services during this time can be found in Illinois Partners’ report, [More Essential Than Ever: Rebuilding the Illinois Health and Human Services Workforce in the Wake of the COVID-19 Pandemic](#).¹¹

Total Economic Output

Based on the total FTE, IMPLAN calculated that the sector contributes a direct output of \$232,945,481, indirect output of \$53,513,115, and induced output of \$113,942,841, as shown in Table 3.

Table 3: Total Sector Economic Output per IMPLAN Industry

IMPLAN Industry	Direct Output	Indirect Output	Induced Output	Total Output	% of Sector
412 - Retail - Miscellaneous store retailers	\$2,374,360	\$28,488	\$735,336	\$3,138,184	0.8%
478 - Other support services	\$4,269,836	\$600,350	\$236,461	\$5,106,646	1.3%
480 - Elementary and secondary schools	\$4,269,836	\$0	\$296,573	\$4,566,409	1.1%
482 - Other educational services	\$12,809,507	\$348,519	\$285,148	\$13,443,174	3.4%
483 - Offices of physicians	\$8,539,671	\$0	\$4,485,244	\$13,024,915	3.3%
486 - Outpatient care centers	\$17,079,342	\$0	\$856,807	\$17,936,149	4.5%
492 - Residential mental disability, mental health, substance abuse and other facilities	\$17,079,342	\$0	\$321,198	\$17,400,540	4.3%
493 - Individual and family services	\$98,206,217	\$0	\$633,024	\$98,839,241	24.7%
494 - Child day care services	\$12,809,507	\$0	\$558,315	\$13,367,822	3.3%
522 - Grantmaking, giving, and social advocacy organizations	\$21,349,178	\$42,376	\$648,805	\$22,040,359	5.5%
All other impacted categories combined	\$0	\$52,466,210	\$104,005,746	\$156,471,956	39.1%
Total Sector Earnings Impact	\$232,945,481	\$53,513,115	\$113,942,841	\$400,401,436	100.0%

According to IMPLAN, the health and human service organizations surveyed contributed a total economic output of \$400,401,436 in FY2021, which is 1.7% of the Tri-County region’s total GDP of \$23,595,381,000 in 2021.¹²

¹¹[More Essential Than Ever: Rebuilding the Illinois Health and Human Services Workforce in the Wake of the COVID-19 Pandemic](#). Illinois Partners for Human Service. (2021)

¹² Total Revenue reported elsewhere is based on actual survey responses, whereas the Economic Output reported here is based on IMPLAN economic modeling for wages for the number of FTE. This is why Total Revenue does not equal Direct Output in Table 5.

Total Jobs Supported by Health and Human Services

Health and human service organizations and their employees spend money at other local businesses. This spending contributes to sales, and therefore, jobs, at those other businesses. When the amount of revenue flowing to health and human service employers from any source changes, that affects both the number of people the health and human service organizations employ and the purchases the health and human service employers make from other local businesses. If a health and human services organization loses revenue and lays off employees or reduces wages in response, the affected employees have less to spend on discretionary items like restaurant meals, and also on basic goods like gasoline, all of which support other jobs and also the local tax base. Through these mechanisms, employment changes in the health and human services sector impact other industries, such as those listed in the table below.

IMPLAN estimates that the FTE reported by the survey participants support 3,681.6 “direct” jobs, 337.4 “indirect” jobs, and another 739.7 “induced” jobs. As reported by IMPLAN, the sector as a whole supports **4,758.9** jobs. Details by IMPLAN Industry are included in Table 4.

Table 4: Total FTE Supported per IMPLAN Industry

IMPLAN Industry	Direct FTE	Indirect FTE	Induced FTE	Total IMPLAN Industry FTE	% of Sector
493 - Individual and family services	2,052.3	0.0	13.2	2,065.5	43.4%
495 - Community food, housing, and other relief services, including rehabilitation services	350.1	0.0	7.3	357.4	7.5%
492 - Residential mental disability, mental health, substance abuse and other facilities	282.0	0.0	5.3	287.3	6.0%
494 - Child day care services	224.0	0.0	9.8	233.8	4.9%
482 - Other educational services	181.6	4.9	4.0	190.5	4.0%
486 - Outpatient care centers	148.3	0.0	7.4	155.7	3.3%
480 - Elementary and secondary schools	116.3	0.0	8.1	124.4	2.6%
522 - Grantmaking, giving, and social advocacy organizations	99.7	0.2	3.0	102.9	2.2%
505 - Fitness and recreational sports centers	94.3	0.6	5.7	100.6	2.1%
412 - Retail - Miscellaneous store retailers	46.1	0.6	14.3	61.0	1.3%
478 - Other support services	40.8	5.7	2.3	48.8	1.0%
All other impacted categories combined	N/A	325.4	635.1	960.7	20.2%
Total Impact	3,681.6	337.4	739.7	4,758.9	100.0%

Table 5 lists the top 10 job categories supported by employment and spending in the health and human services sector.

Table 5: Health and Human Services Impact on Jobs in Other Industries - Top 10

IMPLAN Category	FTE Supported by Human Services
447 - Other real estate	67.4
509 - Full-service restaurants	60.7
490 - Hospitals	58.7
511 - All other food and drinking places	51.2
510 - Limited-service restaurants	44.7
472 - Employment services	28.3
469 - Management of companies and enterprises	27.6
521 - Religious organizations	26.8
411 - Retail - General merchandise stores	21.3
491 - Nursing and community care facilities	21.0

Total Tri-County Region Residents Served

Combined, survey respondents provided services to 176,994 persons in FY2021. Each individual respondent was asked to count the unique persons they served in FY2021 only once in their response. This number is lower than it has been in the 2015 and 2018 studies. Several factors may contribute to the reduction: fewer organizations participated in the survey, challenges in identifying unique persons served, reductions in service due to COVID-19 mitigations, reluctance of clients to seek out services and/or utilize Zoom for sessions, etc.¹³

Total Return on Investment

Comparing the total revenue reported in the survey (\$226,577,814) to the total economic output produced by the sector (\$400,401,436), shows that **for every dollar of funding these organizations receive from any source, they return a total of \$1.77 to the Tri-County region economy. This is considered a very good return on investment.**

¹³ For further analysis of the efficiency of the sector, see "[As Lean as Anyone Else](#)" (2017).

DISCUSSION

Impact of the COVID-19 Pandemic

Between mid February and mid March of 2020, the Dow lost 37% of its value, states went into varying degrees of lockdown, and millions of jobs were lost in the United States.¹⁴ Every person in the country was impacted, as was every business—from airlines to local restaurants to meat processing plants. Human services were not unscathed.

In the context of broad economic impacts of the global COVID-19 pandemic, a convoluted financial picture emerged for the health and human services sector in Illinois. On the one hand, providers across the state saw an influx of COVID-19 specific funding from a variety of sources, all intended to fortify them through an unpredictable crisis. On the other hand, these emergency funds were not designed for long-term sustainability and, in many cases, provided little in the way of organizational safeguards as dollars went directly to clients through increased services and/or resource distribution. Systemic vulnerabilities that predate COVID-19, including insufficient funding, stagnant rates, wage disparities, stringent administrative requirements, as well as a burgeoning workforce shortage, were also exacerbated by the pandemic.

On a day to day basis, health and human service providers faced struggles of their own—turnover; staff burnout, inability to offer attractive pay and benefits to prospective employees; increased expenses from limiting capacity, increased PPE usage, and robust sanitization protocols. While these challenges persist, the sector continues to serve as a model of resilience and ingenuity—pivoting to new service models, adopting telehealth strategies and safety protocols, meeting and assessing evolving needs, and responsively allocating resources in our communities.

Comparison to Previous Studies

Similar studies were conducted for the Tri-County Region in FY2012, FY2015, and FY2018.

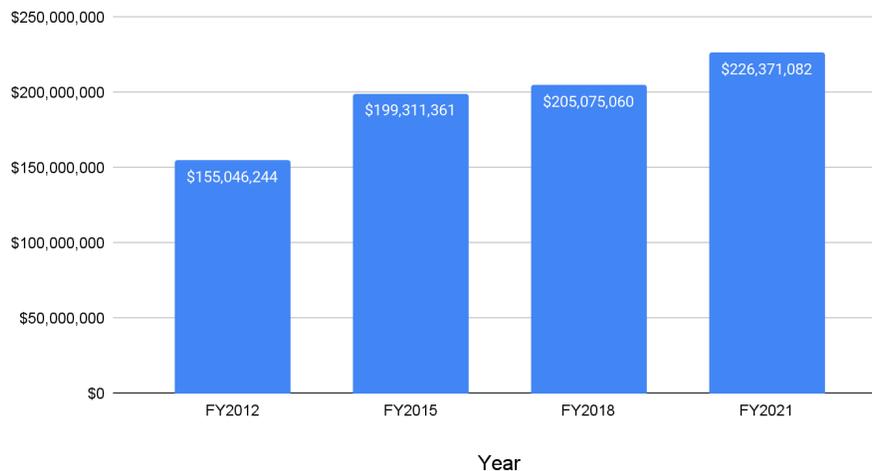
- **Number of employers and FTE in survey:** The number of employers participating in the survey peaked during the state budgetary impasse in FY2015, with 54 respondents. FY2021 had 37, while FY2012 had 43. As expected with more employers reporting, the number of FTE represented was also highest in FY2015 at 3,342, while FY2012 and FY2021 were similar, with 2,583 in FY2012 and 2,565 in FY2021. Despite fewer organizations reporting, the data indicates a steadily increasing annual average of FTE per employer, from 56.1 in FY2012 to 69.3 in FY2021.

We attribute the lower number of participating employers to three factors: organizations merging over the years; closings during the budget impasse; employers having limited time to participate as they address pressing workforce and pandemic issues. The lower number of FTE correlates with the lower number of participating organizations and may also be impacted by decreases in workforce size. The noted increase in FTE per employer may be reflective of mergers or growth within organizations.

¹⁴<https://www.forbes.com/sites/lizfrazierpeck/2021/02/11/the-coronavirus-crash-of-2020-and-the-investing-lesson-it-taught-us/?sh=341353746cfc>

- Total revenue in the sector:** Total revenue generated by health and human service employers increased during each successive survey, rising from \$155,046,244 in FY2012 to \$226,371,082 in FY2021, as illustrated in Figure 2. After years of disinvestment in health and human services by the state, increases in some wages and reimbursement rates have been seen during the current administration. These increases, while helpful, are not of sufficient magnitude to offset 20 years of disinvestment by the state.¹⁵

Figure 2: Total Revenue for Human Service Organizations Surveyed



Of note, the \$8.9 million of one-time funding received specifically from COVID-19 emergency programs was included in the total revenue for the study, representing 3.9% of total revenue. However, COVID-19 funding was not solely responsible for the increase in revenue compared to the previous study. Excluding COVID-19 funding, the total revenue increased by \$12 million over the FY2018 study. Likewise, the COVID-19 funding did not alter the IMPLAN analysis of this study.

- Revenue by source:** Consistent trends across the four surveys include increased amounts of federal funding, local funding, and other revenue (fee for service, etc), as presented in Table 6. The remaining revenue streams do not reflect consistent trends. In FY2021, other revenue increased 2.6 fold from FY2012 and represents 35% of the total revenue in FY2021. Fundraising and event revenue decreased by 35% from FY2018 and brought in the lowest revenue of the four surveys that span nearly a decade.

The proportion of funding has shifted from FY2012 to FY2021, with the share of state funding decreasing from 55% to 41% and the share of other revenue increasing from 19% to 28%.

When state funding didn't keep pace with the actual costs of providing services, providers were resourceful and innovative in finding ways to maintain their standard of service. For instance, they created for-profit entities and new sliding scales for fees, neither of which had been done before. The consequence was that costs increased for clients, and may have been prohibitive, limiting access for some clients.

¹⁵ <https://illinoispartners.org/it-is-time-to-fully-fund-human-services-in-illinois/>

Table 6: Aggregated Totals for FY2012, FY2015, FY2018, and FY2021 Studies

Sources	Revenue							Expense	Employees
	Federal Government	State Government	Local Government	Fundraising & Events	Grants & Donations	Other Revenue	Operating Revenue	Salaries & Benefits	Full Time Equivalents
2021 (37 contributing organizations)									
Aggregated Totals	\$21.8M	\$92.1M	\$7.9M	\$12.3M	\$13.1M	\$79.2M	\$226.6M	\$115.6M	2,565
% of Operating Revenue	9.6%	40.6%	3.5%	5.4%	5.8%	34.9%			
2018 (49 contributing organizations)									
Aggregated Totals	\$20.4M	\$87.2M	\$5.7M	\$19.0M	\$15.1M	\$57.5M	\$204.9M	\$116.2M	3,065
% of Operating Revenue	10.0%	42.6%	2.8%	9.3%	7.4%	28.0%			
2015 (54 contributing organizations)									
Aggregated Totals	\$18.0M	\$99.1M	\$4.6M	\$18.7M	\$13.9M	\$44.9M	\$199.3M	\$112.4M	3,342
% of Operating Revenue	9.1%	49.7%	2.3%	9.4%	7.0%	22.5%			
2012 (46 contributing organizations)									
Aggregated Totals	\$12.4M	\$84.6M	\$3.2M	\$15.2M	\$9.7M	\$29.9M	\$155.0M	\$92.4M	2,582
% of Operating Revenue	8.0%	54.6%	2.1%	9.8%	6.2%	19.3%			

See Appendix 3 for data from organizations that participated in all of the previous studies.

“Not only do health and human services generate a significant economic impact in the Greater Peoria/Tri-County Area, we help the private sector industries by providing workforce development and stabilizing families.”

- Martha Herm, Retired Executive Director,
The Center for Prevention of Abuse

“If we’ve learned anything from the Pandemic, it is that human services are the lifeblood of our communities.”

- Ashley Schreck, Director of Marketing, EPIC

CONCLUSIONS

Health and human services positively impact the workforce and contribute to local economies by creating a solid foundation for well-being. From job training, behavioral health services, and food banks to child care, housing programs, developmental services, and elder care, the health and human services sector is adept at understanding the most pressing community needs. These essential supports, among others, provide not only critical resources, but also peace of mind, so that individuals are better able to work and strive to reach their full potential.

- **The health and human services sector is a net contributor to the Regional GDP.** The sector supports, directly and indirectly, over 1.7% of the region’s total employment and nearly half of a billion dollars circulating in the local economy. Further, the sector’s net contribution to the local economy has grown over the past decade, providing a greater return despite significant challenges in recent years.
- **The health and human services sector should have a seat at all decision-making tables.** As a top 5 employer, sector representatives should work shoulder to shoulder with other top business leaders. Health and human services also contribute to the broader economy by providing services that promote a stable workforce to enable all businesses in the community to thrive.
- **Philanthropy cannot replace public investment in the health and human services sector.** Over \$121,821,426.00 million in revenue (53.8% of the total revenue reported) flowed into the health and human services sector from federal, state, and local government sources in FY2021 alone. This amount exceeds the combined total contributions of private grants and donations. Illinois Partners’ 2018 report entitled “[Why Philanthropy Cannot Replace Government...](#)” delves into these issues.



Appendix 1: 2021 Survey / Respondents

The following organizations completed [the survey](#) in the spring of 2021 after receiving [an invitation via email](#).

Organization Name	HSC* Member	2012	2015	2018	2021	All 4 years
Advocates for Access	X	X	X	X	X	X
Camp Big Sky	X	X	X	X	X	X
CASA of the Tenth Judicial Circuit	X	X	X	X	X	X
Center for the Prevention of Abuse	X	X	X	X	X	X
Central Illinois Agency on Aging		X	X	X	X	X
Central Illinois Friends		X	X	X	X	X
Children's Home Association of Illinois	X	X	X	X	X	X
Community Workshop & Training Center	X	X	X	X	X	X
Crittenton Centers	X	X	X	X	X	X
Dream Center Peoria	X	X	X	X	X	X
East Bluff Community Center					X	
Easterseals Central Illinois	X	X	X	X	X	X
EPIC	X	X	X	X	X	X
Family House	X	X		X	X	
FamilyCore	X	X	X	X	X	X
Girls on the Run				X	X	
Goodwill Industries of Central Illinois	X	X	X	X	X	X
Heart of Illinois Big Brothers Big Sisters	X	X	X	X	X	X
Heart of Illinois United Way	X				X	
Heartland Health Services (nee Heartland	X	X	X	X	X	X

Community Health Clinic)						
Hult Center for Healthy Living	X	X	X	X	X	X
Organization Name	HSC* Member	2012	2015	2018	2021	All 4 years
Human Service Center		X	X	X	X	X
Lifeline Pilots	X				X	
Lutheran Social Services		X	X		X	
METEC Resource Center					X	
Pediatric Resource Center	X			X	X	
Peoria Citizens Committee for Economic Opportunity, Inc.	X	X	X	X	X	X
Peoria Opportunities Foundation				X	X	
Peoria Production Solutions			X		X	
SAL Child Care Connection		X	X		X	
Tazewell County Resource Center, Inc.	X	X	X	X	X	X
Tazwood Mental Health Center					X	
The Autism Collective	X				X	
The Center for Youth and Family Solutions	X	X	X	X	X	X
Tri-County Urban League, Inc.	X	X	X	X	X	X
Trinity Services			X		X	
YWCA Pekin		X	X	X	X	X

*Human Services Collaborative

Appendix 2: NAICS - IMPLAN Code Crosswalk

NAICS Codes Used in Survey		Corresponding IMPLAN Code	
NAICS #	NAICS Name	IMPLAN #	IMPLAN Category
453310	Used Merchandise Store	412	Retail - Miscellaneous store retailers
561910	Packaging and Labeling	478	Other support services
6111	Elementary and Secondary Schools	480	Elementary and secondary schools
6100	Educational Services	482	Other educational services
6116	Other Schools and Instruction		
6117	Educational Support Services		
621112	Offices of physicians, mental health specialists	483	Offices of physicians
621420	Outpatient Mental Health and Substance Abuse Centers	486	Outpatient care centers
623210	Residential Intellectual and Developmental Disability Facilities	492	Residential mental disability, mental health, substance abuse and other facilities
623220	Residential Mental Health and Substance Abuse Facilities		
6241	Individual and Family Services	493	Individual and family services
6244	Child Day Care Services	494	Child day care services
62421	Community Food Services	495	Community food, housing, and other relief services, including rehabilitation services
62422	Community Housing Services		
62423	Emergency and Other Relief Services		
6243	Vocational Rehabilitation Services		
71394	Fitness and Recreational Sports Centers	505	Fitness and recreational sports centers
8133	Social Advocacy Organization	522	Grantmaking, giving, and social advocacy organizations

Appendix 3: Aggregated Totals for Organizations Participating in All Previous Studies

	Human Services Collaborative Members Participating in All 4 Studies								
	Revenue							Expense	Employees
Sources	Federal Government	State Government	Local Government	Fundraising & Events	Grants & Donations	Other Revenue	Operating Revenue	Salaries & Benefits	Full Time Equivalents
2012--33 consistent members	\$13.7M	\$75.0M	\$3.2M	\$10.0M	\$7.6M	\$24.6M	\$134.2M	\$81.5M	2,328
	10.2%	55.9%	2.4%	7.5%	5.6%	18.3%	100.0%	60.7%	N/A
2015--33 consistent members	\$14.9M	\$88.5M	\$3.6M	\$13.7M	\$8.5M	\$32.1M	\$161.4M	\$90.8M	2,691
	9.3%	54.8%	2.3%	8.5%	5.3%	19.9%	100.0%	56.3%	N/A
2018--33 consistent members	\$17.3M	\$81.5M	\$4.2M	\$15.3M	\$14.1M	\$46.8M	\$179.3M	\$102.0M	2,678
	9.7%	45.5%	2.3%	8.5%	7.9%	26.1%	100.0%	56.9%	N/A
2021--23 consistent members	\$21.5M	\$79.8M	\$6.9M	\$11.1M	\$12.3M	\$70.5M	\$202.1M	\$104.6M	2,154
	10.6%	39.5%	3.4%	5.5%	6.1%	34.9%	100.0%	51.8%	N/A