



Economic Impact of the Human Services Sector

*in
the*

Peoria / Tri-County
Region in FY2024



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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 2024 (FY2024), 30 health and human service organizations in the Tri-County region employed 2,321 full-time equivalents (FTE), making the sector Peoria's 5th largest employer. Including additional indirect and induced jobs, health and human service organizations support, resulting in support of a total of 4,003 jobs in the Tri-County region, or 2.3% of the total employment. In FY2024, IMPLAN analysis shows that the sector contributed a direct output of \$248,820,288, indirect output of \$52.7M, and induced output of \$102.3M, for a total economic output of \$400.9M, or 1.4% of the Tri-County region's \$27.9 billion GDP in 2023. For every dollar of funding received, the health and human services sector returned a total of \$1.61 of economic impact to the Tri-County region in FY2024. 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 fifth of its kind following previous editions that analyzed the economic impact of health and human services in the Tri-County Region for FY2012, FY2015, FY2018, and FY2021.

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 97 health and human service organizations with a presence in the Tri-County region via email and at meetings in the fall of 2024. Using an online form in Survey Monkey, Illinois Partners collected data between September 20 and October 25, 2024.¹ One response per business entity was permitted. The survey asked respondents to report the following for FY2024:²

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 nearly 100 organizations contacted, 30 organizations responded to the survey, constituting a 31% 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.

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>

- **Total impact** can also be referred to as “gross domestic product,” or the sum of all of these residual impacts.⁶

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 30 organizations surveyed directly employ 2,321 FTE, positioning the health and human services sector as the 5th largest employer in the Tri-County region. Actual FTE in the region is likely significantly higher since the survey participants represent only about 30% of the total number of human service organizations in the region. The top ten employers are shown in Table 1.

Table 1. Top 10 Employers in Tri-County Region, 2024

| Rank | Employer | # FTE |
|------|---|--------------|
| 1 | OSF Healthcare | 12,000 |
| 2 | Caterpillar | 10,500 |
| 3 | Carle Health | 5,200 |
| 4 | Peoria Public Schools | 2,675 |
| 5 | Health and Human Services Sector | 2,321 |
| 6 | Vonachen Services, Inc. | 1,200 |
| 7 | Bradley University | 1,200 |
| 8 | Komatsu America Corporation | 1,000 |
| 9 | Illinois Central College | 1,000 |
| 10 | GFL Environmental | 900 |

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](#).

⁷ <https://data.greaterpeoria.us/business-industry/>

Total Employees in Sector by Service Type

Table 2 shows the calculated FTE for each human services IMPLAN code based on all respondents. If the Individual and Family Services category and the Community Food, Housing and other Relief Services, Including Rehabilitation Services category were included in the list as stand alone categories, they would be among the top local employers, ranking 6th and 11th, respectively.

Table 2. IMPLAN Calculated FTE by Human Services Code

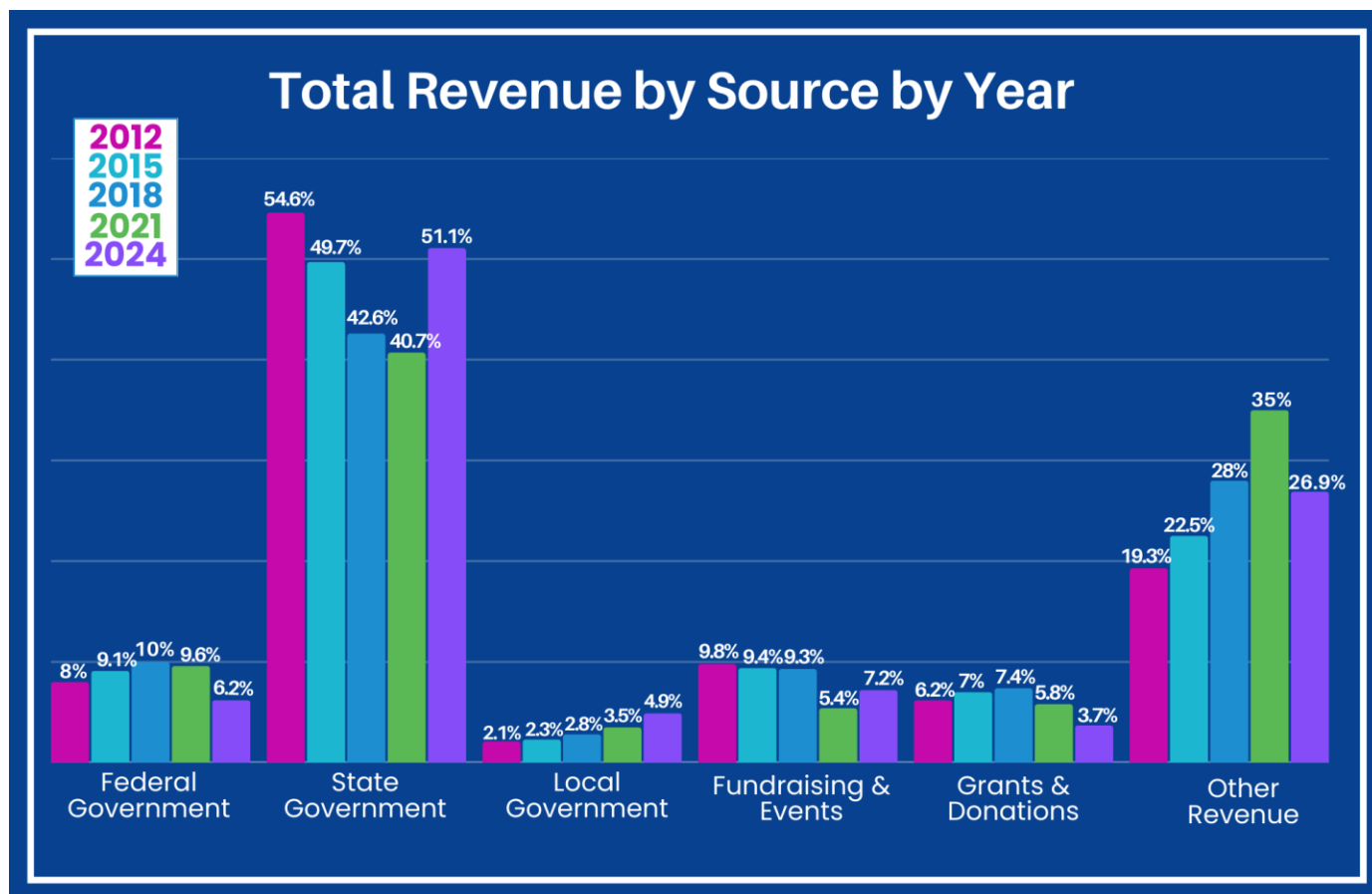
| IMPLAN Code | 2024 IMPLAN Calculated FTE | % of Total FTE Impacted |
|---|-------------------------------|----------------------------|
| 475 - Individual and family services | 1,573.9 | 39.0% |
| Miscellaneous Non-Human Service Categories Combined | 778.8 | 19.5% |
| 477 - Community food, housing, and other relief services, including rehabilitation services | 643.3 | 15.9% |
| 474 - Residential mental health, substance abuse, and other residential care facilities | 220.1 | 5.4% |
| 462 - Elementary and secondary schools | 188.2 | 4.6% |
| 468 - Outpatient care centers | 144.8 | 3.5% |
| 504 - Grantmaking, giving, and social advocacy organizations | 105.2 | 2.6% |
| 503 - Religious organizations | 96.6 | 2.0% |
| 487 - Fitness and recreational sports centers | 77.9 | 1.8% |
| 400 - Transit and ground passenger transportation | 69.2 | 1.5% |
| 464 - Other educational services | 58.1 | 1.3% |
| 395 - Retail - Miscellaneous store retailers | 47.1 | 0.8% |
| Total | 4,003 | 100% |

Total Revenue by Source

In FY2024, the 30 organizations surveyed reported total operating revenue of \$248,820,288, which is an average of \$8.1M per organization. Of the total revenue reported for FY2024, \$154.8M (62% of operating revenue) came from public sources, including federal, state, and local governments. An additional \$94.1M (58% of operating revenue) came from events, donations, non-government grants, and other sources.⁸ Sources of revenue for each study are shown in Figure 1.

⁸ "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, FY2021, FY2024



The largest share of funding in FY2024 came from the state (\$84.6M), with 66.7% 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 20 organizations receiving state funding, the average amount per respondent was \$4.2M in FY2024. The second largest share of funding came from other revenue, including fee for service, private pay, interest, etc. (\$66.9M). Other revenue was also the most common source of revenue, with 90% 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.⁹

Total Economic Output

Based on the total FTE, IMPLAN calculated that the sector contributes a direct output of \$245M, indirect output of \$52.7M, and induced output of \$102.3M, as shown in Table 3.

⁹ "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.

Table 3: Total Sector Economic Output per IMPLAN Industry

| IMPLAN Industry | Direct Output | Indirect Output | Induced Output | Total Output | % of Sector |
|---|----------------------|---------------------|----------------------|----------------------|---------------|
| 475 - Individual and family services | \$91,470,401 | \$0 | \$814,967 | \$92,285,368 | 22.9% |
| 477 - Community food, housing, and other relief services, including rehabilitation services | \$63,632,776 | \$0 | \$651,324 | \$64,284,100 | 15.9% |
| 468 - Outpatient care centers | \$23,861,843 | \$0 | \$1,108,408 | \$24,970,251 | 6.2% |
| 474 - Residential mental health, substance abuse, and other residential care facilities | \$19,884,870 | \$0 | \$231,418 | \$20,116,288 | 5.0% |
| 504 - Grantmaking, giving, and social advocacy organizations | \$15,907,896 | \$21 | \$324,953 | \$16,232,870 | 4.0% |
| 462 - Elementary and secondary schools | \$7,953,948 | \$0 | \$252,243 | \$8,206,191 | 2.0% |
| 503 - Religious organizations | \$3,976,974 | \$0 | \$920,931 | \$4,897,905 | 1.2% |
| 400 - Transit and ground passenger transportation | \$3,976,974 | \$163,689 | \$358,661 | \$4,499,324 | 1.1% |
| 464 - Other educational services | \$3,976,974 | \$178,225 | \$298,109 | \$4,453,309 | 1.1% |
| 487 - Fitness and recreational sports centers | \$3,976,974 | \$22,930 | \$196,934 | \$4,196,838 | 1.0% |
| 395 - Retail - Miscellaneous store retailers | \$2,135,635 | \$24,084 | \$907,870 | \$3,067,589 | 0.8% |
| All other impacted categories combined | \$5,208,304 | \$52,298,331 | \$96,226,186 | \$153,732,820 | 39.1% |
| Total Sector Earnings Impact | \$245,963,569 | \$52,687,280 | \$102,292,004 | \$400,942,853 | 100.0% |

According to IMPLAN, the health and human service organizations surveyed contributed a total economic output of \$400.9M in FY2024, which is 1.4% of the Tri-County region's \$27.9 billion GDP in 2023.¹⁰

¹⁰ 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 3136.3 “direct” jobs, 278.5 “indirect” jobs, and another 588.6 “induced” jobs. As reported by IMPLAN, the sector as a whole supports **4,003** 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 |
|---|-----------------|--------------|--------------|---------------------------|---------------|
| 395-Retail - Miscellaneous store retailers | 1,560.0 | 0.0 | 13.9 | 1,573.9 | 39.3% |
| All other impacted categories combined | - | 272.9 | 506.2 | 778.8 | 19.5% |
| 462-Elementary and secondary schools | 636.8 | 0.0 | 6.5 | 643.3 | 16.1% |
| 464-Other educational services | 217.5 | 0.0 | 2.5 | 220.1 | 5.5% |
| 468-Outpatient care centers | 182.4 | 0.0 | 5.8 | 188.2 | 4.7% |
| 474-Residential mental health, substance abuse, and other residential care facilities | 138.4 | 0.0 | 6.4 | 144.8 | 3.6% |
| 475-Individual and family services | 103.1 | 0.0 | 2.1 | 105.2 | 2.6% |
| 477-Community food, housing, and other relief services, including rehabilitation services | 78.5 | 0.0 | 18.2 | 96.6 | 2.4% |
| 487-Fitness and recreational sports centers | 73.8 | 0.4 | 3.7 | 77.9 | 1.9% |
| 503-Religious organizations | 61.2 | 2.5 | 5.5 | 69.2 | 1.7% |
| 504-Grantmaking, giving, and social advocacy organizations | 51.8 | 2.3 | 3.9 | 58.1 | 1.5% |
| All other impacted categories combined | 32.8 | 0.4 | 13.9 | 47.1 | 1.2% |
| Total Impact | 3,136.30 | 278.5 | 588.6 | 4,003 | 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 |
|--|---------------------------------|
| Industry | Total |
| 429 - Other real estate | 42.7 |
| 451 - Management of companies and enterprises | 34.2 |
| 493 - All other food and drinking places | 37.4 |
| 491 - Full-service restaurants | 48.0 |
| 403 - Couriers and messengers | 18.2 |
| 426 - Insurance carriers, except direct life | 16.2 |
| 424 - Other financial investment activities | 28.6 |
| 427 - Insurance agencies, brokerages, and related activities | 13.3 |
| 454 - Employment services | 14.4 |
| 458 - Services to buildings | 13.5 |
| 444 - Management consulting services | 9.4 |
| 459 - Landscape and horticultural services | 7.8 |
| 508 - Postal service | 7.3 |
| 438 - Accounting, tax preparation, bookkeeping, and payroll services | 7.0 |

Total Tri-County Region Residents Served

Combined, survey respondents provided services to 278,588 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 higher than it was in the 2021 study. While fewer organizations participated in the survey, several factors may contribute to the increase, such as organizational growth, increased capacity, challenges in identifying unique persons served, etc.¹¹

¹¹ For further analysis of the efficiency of the sector, see [“As Lean as Anyone Else”](#)(2017).

Total Return on Investment

Comparing the total revenue reported in the survey (\$248,820,288) to the total economic output produced by the sector (\$400,942,853) shows that ***for every dollar of funding these organizations receive from any source, they return a total of \$1.61 to the Tri-County region economy. This is considered a very good return on investment.***

DISCUSSION

Comparison to Previous Studies

Similar studies were conducted for the Tri-County Region in FY2012, FY2015, FY2018, and FY2021.

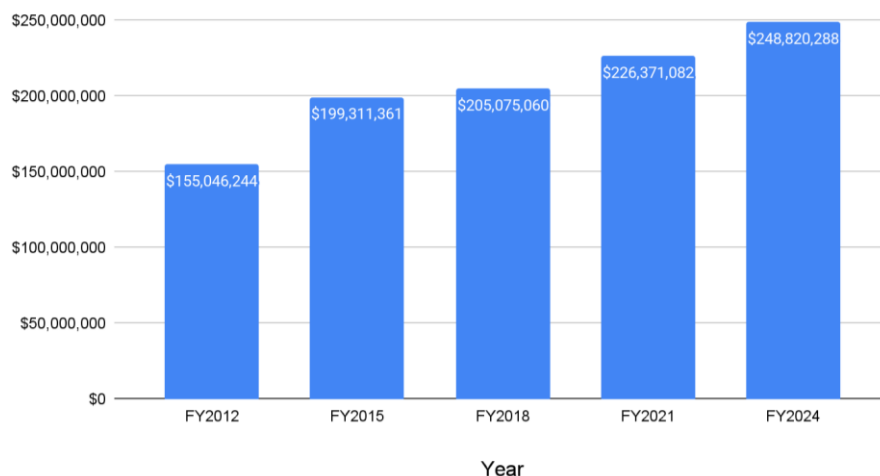
- **Number of employers and FTE in survey:** The number of employers participating in the survey peaked during the state budgetary impasse in FY2015, with 54 respondents. The number of participants has dropped successively from survey to survey, with the FY2024 survey having only 30 participants. Likewise, FTE has dropped through the years with a low of 2,154, only to turn upward in FY2024 with 2,321 FTE. Despite fewer organizations reporting, the data indicates a steadily increasing annual average of FTE per employer, from 56.1 in FY2012 to 77.4 in FY2024.

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 flux in FTE may be attributed to the proportions of small and large organizations participating throughout the years. The noted increase in FTE per employer may be reflective of mergers or growth of organizations.

- **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 \$248,820,288 in FY2024, 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.¹²

¹² <https://illinoispartners.org/it-is-time-to-fully-fund-human-services-in-illinois/>

Figure 2: Total Revenue for Human Service Organizations Surveyed



Revenue by source: The first four surveys had several consistent trends, including increased amounts of federal funding, local funding, and other revenue (fee for service, etc), as presented in Table 6. The FY2024 survey showed a marked shift with federal and state funding. For the first time, federal funding decreased as a portion of revenue from 9.6% in FY2021 to 6.2%, while state funding increased from 40.6% to 51.1% over the same time period. The overall proportion of funding from federal, state, and local government increased from 54% in FY2021 to 62% in FY2024.

Local government had an upward trend, almost tripling in value from FY2015. Revenue from grants & donations decreased in both FY2021 and FY2024. The fundraising & events category increased from FY2021 to FY2024, while the other revenue category decreased by \$22M.

Table 6: Aggregated Totals for FY2012, FY2015, FY2018, FY2021, and FY2024 Studies

| | Revenue | | | | | | | Expense | Employees |
|---|--------------------|------------------|------------------|----------------------|--------------------|---------------|-------------------|---------------------|-----------------------|
| Sources | Federal Government | State Government | Local Government | Fundraising & Events | Grants & Donations | Other Revenue | Operating Revenue | Salaries & Benefits | Full Time Equivalents |
| 2024 (30 contributing organizations) | | | | | | | | | |
| Aggregated Totals | \$15.4M | \$127.2M | \$12.1M | \$18.0M | \$9.2M | \$66.9M | \$248.8M | \$131.9M | 2,321 |
| % of Operating Revenue | 6.2% | 51.1% | 4.9% | 7.2% | 3.7% | 26.9% | | | |
| 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 | 9.6% | 40.6% | 3.5% | 5.4% | 5.8% | 34.9% | | | |

| | | | | | | | | | |
|------------------------|---|---------|--------|---------|---------|---------|----------|----------|-------|
| Revenue | | | | | | | | | |
| | 2018 (49 contributing organizations) | | | | | | | | |
| Aggregated Totals | \$20.4M | \$87.2M | \$5.7M | \$19.0M | \$15.1M | \$57.5M | \$205.0M | \$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% | | | |

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

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.

- **Philanthropy cannot replace public investment in the health and human services sector.** Over \$154.8 million in revenue (62% 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.
- **The health and human services sector is a net contributor to the Regional GDP.** The sector supports, directly and indirectly, over 2.3% of the region's total employment and nearly half 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 year over year despite facing significant challenges.
- **The health and human services sector is a vital contributor to community decisions and impact.** 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.



Appendix 1: 2024 Survey / Respondents

| Organization Name | HSC Member | 2012 | 2015 | 2018 | 2021 | 2024 | All 5 years |
|--|------------|------|------|------|------|------|-------------|
| Advocates for Access | X | X | X | X | X | X | X |
| Alzheimer's Association | | X | X | | | X | |
| Best Buddies of Illinois | | | | | | X | |
| CASA of the Tenth Judicial Circuit | X | X | X | X | X | X | X |
| Center for the Prevention of Abuse | X | X | X | X | X | X | X |
| Central Illinois Friends | | X | X | X | X | X | included* |
| Children's Home Association of Illinois | X | X | X | X | X | X | X |
| Community Workshop & Training Center | X | X | X | X | X | X | X |
| Crittenton Centers | X | X | X | X | X | X | X |
| Easterseals Central Illinois | X | X | X | X | X | X | X |
| EPIC | X | X | X | X | X | X | X |
| FamilyCore | X | X | X | X | X | X | X |
| Goodwill Industries of Central Illinois | X | X | X | X | X | X | X |
| Grace and Peace Lutheran Church | | | | | | X | |
| Greater Peoria Family YMCA | | X | | X | | X | |
| Habitat for Humanity of Greater Peoria | | X | X | X | | X | 3 |
| Heart of Illinois Big Brothers Big Sisters | X | X | X | X | X | X | X |
| Heart of Illinois Special Recreation Association | X | | | | | X | |
| Heartland Health Services | X | X | X | X | X | X | X |
| League of Women Voters | | | | | | X | |
| Lifeline Pilots | X | | | | X | X | |
| METEC Resource Center | | | | | X | X | |
| Neighborhood House | | X | X | X | | X | |
| Pathway Ministries | | | | | | X | |
| Peoria Opportunities Foundation | | | | X | X | X | |

| | | | | | | | |
|---|---|---|---|---|---|---|-----------|
| Tazewell County Resource Center, Inc. | X | X | X | X | X | X | X |
| Tazwood Mental Health Center | | | | | X | X | |
| The Center for Youth and Family Solutions | X | X | X | X | X | X | X |
| Trillium Place | | X | X | X | X | X | included* |

*These organizations were included in the HSC subset since they have participated in all 5 surveys.

Note: HSC is the 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 |
| 48991 | Special Needs Transportation | 418 | Transit and ground passenger transportation |
| 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 | | |
| 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 |
| 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 |
| 813110 | Religious Organization | 521 | Religious Organization |
| 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 5 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 organizations | \$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% | |
| 2015--33 consistent organizations | \$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% | |
| 2018--33 consistent organizations | \$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% | |
| 2021--23 consistent organizations | \$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% | |
| 2024--16* consistent organizations | \$14.4M | \$124.1M | \$11.1M | \$10.0M | \$8.3M | \$58.9M | \$226.8M | \$120.7M | 2,050 |
| | 6.3% | 54.7% | 4.9% | 4.4% | 3.7% | 26.0% | 100.0% | 53.2% | |

*Includes two non-member organizations that have participated in all 5 surveys.