



2016 IMPACT REPORT

OVERVIEW

The Grand Rapids Center for Community Transformation (GRCCT) was established in 2015 in the Southtown District of the City as a partnership between Building Bridges Professional Services, Rising Grinds Café, Tabernacle Community Church/GR Nehemiah Project, Bethany Christian Services, and Double O Supply and Craftsman. To engage in development opportunities close to the urban core and to play a role in revitalizing the community, over \$750,000 was raised to rehabilitate a 120-year-old, 30,000-square foot warehouse space on 1530 Madison Ave SE. Opening in 2015, the Center now houses nine unique youth development programs, two social enterprises, and a business leader in construction.

GRCCT partners exist with a single mission, *to create opportunities for transformation*, addressing the lack of accessible employment for young adults and community residents and a lack of structured and consistent approaches to providing inter-agency and cross sectoral opportunities for the community in a sustainable way.

MISSION: Creating opportunities for transformation.

"A big challenge is that so many young people have not been affirmed in who they are. The way we see it, every person has extreme dignity, and they've been endowed by their Creator with skills and great creative capacity."

Specifically, Bethany's Youth Services Department began contracting with the Kent County Department of Human Services to offer case management and mentors to foster care youth in 1993. However, in 2007, the department steadily began creating a strategic partnership with Building Bridges Professional Services, and expanding in size and scope, growing from 100 youth in 2008 to almost 400 youth at present. The department also began gaining new contracts from federal, state, and local funders to offer holistic development opportunities for youth ages 14-24.

More specifically, this report is being generated for the third year in a row as we seek to transparently document our efforts and commitment to a transformational model that measures quadruple bottom line outcomes and metrics (social/people, environment/planet, economical/profit, and spiritual/purpose).

This document is a continued work in progress, but collaboratively we recognize the importance of providing our stakeholders with key information as to the essentiality of new models of partnership in this community.



EXECUTIVE SUMMARY

This summary gives an overview of the findings in this report. 2016 was an influential year for GRCCT and its partners.

	2015	2016
SOCIAL IMPACT		
<u>Bethany Christian Services</u>		
Youth participating in development opportunities	281	393
Youth taking advantage of Case Management/Mentor	178	213
Earned GED or High School Diploma	7	21
Work Experiences	96	112
Participating Employers	29	34
Vocational/Employment Related Certifications	91	81*
<u>Building Bridges</u>		
Full Time Employees	3	6
Total Employees	13	20
Low Income Seniors Served	93	123
<u>Rising Grinds Café</u>		
Full Time Employees	0	1
Total Employees	0	3
<u>Double O Supply & Craftsmen</u>		
Full Time Jobs Created	4	8
Retained Full Time Jobs	21	25
Jobs Offered to Neighborhood Residents	2	4
<i>*Decrease due to new certification requirements.</i>		

	2015	2016
ENVIRONMENTAL IMPACT		
<u>Bethany Christian Services</u>		
New Initiatives	Recycling	Composting
Building Utility Footprint (Carbon Tons)	49	62
<u>Building Bridges</u>		
Carbon Offsets - Trees Planted	50	350
<u>Rising Grinds</u>		
Composting - Food Diversion (lbs)	n/a	30
<u>Double O Supply & Craftsmen</u>		
"Green" Energy Star Rated – Products	Yes	Yes

	2015	2016
SPIRITUAL IMPACT		
<u>Bethany Christian Services</u>		
Hours for Discernment, Reflection and Prayer	544	1,600
Hours per employee	32	64
<u>Building Bridges</u>		
Hours for Discernment, Reflection and Prayer	760	832
Hours per Full Time Employee	253.3	138.7
<u>Rising Grinds</u>		
Hour for Discernment, Reflection and Prayer	n/a	96
<u>Double O Supply & Craftsmen</u>		
New Employee Training for 1 st year on job	1000	1,000
Development / "Great Game of Business" staff training Hours	50	75

	2015	2016
FINANCIAL IMPACT		
<u>Bethany Christian Services</u>		
Total Earned Revenue	\$1,435,384	\$2,240,573
Social Return on Investment (SROI)	2.41	1.57*
<u>Building Bridges</u>		
Annual Income	\$334,704	\$593,992
Annual Investment Back into Social Enterprise	\$21,580	\$112,985
Social Return on Investment (SROI)	\$3.76	\$1.96*
<u>Rising Grinds</u>		
Annual Income	\$3,523	\$20,516
<u>Double O Supply & Craftsmen</u>		
Annual Revenue	5,400,000	\$5,000,000**
Annual Dividends provided to staff	\$0	\$15,000
*Decrease due to additional funds devoted to company protection and capacity building.		
**Reduction in revenue as the focus was on systems/process vs. sales; there was an increase in 2016 in terms of net profit		

SOCIAL IMPACT

SOCIAL IMPACT refers to how the Grand Rapids Center for Community Transformation impacts quality of life for **people** in the Grand Rapids community. This is measured by examining key indicators related to quality of life, economic vitality, and community revitalization.

Bethany Christian Services

- **393 youth were served through GRCCT Activities** with 213 receiving case management or a mentor.
- 21 youth earned a GED/high school diploma.
- Bethany was recognized by Wyman, Inc. as a “leader in the field of best practices” for its’ Teen Outreach Program®
- 90.4 % reported a positive outlook in life based on their engagement with the Center
- 83.3% of students reported increased relational competencies
- 89.4% reported increased trauma resiliency
- 89.1% reported increased self-esteem
- 88.2% increased safety/resource.
- 86.2% felt supported and valued

Focus Groups - In partnership with the Community Research Institute at Grand Valley State University, a focus group was conducted in May 2016. The results highlighted students’ transformation in the themes of: Self-Discovery, Concrete Skills, Social Skills, Trust and Dependability, and Resources.

“I learned that when I put myself in positive environments, I do positive things, and when I put myself in negative environments, I do negative things. Before this I got into trouble. I started coming here to find jobs then I learned new skills. I had to be determined to come here and do school work. I am not perfect but I keep coming here. I learned a lot about myself.” - Student

Employment Placement

- **112 Youth engaged in paid work experiences** that were provided
- 34 participating employers
- 15 youth participated in the Centers’ Youth Leadership Advisory Board
- **Certifications** – 81 youth received Vocational or employment related certifications

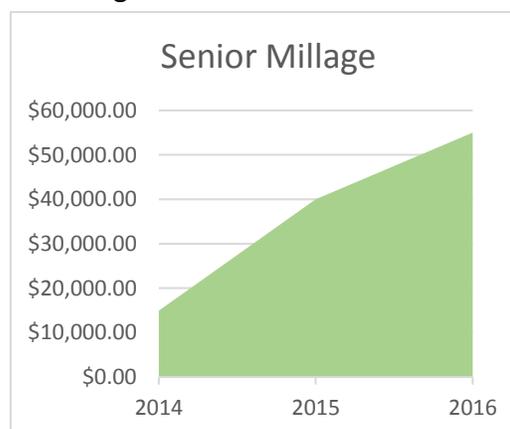
Building Bridges Professional Services

- **Job creation** continues to be an area of success with a total of **8 new jobs** created and **12 retained** in 2016. 75% of the total staff were considered at-risk youth engaged in multiple activities within the enterprise. Additionally, **5 promotions** were issued because of ongoing youth employee leadership and development efforts.

	# Employees in 2016	# Retained since 2015	# New/Change
Full Time	6	5	1
Part Time	14	7	7
Total Employees	20	12	8



- **Employee wages** also continue to increase as part of an organizational focus to grow leaders within the company. **10 raises** were given in 2016.
- **Professional training** Multiple training options were provided to Students in 2016:
 - Pre-Apprenticeship Certificate Training (PACT)- certification, a professional credential designed by the National Home Builders Institute with concentrations including landscaping and facilities maintenance
 - Occupational Safety and Health Administration (OSHA) / Michigan Occupational Safety and Health Administration (MiOSHA) - Federal and State worksite safety certifications
 - Professional equipment operation: Training and Supervision regarding professional use of commercial grade lawn mowers, leaf blowers, snow plows, leaf vacuums; tablets for receiving and recording job information
- **Sharing the Wealth** - Creating opportunities for all employees to share in the wealth created from Building Bridges activities is a priority. After an employee has worked at Building Bridges for a year they are eligible to share in 10% of the organization's profits. In 2016, Building Bridges held a ratio of **2.5 to 1** between the highest and lowest paid employee. The vision being that retaining a low ratio in salary and wages alongside profit sharing will provide a sustainable platform to share wealth fairly throughout the organization.
- **Senior Millage** - In 2016, Building Bridges' Senior Millage funding increased to \$55,000. This assisted Building Bridges in delivering reduced-cost services to **123 low income seniors**.
- **Customer Satisfaction** - The most recent Building Bridges customer satisfaction survey indicated that our company continues to deliver best in class service. In 2016, an average **4-star rating** was given for snow removal, property maintenance, and handyman services.



- **Vacant and Foreclosed Properties** - In 2016, Building Bridges again helped to transform blighted properties in partnership with several local organizations, including: the Kent County Land Bank Authority, Inner City Christian Federation, and Habitat for Humanity. The following table breaks down vacant properties Building Bridges maintained over the past three years:

Vacant/Foreclosed Properties Maintained			
Season/Service	2014	2015	2016
Summer Lawn Maintenance	311	202	160
Winter Snow Removal	140*	143**	160
*2013-2014 Season			
**2014-2015 Season – does not include properties serviced in 2015-2016 season			

Rising Grinds Café

- **Job Creation** - In 2016, **4** young adults worked at Rising Grinds Café, with **2** retained into 2017.
- **Wages and Employee Growth** - Rising Grinds Café follows a series of developmental benchmarks to track the professional growth of employees. **In 2016, 2 youth staff achieved the second level benchmark resulting in a \$.40/hr. raise.**
- **Case Management** - Through partnership with Bethany Christian Services, all Rising Grinds Café youth staff are eligible to engage with a Case Manager. This relationship connects young adults to resources in the community and assists in management of stressors that may affect their job performance. **In 2016 100% of youth employees participated in case management services.**
- **Employee Training**- Rising Grinds Café continues to work with local partners and industry experts, having already invested **a total of 96 hours of paid industry training in the last year.**

TRAINING DESCRIPTION	INVESTED TIME	# EMPLOYEES
Ferris Basic Coffee Training	8 hours	6
Ferris Standard Barista Training	24 hours	1
Madcap Cupping Training	3 hours	4
National Retail Foundation Customer Service Training	40 hours	3
Serve Safe Managerial Certification Training	12 hours	2
Mosaic Café Social Enterprise Training and Tour	8 hours	4
Total Training Hours	96 hours	

- **Coffee and Training**– In addition to sourcing coffee and tea, Ferris Coffee & Nut Co. provides Rising Grinds Café with industry advice, equipment maintenance, and facility consultation, as well as resources and consultation on barista training.
- **Community** – Rising Grinds Café meets regularly at the Madison Square Church Community Engagement Meeting, remaining connected to local non-profits that focus on community health, agriculture, education, and business development.

- **Catering Opportunities** – As Rising Grinds Café offers basic catering services to community partners, extending its reach into the community, Bethany Christian Services has been the biggest partner in this effort, requesting **over 15 meetings catered by Rising Grinds Café in 2016, earning \$1,387 in revenue.** The café has increased its monthly catering sales goal to \$300/month for 2017.
- **Building Renovation** – In the wake of the fire which destroyed the public café space in November 2016, a strong network of community stakeholders remains. Double O Supply & Craftsman has remained committed as a key player in the design and construction of the new space.

Double O Supply & Craftsmen

- **Job Creation** - **8 full time** jobs in 2016 and **retained 25 full time jobs, 4 jobs** in were given to low income/neighborhood residents
- **Community Café Support** - Secured over \$75,000 worth of products for the Rising Grinds Café

ENVIRONMENTAL IMPACT

GRCCT cares deeply about sustainability and seeks continuous improvement on the **ENVIRONMENTAL IMPACT**. This is measured by examining GRCCT's "footprint" on the planet and indicators for the stewardship.

Bethany Christian Services

- **Environmental-Friendly Practices**
 - **Recycling** - Expanded building-wide recycling that diverted waste from the landfill.
 - **Energy-efficiency** - Building includes resource efficient features lighting systems (LED) and water efficient toilets.
 - **Nontoxic** products were used to create a clean office.
 - **Non-paper** kitchen products eliminating a landfill waste stream.
- **Utility Usage Audit** - conducted an annual environmental audit of building energy, water, and waste efficiency for transparency. 2016 was the first full operating year in the new CCT facility. A basic snapshot of CCT's baseline of carbon emissions through utility usage is as follows.

	Electricity (kWh)	Natural Gas (CCF)	Total Carbon from Utility (Metric Tons of CO2e)
2015	40,277	3,000	49
2016	58,516	3,725	62

Building Bridges Professional Services:

- **Lawn waste reduction** by mulching leaves during fall clean-up services, which allows leaves to be reused for keeping client lawns healthy rather than being discarded.
- **Offered certified environmentally-safe services** for commercial pesticide application during the lawn maintenance season.
- **Recycled paper, plastic, and recycling items** at the company's administrative office.
- **Reducing Fuel Consumption and Emissions** by limiting trips and utilizing fuel as efficiently as possible.
- **Resource Efficiency** - In 2016, approximately 7,792.36 gallons emitted **64.81 tons of carbon**. A continual goal for the organization is to reduce the total carbon footprint of business activities and incorporate offset activities to reduce the overall environmental impact.
- **Carbon Offsets** - Tree planting on city, commercial, and residential properties provides opportunities to offset emissions. In 2016, Building Bridges kicked off these activities and was able to plant approximately **350 trees** in Grand Rapids which will offset approximately **1,085 pounds of carbon**.



Rising Grinds Café:

- **Composting Program** - In a new partnership with Urban Roots, a local non-profit focused on urban farming, Rising Grinds Café collects coffee waste to contribute to their local garden. **In the 10 weeks of operation in 2016, the café contributed 300lbs of compostable material to Urban Roots and maintains a 30lb/week contribution.**
- **Recycling** - Rising Grinds Café recycles all paper and plastic waste acquired during operations, including product packaging, coffee cups, and administrative documents.
- **Green Incentives** - The café offers customers a 25% discount on coffee and espresso drinks when they bring their own mug, resulting in a significant decline in the use of paper cups and plastic lids.
- **Ethically Sourced Coffee** - Rising Grinds Café is committed to serving only ethically sourced coffee (Organic, Fair Trade and Direct Trade certified), locally roasted at Ferris Coffee & Nut in Grand Rapids, MI. The café also has coffee for retail sale, directly traded from a farm in Guatemala with which the café has personal ties. **In 2016, the café sold over 70lbs. of ethically sourced coffee in the form of drip coffee and espresso drinks.**
- **Battery Recycling Program** - The café has organized a “battery drop spot” for customers at the café where old batteries are collected then taken to a recycling facility.

Double O Supply & Craftsmen

- **Neighborhood Environmental Concerns** - Double O took proactive steps to test the air quality of the building to ensure safety of staff and customers.
- **Environmental Stewardship** – Double O offered “green” energy efficient glass and frame **Energy Star** rated products that result in energy efficient windows and doors.
 - A primary product line that is offered are JELD-WEN windows which are nearly all Energy Star rated.
 - Tubelite metal products are 100% recycled aluminum to reduce the need for mining new materials.

SPIRITUAL IMPACT

SPIRITUAL IMPACT refers to deliberately creating a work environment in which people may grow holistically, including but not limited to developing on a spiritual level.

This goal is realized by integrating reflection and discernment into the everyday reality of the organization, and seeking out partnerships with agencies in the local community.



Bethany Christian Services

- **Development Days** - **25 employees** participated in **4 hour** development meetings per month and 2 day annual retreats resulting in approximately **1,600 hours** for discernment, reflection and prayer.
- **Agency Basketball League (ABL)** – a youth basketball league launched in partnership with local schools and Young Life with approximately **60 youth** participating of which **25** also participated in activities offered at GRCCT. Students engaged physically, mentally and spiritually including prayer before every game in circles with players, refs, and coaches.
- **Student Transformation** – Responses were collected by participants in youth programming through collection of surveys and a focus group.

“My temper and my attitude have improved. I used to cope by shutting down. If you asked me a question I did not like, I would shut down completely. You would not get a response or a head nod, but now I have learned other ways to cope and be more professional. I know how to carry myself a certain way.” - Student

Building Bridges Professional Services

- **Daily Reflection**- Staff have the option of participating in reflection/discernment and discussing ways to integrate all of life into their employment and everyday lives. In 2016, **approximately 832 hours were dedicated to discernment and reflection.**
- **Monthly Meetings** - Staff members discuss more in-depth topics such as goals for spiritual and personal growth.
- **Connecting** - Youth employees have access to services for their personal, social, and spiritual growth at the Center for Community Transformation.
- **Partnerships** – Local faith communities provide referrals for youth in need of employment; faith communities are available for support if desired.

Rising Grinds Café

- **Quarterly Check-In Meetings/Reflection** – Staff meet quarterly with the café manager to reflect on personal, professional, and spiritual development.

- **Development Meetings** – Staff participate in refresher trainings where they practice professional skills; as well as, reflection on their spiritual growth and the “bigger picture” of the café within the community.
- **Community Connection** – Rising Grinds Café staff are invited and encouraged to attend events in the faith community, as they desire.
- **Partnerships** – Local faith communities provide referrals for youth in need of employment.

Double O Supply & Craftsmen

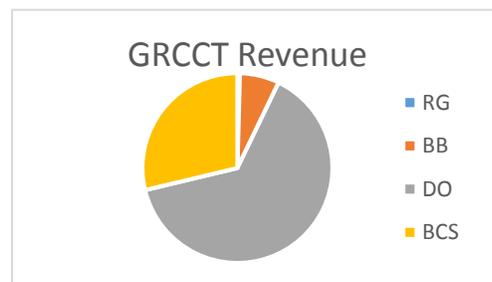
- **Apprenticeship** - Every employee and customer are treated with value and dignity. Specifically, Double O believes that each employee has God-given gifts and capacity and invests in new employees by dedicating approximately **1,000 hours** or 50% of their time in training. This continues for 5 years decreasing approximately 200 hours per year so that each employee is considered a journeyman skilled glazer.
- **Employee Development** – Through the Great Game of Business, Double O invests between **50 - 100 hours** each year exposing each new employee to business principles and training in financial statements and the process of making a profit. If they make the decision to engage their mind in this process, they can end up managing a portion of an annual budget and controlling the overhead and direct costs of operation.

FINANCIAL IMPACT

FINANCIAL IMPACT refers to the company's traditional bottom line – i.e. **profitability**.

Social enterprises at GRCCT continued to build foundations for future growth, develop leaders, and strengthen business activities.

Business Unit	2016 Revenue	%
Rising Grinds Café	\$32,256	0.4%
Building Bridges	\$593,992	7.6%
Double O Supply & Craftsmen	\$5,000,000	64.1%
Bethany Christian Services	\$2,240,573	28.7%
TOTAL	\$7,797,354	100.0%



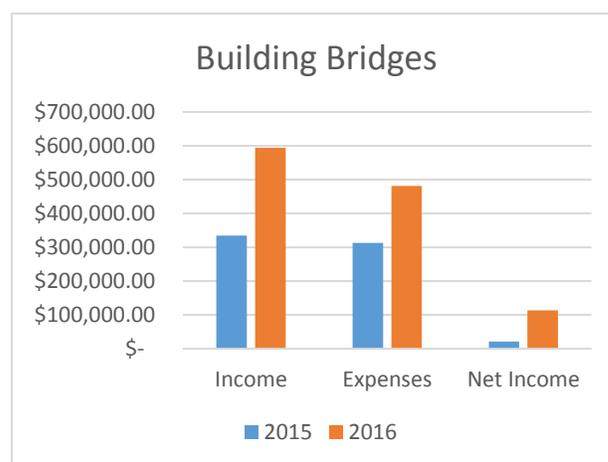
Bethany Christian Services

- **Growth** - Revenue increased to \$2,240,573 in 2016 from \$1,435,384 the year prior. This is an increase of 56%.
- **Social Return on Investment (SROI):** A study was conducted to measure the social impact on community through Bethany's programming along with partner funding. Every **\$1 invested resulted in \$1.57 of social benefit** was generated. (See Appendix A for full study)



Building Bridges

- **Social Return on Investment (SROI)** - for the second year in a row a study was conducted on SROI. In 2016, **every \$1 invested in Building Bridges resulted in \$2 of social impact benefits** (see Appendix A).
- **New Business:** New contracts and services developed out of increased requests for light indoor construction services.
- In 2016, **income grew 77%** from \$335,704 to \$593,992. **Income for investment back into the social enterprise also increased 424%** from \$21,580 to \$112,985. This was a year of significant growth from additional and expanded contracts.



Rising Grinds Café

- **Sales Growth** – Rising Grinds Café experienced a significant **growth of 892%** in sales, bringing in **\$34,945 in 2016** compared to \$3,523 in 2015. This is most likely a direct result of the new training and hiring plan, as well as, increasing catering services for community partnership meetings.
- **Equipment Purchases** – Through the grant funding awarded, Rising Grinds Café purchased **\$38,619 of commercial kitchen equipment in 2016**, including refrigerators, freezers, an espresso machine, coffee grinders and other essential café wares, greatly increasing the café's readiness to serve a public customer base.



Double O Supply & Craftsmen:

- Generated \$5 Million in annual revenue in 2016 with a 4% profit which maintained healthy financial growth and job security for employees. Additionally, a small year-end bonus of \$15,000 was divided between team members.

EMPLOYEE ENGAGEMENT

“According to Harvard Business Review, millennials, roughly 50% of the global workforce, want work that connects to a larger purpose.” <https://www.bcorporation.net/become-a-b-corp/why-become-a-b-corp/attract-and-engage-talent>. Jim Collins states it this way, “You can’t manufacture passion or “motivate” people to feel passionate. You can only discover what ignites your passion and the passions of those around you.” Similarly, a Gallop Employee engagement study shows that **71% of American workers are “not engaged” or “actively disengaged” in their work.**

Specifically, at the GRCCT we measured engagement of all staff in 2016 and found that 85% were engaged or fully engaged. This is the equivalent of a **55% higher engagement** and thousands of hours of higher productivity. This intensive staff engagement is further exemplified in the way that youth and community residents feel as they work and participate in development opportunities at the Center. For example Xavier, one youth employees, stated it this way, ***“It was hard. It was so hard. If it wasn’t for some of the staff here, I think I just would have given up. It’s family here.”***

GRATITUDE – THANK YOU

Throughout 2016 the Grand Rapids Center for Community Transformation has accomplished many amazing things including providing opportunities for youth to obtain vocational certificates, locating employment, growing personally, gaining essential life skills, and impacting the community. We eagerly look forward to continuing our work throughout the Madison Square neighborhood and City of Grand Rapids.

A special thank you to all of the contributions in 2016 from the community, the GRCCT organizational partners, employees, funders, etc that play an essential role in making this movement forward. We look forward to continuing to seek the peace and prosperity of Grand Rapids, MI.

APPENDIX A

GRCCT SOCIAL RETURN ON INVESTMENT

GRCCT – Inputs

PROGRAM (\$ based on calendar year)	FUNDS
Dept. of Health and Human Services	\$798,000
Workforce Investment and Opportunity Act (WIOA)	\$103,579
Summer Youth Employment Program (SYEP)	\$164,030
Youth In Transition (YIT)	\$170,939
Senior Millage (Building Bridges)	\$79,571
Dept. of Labor Youth Build	\$495,646
State of Michigan: Truancy Support	\$167,809
Teen Outreach Program Expansion Support	\$75,000
Other Funding	\$186,000.00
TOTAL	\$2,240,574

GRCCT Outcomes

Outcomes	Outcome Measurement	Outcome Value
Youth gaining employment experience	Average annual increase in earnings for work experience (\$9,800) ^[i] x 112 youth who completed work experiences	\$1,097,000.00
Youth gaining transferable skills for future employment	Expected increase in annual earnings due to skills (\$785.40) x 81 youth who completed vocational/employment-related certification ^[ii]	\$63,617.40
Youth avoiding criminal convictions	Proportion of annual cost of youth in juvenile justice system (\$220,000) ^[iii] x 27 high-risk youth that did not receive a conviction in 2016 ^[iv]	\$1,782,000.00

Decrease in trauma symptoms through employment	Total youth who received case management or mentor match (213) x \$1,693.88 (estimated decrease in annual trauma-related spending with 50% reduction in trauma symptoms)[v]	\$360,796.44
Youth earning GED or high school diploma	Average difference in annual wages between adults in Grand Rapids with and without GED/high school diploma (\$6,574)[vi] x 21 youth who attained GED/high school diploma	\$138,054.00
Youth increasing self-sufficiency	Difference in public spending on welfare programs between employed/in-school youth and “disconnected” youth (\$360)[vii] x 192 youth	\$69,120.00
	Total	\$3,511,187.84

GRCCT Social Return on Investment Measures

¹ Belfield et. al. “The Economic Value of Opportunity Youth.” (2012). Corporation for National and Community Service. http://www.serve.gov/new-images/council/pdf/econ_value_opportunity_youth.pdf. For transferable skills outcome, assumed 50 working-years for youth, and divided estimated increase in lifetime income of \$39,270 per youth across 50-year span.

¹ Certifications counted included First Aid, CPR, Occupational Safety and Health Administration (OSHA) training, and Pre-Apprenticeship Certificate Training (PACT)

¹ New York State Task Force on Transforming Juvenile Justice. “Charting a New Course: A Blueprint for Transforming Juvenile Justice in New York State.” (2009). <http://www.vera.org/sites/default/files/resources/downloads/Charting-a-new-course-A-blueprint-for-transforming-juvenile-justice-in-New-York-State.pdf>. Estimated annual cost was \$220,000; proportion used was 30%, based on 30% increased likelihood that at-risk youth will engage in criminal activity (Office of the State Comptroller of New York. (2011). Cost-Effective Investments in Children at Risk. Albany, NY: DiNapoli, T.P.)

¹ Youth were selected from two CCT programs and a CCT-affiliated enterprise with specific focus on preventing criminal convictions or delinquency: Truancy Support, YouthBuild, and Building Bridges Professional Services.

¹ Lifetime cost of child abuse/neglect \$203,265 - lifetime cost of child abuse/neglect, minus criminal justice costs (Source: Fang, et. al. “The economic burden of child maltreatment in the United States and implications for prevention.” (2011). *Child Abuse Negl.* 2012 Feb;36(2):156-65.), divided by average

remaining life span of 60 years - based on internal data showing average age of youth in 2015 was 17, study showing average age of death for low income men is 76 (Source: National Academies of Sciences, Engineering, and Medicine. The Growing Gap in Life Expectancy by Income: Implications for Federal Programs and Policy Responses. Washington, DC: The National Academies Press, 2015. doi:10.17226/19015. <http://www.nap.edu/catalog/19015/the-growing-gap-in-life-expectancy-by-income-implications-for>)

¹ American Community Survey 5-Year Estimates. (2014). American FactFinder, US Census Bureau. <http://factfinder.census.gov/>

¹ Belfield et. al. "The Economic Value of Opportunity Youth." (2012). Corporation for National and Community Service. http://www.serve.gov/new-images/council/pdf/econ_value_opportunity_youth.pdf.

APPENDIX B

BUILDING BRIDGES SOCIAL RETURN ON INVESTMENT

Building Bridges Inputs

Inputs	Inputs Value
Contributions	\$ 8,734.44
In Kind Staff Support	\$ 60,732.71
Contracts/Customers:	
Property Maintenance	\$ 119,645.43
Landscaping	\$ 204,315.60
Handyman	\$ 29,470.25
Facilities	\$ 41,312.49
Snow Removal	\$ 73,314.00
Administration	\$ 56,466.77
TOTAL:	\$ 593,991.69

Building Bridges Outcomes

Outcomes	Outcomes Measure	Outcomes Value
Youth gaining experience	Average annual increase in earnings for work experience (\$9,800) x 15 youth.	\$ 147,000.00
Youth gaining transferable skills	Expected increase in annual earnings due to skills (\$785.40) x 15 youth.	\$ 11,781.00
Youth having less criminal convictions	Proportion of annual cost of youth in juvenile justice system (\$220) x 2 youth that did not receive a conviction.	\$ 440,000.00

Youth contribution to well-being of society	Average net increase in annual tax payments (\$1,680) x 15 employed youth	\$ 25,200.00
Jobs created for adults	Average weekly unemployment benefit (\$284.59) x average weeks of unemployment claims (13) x 5 adult employees.	\$ 18,498.35
Seniors having reduced falls/work related injuries	Proportion of average cost of fall-related hospital stays (\$3,400) x 123 seniors served.	\$ 418,200.00
Seniors avoiding city ordinance violations	Average of \$275 per violation x 2 estimated violations per year x 123 seniors served.	\$ 67,650.00
Reduce urban blight in Grand Rapids	160 vacant/foreclosed properties serviced x estimated \$215 net cost to municipal government per property.	\$ 34,400.00
TOTAL:		\$ 1,162,729.30

SROI	\$ 1.96
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BB Social Return on Investment Measures

Belfield et. al. "The Economic Value of Opportunity Youth." (2012). Corporation for National and Community Service. http://www.serve.gov/new-images/council/pdf/econ_value_opportunity_youth.pdf. For transferable skills outcome, assumed 50 working-years for youth, and divided estimated increase in lifetime income of \$39,270 per youth across 50-year span.

ⁱ New York State Task Force on Transforming Juvenile Justice. "Charting a New Course: A Blueprint for Transforming Juvenile Justice in New York State." (2009). <http://www.vera.org/sites/default/files/resources/downloads/Charting-a-new-course-A-blueprint-for-transforming-juvenile-justice-in-New-York-State.pdf>. Estimated annual cost was \$220,000; proportion used was 30%, based on 30% increased likelihood that at-risk youth will engage in criminal activity (Office of the State Comptroller of New York. (2011). Cost-Effective Investments in Children at Risk. Albany, NY: DiNapoli, T.P.)

¹ U.S. Department of Labor, Employment & Training Administration. "Employment & Wage Data Report for 2014 (Michigan)." (2014). <http://www.oui.doleta.gov/unemploy/hb394/hndbkrpt.asp>

¹ Stevens, et. al. "The costs of fatal and nonfatal falls among older adults." (2006). *Injury Prevention*, 12:290–5. Average cost of hospital stay = \$35,000. Number of seniors extrapolated from surveys returned from proportion of senior clients.

¹ Average city ordinance fine estimate based average range of \$150-\$400, mean of \$275.

¹ Apgar, et. al. "The Municipal Cost of Foreclosures: A Chicago Case Study." (2005). *Homeownership Preservation Foundation* & US Census Bureau, American FactFinder. "2014 American Community Survey, 5-Year Estimates." (2014). Based on HUD study of net cost of auctioning off vacant/foreclosed properties in Chicago (\$430), discounted by half due to GR housing rates being approximately 50% of Chicago rates (US Census Bureau figures)