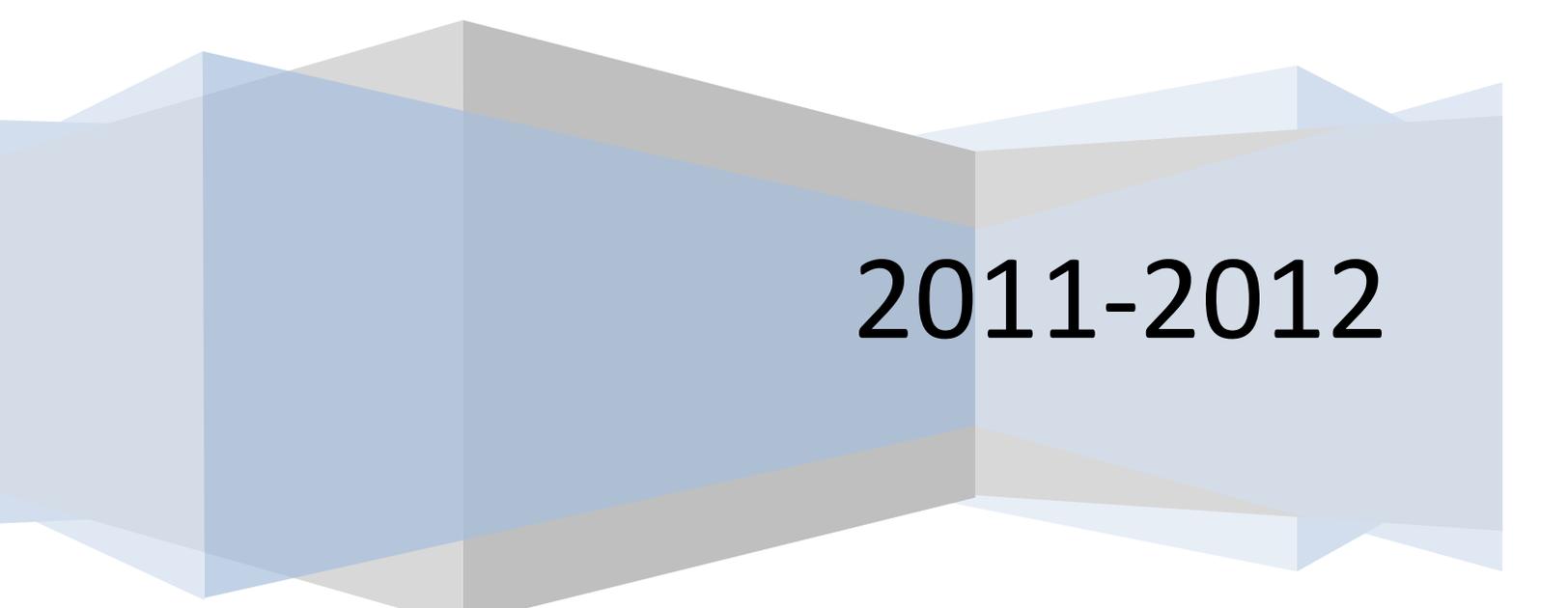


FamilySource Network: Impact Study Results

Services Produced, People Assisted, Incomes/Resources
Increased, Educational Achievements Improved, and a
Modest Stimulus to the LA Economy

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November 2012



2011-2012

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Introduction: Recent Program Restructure and Report Overview

The Community Development Department (CDD) is committed to making the FamilySource Network a performance driven system that improves the lives of low income families and communities in the City of Los Angeles. CDD has restructured its program delivery through the FamilySource Network to create a way to track and manage the performance of the system so that it will provide services efficiently and effectively.

This report examines the system's performance in its second full year of operation. It measures the broad array of services that the network provides to its FamilySource clients through its 21 centers. Where possible we estimate the dollar value of those service outcomes to families served by the system. We also track the educational achievements the network produced for youth. Some services offered defy any type of economic valuation, such as crisis intervention, classes in anger management or parenting, but other services can be valued economically in terms of the dollar values they produce for the families, such as placement in a job, and still other services can be measured in terms of the educational achievements they produce for youth. This report also notes that in the course of securing some of these client benefits, the FamilySource Program brings new monies into the Los Angeles economy and stimulates additional economic activity in the region as these funds are spent in local communities.

In summary, this report quantifies FamilySource's volume of service produced, identifies those services with measurable outcomes, and tabulates their economic and educational impacts on client families and communities in the City of Los Angeles for the program's second operational fiscal year. Where possible and appropriate, these second year outcomes are compared with those in the first operational year of the system.

Overview

From April 1, 2011 through March 30, 2012, the 21-center FamilySource Network

- served 50,328 different people,
- produced 274,978 service and referral events for its client population,
- secured \$16,529,638 in annual current income and benefits for 7,422 client families ,
- added nearly \$12 million in new income to the Los Angeles economy,
- created potential future annual income gains of over \$2.1 million for clients through adult educational programs resulting in certified ESL skills, GEDs, and high school diplomas
- logged 6,551 significant educational outcomes for 3,952 Los Angeles youth.

As these second year results are detailed below and compared to the first year results, a few words of caution are in order. Due to tight budgets, the funding of each of the 16 contract centers in FSC was reduced to \$939,000 for the year instead of the \$1 million allocated to each in the first year. Fewer center resources could mean fewer center services. More cuts are scheduled for next year with funding dropping to \$801,000 per center. In addition to reduced budgets for the centers, the second year brought some refinements and alternative approaches to measuring some outcomes, to more accurately capture the benefits to the clients.

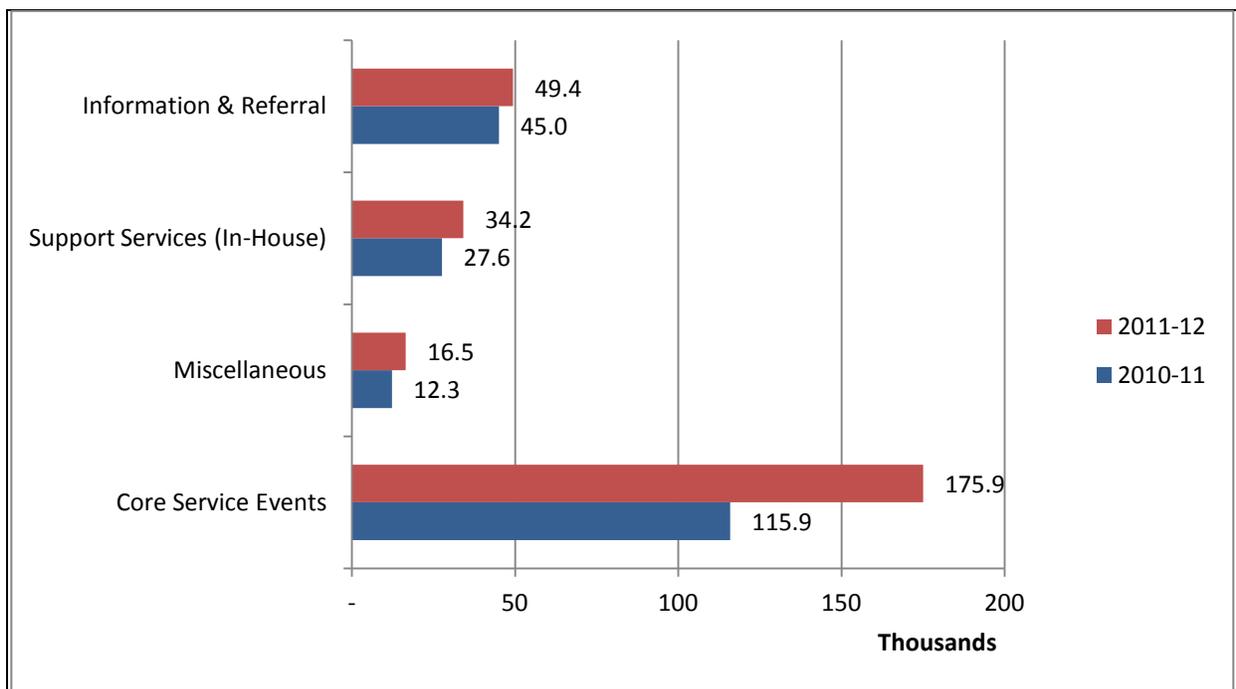
These changes mean that direct comparisons between first and second year results cannot be made in some cases.

The Array of FamilySource Services: Counting Clients and Services

The broad range of services provided by the FamilySource Centers are listed under four major categories in Figure 1. These categories include Information and Referrals, Support Services, Miscellaneous, and Core Services, with Core Services being the main focus of service in the centers. Figure 1 shows the number of "service events" recorded for each category. A "service event" is the provision of one service to a client, and the FSC program produced a total of 274,978 recorded service events in its second fiscal year, compared to 208,816 service events during its first fiscal year. The increase of 31.7 percent over last year is impressive but some increase would be expected as the centers become more efficient as a result of experience.

The Core Services area accounted for the preponderance of service events this year as it did last year. This is not surprising since that category includes most of the income producing and education enhancement services and is a natural focus of center activity. Core services include critical services such as qualification for food stamps, medical insurance, energy discounts, tax preparation assistance, child care, ESL classes, and mentoring youth among many others.

The centers' focus on core services should not be construed to diminish the importance of the other service categories as the detail in Table 1 demonstrates. A perusal of the first three categories reveals many services which are invaluable to the client population. Temporary shelter referrals, medical care, food, crisis intervention, parenting classes, and anger management sessions are obviously important and helpful to low income residents, but they are virtually impossible to value and are therefore left out of the measurable outcomes.



From April 1, 2011 through March 30, 2012, the FamilySource Network served 50,328 people and produced a total of 274,978 recorded service and referral events. While the number of unduplicated people served fell slightly, down 1,190 people or 2.3 percent, the number of service events rose 31.7 percent as center staff provided more service events per person to its client population. Overall, this means that the average client received nearly 5.5 service events in its second year compared to 3.9 service events per client during the first year. The detailed types and quantities of service events in each major category in Figure 1 appear in its companion Table 1.

Table 1. Total Service Detail by Major Service Group

Type of	2011-12	2011-10	% change
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	benefit	# of events	# of events	
Information and Referrals		49,396	45,048	+9.7%
FamilySource Center		28,324		
GRYD Program		71		
General/Other		18,368		
Housing Assistance	\$	1,198		
Medical Care		461		
OneSource Center	\$	57		
Temporary Shelter		173		
WorkSource Center	\$	744		
Support Services		34,163	27,607	+23.7%
Clothing		2,088		
Crisis Intervention		779		
Emergency Fuel/Energy Bill Assistance (LIHEAP)	\$	4,073		
Food		14,792		
OTS (Child Car Seats)		547		
Services for Persons with Disabilities		402		
Transportation		11,482		
Miscellaneous		16,474	12,268	+34.3%
Educational Seminars		499		
Other		7,762		
Special Events		8,213		
Core Service Events		174,945	115,893	+51.0%
Adult School/Continuing Education	AE, PFI	503		
Bank on LA	\$	297		
Cash for College (Youth)	\$	87		
Child Care	\$	5,162		
Computer Class		15,141		
Cultural Activities (includes Art		17,113		
ESL	AE, PFI	15,504		
Financial Literacy/Money Management	\$	1,366		
GED Prep	AE, PFI	628		
Legal Assistance	\$	2,973		
Mentorship (Youth)	YE	9,048		
Multi-benefit Screening (One-e-app)	\$	2,833		
Open Computer/Resource Lab	YE	5,658		
Parenting Classes		5,542		
Pre-employment/Employment Support	\$	3,689		
Recreation/Sport (Youth)		28,435		
Tax Assistance (EITC/VITA)	\$	4,267		
Tutoring (Youth)	YE	51,174		
Youth Leadership	YE	5,525		
Grand Total		274,978	208,816	+31.7%
\$ Supported Measurable Monetary Outcome				
AE Supported Measurable Adult Educational Outcome				
YE Supported Measurable Youth Educational Outcome				
PFI Represents Potential Future Income				

Many of these service events result in outcomes that can be measured in terms of their dollar value or their contribution to the educational achievements. Services in Table 1 that provide measurable outcomes are marked with a "\$" if they may produce a measurable

monetary outcome or an "AE/YE" if they may result in an educational achievement outcome. This year new record-keeping instructions have allowed us to estimate the impact of adult educational achievements on FSC clients "potential future income". The adult educational achievements include earning ESL certificates, a GED, or returning to school for a high school diploma and are marked with an "AE/PFI" in Table 1. These adult educational achievements are valued at the market value of improved English language skills, a GED, or a high school diploma in terms of annual earnings in the Los Angeles area. While these adult educational achievements confer real benefits on the adults who earn them, the benefits may come in the future because these achievements qualify these adults for positions with higher earnings but it may take some time for participants to transition into these better jobs. We have therefore designated the higher income associated with these higher skill achievements as enhancing future potential income (PFI) and not necessarily conferring an immediate income benefit to the FSC clients who earn them. So we distinguish the potential future income (AE/PFI) from the current income/resource benefits in Figures 2 and 3 below. Finally, service events that lead to youth educational achievements are marked with a "YE" and are reported in Figure 5 below.

As we mentioned above, the "non-core" services and referrals do produce critically important outcomes for client well-being but defy valuation in monetary terms; these include crisis intervention, parenting classes, and referrals for food and clothing assistance, among others. The current inability to value these service outcomes in current or future dollars terms should not be construed to diminish their importance to the client families and the community.

Calculating FSC's Impact on Income and Educational Achievement

Many FSC services have outcomes that lend themselves to measurement in dollars or in terms of educational achievement. The total impact of service outcomes measurable in dollars is calculated like this: We identify the dollar value in term of participant income of each program intervention or referral then simply sum dollar value of all benefits for all participants. This means that counting the types interventions and referrals and recording their income impacts according to the *2011-12 FamilySource System Outcome Guide: Outcome 1*, which provides detailed guidance for the measuring the impact of each intervention or referral. As noted above, some of this *Guide's* category definitions and calculating instructions have been refined or altered to more accurately reflect the value of the service benefit to the client, so in some cases making direct comparisons between the first and second years is difficult.

We measure these impacts in terms of the **annual value** of that particular intervention for participants. For example, if a participant is qualified to receive food stamps as a direct result of a FSC consultation and/or referral, then the annualized value of those food stamps (monthly benefit times 12 months) is the measured impact the FSC in that instance. In some cases the annual impact will occur in a lump sum, as in the cases of a child tax credit or an Earned Income Tax Credit through participation in a FSC sponsored Volunteer Income Tax Assistance (VITA) program.

The rationale for using the annualized impact is that income enhancing benefits of participation in FSC programs are expected to be long-lasting yet, over time, eligibility and qualifications for the various programs do change, so projecting income-enhancing benefits over several years probably would overstate the impact of FSC programs. Conversely, tabulating benefits of durable programs for less than a year certainly would understate the true

FSC benefit. Thus using of the annualized value of the change in income due to participation in FSC programs seems a conservative but reasonable way to estimate impact. The only exceptions to the “annualized benefit rule” would be in cases where the benefits are known to last for less than a year—as in the case of a part-time job or child support for a child who will be 18 in less than a year. In those cases, the calculation of the total benefit would be the monthly benefit times the number of months the benefit will last.

Diligence in counting all the interventions and referrals and correctly recording their outcome values is essential to an accurate valuation of FSC program services because the overall impact of these services is measured by summing the recorded benefit values of outcomes over the various services and participants. The resulting sums are one of the final measures of FSC program success.

Educational program interventions and referrals also depend on accurate counting of the various types of educational interventions and referrals. The *FamilySource System Outcome Guide: Outcome 2* guide lists the various educational indicators and their required documentation. This year educational outcomes of the FSC Program are divided into two groups--adult education and youth education. Adult educational programs include pathways to obtaining a high school diploma, a GED, and/or ESL certificates. As explained below, these adult educational outcomes can enhance the potential future income of the FSC clients, and these achievements are counted, valued at their potential annual income increase, and summed over diploma, GED, and ESL certificate earners into a separate but important category of program benefits--potential future income increases.

There are no corresponding dollar values placed on the educational outcomes for program youth. Even though the educational achievements of these youth clearly enhance their future success, both in terms of future income and in quality of life, these educational achievements are too early in participants’ lives to reliably connect them with specific future income increases. Consequently, the youth educational outcomes are simply counted by category and summed over participants and centers. However, the fact that the success of the FSC Program will weigh heavily the educational outcomes makes accurate counting and documenting these educational interventions and referrals essential to the evaluation of the FSC Program.

Current Income Enhancing Family Benefits

The total annual value for FSC's income enhancing family benefits are presented by type of outcome in Figures 2 and 3 depending on where the resources to fund the family benefits come from--local sources versus non-local sources.

While the geographical sources of these funds make no difference to the families, as they are better off by the given dollar amount in either case, the geographical source does make a difference to the Los Angeles economy. Outside funds--those from the federal or state level--stimulate the Los Angeles economy in a way that locally-derived funds do not. The implication of that difference is explained below after the amounts of the various benefits are presented.

Figures 2 and 3 display the total dollar value of the benefits of the service outcomes listed in the Figures. The Figures show that getting jobs and obtaining tax credits produced the largest overall benefits followed by obtaining child care and accessing CALFRESH.

Figure 2. Income Enhancing Family Benefits (Non-Locally Funded)

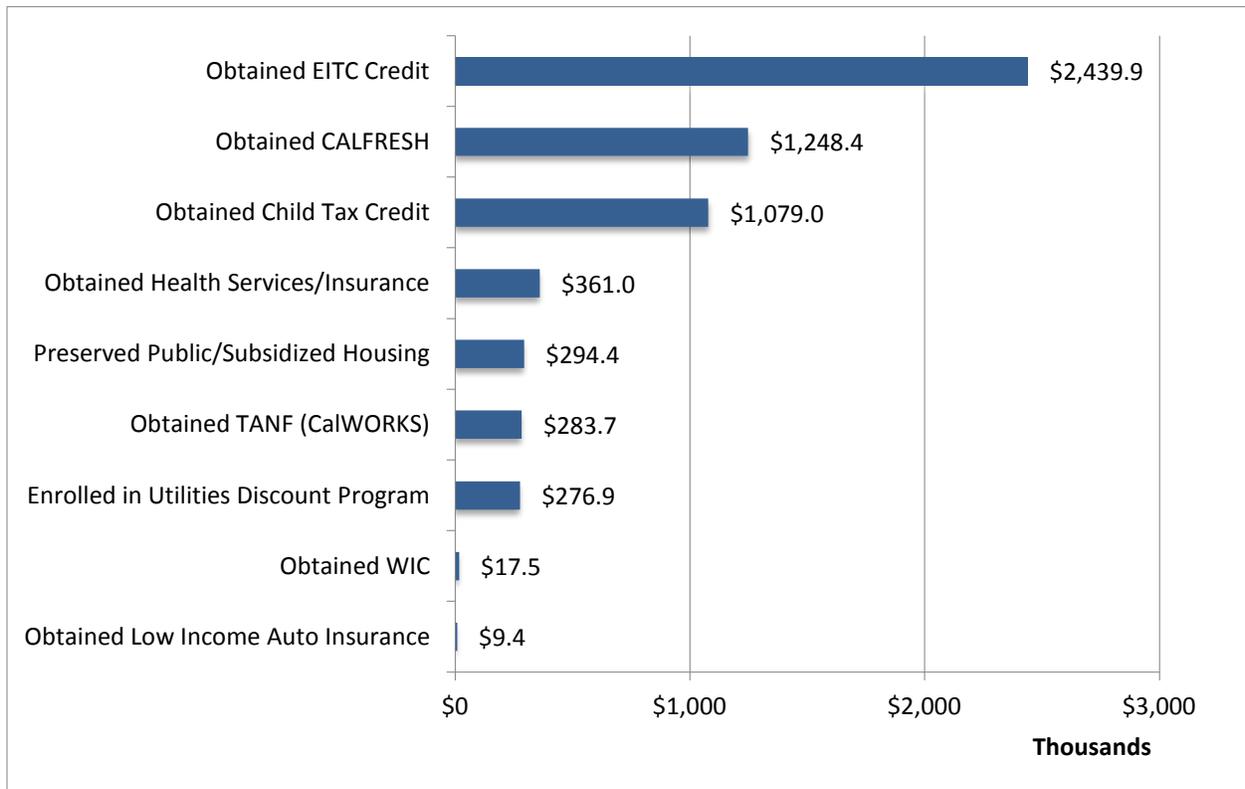
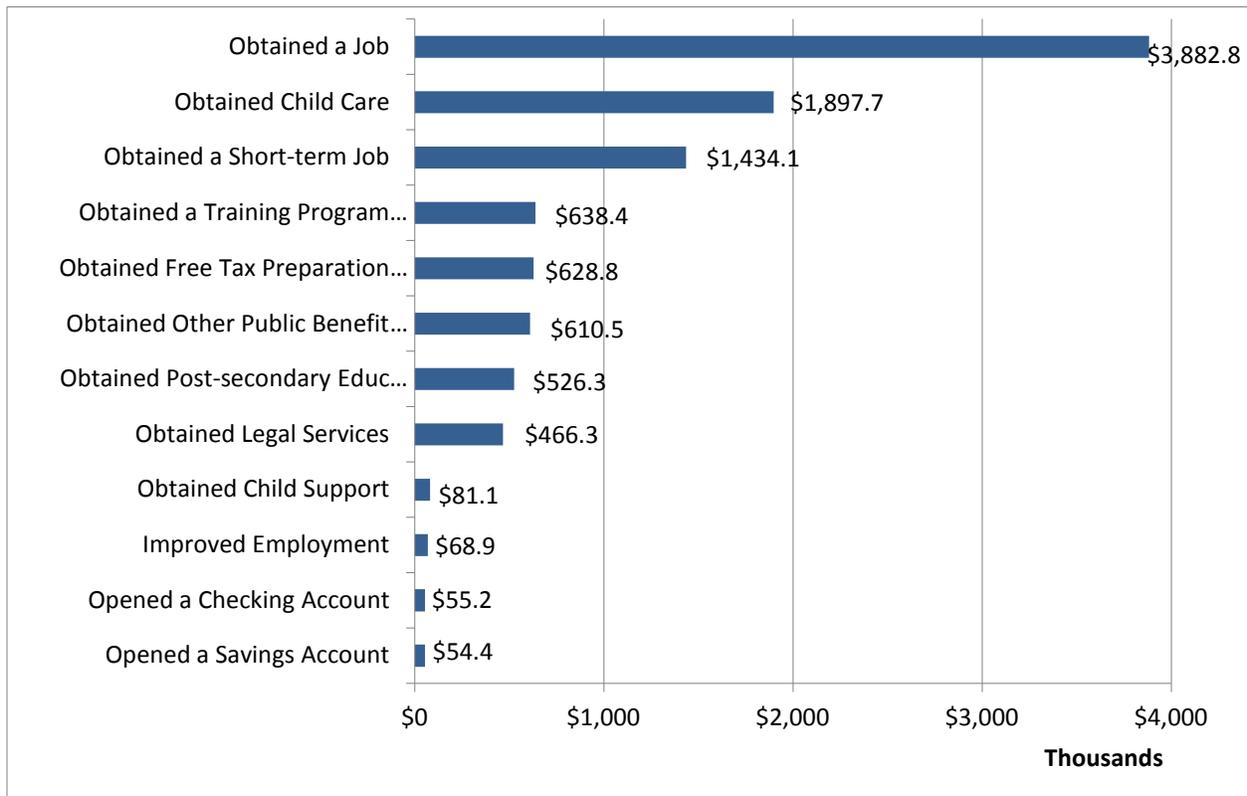


Figure 3. Income Enhancing Family Benefits (Locally Funded)



Overall, Figures 2 and 3 demonstrate that the FSC Network produced a total of \$16,529,638 in measured income benefits for 7,422 clients in its second year of operation. That is, the FSC families received \$16,529,638 in cash, in discounts, or in value of services as a direct result of the services they received from the FSC network. In addition to these direct benefits, the Los Angeles economy received an added bonus because of the non-local sources of some of these funds.

The \$16,529,638 in measured income/resource benefits produced by the FSC program in 2011-12 compares to \$18,909,881 produced in 2010-11, which shows a drop of \$2,380,243 from the first to the second year. However, between the first and second year the centers lost their ARRA funding which supported their job placement efforts and that loss of support produced a drop in the annual value of long-term and short-term jobs obtained by FSC clients of over \$3.4 million (from \$8,737,396 to \$5,316,831) in the second year which accounts for over \$1 million more than the overall difference between the 2010-11 and 2011-12 totals. This means that the FSC program 2011-12 has made up more than \$1 million in categories other than jobs relative to 2010-11. And the FamilySource centers generated that extra \$1 million in benefits other than obtaining jobs in spite of the 6.1 percent drop in contract center funding.

Additional Income in Los Angeles Generated by the FSC Program

The FamilySource program generates additional income in the Los Angeles area because some of the benefits secured by the program for its client families come from sources outside

the local economy. Examples include Food Stamps, Child Tax Credits, TANF (Temporary Aid to Needy Families), CALFRESH, public housing subsidies, health insurance funds, and so forth, which come from federal or state-level sources. Bringing these monies into the local economy adds to local residents' income. But in addition, the subsequent spending of these funds by the FSC clients in local businesses generates even more local income when those funds are received by those businesses and used to pay the firm's employees and suppliers, who in turn spend part of their proceeds on locally produced goods and services. The process of the non-local expenditures generating more income in a local community than the initial value of the non-local injection is known as the *community multiplier process*.

The community multiplier process occurs precisely because outside monies spent in the local economy will be counted as income by the initial recipients who will, in turn, spend some of those monies on local goods and services, which will generate income for the employees, owners, and suppliers of the businesses receiving those new expenditures. Note that this multiplier effect does not occur when funds come from local sources. For example, if a FSC client secures child support from someone living in the community, the client's spending increases but the local support payer's spending decreases by the same amount. The same is true for higher education financing at a community college obtained by a FSC client; those funds would otherwise go to another local resident or perhaps for some other purchase by the college, either of which would circulate that money through the local economy. It is only outside monies brought into the local economy that create the multiplier effect.

The numerical value of a community multiplier sums up how much new local income is generated by a given injection of non-local money inside a community. The numerical value of a multiplier depends on the nature of the businesses where the new income is spent. If those businesses buy a large part of their supplies from local suppliers, then the new receipts of those businesses will go to other local businesses and individuals, the new income will be re-circulated within the community several times, generating more local income each time and producing a larger local income multiplier for that initial injection of funds into the community. Conversely, if the businesses receiving that income buy a large proportion of their supplies from outside the community, the multiplier will be smaller because not much of the new monies will recirculate through the local economy.

The economic impact of any injection of non-local funds on local income depends on 1) the amount of money injected, and 2) the extent those monies are re-circulated in the local economy as summarized by a local income multiplier number. The Non-Local Funds injected in the 2011-12 year is presented in Figure 2 and was \$6,010,275. The community multiplier for non-local funds spent by the client population of the FSC network is detailed in Appendix 1.

It is derived from the distribution of expenditure among various consumer spending categories by client families and the local spending multipliers associated with expenditures in those industries. The overall multiplier for non-local funds spent by FSC families is 1.9. Which mean a \$100 expenditure of outside money by the family will generate a total of \$190 in new income in an area--consisting of the initial \$100 in income and an additional \$90 in generated local income as that expenditure works its way through local businesses, their workers, and their local suppliers.

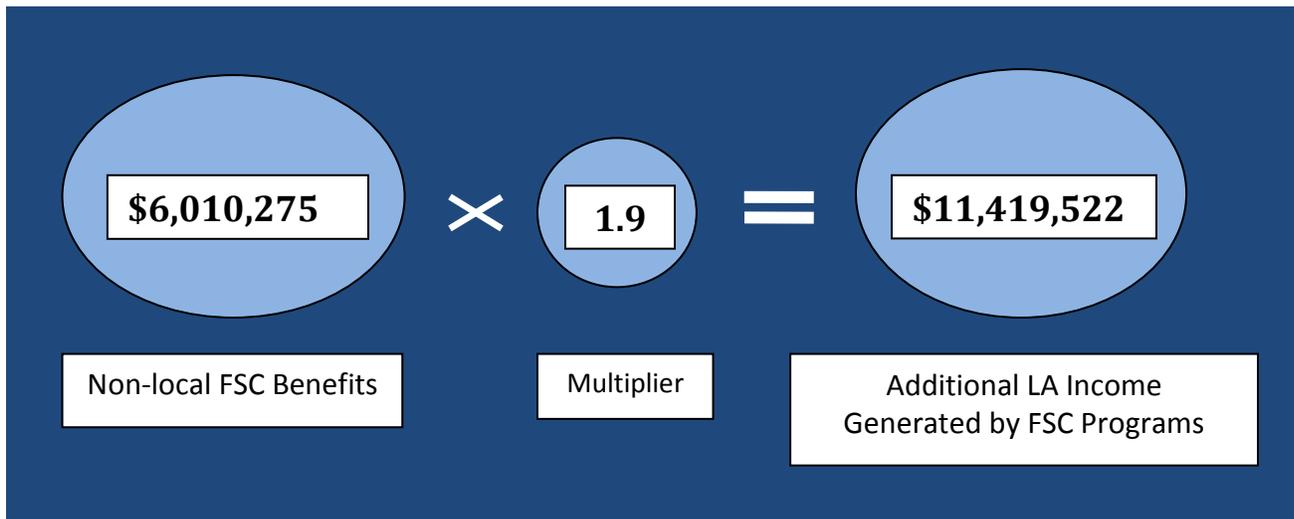
Additional LA Area Income Impact in Two Steps

In the case of non-local funds received by FSC clients, we have identified the total amount of funds distributed to FSC clients that clearly come from outside the local economy. Non-Local funds are state or federal program funds or tax refunds, or private funds pooled at the state or federal level for rebates. The types and amounts of those funds accruing to FSC clients and verified for 2011-12 were presented above in Figure 2. Note that this Non-Local funds total is a conservative estimate of the true total of Non-Local funds received by FSC clients during the year because, in the categories where the records were not clear enough to distinguish non-local from local funds, the entire category was listed as Local funds.

The Non-Local funds listed in Figure 2 totaled to **\$6,010,275** which, combined with a **1.9 multiplier**, yields a total of **\$11,419,522** in new income generated in the Los Angeles area by the FSC program during 2011-12. The non-locally funded benefits brought **\$6,010,275** in new income to FSC clients who then spent that income in the neighborhoods where they live. Those expenditures generated another **\$5,409,247** in local income through the expenditures of businesses and people who the clients buy from. These components yielded a total additional income for LA as a result of the FSC Program of **\$11,419,522**. The additional new income and jobs that result from the injection of Non-Local FSC funds occur mainly in the neighborhoods where the FSC clients live and shop.

Compared to its first year, the FSC program secured \$245,092 more in non-local funds during 2011-12 (\$6,010,275 relative to \$5,765,188). This increase in non-locally funded benefits produced a correspondingly larger boost in LA area income by \$220,583 than it did in its first year of operation.

Figure 4. Multiplier Impact on LA Economy in 2011-12



Adult Educational Outcome Achievements--Potential Future Income

There are three FSC educational improvement programs aimed at adult clients—these are programs encouraging adults return to school to obtain a high school diploma, earn General Education Diplomas (GEDs), or earn English as a Second Language (ESL) certificates. In these cases, there are measurable economic benefits to the participants in terms of higher future earnings because the marketplace rewards people with more education and better language skills. New record-keeping instructions have led centers to tally the diplomas, GEDs, and ESL certificates earned during the 2011-12 year by their clients. These new records permit us to estimate the future income values of these achievements for those clients as they adjust their positions in the workplace to take advantage of their newly acquired skills. The educational achievements for adults are presented in Table 2.

Table 2. Potential Annual Values of Adult Educational Outcome Achievements

Educational Achievement	Number Earned	Potential Annual Value Each*	Total Annual Value
Obtained High School Diploma	51	\$9,648	\$492,000
Obtained GED	36	\$3,500	\$126,000
Obtained ESL Certificate - Beginning	328	\$4,000	\$1,312,000
Obtained ESL Certificate - Intermediate	38	\$5,000	\$190,000
Total Annual Potential Future Income			\$2,120,000

* See Appendix 2 for valuation details.

The values listed for the diplomas, GEDs, and ESL certificates in Table 2 are based on the annual wages and salaries of people with various educational levels and language skills. Presumably those people represented by these data already have sought and currently occupy positions that take advantage of their various education and skill levels. Because the FSC clients earning these diplomas, GEDs, and ESL certificates may not have had time to find positions that

use their new skill levels, we have listed the \$2,120,000 in Table 2 as *Total Annual Potential Future Income* to distinguish these FSC benefits from *current annual income benefits* detailed in Figures 2 and 3 above which we know put money directly in the pockets of FSC clients. In contrast, the FSC clients who earn these diplomas and certificates most likely will have to secure a new job or wait for a promotional opening in their current job before they realize increased earnings from their new skills.

Even though the \$2.1 million in Table 2 is not lumped in with the current income/resource benefits obtained for FSC clients, there should be no mistake about the value of the FSC programs that lead to high school diplomas, GEDs, and ESL certificates benefits. The Census data that underlie Table 2 clearly demonstrate that more education and better language skills someone has, the more they earn. FSC programs that lead to these outcomes clearly lead to increased future income for FSC clients.

Youth Education Programs

The FSC program is designed to improve youth's educational achievement through improved grades, improved math and reading skills, improved attendance, grade level advancement, and re-entering school. For these youth-oriented educational programs, the improvement are recorded without attempting to measure the eventual economic impact of the improved educational attainment, as those impacts will occur in later years. The clear benefits of these youth-oriented educational services lie in the increased likelihood of the future success of this next generation of Los Angeles residents. These educational achievements benefit the larger community in the long term as well, as we know more education leads directly to lower crime rates, improved health and other benefits.

Figure 5. Youth Educational Outcome Achievements

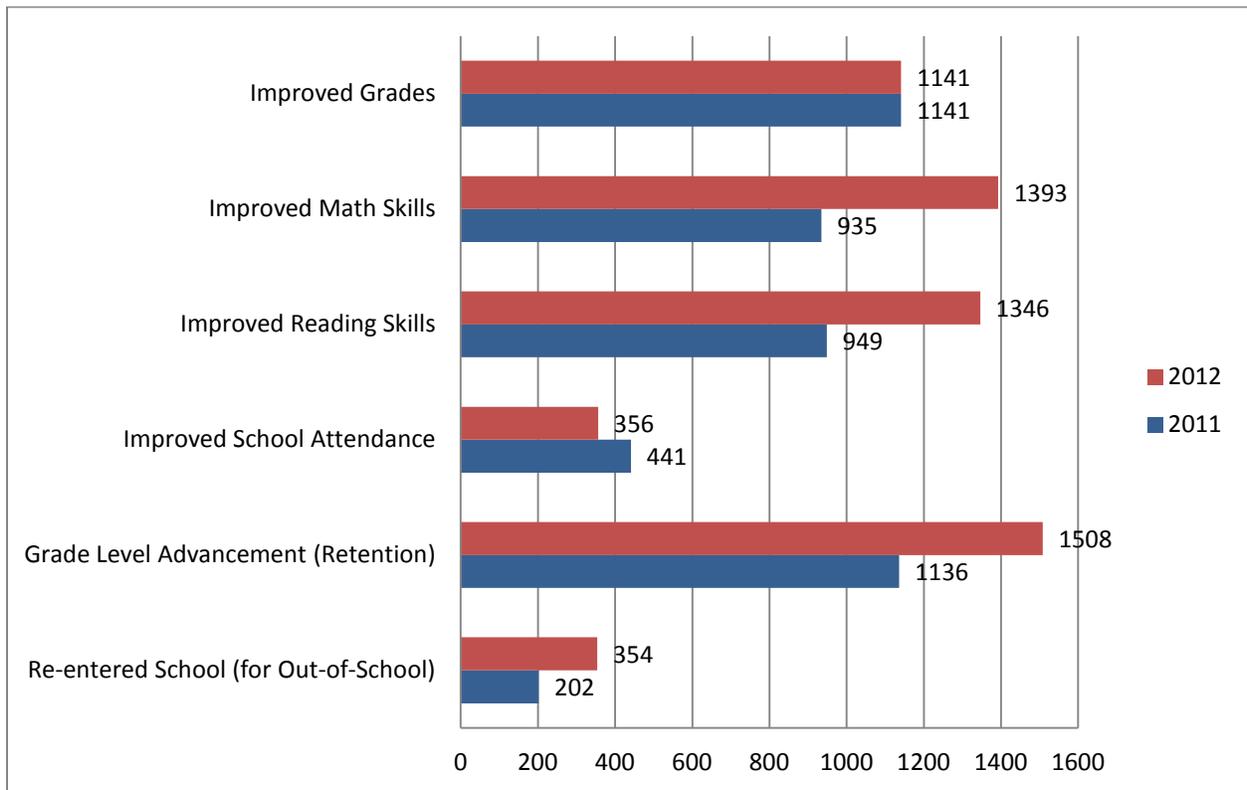


Figure 5 reveals that the educational achievement of program youth generally improved relative to last year. The indicators for both math and reading skills showed an increase of over 40 percent even though the improved grades indicator stayed at the same level as last year. School re-entries rose by 75 percent and grade level advancement increased by 33 percent. The only academic performance indication that dropped between the first and second years of program operation was the instances of documented improved school attendance, which fell by 19 percent. Overall, 6,098 academic achievements by youth were documented for the 2011-12 year in the listed categories, compared to 4,804 documented academic achievements by program youth in these same categories during 2010-11, which translates to a 27 percent increase in youth achievement events in year 2 over year 1.

Distribution of Current Benefits By Center

As part of our analysis we examined each center’s production of measured benefits both in total and for each of the 21 benefit categories. A comparison of the various centers’ generation of total and category-level benefits revealed a wide variation between centers at both levels, but particularly at the category level.

The wide variation between centers at the total measured benefit level is evident in Figure 6, which shows the total benefits generated in dollar terms with the centers arranged in descending order of total benefit generation. The Watts Center (WLCAC) produced the highest

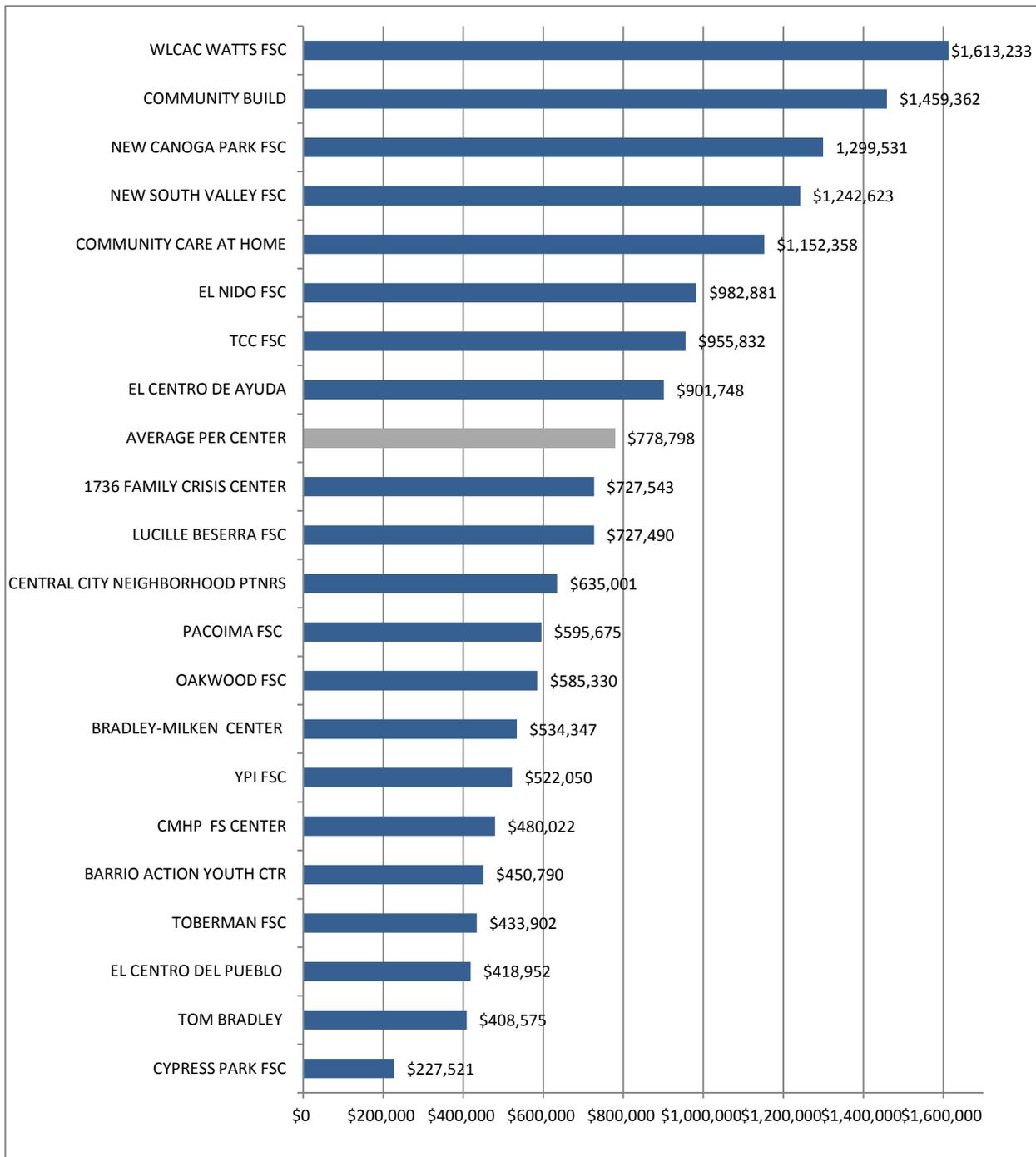
level of total benefits with over \$1.61 million which is over 5 times the total benefits generated by the Cypress Park center which produced \$227,521 in total benefits. Also on the high end, Canoga Park produced \$1.30 million in total annual benefits, Van Nuys did \$1.24 million, and Community Care at Home produced \$1.15 million. On the low end but somewhat above Cypress Park, Tom Bradley came in with \$408,575 in total benefits, El Centro del Pueblo did \$418,952, Toberman produced \$433,902, Barrio Action showed \$450,790, and CMHP came in at \$480,022. The remaining center produced between \$500,000 and \$1 million in total benefits compared to the "average center's" production of \$778,798 in total measured benefits. A complete profile of each center's dollar value of measured benefits produced in total and for each category appears in Appendix 3 Table A3-1. Note that the categories are arranged so that the dollar benefits for the system are in descending order, so that the category with the highest system benefits is first and the lowest is last.

Comparing the production of the dollar amount of benefits within the categories among the centers is complicated by the differing dollar levels of system benefits in each category. For example, the production of \$90,000 in job placement benefits would put a center at 50% of the average per center, while \$90,000 in child tax credit benefits would be 180% of the average per center. To facilitate the comparisons among centers within the benefit categories, we converted the dollar value of benefits produced in each category to the percentage of the system total for that category. In percentage terms, the "average center" produced exactly 4.8% (or 1/21) of each benefit category and of total benefits, which makes comparisons among the centers in any category simple--less than 4.8% is less than average (2.4% is one-half of average) and above 4.8% is above average (9.6% is double the average). Appendix 3 Table A3-2 contains the benefits production percentages for each center for all categories.

In Table A3-2, we were immediately struck by the wide, even extreme, variation of produced benefits across the centers. Many centers produce no benefits at all in several categories of service while others produced one-quarter, one-half, or even two-thirds of the total system benefits within that category.

While some variation is expected, the large variations in percentage of services produced by individual centers raises several strategic questions that CDD may want to consider. From one perspective, specialization by centers in producing some services and not others may be appropriate, particularly in the case of a city center working with a nearby contract center. It also may be that centers are customizing their service mix to the needs of their clients and communities. Or a center's staff may be particularly skilled at providing that service or gaining referrals for that service, a skill or system that could be shared with other centers. On the other hand if CDD wants to make sure that a full range of services are available in every community the absence of several services in some centers may not be a desirable situation.

Figure 6. FSUA Total Dollar Outcomes by Center



Summary

The FamilySource Network served 50,328 different people, and produced 274,978 service and referral events, including 174,945 in important Core Services in Fiscal Year 2011-2012. There were \$16,529,638 reported in current income enhancing outcomes and an additional \$2.1+ million in annual potential future income as a result of adult education programs leading to high school diplomas, GEDs, and ESL certificates. The FamilySource Network also generated an increase in LA area income of nearly \$12 million as a byproduct of FSC activity, creating additional income and jobs mainly in the FSC clients' neighborhoods. Finally, FSC youth-oriented programs produced 6,551 significant educational outcomes such as improved reading and math skills, improved attendance, higher grades, and grade-level advancement for school-aged clients.

Comparisons between FSC's performance in the first and second years reveals an overall improvement, especially considering the reduction in funding. The number of unduplicated people served by the system dropped from 51,518 in 2010-11 to 50,328 this year, a 2.3 percent decrease, but that was in the face of a 6.1 percent funding decrease for the 16 contract centers. On the other hand, the number of service events produced by the system rose from 208,816 to 274,978, an increase of 31.7 percent as center staffs became more efficient at delivering their array of services to their clientele. The second year saw a decrease in the annual measureable benefit values from \$18,909, 881 in 2010-11 to \$16,529,638, or nearly \$2.4 million. This corresponded to a drop of over \$3.4 million in benefits associated with obtaining long-term and short-term jobs which is largely explained by the loss of the ARRA funding that supported center placement efforts in the first year but disappeared in the second year. Looking beyond the job categories, the measureable current value of benefits produced by the centers actually increased by over \$1 million in their second year of operation in spite of a simultaneous 6.1 percent drop in contract center funding.

In the educational services area, the FSC produced an impressive \$2.1 million in potential future annual income through its adult education services that resulted in high school diplomas, GEDs, and ESL certificates earned by the FSC clientele. (Comparisons with first year results cannot be made because compatible records were not kept last year.) And finally, the centers' youth-oriented educational programs produced 6,551 significant educational outcomes compared to 4,804 last year, an increase of 36.4 percent.

These recorded second-year outcomes clearly show the FamilySource Network continues to have a positive impact on its clients and the City of Los Angeles. However, these measured outcomes only record a portion of the impact. Table 1 clearly depicts that the current or future monetary benefits of only 15 out of the 37 services can be accurately measured. There are many other services provided that could not be measured in monetary or educational benefits at this time, but nonetheless provided value to the clients. We have addressed some of these issues in our recommendations; however, it will always be difficult to place a dollar value on anger management, parenting classes, or computer classes.

We know the FSC system's impact on the City of LA is greater than we have been able to quantitatively document; and the estimates we have made are conservative. The end goal should be to continually search for ways to put reasonable estimates on the value on each service offered through the program, in order to present a more accurate and complete report on its economic impact.

Despite our the current ability to measure fewer than half of the services, the FamilySource program exceeded its goals, and made a larger dollar impact in the community than the amount of money invested in the 21 FamilySource Centers.

Recommendations

This project was the second effort to estimate the economic impact of the FamilySource Program. In continuing to work with contractors and CDD staff on evaluation, we found some ways we believe the measurement of the programs performance could be improved. Here we make six recommendations for improving the measurement of the program.

1. Accurately Record the Service Events and any Monetary Benefits

Accurate counting the service events and recording of the benefits are critical to the evaluation of the FSC program. Undercounting service events and not recording the monetary value of the measurable benefits results in an undervaluation of the FSC program relative to other uses of CDD funds. Such undercounting and undervaluing could lead to cuts in FSC funding that are unjustified by the real levels of service and values of their benefits. Part of the problem may be that after centers have achieved their target numbers they do not always record all activities and document all benefits. The city need to provide incentives to make sure that centers are motivated to record and document all activities and benefits so a full assessment of the system's value can be made.

2. Record the Demographics of Those Earning ESL Certificates

We appreciate the counting of ESL certificates earned during FSC's second year, as we recommended last year. However, the estimates of the benefits associated with ESL certificates could be greatly improved if the levels of ESL certificates and the ethnicity and education level of the ESL certificate completers were also recorded. Counting only the number of ESL certificates earned requires imprecise and conservative assumptions in assigning value to this language skill acquisition that necessarily result in an under-estimation of the value of this FSC activity. This is obvious from Table A2-2 that shows the value of language skills varies greatly with ethnicity and increases as the level of education of the language learner increases.

3. Identify the Source--Local or Non-Local--of all Income Enhancing Benefits

Non-locally funded benefits generate multiplier benefits for Los Angeles that locally funded benefits do not. The more non-locally funded benefits that can be identified, the greater the impact of the FSC program on the Los Angeles economy. If we were able to identify the portions of child care services or post-secondary education financial aid that comes from non-local sources, we could apply the multiplier to those additional funds and the FSC program would show greater impact on the local economy. We recommend that CDD identify the source of funds for any benefit recorded so the multiplier can be applied appropriately to all non-local benefits, providing a more accurate estimate of the programs total impact.

4. Count and Assign a Dollar Value to all Transportation Benefits

A number of clients received transportation subsidy of some kind, but no dollar value was reported for this assistance. Again, we recommend that CDD begin collecting the dollar value of transportation services provided as they represent a real value to clients. If the source of the subsidy is non-local the multiplier could be applied in this case as well.

5. Review the Levels of Benefits by Category and Their Distribution among Centers and Formulate Strategies to Accomplish Program Objectives

The aggregate levels of FSC's monetary benefits by category are displayed in Figures 2 and 3 and reported numerically and arranged in descending order in tables A3-1 and A3-2. We recommend that CDD and its Board review the pattern benefits produced by the system ask whether the current pattern reflects their programmatic priorities. It is possible that, within their current and future budget constraints, some different relative mix of outcomes would be more compatible with the City's policy priorities. If so, CDD should develop guidelines and incentives to move the system toward the more desirable mix of outcomes.

We also recommend that CDD confer with the contractors and other stakeholders to review the distribution of service outcomes across the centers and identify the underlying causes of for the patterns we observed, including the apparent absence of many services in many centers and the specialization of other centers in some service categories. After that analysis policy alternatives can be developed and implemented. The major question may be: is the current distribution of service outcomes consistent with the policy objectives of the FamilySource System? If not, how can the distribution of services be altered to more accurately reflect the policy objectives of the System, and what means can be used to achieve the more desirable distribution of services?

6. Have Centers Share Best Practices

Finally, within the current and future budget constraints, producing more beneficial outcomes is always better. The high concentration of some service outcomes in some centers suggests that these centers have found a way to more efficiently or effectively deliver a certain type of benefit to FSC clients. These centers have likely found internal processes or developed specialized referral networks that produce great results. The entire system would benefit from having these centers share these innovative practices with other centers, through a best practices process.

Final Thoughts

Social Services have always been about people. But in the current environment policy makers and the public demand that social service programs show that they produce tangible results for individuals and society. This evaluation reflects the City of Los Angeles's strong commitment to meeting the demand for accountability. As the evaluators of this project we have been delighted with the diligence and cooperation we have received from City staff and

the contractors operating the centers. We have learned a great deal from each of these two impact evaluations. Our goal is to use these insights to continue to improve the measurement of program impact. Further, we believe the results this impact analysis can help the City and its contractors continue to improve the FSC system and increase its ability to serve the families of Los Angeles.

Appendix A: Calculating the Local Spending Multiplier for FSC Benefits

Local income multipliers vary according to how the non-local funds are spent among the industries in a local area because local industries use varying proportions of local versus non-local suppliers. The greater the proportion of money that accrues to local suppliers, the larger the multiplier. Because each local industry has different patterns of purchasing from its local versus non-local suppliers, local income multipliers--which depend on those patterns--vary by industry. The Bureau of Economic Analysis has estimated local industry multipliers, known as the RIMS II series, for regional economies throughout the U. S. and the BEA updates its RIM II multipliers periodically. Los Angeles County is one of the regional economies for which RIMS II industry multipliers are available.

Through the work of the centers, FSC clients receive additional income that they spend. The local industries that benefit from those expenditures include retail trade, personal services, housing services, utilities, entertainment, food services, and health care services. Each of these industries has a multiplier associated with it based on its pattern of supplier purchases. An overall community multiplier was developed for these expenditures by weighting each industry multiplier by the percentage of the FSC clients income spent among these industries. To get those percentages of expenditures, we used the recent National Consumer Expenditure Survey, which tracks the consumption spending patterns for U.S. residents by income group. This survey reports the overall average distribution of consumption expenditures among industries by all residents as well as the consumption expenditure patterns by residents stratified into income groups, each group representing one-fifth or a quintile. That is, the survey reports the consumption expenditure patterns for the lowest quintile, the next lowest, and so on. The expenditure patterns for the lowest quintile group were used for the FSC clientele since this is the target group for the program. The Spending Multiplier Table shows the spending pattern of the lowest quintile income group, the industry multipliers for the local industries where the monies are spent, and the percentage of expenditure weights that were used to calculate the spending multiplier for the FSC clients.

Table A1-1. FSC Clients Spending Multiplier Table

CALCULATION OF THE SPENDING MULTIPLIER FOR FSC CLIENTS			
	LA COUNTY RIMS II INDUSTRY MULTIPLIERS	LOWEST 20% OF INCOME DISTRIBUTION	PERCENT OF SPENDING
Average annual expenditures less contributions, pension, and social security payments		\$21,611	
		\$20,518	
RETAIL	1.9	\$8,522	41.5%
Food at home		\$2,463	
Alcoholic beverages		\$170	
Housekeeping supplies		\$349	
Household furnishings and equipment		\$565	
Apparel and services		\$873	
Miscellaneous		\$323	
Tobacco products and smoking supplies		\$303	
Education		\$573	
Reading		\$48	
Transportation		\$2,855	
SERVICES	2.1	\$685	3.3%
Personal care products and services		\$268	
Household operations		\$417	
HOUSING	1.8	\$5,392	26.3%
Owned dwellings		\$1,964	
Rented dwellings		\$3,291	
Other lodging		\$137	
UTILITIES	1.6	\$2,238	10.9%
Utilities, fuels, and public services		\$2,238	
ENTERTAINMENT	2.0	\$1,015	4.9%
Entertainment		\$1,015	
FOOD SERVICES	2.1	\$1,038	5.1%
Food away from home		\$1,038	
HEALTH CARE SERVICES	2.2	\$1,628	7.9%
Healthcare		\$1,628	
FSC CLIENTS OVERALL SPENDING MULTIPLIER (weighted by expenditure pattern percentages)	1.9		

Table A1-1 shows that the multiplier for income received by FSC families from non-local sources is 1.9. This means that for every \$100 of income these families receive from non-local sources, an additional \$90 of income will be generated in the neighborhoods and communities where this money is spent. In Figure 6, the non-local income benefits for 2011-12 as presented in Figure 2 are applied to the multiplier developed above in Table A1-1.

Appendix 2: The Value of High School Diplomas, GEDs, and ESL Certificates for FSC Clients

The FamilySource Network began counting those clients who went back to school and finished their high school diploma, who earned a GED, or who earned ESL certificates during their 2011-12 fiscal year. This Appendix details the annual value of those educational achievements for FSC clients that are used in Table 2 above.

A conservative estimate of the value of a high school diploma for the FSC clientele is \$9,648 per year according to a recent study "California's High School Dropouts: Examining the Fiscal Consequences" by David A. Stuit and Jeffrey A. Springer of The Foundation for Educational Choice, published in September 2010. The researchers track U.S. Census annual income data for California high school graduates relative to dropouts by gender and ethnicity. The annual income differences are presented in Table A2-1.

Figure A2-1: Annual Income Differentials Between High School Graduates and Dropouts in California by Gender and Ethnicity



The Foundation for Educational Choice, *California's High School Dropouts; Examining the Fiscal Consequences* (Sept. 2010, Stuit & Springer)

Note: The sample is limited to adults 20 to 65 years of age who are not college students

Source: The U.S. Census Bureau, *Current Population Survey (March 2006-2009)*, data for California

The graduate/dropout annual income differentials range from approximately \$8,100 for Asian females to \$16,300 for white males. This wide range of annual income differentials for the various gender/ethnicity groups raises the issue of what differential to use for the FSC clients who earned a high school diploma during the year because records of the gender and ethnicity of the diploma earners were not kept. We chose a conservative estimate based on the modal group of FSC clients--with 64 percent of clients being female and 66 percent Hispanic, we chose the Hispanic female diploma/dropout annual income differential of \$9,648 as the representative differential. Given that the \$9,648 is the second lowest differential in

Table A2-1 and is the annual income differential for the modal FSC client group, it seems like both reasonable and conservative estimate of the future annual potential future income benefit for a FSC client who earns a high school diploma.

The annual value of a FSC client receiving a GED is \$3500 according to recent research. This is based on the GED Testing Service Research Study conducted in 2008, *Economic and Noneconomic Outcomes for GED Credential Recipients*¹. This study puts earning a GED credential may bring an increase of \$115 in weekly wages and \$3500 in annual income. This number is actually a conservative estimate, as there are other benefits that we are not necessarily measuring, i.e. an individual with a GED is more likely to have health and dental insurance, thereby saving money in the long run. It is imperative to count the number of GEDs and ABEs earned separately, which will enable us to estimate the dollar value of the GEDs from outside research.

U.S. Census income data show that there is real economic value in improving English skills and earning ESL certificates is one way that FSC clients can demonstrate their acquisition of productive language skills. When they complete an ESL Certificate, we can assume they have substantially improved their English skills. This in turn enhances their productivity as an employee and thus their income. Data from 2005 for California Residents shows that increased income associated with increasing English proficiency depends two variables—first on the individual’s educational level and, secondly, the extent of the improvement in English proficiency.

To estimate the annual income value of earning an ESL certificate, we have roughly equated the various ESL Certificate Levels to the categories of English Proficiency used by the U.S. Bureau of the Census and most researchers. The ESL Certificates include the following levels:

- Beginning ESL Certificate(s),
- Intermediate ESL Certificate(s), and
- Advanced or Literacy ESL Certificate

The English proficiency categories are:

- Does Not Speak English At All,
- Does Not Speak English Well,
- Speaks English Well,
- Speaks English Very Well, and
- Speaks Only English.

The intuitive correspondence between the various levels of ESL certification and the various levels of English proficiency suggests that the following:

¹ Song, Wei, & Hsu, Yung-chen (2008, March). *Economic and Noneconomic Outcomes for GED Credential Recipients*. General Educational Development Testing Service: A Program of the American Council on Education. Retrieved on 1 June, 2010, from http://www.acenet.edu/Content/NavigationMenu/ged/pubs/FINAL_Economicandnoneco.pdf

- “Does Not Speak English At All” + Beg. ESL certificate = “Does Not Speak English Well”
- “Does Not Speak English Well” + Intermediate ESL certificate = “Speaks English Well”
- “Speaks English Well” + Advanced/Literacy ESL certificate = “Speaks English Very Well”

Table A2-2, “Value of Achieving Various Levels of English Proficiency” shows the income impacts of increasing English proficiency for individuals with various education levels and various beginning English proficiencies. For example, an adult with less than a high school education, who speaks no English, and who completes the Beginning ESL series (Beginning Low A, Low B, and High) can expect to increase his or her earnings by \$ 4,072 on average. An individual without a high school diploma or GED who spoke some English but “does not speak English well” can expect increased earnings of \$5,076 for completing the Intermediate ESL Series, and so forth. Note that the effects are cumulative so that if this individual completed both series in a year, the income impact would be \$4,072 + \$5,076 or \$9,148.

In Table 2 we have assumed that FSC clients earning more than one ESL certificate per year have earned the Beginning ESL and the Intermediate ESL certificates, and that those certificate earners have less than a high school diploma educationally. These assumptions yield a \$4,000 annual income value for the Beginning ESL Certificate and a \$5,000 value for the Intermediate ESL Certificate. These assumptions produce the lowest (most conservative) estimate of the increased annual income value of two sequential ESL certificates, and these assumptions are necessitated by the lack of previous educational attainment information and the level of ESL certificates by the FSC clients who earned those certificates in the reports by the FamilySource centers.

Table A2-1. Value of Achieving Various Levels of English Proficiency

English Proficiency	Educational Level of Income Earner				
	Less than High School	High School Diploma/GED	Some College, no Degree	Associates Degree	Bachelors Degree
	Total Wage and Salary Income per person				
Speaks only English	\$15,366	\$25,970	\$33,861	\$38,017	\$55,697
Speaks English Very Well	\$19,491	\$23,580	\$31,074	\$36,217	\$48,255
Speaks English Well	\$16,958	\$20,934	\$24,052	\$30,136	\$34,508
Does Not Speak English Well	\$11,882	\$14,149	\$17,432	\$13,209	\$19,437
Does Not Speak English At All	\$7,810	\$9,990	\$9,511	\$12,352	\$18,984

Table 4. Economic Value of Completing an ESL Certificate by Level of Education

Completing ESL Series Income Impact	Education Level of ESL Certificate Earner				
	Less than High School	High School Diploma/GED	Some College, no Degree	Associates Degree	Bachelors Degree
Beginning Series	\$4,072	\$4,159	\$7,921	\$857	\$453
Intermediate Series	\$5,076	\$6,785	\$6,620	\$16,927	\$15,071
English Literacy	\$2,533	\$2,646	\$7,022	\$6,081	\$13,747

Source for Table 3 & 4: U.S. Census Bureau, 2005.

Appendix 3: Tables of Benefits by Category Generated by Each Center Measured in Dollars and in Percent of the System's Total Benefits

Table A3-1

Table A3-1 contains the counts of people served and the current benefits, measured in aggregate dollars, generated by each center and the system by categories listed in the first column. The next 21 columns list the centers and the last four columns show the "numerical average/center", the "percentage average/center", the system total, and finally the percentage of the system total represented by the number in the system total column. The data were collected from the Center FSUA Spreadsheets which were summed over the centers to get the System totals. The "increase family income/resources outcomes" categories were reordered to in descending order of System dollars generated, which is clear from the last column of the spreadsheet.

Going down the rows in Table A3-1, the first 3 rows reveal unduplicated people served and the next 2 rows show the number of indicators involved in serving those people. The next row shows the total dollar amount of current benefits generated by each center and by the system on the far right. The final column reveals the percentage of the total represented by each of the numbers in the System Total column. The remaining rows show each center's dollar equivalent of all income/resources generated for each current benefit category.

Comparisons can be made between the numerical or dollar totals among the centers for an indication of relative concentrations or absence of activities, or between the center's total and the average per center in third to the last column.

Table A3-2

The percentage numbers in Table A3-2 offer a clearer view of the distribution of each type of activity among the centers by eliminating the conflation of differing system dollar totals for each category. If each activity were evenly distributed across all centers, all of the center-level entries in this table would be 4.8 %, or exactly 1/21 of total system activity. Obviously, the percents tell us that activities are not distributed evenly across all centers for any activity.

A center's percentage number in a particular category indicates whether the center is doing more or less than the average amount of activity in that category by whether the percentage is above or below 4.8%. Centers can also be compared to one-another to reveal which centers are doing relatively more and which are doing relatively less of a particular activity. The Average Benefits Per Center, Average Percent Per Center, and System Total columns are retained for reference.

CENTERS (1-10)	1736 FAMILY CRISIS CENTER	BARRIO ACTION YOUTH CTR	BRADLEY-MILKEN CENTER	CENTRAL CITY NEIGHBOR HOOD PTNRS	CMHP FS CENTER	COMMUNIT Y BUILD	COMMUNIT Y CARE AT HOME	CYPRESS PARK FSC	EL CENTRO DE AYUDA	EL CENTRO DEL PUEBLO	AVERAGE PER CENTER	SYSTEM TOTALS
Total unduplicated number of persons for increase family income/resources outcomes	415	367	87	462	252	372	600	180	453	326	357	7,491
Total unduplicated number of persons for increase youth academic performance	257	389	87	312	103	266	122	73	320	58	189	3,968
Total unduplicated number of persons	660	745	272	725	353	628	722	245	760	382	526	11,046
Total number of Increase Y/Res Ind	658	1836	244	724	384	467	832	280	589	556	577	12,127
Total number of Increase Youth Acad Perf Ind	394	647	99	542	184	390	174	126	547	94	312	6,549
Total Aggregate Dollar Amount	\$727,543	\$450,790	\$534,347	\$635,001	\$480,022	\$1,459,362	\$1,152,358	\$227,521	\$901,748	\$418,952	\$778,798	\$16,354,764
INCREASE FAMILY Y/RES OUTCOMES												
Obtained a Job	\$86,316	\$18,720	\$218,606	\$74,204	\$157,344	\$763,744	\$255,016	\$34,560	\$45,600	\$11,310	\$184,894	\$3,882,774
Obtained EITC Credit	\$131,594	\$154,041	\$30,998	\$115,206	\$108,622	\$51,251	\$182,805	\$114,720	\$62,748	\$180,634	\$116,188	\$2,439,950
Obtained Child Care	\$30,000	\$55,530	\$0	\$134,127	\$12,729	\$0	\$38,500	\$0	\$0	\$0	\$90,369	\$1,897,743
Obtained a Short-term Job	\$15,708	\$57,294	\$46,853	\$20,920	\$15,882	\$203,867	\$23,128	\$0	\$6,426	\$8,216	\$68,288	\$1,434,057
Obtained CALFRESH	\$43,932	\$12,504	\$0	\$26,783	\$25,896	\$21,024	\$38,794	\$1,116	\$547,512	\$12,651	\$59,450	\$1,248,444
Obtained Child Tax Credit	\$64,769	\$53,869	\$10,082	\$94,079	\$40,410	\$24,970	\$96,711	\$33,675	\$33,781	\$98,199	\$51,382	\$1,079,026
Obtained a Training Program Certificate	\$32,200	\$1,750	\$19,600	\$103,950	\$10,150	\$7,700	\$12,950	\$17,850	\$61,250	\$700	\$30,400	\$638,400
Obtained Free Tax Preparation Services	\$34,600	\$44,200	\$5,800	\$22,000	\$30,400	\$23,200	\$57,600	\$25,600	\$19,600	\$57,000	\$29,943	\$628,800
Obtained Other Public Benefit (Income) Assistance	\$55,866	\$0	\$0	\$9,921	\$0	\$5,304	\$301,060	\$0	\$0	\$18,741	\$29,071	\$610,482
Obtained Post-secondary Education Financial Aid	\$7,728	\$0	\$10,350	\$0	\$0	\$262,412	\$16,402	\$0	\$15,934	\$0	\$25,061	\$526,290
Obtained Legal Services	\$58,080	\$29,370	\$0	\$9,075	\$14,685	\$15,518	\$49,500	\$0	\$14,025	\$10,725	\$22,204	\$466,279
Obtained Health Services/Insurance	\$18,780	\$0	\$174,070	\$1,680	\$35,280	\$0	\$4,200	\$0	\$20,872	\$11,520	\$17,193	\$361,053
Preserved Public/Subsidized Housing	\$18,228	\$21,912	\$12,228	\$0	\$11,316	\$38,280	\$33,132	\$0	\$0	\$0	\$14,017	\$294,363
Obtained TANF (CalWORKS)	\$57,072	\$0	\$0	\$20,136	\$16,068	\$21,804	\$0	\$0	\$13,188	\$7,656	\$13,507	\$283,656
Enrolled in Utilities Discount Program	\$492	\$0	\$0	\$1,480	\$0	\$2,976	\$7,676	\$0	\$60,012	\$0	\$13,186	\$276,901
Obtained Child Support	\$39,840	\$0	\$0	\$0	\$0	\$0	\$11,004	\$0	\$0	\$0	\$3,864	\$81,144
Improved Employment	\$0	\$0	\$0	\$1,440	\$0	\$13,056	\$23,880	\$0	\$0	\$0	\$3,282	\$68,920
Opened a Checking Account	\$3,200	\$1,600	\$0	\$0	\$0	\$2,400	\$0	\$0	\$800	\$800	\$2,629	\$55,200
Opened a Savings Account	\$28,000	\$0	\$0	\$0	\$800	\$800	\$0	\$0	\$0	\$800	\$2,590	\$54,400
Obtained WIC	\$1,138	\$0	\$5,760	\$0	\$0	\$1,056	\$0	\$0	\$0	\$0	\$831	\$17,458
Obtained Low Income Auto Insurance	\$0	\$0	\$0	\$0	\$440	\$0	\$0	\$0	\$0	\$0	\$449	\$9,424

CENTERS (11-21)	EL NIDO FSC	LUCILLE BESERRA FSC	NEW CANOGA PARK FSC	NEW SOUTH VALLEY FSC	OAKWOOD FSC	PACOIMA FSC	TCC FSC	TOBERMAN FSC	TOM BRADLEY	WLCAC WATTS FSC	YPI FSC	AVG. PER CENTER	SYSTEM TOTALS
Total unduplicated number of persons for increase family income/resources outcomes	443	223	316	303	340	514	347	373	206	515	297	357	7,491
Total unduplicated number of persons for increase youth academic performance	296	115	182	206	218	39	232	148	80	250	215	189	3,968
Total unduplicated number of persons	724	335	490	508	517	546	546	513	254	712	501	526	11,046
Total number of Increase Y/Res Ind	607	332	466	484	484	790	529	498	288	650	429	577	12,127
Total number of Increase Youth Acad Perf Ind	492	165	351	339	383	50	341	245	107	466	413	312	6,549
Total Aggregate Dollar Amount	\$982,881	\$727,490	\$1,299,531	\$1,242,623	\$585,330	\$595,675	\$955,832	\$433,902	\$408,575	\$1,613,233	\$522,050	\$778,798	\$16,354,764
INCREASE FAMILY Y/RES OUTCOMES													
Obtained a Job	\$253,900	\$214,704	\$549,240	\$537,984	\$20,712	\$14,040	\$272,822	\$102,468	\$14,700	\$91,392	\$145,392	\$184,894	\$3,882,774
Obtained EITC Credit	\$75,860	\$90,601	\$138,671	\$162,394	\$75,208	\$285,279	\$101,215	\$61,386	\$212,731	\$64,973	\$39,013	\$116,188	\$2,439,950
Obtained Child Care	\$16,692	\$301,944	\$86,704	\$22,000	\$252,840	\$0	\$277,522	\$14,155	\$46,440	\$604,660	\$3,900	\$90,369	\$1,897,743
Obtained a Short-term Job	\$81,660	\$7,990	\$80,317	\$22,326	\$33,000	\$0	\$79,465	\$8,298	\$50,853	\$504,144	\$167,710	\$68,288	\$1,434,057
Obtained CALFRESH	\$149,184	\$10,284	\$86,040	\$96,180	\$21,756	\$36,528	\$8,736	\$69,756	\$0	\$16,584	\$23,184	\$59,450	\$1,248,444
Obtained Child Tax Credit	\$30,644	\$43,884	\$67,848	\$71,319	\$30,952	\$150,126	\$81,840	\$18,359	\$5,515	\$10,415	\$17,579	\$51,382	\$1,079,026
Obtained a Training Program Certificate	\$80,150	\$1,400	\$16,100	\$11,550	\$38,150	\$5,950	\$30,800	\$73,850	\$22,750	\$64,750	\$24,850	\$30,400	\$638,400
Obtained Free Tax Preparation Services	\$25,200	\$36,000	\$11,000	\$22,400	\$16,200	\$92,200	\$35,600	\$17,400	\$11,200	\$18,600	\$23,000	\$29,943	\$628,800
Obtained Other Public Benefit (Income) Assistance	\$17,940	\$0	\$25,358	\$93,993	\$28,115	\$0	\$21,216	\$30,316	\$0	\$2,652	\$0	\$29,071	\$610,482
Obtained Post-secondary Education Financial Aid	\$29,700	\$12,775	\$28,645	\$24,825	\$7,895	\$0	\$12,540	\$0	\$44,386	\$15,734	\$36,964	\$25,061	\$526,290
Obtained Legal Services	\$114,015	\$0	\$59,004	\$33,660	\$14,073	\$1,320	\$0	\$23,595	\$0	\$14,685	\$4,950	\$22,204	\$466,279
Obtained Health Services/Insurance	\$18,840	\$0	\$26,000	\$14,760	\$6,480	\$0	\$4,080	\$4,611	\$0	\$5,120	\$14,760	\$17,193	\$361,053
Preserved Public/Subsidized Housing	\$0	\$0	\$45,846	\$72,969	\$33,252	\$0	\$7,200	\$0	\$0	\$0	\$0	\$14,017	\$294,363
Obtained TANF (CalWORKS)	\$34,104	\$0	\$54,324	\$33,180	\$0	\$5,856	\$4,368	\$9,708	\$0	\$6,192	\$0	\$13,507	\$283,656
Enrolled in Utilities Discount Program	\$11,008	\$780	\$4,266	\$847	\$297	\$0	\$0	\$0	\$0	\$187,068	\$0	\$13,186	\$276,901
Obtained Child Support	\$10,800	\$7,128	\$600	\$6,912	\$0	\$0	\$0	\$0	\$0	\$4,860	\$0	\$3,864	\$81,144
Improved Employment	\$11,952	\$0	\$0	\$5,044	\$0	\$0	\$0	\$0	\$0	\$0	\$13,548	\$3,282	\$68,920
Opened a Checking Account	\$11,200	\$0	\$15,200	\$4,800	\$2,400	\$0	\$12,800	\$0	\$0	\$0	\$0	\$2,629	\$55,200
Opened a Savings Account	\$1,600	\$0	\$4,000	\$2,400	\$4,000	\$0	\$4,800	\$0	\$0	\$0	\$7,200	\$2,590	\$54,400
Obtained WIC	\$6,864	\$0	\$0	\$2,112	\$0	\$0	\$528	\$0	\$0	\$0	\$0	\$831	\$17,458
Obtained Low Income Auto Ins	\$1,568	\$0	\$368	\$968	\$0	\$4,376	\$300	\$0	\$0	\$1,404	\$0	\$449	\$9,424

Table A3-2. Percentage Measured Dollar Benefits by Category Produced by Centers

CENTERS (11-21)	EL NIDO FSC	LUCILLE BESERRA FSC	NEW CANOGA PARK	NEW SOUTH VALLEY	OAK-WOOD FSC	PACOIMA FSC	TCC FSC	TOBERMAN FSC	TOM BRADLEY	WLCAC WATTS	YPI FSC	AVG. PER CENTER	SYSTEM TOTALS	PERCENT OF SYSTEM	NT						
CENTERS (1-10)			CRISIS	YOUTH	CENTER	PTNRS	R	BUILD	HOME	PARK	AYUDA	PUEBLO	ER	TOTALS	SYSTEM						
Total unduplicated number of persons for increase family income/ or persons for increase family income	5.9%	3.0%	4.2%	4.0%	4.5%	6.9%	4.6%	5.0%	2.7%	6.9%	4.0%	4.8%	7,491	67.8%	8%						
Total unduplicated number of persons for increase youth academic performance	7.5%	2.9%	4.6%	5.2%	5.5%	1.0%	5.8%	3.7%	2.0%	6.3%	5.4%	4.8%	3,968	35.9%	9%						
performance			6.5%	9.8%	2.2%	7.9%	2.6%	6.7%	3.1%	1.8%	3.1%	4.8%	3,968	35.9%							
Total unduplicated number of persons	6.6%	3.0%	4.4%	4.6%	4.7%	4.9%	4.9%	4.6%	2.3%	6.4%	4.5%	4.8%	11,046	100.0%	0%						
Total number of Increase Y/Res Ind	5.0%	2.7%	3.8%	4.0%	4.0%	6.5%	4.4%	4.1%	2.4%	5.4%	3.5%	4.8%	12,127	64.9%	9%						
Total number of Increase Youth Acad Perf Ind	7.5%	2.5%	5.4%	5.2%	5.8%	0.8%	5.2%	3.7%	1.6%	7.1%	6.3%	4.8%	6,549	35.1%							
Total # of Increase Youth Acad Perf Ind			6.0%	9.9%	1.5%	8.3%	2.8%	6.0%	2.7%	1.9%	3.4%	4.8%	6,549	35.1%							
													18,676	100.0%							
Total Aggregate Dollar Amount	6.0%	4.4%	7.9%	7.6%	3.6%	3.6%	5.8%	2.7%	2.5%	9.9%	3.2%	4.8%	\$16,354,764	100.0%	0%						
Total Aggregate Dollar Amount			4.4%	2.8%	3.3%	3.9%	2.9%	8.9%	7.0%	1.4%	5.5%	2.6%	4.8%	\$16,354,764	100.0%	0%					
INCREASE FAMILY Y/RES OUTCOMES																					
Obtained a Job	6.5%	5.5%	14.1%	13.9%	0.5%	0.4%	7.0%	2.6%	0.4%	2.4%	3.7%	4.8%	\$3,882,774	23.7%							
Obtained a Job Credit	3.1%	3.7%	3.7%	0.5%	3.6%	11.1%	4.1%	19.7%	2.5%	6.6%	8.7%	0.9%	2.7%	1.2%	1.6%	0.3%	4.8%	\$2,439,950	14.9%	3.7%	
Obtained Child Care	0.9%	15.9%	4.6%	1.2%	13.3%	0.0%	14.6%	0.7%	2.4%	31.9%	0.2%	4.8%	\$1,897,743	11.6%	9%						
Obtained a Short-Term Job	5.7%	0.6%	3.6%	2.8%	2.0%	0.0%	0.3%	0.0%	0.6%	2.0%	3.5%	0.0%	5.2%	0.0%	1.7%	0.0%	4.8%	\$1,434,057	8.8%	1.6%	
Obtained CALFRESH	11.9%	0.8%	6.9%	7.7%	1.7%	2.9%	0.7%	5.6%	0.0%	1.3%	1.9%	4.8%	\$1,248,444	7.6%	8%						
Obtained CALFRESH Credit	2.8%	4.1%	3.5%	1.0%	2.9%	13.3%	7.1%	1.7%	1.7%	3.1%	0.5%	0.1%	1.0%	4.9%	1.6%	1.0%	4.8%	\$1,079,026	6.6%	7.6%	
Obtained a Training Program Certificate	12.6%	0.2%	2.5%	1.8%	6.0%	0.9%	4.8%	11.6%	3.6%	10.1%	3.9%	4.8%	\$638,400	3.9%	6%						
Obtained a Training Program Certificate	4.0%	5.7%	5.0%	0.2%	2.4%	14.7%	1.6%	1.2%	2.8%	2.0%	1.8%	2.8%	3.0%	0.6%	3.7%	0.1%	4.8%	\$628,800	3.8%	3.9%	
Obtained Other Public Benefit (Income) Assist	2.9%	0.0%	4.2%	15.4%	4.6%	0.0%	3.5%	5.0%	0.0%	0.4%	0.0%	4.8%	\$610,482	3.7%	8%						
Obtained Post-Secondary Public Financial Aid	5.6%	2.4%	2.2%	0.0%	0.0%	0.0%	0.0%	0.9%	0.0%	49.3%	8.4%	0.0%	3.0%	0.0%	7.0%	3.1%	4.8%	\$526,290	3.2%	3.7%	
Obtained Legal Services	24.5%	0.0%	12.7%	7.2%	3.0%	0.3%	0.0%	5.1%	0.0%	3.1%	1.1%	4.8%	\$466,279	2.9%	2%						
Obtained Health Services Insurance	5.2%	0.0%	12.5%	6.3%	1.8%	0.0%	1.9%	3.1%	3.3%	1.3%	10.6%	0.0%	0.0%	1.4%	3.0%	4.1%	2.3%	4.8%	\$361,053	2.2%	2.9%
Preserved Public/Subsidized Housing	0.0%	0.0%	15.6%	24.8%	11.3%	0.0%	2.4%	0.0%	0.0%	0.0%	0.0%	4.8%	\$294,363	1.8%	2%						
Preserved Public/Subsidized Housing	12.0%	0.0%	19.2%	17.4%	0.2%	2.9%	3.8%	13.0%	3.4%	11.3%	0.0%	0.0%	2.2%	0.0%	0.0%	0.0%	4.8%	\$283,656	1.7%	1.8%	
Enrolled in Utilities Discount Program	4.0%	0.3%	1.5%	0.3%	0.1%	0.0%	0.0%	0.0%	0.0%	67.6%	0.0%	4.8%	\$276,901	1.7%	7%						
Enrolled in Utilities Discount Program	13.3%	8.8%	0.7%	8.9%	0.0%	0.0%	0.0%	1.1%	0.0%	2.8%	0.0%	0.0%	6.0%	2.7%	0.0%	0.0%	4.8%	\$81,144	0.5%	1.7%	
Improved Employment	17.3%	0.0%	0.0%	7.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	19.7%	4.8%	\$68,920	0.4%	5%						
Opened a Checking Account	20.3%	0.0%	2.0%	8.0%	4.9%	0.1%	2.0%	18.9%	0.0%	34.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.8%	\$55,200	0.3%	0.4%	
Opened a Savings Account	2.9%	0.0%	7.4%	4.4%	7.4%	0.0%	8.8%	0.0%	0.0%	0.0%	13.2%	4.8%	\$54,400	0.3%	3%						
Opened a Savings Account	39.3%	0.0%	5.5%	12.0%	0.0%	0.0%	1.5%	1.5%	0.0%	0.0%	0.0%	1.5%	4.8%	\$17,458	0.1%	0.3%					
Obtained Low Income Auto Insurance	16.6%	0.0%	3.9%	10.3%	0.0%	46.4%	3.2%	0.0%	0.0%	14.9%	0.0%	4.8%	\$9,424	0.1%	1%						
Obtained Low Income Auto Insurance			0.0%	0.0%	0.0%	0.0%	4.7%	0.0%	0.0%	0.0%	0.0%	4.8%	\$9,424	0.1%							

