



FamilySource Network: Impact Study Results Year 5

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

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August 2015

Revised January 2016

Northridge Consulting Group

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2014-15

Table of Contents

- Introduction: Recent Program Restructure and Report Overview1
- Background1
- Measuring Services and Program Impact2
- Overview of 2014-15.....4
- The Array of FamilySource Services: Counting Services and Clients.....4
- Program Efficiency: The Relationship between Service Events, People Served, and Costs7
- Calculating FSC’s Impact on Income and Educational Achievement11
- Current Income Enhancing Family Benefits: Totals and Types13
- Additional Income in Los Angeles Generated by the FSC Program17
- Additional LA Area Income Impact in Two Steps18
- Adult Educational Outcome Achievements--Potential Future Income19
- Youth Education Programs21
- Distribution of Current Income Benefits By Center22
- Summary27
- Recommendations29
 - 1. Make the Dissemination of Best Practices Among the Centers a High Priority Activity for 2015-16....29
 - 2. Re-emphasize the Importance the H.S. Diplomas, the GED, and ESL certificates to the FSC Clients’ Futures as their Pathway out of Poverty31
 - 3. Continue to Improve the Recording of Service Events and Any Monetary Benefits31
 - 4. Identify the Source--Local or Non-Local--of All Income Enhancing Benefits32
 - 5. Count and Assign a Dollar Value to All Transportation Benefits32
 - 6. Increase Awareness of the FSC Program and its Accountability.....32
- Appendix A.....33
 - Detailed Information on Volume of Service Events.....33
 - By Type and Year, 2010-201533
- Appendix B:36
 - Calculating the Local Spending Multiplier for FSC Benefits36
- Appendix C:39
 - The Value of High School Diplomas, GEDs,39
 - and ESL Certificates for FSC Clients.....39

Appendix D:.....44
Current Income Benefits by Type for Each Center44
in Dollars and Percentages.....44

Introduction: Recent Program Restructure and Report Overview

Funds for social programs have declined steadily in recent years, while the problems that confront social service providers have grown. Funds for the FamilySource Network have been cut over 30% during the five years studied in this report. This means every dollar must make a difference. Policymakers focus intensely on measuring the impact of government programs. Two recent books explore the progress and problems in measuring the impact of the social programs: *Show Me the Evidence: Obama's Fight for Rigor and Results in Social Policy* by Ron Haskins and Greg Margolis of the Brookings Institute and *Moneyball for Government* by Jim Nussle and Peter Orszag. Both books conclude that effective measurement of program performance is possible and must be done if we expect policymakers and the public to support social programs in the future.

The City of Los Angeles has been leader in measuring the impact of local programs. Over the last five years the City of Los Angeles has contracted with California State University Northridge to evaluate the impact of the FamilySource Program. This report presents the results of our analysis of the program's impact in the 2014-15 program year with comparisons to its performance over the previous four years. This report provides program operators, policy makers and the public with the information they need to assess the effectiveness of the FamilySource Program and to find ways to make it even more effective.

Background

Five years ago, the City of Los Angeles's Community Development Department (CDD), predecessor of today's Housing and Community Investment Department (HCID) restructured its program delivery system into the FamilySource Network (FSN). The key elements of the structure included a system of initially 21 but now 19 designated FamilySource Centers (FSCs) that deliver services with clear performance measures. The Network was designed to improve the lives of low income families and their communities. The FSCs are managed through a "Balanced Scorecard" performance system where FSCs are evaluated on four dimensions of performance: customer satisfaction, the volume of service delivered, the outcomes generated, and administrative performance. FSCs that achieve performance goals are awarded from one to four stars. This report details the volume of services delivered and the outcomes generated; the other dimensions of performance are covered in other reports.

The system has a sophisticated record-keeping system that tracks service delivery by type, volume, outcomes, and value (if measurable). This allows HCID to track and manage its service delivery by center and type of service and provides the centers with the information and incentive to efficiently and effectively deliver those services. We use selected data from this system to estimate the FamilySource System impact on its clients and on the larger community.

This report examines the system's performance during the 2014-15 program year and makes selected comparisons with its four previous years of operation. It details the broad array of services provided by the FamilySource Network centers to their clients in 2014-15 and service trends over the five-year period. These services were initially delivered by 21 separate FamilySource centers, five of which were run by Los Angeles City and the remaining 16 operated under annual City contracts by local non-profits. Last year, continuing budget cuts resulted in the consolidation of two centers and the operational suspension another center during a recontracting cycle, leaving 16 contract centers and 3 city-run centers to deliver the system's services in 2014-15.

Our analysis documents the total recorded service events produced by the centers by type and volume as well as by the total number of unduplicated persons/families served during the last year. It also summarizes the trends over time for the various types of service events and people served for the last four years. We also combine the volume of services produced with the cost of producing those services to obtain service efficiency indicators and trends. In addition, to the extent possible, we measure and report the program's economic and educational impact on its clientele and their communities.

Measuring Services and Program Impact

The centers produce a wide array of services for their clients. Indeed, these centers can be thought of as "one-stop family service centers" for their target clientele and communities. The various services include referrals to area food banks, free dental or medical clinics, legal aid, free Thanksgiving turkeys and child car seats, providing adults with anger management classes, parenting classes, money management classes, temporary shelter, transportation, job referrals, enrolling youth in salsa dance classes or other youth activities, mentoring youth, hosting after school computer labs, assisting clientele in securing college scholarships, qualifying for medical insurance, food stamps, utility discounts, or low cost auto insurance, and sponsoring ESL classes, to name a few. *While this study tracks and reports all service events produced by the FamilySource centers, the centers and this report focus on service events that produce significant outcomes that make the FamilySource clients and their communities measurably better off.* The two types of those significant outcomes are:

- 1) outcomes that result in *measurable increases in the income or resources* that clients have at their disposal, and
- 2) outcomes that constitute *significant educational achievements* of youth and adult clients.

The first category of significant income/resource increasing outcomes includes client benefits that can be reasonably valued in dollars through market prices, their equivalencies, or through relevant economic studies. These include access to food stamps, subsidized housing, childcare, child support, medical insurance, jobs, training certificates, and so forth. The common element in these outcomes is that they all increase either the client's income or the resources *currently* at their disposal, making those clients better off financially. The inclusion of only those income/resource enhancing benefits that can be accurately valued in dollar terms means that some very important FamilySource benefits—such as better parenting or money management skills—are not captured because their values to individuals vary unpredictably. Nonetheless, the tabulated total annual value of the *measurable* income/resource enhancing outcomes provides one powerful, but very conservative indicator of the performance of the FamilySource system. In addition to those direct income/resource benefits to clients, this report 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.

The second significant outcome category includes the educational outcomes that result from the many youth and adult educational services that the centers produce. These services result in significantly better school performance by younger clients and several types of significant educational achievements by adults. These include improved reading and math skills, improved grades, improved attendance, grade advancement, and the like for youth, and ESL certificates, GEDs, and returning to school to earn a diploma for adults. The adult educational achievements can be valued by the additional income these achievements will eventually command in the market place. However, the educational achievements by youth can only be recorded and tracked because their ultimate values depend on a host of subsequent actions and events, which are unpredictable at this time and render accurate valuations of these achievements impossible.

In summary, this report quantifies FamilySource's volume of service produced, tracks the relative efficiency with which those services are produced, identifies 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 fifth operational fiscal year. Where possible and appropriate, these fifth year outcomes are compared with those in the previous operational years of the system.

Overview of 2014-15

From April 1, 2014 through March 30, 2015, the 19-center FamilySource Network

- served 41,726 different people,
- produced 250,639 service and referral events for its client population,
- reduced the cost per service event by 5.9% compared to 2013-14,
- secured \$17,389,004 in annual current income benefits for 12,602 client families ,
- added over \$15 million in new economic activity to the Los Angeles economy,
- created potential future annual income gains of over \$2.4 million for clients through adult educational programs resulting in certified ESL skills, GEDs, and high school diplomas, and
- logged 5,925 significant educational outcomes for 3,456 adults and youth.

A few words of caution are in order as these fifth-year results are detailed below and compared to previous years. FamilySource center budgets have been cut dramatically over the last five years. The 16 contract centers have lost 30 percent of their initial funding over the five-year period, concurrently the city centers lost 60 percent of their initial funding when factoring in the recent reduction of city centers from five to three. (The exact timing and extent of these budget cuts over the five year period are detailed in the Program Efficiency section below.) Such extensive funding cuts and elimination of two centers must be considered when comparing the FamilySource Centers' service output and client outcomes over the five-year period. In addition to the funding cuts, the second year brought some refinements and alternative approaches to measuring some outcomes to more accurately capture client benefits; and the fourth year revived a benefit category that was used in 2010-11, dropped for two years, and then used again in 2013-14. Taken together these funding and measurement changes mean that some direct comparisons between of services and outcomes over the various years cannot be made and others should be interpreted very carefully.

The Array of FamilySource Services: Counting Services and Clients

The FamilySource Network produced a total of 250,639 recorded service and referral events and served 41,726 different people from April 1, 2014 through March 30, 2015. Table 1 shows these totals and lists the recorded service events by category and type. A "service event" is the provision of one service to one client/family, and the FSC program produced a total of 250,639 recorded service events in its fifth fiscal year. These service events were spread among four major categories—Core Services, Information and Referrals, Support Services, and Miscellaneous Services. The specific service events that constitute each category

are listed under their heading along with their count in 2014-15¹. Table 1 also shows the number of service events in each major category for the previous four fiscal years. Overall, the number of service events fell slightly last year, from 255,300 in 2013-14 to 250,639 last year, or a 1.8 percent drop, compared to the 7.6 percent funding cut during the same period. (The interesting relationship between total service events and total funding over time is discussed in the Program Efficiency section below.)

The service events in Table 1 that may result in “measurable” outcomes that enhance clients’ current income/resources are marked with a “\$”. Services that may lead to significant educational outcomes are marked with an “AE” for Adult Educational achievement or “YE” for Youth Educational achievement. The Core Services area, at 166,395 service events, accounts for the preponderance of the FamilySource system's total because it contains most of the income-producing and education-enhancing services that directly fulfill the FamilySource system's mission to make its clients and their communities measurably better off. This is readily apparent in Table 1 in which many of the items are marked with \$, AE, or YE (indicating that they may result in “measurable” income/resource producing outcomes or educational achievements) appear under Core Services.

The centers' focus on Core Services should not be construed to diminish the importance of the other three service categories as the detail in Table 1 demonstrates. Although these other service categories—Information and Referrals, Support Services, and Miscellaneous—do not contain as many income/resource enhancing outcomes or significant educational outcomes, they are nonetheless valuable services for the FamilySource clientele. Provision of temporary shelter, clothing, medical services, and food do lead to important income/resource increasing outcomes but the system is not equipped to specifically measure the value of those contributions so they are omitted from the measurable outcomes. In addition, a service event in any category may lead to another service that results in an income/resource increasing outcome or a significant educational achievement. Finally, it is important to note that all of the service events that the centers produce create value for their clients; the reason that some service outcome values are measured and tracked and others are not is that some can be measured directly and others cannot be or administratively are not measured. Temporary shelter referrals, direct medical care, food bank referrals, crisis intervention, parenting classes, and anger management sessions are obviously important and helpful to low income residents, but they are virtually impossible to accurately value in dollars and are therefore left out of the measurable outcomes.

¹ For the reader who wants more detail, the total number of service events, for each type of service and for each of the four years, are presented in Appendix A in Table A-1.

Table 1. Total Service Detail by Major Service Group

	<i>Benefit</i>	2014-15	2013-14	2012-13	2011-12	2010-11
Core Service Events		166,395	173,631	169,822	174,945	115,893
Adult School/Continuing Education	AE	317				
Bank on LA	\$	107				
Cash for College (Youth)	\$	52				
Child Care	\$	5,269				
Computer Class		8,087				
Cultural Activities (includes Art		24,441				
ESL	AE	9,144				
Financial Literacy/Money Management	\$	1,708				
GED Prep	AE	1,842				
Legal Assistance	\$	467				
Mentorship (Youth)	YE	12,166				
Multi-benefit Screening (One-e-app)	\$	346				
Open Computer/Resource Lab		10,097				
Parenting Classes		8,645				
Pre-employment/Employment Support	\$	2,514				
Recreation/Sport (Youth)		19,916				
Tax Assistance (EITC/VITA)	\$	6,167				
Tutoring (Youth)	YE	50,723				
Youth Leadership	YE	4,387				
Information and Referrals		34,199	36,450	46,220	49,396	45,048
FamilySource Center		17,157				
GRYD Program		30				
General/Other		15,273				
Housing Assistance	\$	926				
Medical Care		442				
OneSource Center	\$	59				
Temporary Shelter		115				
WorkSource Center	\$	197				
Support Services		32,238	28,524	31,257	34,163	27,607
Clothing		684				
Crisis Intervention		4,416				
Emergency Fuel/Energy Bill Asst (LIHEAP)	\$	2,492				
Food		12,790				
OTS (Child Car Seats)		377				
Services for Persons with Disabilities		479				
Transportation		11,000				
Miscellaneous		17,807	16,695	15,934	16,474	12,268
Educational Seminars		1,374				
Other		11,037				
Special Events		5,396				
Grand Total		250,639	255,300	263,233	274,978	200,816
\$ Represents Measurable Monetary Outcome						
AE Represents Measurable Adult Educ. Outcome						
YE Represents Measurable Youth Educ. Outcome						

A detailed discussion of how the income/resource increasing outcomes and the educational achievements are measured and tracked, occupy several of the following sections of this report. In those sections, we tabulate the total impact of the measurable income/resource increasing outcomes and the educational achievements on the clientele and on the Los Angeles economy. But before those discussions, we examine how efficiently FSCs delivered the services that lead to the outcomes.

Program Efficiency: The Relationship between Service Events, People Served, and Costs

Part of playing moneyball in government programs is getting the most service you can for the money you spend. The FamilySource Network recorded a total of 208,816 service events in its first year of operation, 2010-11. The annual total number rose to 274,973 during the second year, and then fell slightly in the next two years to 263,233 service events in 2012-13 and 255,300 in 2013-14, and to 250,639 in 2014-15 as shown in Table 1. Records also show that 51,518 unduplicated people benefited from these service events in the first year, and slightly fewer unduplicated persons benefited in each of the next four years: 50,141 in 2011-12, 46,942 in 2012-13, 43,127 in 2013-14, and 41,726 unduplicated people were served last year. An interesting metric that can be derived from these two series is the average number of service events per unduplicated person—which is the annual number of service events divided by the annual number of unduplicated people. This metric helps explain why the number of service events increased significantly in 2011-12, a 31.7 percent jump, while unduplicated persons served actually decreased by a few percentage points. The average number of service events per person rose from 4.1 service events per unduplicated person in 2010-11 to 5.5 in 2011-12. Undoubtedly, this boost resulted from the center staff gaining experience and offering more services and their clientele becoming more aware of the services offered. The average number of service events per unduplicated person has crept up in the last three years to 6.0 last year. These increases suggest that FamilySource personnel are finding additional ways to serve their clients even as their budgets decline.

Figure 1. Total Unduplicated Persons and Total Service Events by Year

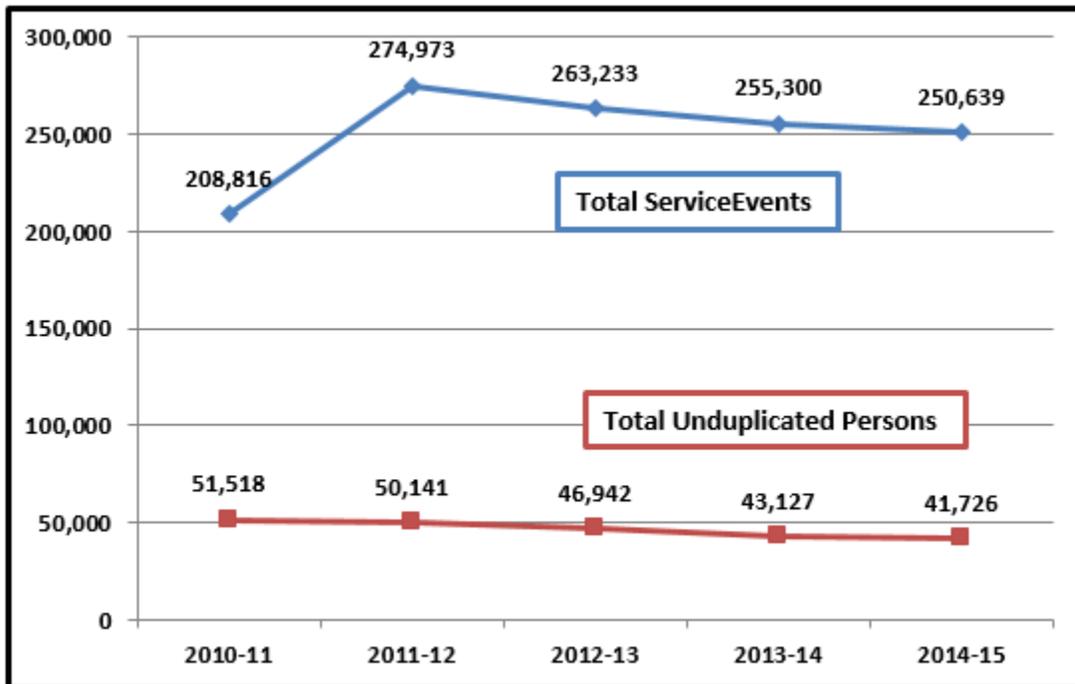
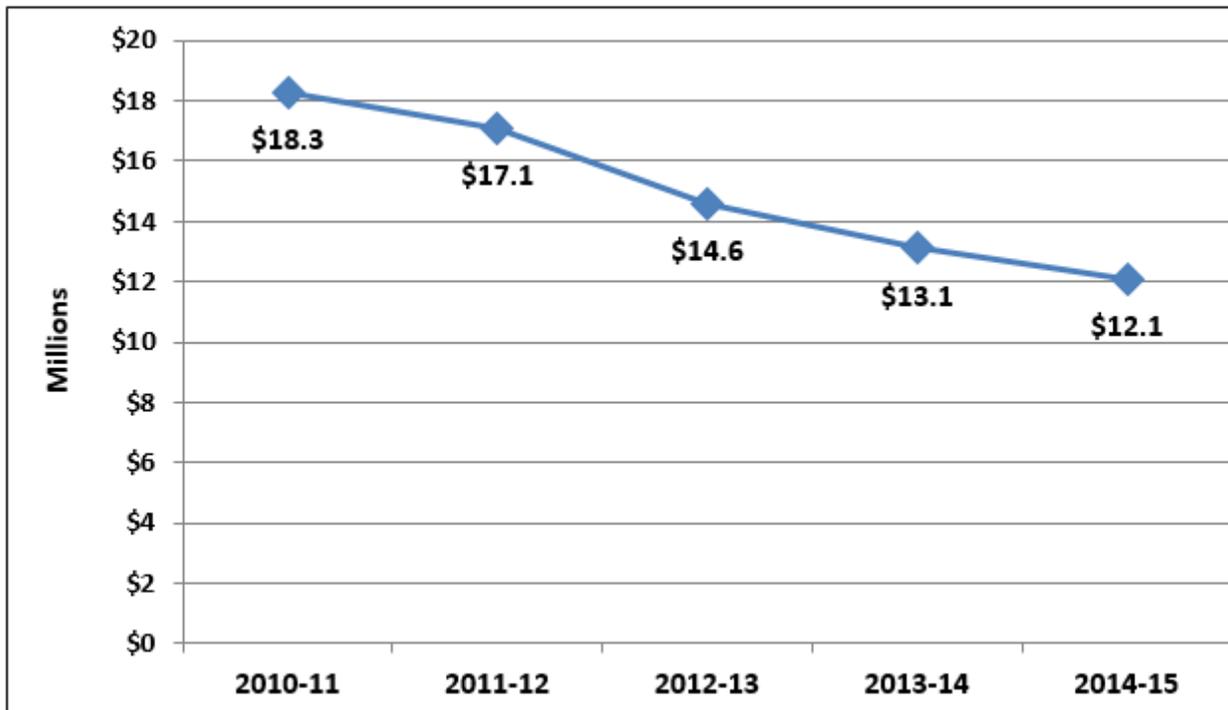


Table 1 shows that after an initial rise, the total number of service events has decreased somewhat each year. Does this recent drop in service events mean that the centers are becoming less efficient in producing service events? The answer lies in continual and substantial cuts in center funding that support the production of service events.

The 16 contract centers were initially funded at \$1 million per center and the city centers at 45 percent of that level, for the 16 contract centers, but the Congressional impasse and subsequent sequester budget from Washington, D.C. took their toll on those funding levels in each of years since. The 16 contract centers’ funding levels were cut from \$1million per center in 2010-11 to \$939,000 per center in 2011-12, again to \$801,000 in 2012-13, to \$738,000 in 2013-14, and to \$700,000 last year. The five city-run centers were funded at \$450,000 initially and experienced budget cuts commensurate to those of contract centers in the second and third years, but then were cut to 35 percent of contract center funding or \$260,000 each in 2013-14. Last year the number of city centers was cut from five to three but the funding per center increased to \$300,000; which still cut the city-run centers overall budget from \$1,300,000 in 2013-14 to \$900,000 last year. Summing over the annual funding levels for the 16 contract centers and the fractional budget equivalents of the five city centers yields a total annual funding support for the FamilySource centers of \$18,250,000 in 2010-11, \$17,136,750 in the second year, \$14,618,250 in 20112-13, to \$13,108,000 in 2013-14, and to \$12,100,000 last year, as shown in Figure 2.

Figure 2. Total Annual Funding for all Centers by Year



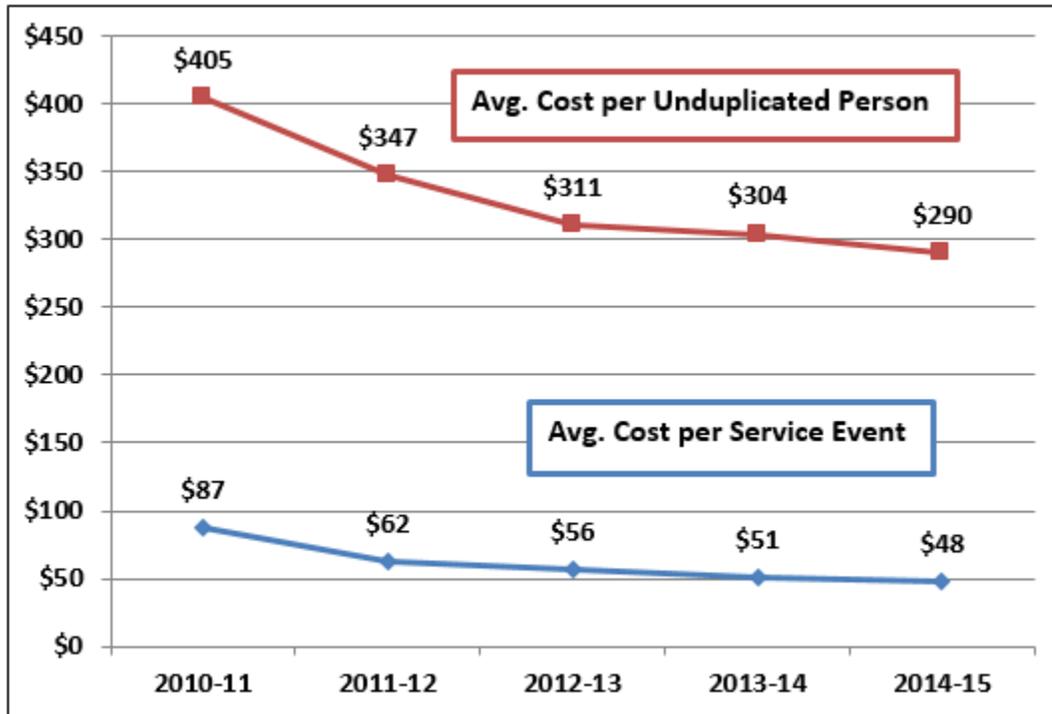
The total cost numbers in Figure 2 and the total services produced in Figure 1 provide a basis for examining the System’s efficiency in producing service events and serving its clientele. Average cost (total cost divided by output) is a good indicator of both absolute productive efficiency and relative efficiency over time.

Output in this case is either the number of service events or the number of clients served, depending on the perspective. (Note that for efficiency purposes, we do not consider just the measured income/resource increasing outcomes and the significant educational achievement outcomes as the total output because all of the service events have value for the clients, but the value to the clients of some of those services are just too difficult to measure so they are not counted among these two measured outcomes.) Dividing the total annual funding levels in Figure 2 by the total annual service events and unduplicated persons served in Figure 1 yields an average cost per service event and average cost per unduplicated person served for each of the program years, as shown in Figure 3.

Figure 3 shows that the average costs of both service events and the unduplicated number of people served declined over the three year span--a mark of increasing efficiency. Cost per service event fell from \$87 in the first year to \$48 in the fifth year, signifying a remarkable 44.8 percent rise in the centers' productivity in service events. The costs per

unduplicated person served fell from \$405 to \$290 over the four year period, establishing a very impressive 28.4 percent rise in the centers' productivity in serving unique people. In short, the centers continue to do more with less. This second measure of productivity did not display as much increase as the service event productivity measure because the centers provided an average of 1.9 additional service events per unduplicated person last year than they did in the first year.

Figure 3. Average Cost per Service Event and Average Cost per Unduplicated Person by Year



Is average cost per service event or average cost per unduplicated person the better indicator of productivity? The answer depends on whether the service event is considered the key output of the centers or is serving one person, regardless of how many service events that requires. There is a strong argument for considering the service event the key unit of output since each service event creates value for the client and takes center resources to produce. From this perspective, the rise in service events per client over the five years (from 4.1 to 6.0) implies that each client received more value in the last year than they did in the first year, and that increase in value per client ought to be considered in any measure of FSN productivity.

One clear conclusion from Figure 3 is that the rate of efficiency gains is falling over time regardless of which efficiency measure you choose. This observation is consistent with the near exhaustion of a center finding “better ways of doing things” gained through center staff gaining experience, sharing more productive methods among colleagues, and/or reorganizing internal

process to enhance efficiency. To continue the efficiency gains track record or to avoid back sliding, the centers probably need to aggressively share their best practices and collaborate to develop new innovations. Aggressive sharing of best practices would not only give the FSN the best chance of continuing their impressive efficiency gains of the last four years, but may also extend additional services to FSN clientele by leading to the introduction of some system services to centers where those services are currently not available because of a focus on a subset of services by an individual center. We will return to this conclusion in our Recommendations section.

Calculating FSC's Impact on Income and Educational Achievement

Several FSC services have outcomes that lend themselves to measurement in dollars or in terms of educational achievement. Both the income/resource increasing outcomes and the adult education achievements have impacts that are measurable in dollar terms but the methods used to measure these two types of outcomes and their implications differ somewhat, and are detailed below. In contrast, significant educational achievements by youth do not have outcomes that are easily translated into dollar values but are nonetheless critically important to the well-being of the clients and their communities both now and in the future, and are therefore recorded and tracked but we make no attempt to measure their dollar value.

The measurement of income/resource increasing outcomes begins at the center level. Each center records the value of each measurable income/resource outcome for each client who received one in accordance with the procedures specified in the current *FamilySource System Outcome Guide: Outcome 1*, which provides detailed guidance for the measuring and documenting each type of income/resource outcome. Then the recorded values are simply summed over all clients who received a certain type of outcome during the year to calculate the annual total value of that type of income/resource outcome. The summations are calculated for each center by each type of outcome and for the system by summing all centers. These summations yield the *current annual income* equivalent of total value of each income/resource outcome by type.

We measure these impacts in terms of the *annual value* of each particular outcome for participants. For example, if a participant is qualified to receive food stamps as a direct result of a FSC service and/or referral, then the annualized value of those food stamps (monthly benefit times 12 months) is the measured benefit for the FSC in that instance. In some cases the annual benefit 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 benefit is that while these income-enhancing benefits 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 the use 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 recording and documenting all the current income increasing outcomes is essential for an accurate valuation of FSC program services because the impact of these services is measured by summing the recorded benefit values. The resulting sums are one part of the final measures of FSC program success.

Educational program achievements also depend on accurate counting of the educational outcomes. The *FamilySource System Outcome Guide: Outcome 2* guide lists the educational indicators and their required documentation. The FSC educational outcomes have been divided into two groups—adult education and youth education for the last three years. Adult educational programs include activities that lead to a high school diploma, a GED and/or ESL certificates. While the completion of the diploma, GED, and ESL certificates are all documented and recorded at the center level, the values of these achievements are developed from local U.S. Census data and economic studies. People with diplomas, GEDs, and English language skills earn more in the marketplace than people without those skills, and those differential annual earnings determine the annual value of these adult educational achievements. As in the case of income/resource increasing outcomes, the adult educational outcomes are summed across the individuals earning those outcomes by type and by center to get outcomes by type of achievement and for the system as a whole. However, unlike the *currently available income/resource increasing benefits*, the adult educational achievements values are listed as *potential future annual income* because the people earning those diplomas, GEDs, and ESL certificates may have to wait for their new skills to lead to promotions or new jobs which increase their income. Hence we label them *potential future income gains*.

There are no corresponding dollar values calculated for the youth educational outcomes. Even though the youth educational achievements 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 these achievements with specific future income increases. Consequently, the youth educational outcomes are simply counted by category and summed across participants and centers. The fact that youth educational achievements are not translated into dollar terms and totaled does not diminish their importance. Students who do better in school enjoy much more success in the future and their communities also benefit both now and in the future from a youth population that is more engaged in school now and better educated later on.

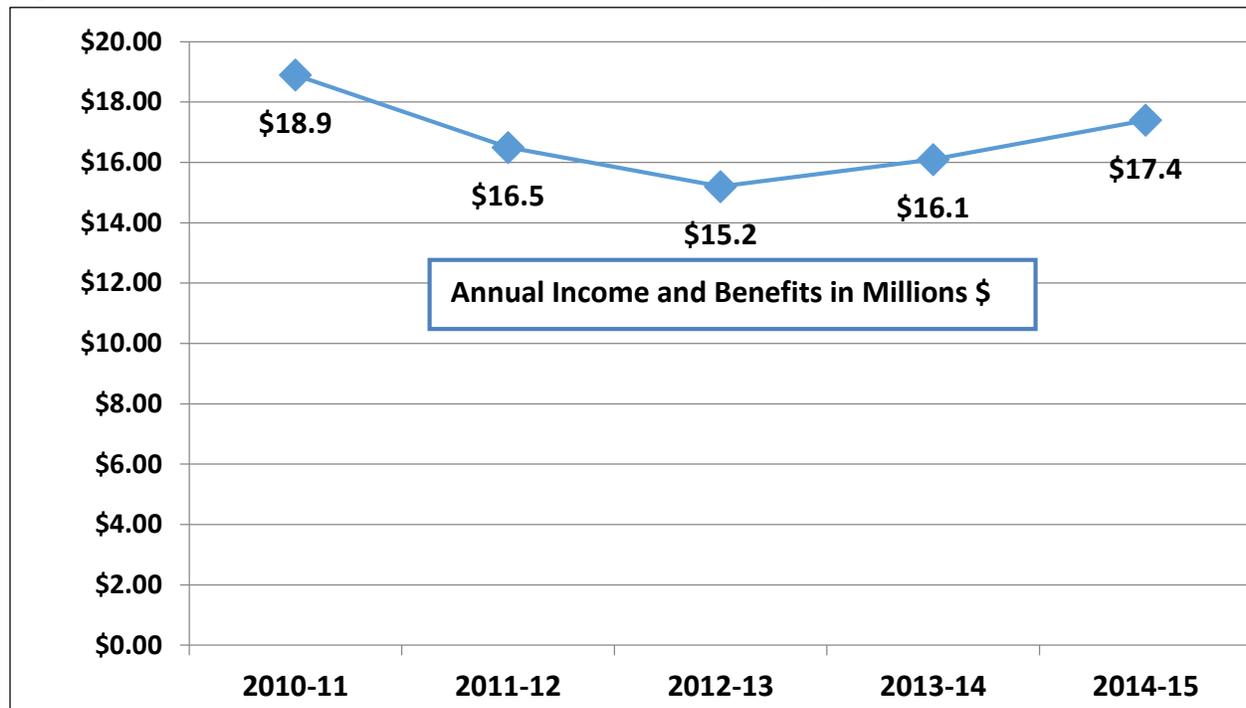
Accurate counting and documenting of all the clients' educational achievements are just as critical to the accurate evaluation of the FSC Program as they are with income/resource increasing outcomes because the success of the FSC Program will be judged in part on the documented educational achievements that benefit its clientele and communities.

Current Income Enhancing Family Benefits: Totals and Types

Overall, the FSC Network produced a total of \$17,389,004 in measured current income benefits for 12,602 families in 2014-15. That is, the FSC families received \$17,389,004 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. We discuss the exact nature, source, and implications of these indirect benefits in the next section.

The \$17,389,004 in current annual income benefits produced by the centers for 12,602 families in 2014-15 represents an increase of over \$1.3 million over 2013-14 and the second highest level of income benefits produced over the 5-year period as shown in Figure 4. And this occurred in spite of the continual and significant program budget cuts.

Figure 4. Total Annual Current Income / Resource Benefits by Year

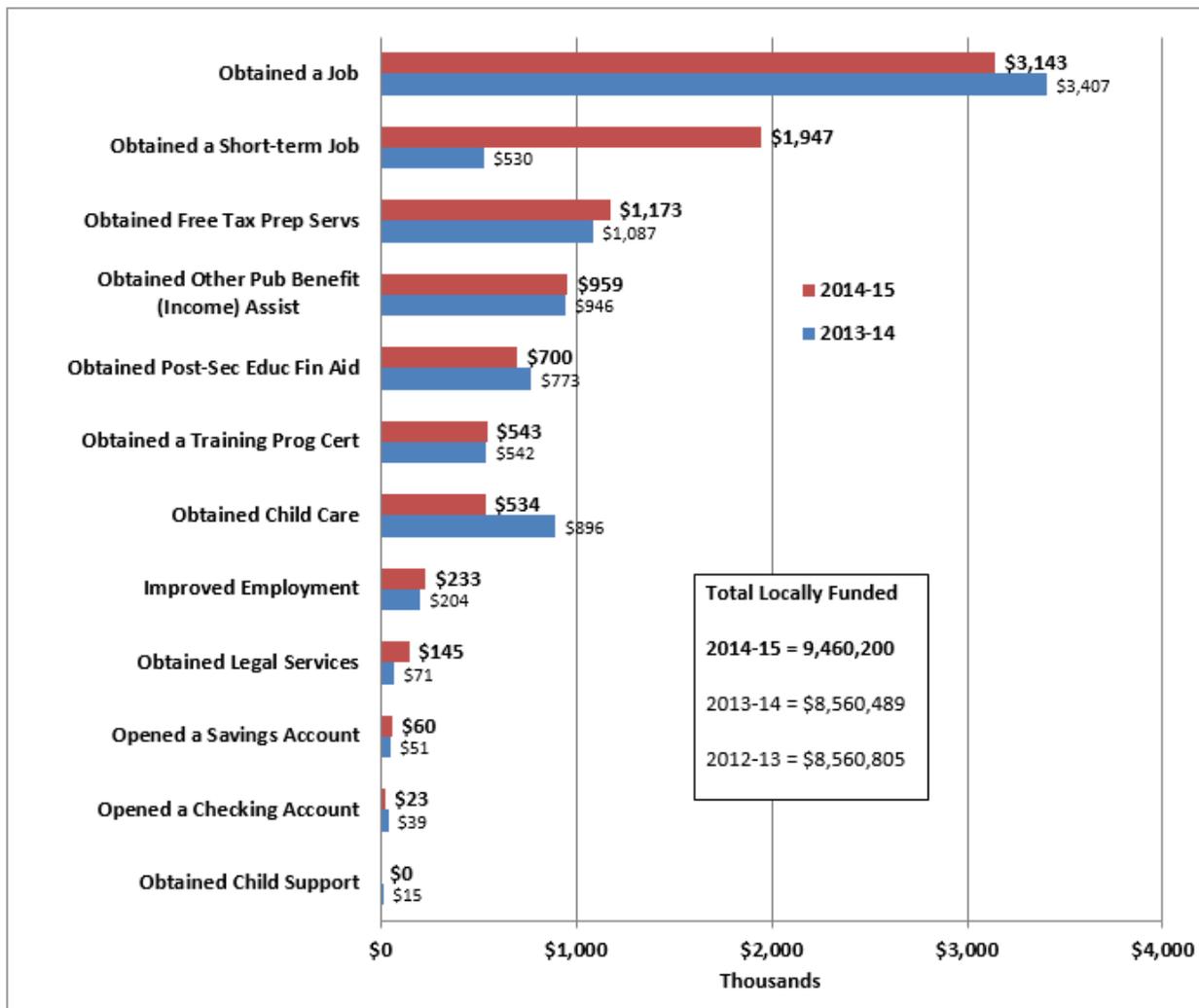


Another interesting aspect of the annual current benefits series in Figure 4 is that over five years the number of families getting benefits doubled from 6,116 families in 2010-11 to 12,602 in 2014-15. The moderately variable current income benefits combined with the rising number of families benefiting means that the average current income benefit per recipient family has dropped every year until last year, when the growth in benefits slightly outpaced the growth in families benefiting. Benefits/family moderated from about \$3,100 per family in 2010-11 to \$2,200 per family in 2011-12, to \$1,700 per family in 2012-13, to \$1,350 per family in 2013-14, but then rose slightly to \$1,380 per family in 2014-15. Nonetheless and in spite of last year's trend reversal in benefits/family, more families have enjoyed current income benefits every year since the FSC program began.

Figures 5 and 6 show the annual income enhancing benefits that come from local and non-local (federal or state) 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. Non-local funds—those from the federal or state level—stimulate the Los Angeles economy in a way that locally-derived funds do not. We explain the implication of that difference below, after the amounts of the various benefits are presented.

Figures 5 and 6 show the levels of benefits for 2013-14 and 2014-15 but not earlier years. As noted above, some of the benefit definitions and calculating instructions were changed, refined, or altered over the years to more accurately reflect the value of the services to the client, so in some cases, such as adult education, making direct comparisons between some years is not meaningful. As a case in point, data for the category “Obtained Other Tax Credit”, which includes HOPE/Life Learning Education Credits, Mortgage Credit Certificate (MCC), and Child (and Dependent) Care Credit, were not collected for 2011-12 or 2012-13 but were collected for 2010-11, 2013-14 and 2014-15. Fortunately, for Figures 5 and 6 all shown categories were collected in both years displayed and so the categories are comparable between the years shown. Figure 5 does show a “\$0” for the category “Obtained Child Support” for 2014-15 compared to \$15,000 for that category in 2013-14. While that income benefit category was available for both years, no centers reported obtaining child support in 2014-15, hence the \$0 benefit in the last year.

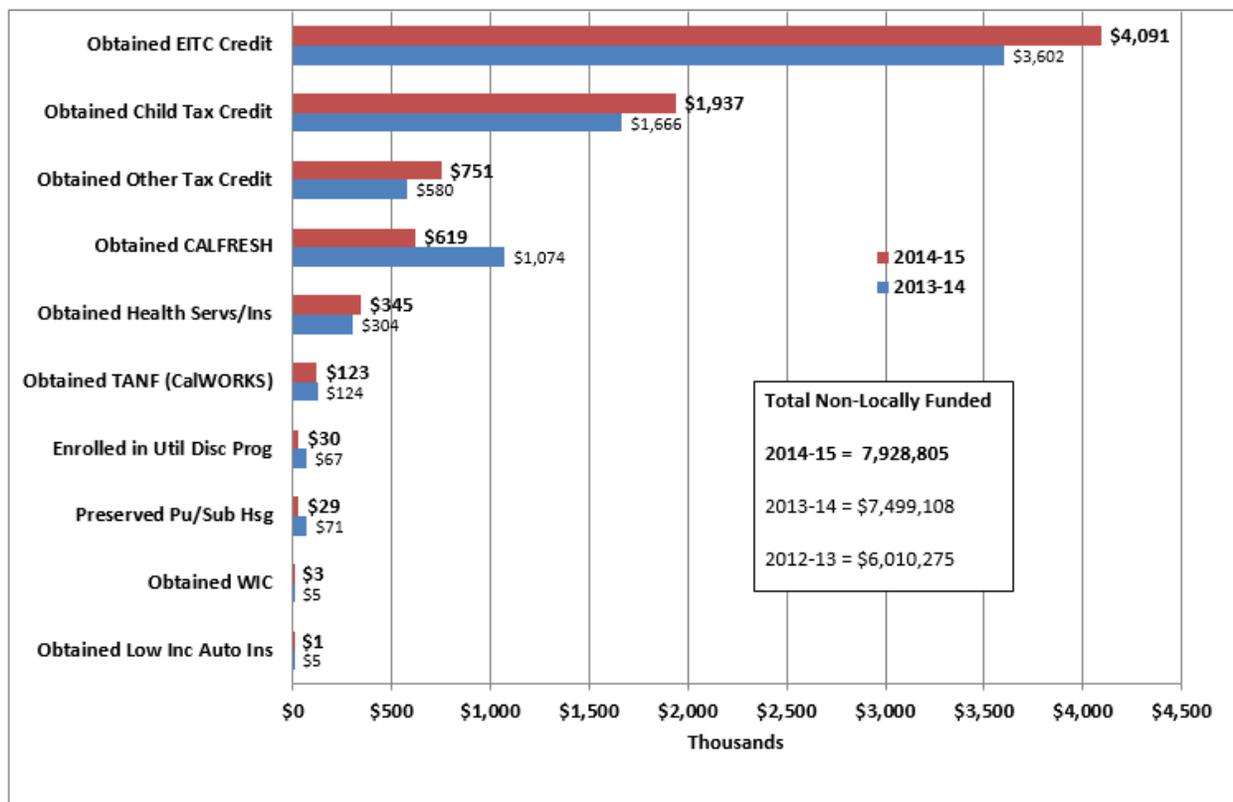
Figure 5. 2014-15 Income Enhancing Family Benefits (Locally Funded)



Figures 5 and 6 display the total dollar value of the outcomes by type. Together the Figures show that getting jobs and obtaining tax credits produced the largest overall benefits followed by tax preparation services and obtaining other public income assistance last year². In Figure 5 the benefit levels for obtaining a job remained almost the same, but the value of short-term jobs obtained increased dramatically, from just over \$500,000 to almost \$2 million. Outside of “obtained child care” most of the other locally-funded income benefits remained in the same range during the last two years.

Figure 6 shows notable increases in EITC tax credits and in child tax credits in 2014-15 along with the “other tax credit” category, and those increases overwhelmed the significant fall off in the CALFRESH benefits in 2014-15. The upshot of these and other changes over the two years is that both the locally-funded income benefits and the non-locally funded benefits rose last year, and that rise has positive implications for both the FamilySource clients and the LA area economy.

Figure 6. 2014-15 Income Enhancing Family Benefits (Non-Locally Funded)



² For reader convenience a partial combination of Figures 5 and 6 is presented below in Figure 10 which shows the total values of all of the benefit categories for 2014-15. The categories in Figure 10 are color coded as either locally funded or non-locally funded benefit outcomes.

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 come from sources outside the local economy. Examples include the Earned Income Tax Credit (EITC), CALFRESH (Food Stamps), Child Tax Credits, TANF (Temporary Aid to Needy Families), 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 local businesses and used to pay 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 funds 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 job in the community, the client's income and spending increases but that job otherwise would have gone to someone else in the community who would have earned that income and spent the proceeds. In this case, the income earned and money spent in the local economy has not changed, and there is no multiplier effect. 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 community 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 fewer of the new dollars will re-circulate through the local economy.

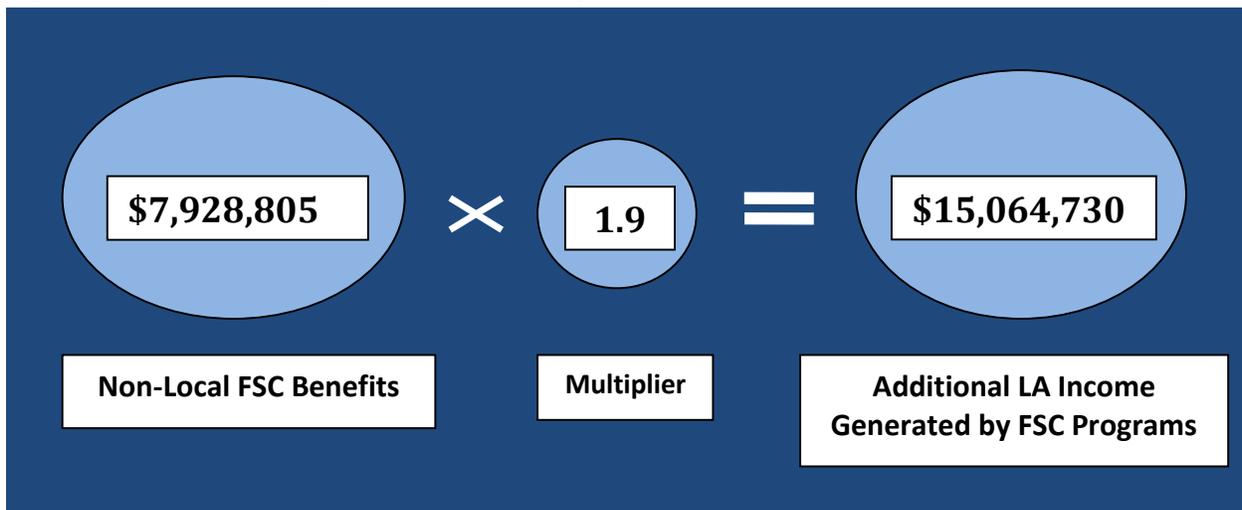
The economic impact of any injection of non-local funds on local income depends on 1) the amount of money injected, and 2) the extent those monies are re-circulated in the local economy as summarized by a local income multiplier number. The Non-Local Funds injected in the 2014-15 year was \$7,928,805 as shown in Figure 6.

The derivation of the community multiplier for non-local funds spent by the FSC client population is detailed in Appendix B. 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 2014-15 are presented above in Figure 6. 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.

Figure 7. Multiplier Impact on LA Economy in 2014-15



The FSC network has secured more non-local funds in each succeeding year of operation and has thus increased its impact on the LA economy each year. In 2010-11, the FSC program secured \$5,765,183 in non-local funds generating an increase of \$10,953,847 more in LA area income. In 2011-12, non-local funds increased to \$6,010,275, generating an increase of \$11,419,522 in LA area income. In 2012-13 non-local funds totaled \$6,646,557 boosting LA area income by \$12,628,458; and in 2013-14 non-local funds increased to \$7,499,108 generating \$14,248,305 in LA area income. Finally, 2014-15 year total of **\$7,928,805** in non-local funding generated a total of **\$15,064,730** in additional income for the Los Angeles economy. The importance of the non-local funding and its increasing impact on LA area income is that most of the resulting creation of local jobs land in the neighborhoods of the FamilySource clients.

Adult Educational Outcome Achievements--Potential Future Income

There are three FSC educational improvement programs aimed at adult clients—these are programs that encourage adults to 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 who complete these programs in terms of higher future earnings because the marketplace rewards people with more education and better language skills.

Second year changes in the FSC record-keeping instructions called on centers to track the diplomas, GEDs, and the ESL certificates earned during the year by their clients. These records permit us to estimate the potential future income benefits of these achievements for those clients as they get jobs that take advantage of their newly acquired skills. The educational achievements for adults and their associated future potential annual income benefits are presented in Table 2.

Table 2. 2014-15 Potential Future Annual Income Values of Adult Educational Achievements

Educational Achievements	Number Earned	Potential Annual Value Each	Potential Total Annual Value
Obtained High School Diploma 2014-15	77	\$9,648	\$742,900
Obtained High School Diploma 2013-14	88		\$849,000
Obtained GED 2014-15	12	\$3,500	\$42,000
Obtained GED 2013-14	68		\$238,000
Obtained ESL Certificate – Beginning 2014-15	330	\$4,000	\$1,320,000
Obtained ESL Certificate – Beginning 2013-14	381		\$1,524,000
Obtained ESL Certificate – Intermediate 2014-15	66	\$5,000	\$330,000
Obtained ESL Certificate – Intermediate 2013-14	99		\$495,000
Total Annual Potential Future Income 2014-2015			\$2,434,900
Total Annual Potential Future Income 2013-2014			\$3,106,000
Total Annual Potential Future Income 2012-2013			\$2,263,000

* See Appendix C for valuation details.

The values listed for the diplomas, GEDs, and ESL certificates in Table 2 are based on the differences in annual earnings between people who have the various educational credentials and language skills and those who do not. 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 effectively, we have listed the \$2,434,900 in Table 2 as *Total Annual Potential Future Income* to distinguish these FSC benefits from *Current Annual Income Benefits* reported in Figures 4, 5, and 6 above which we know put money directly in the pockets of FSC clients now. In contrast, the FSC clients who earn these diplomas and certificates most likely will have to secure new jobs or wait for a promotional openings in their current jobs before they realize increased earnings from their new skills and credentials.

Table 2 shows the potential future income benefits for FSC clients generated by these adult education programs in 2014-15 and compares those potential annual income earning increases to those generated in 2013-14. While the over \$2.4 million in potential future income for FSC clients during the last year is impressive and deserves to be lauded, the comparison reveals that every credential category showed fewer achievements last year than the year before. This means that FSC clients' future potential annual income increases fell from \$3.1 million in 2013-14 to about \$2.4 million last year. This reversed the upward trend in the clients' potential income growth established over the previous three years. While this downturn in potential income benefits from adult educational achievements is undoubtedly associated with

the decrease in FSC funding, every effort should be made to make adult education opportunities available to FSC clients because even though these *future income benefits* are not the same as 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 for their clients. The Census data that underlie the values in Table 2 and detailed in Appendix C clearly demonstrate that the more education and better language skills people have, the more they earn. The FSC programs that lead to these outcomes clearly lead to increased future income for FSC clients and these achievements often represent their clients' best pathway out of poverty.

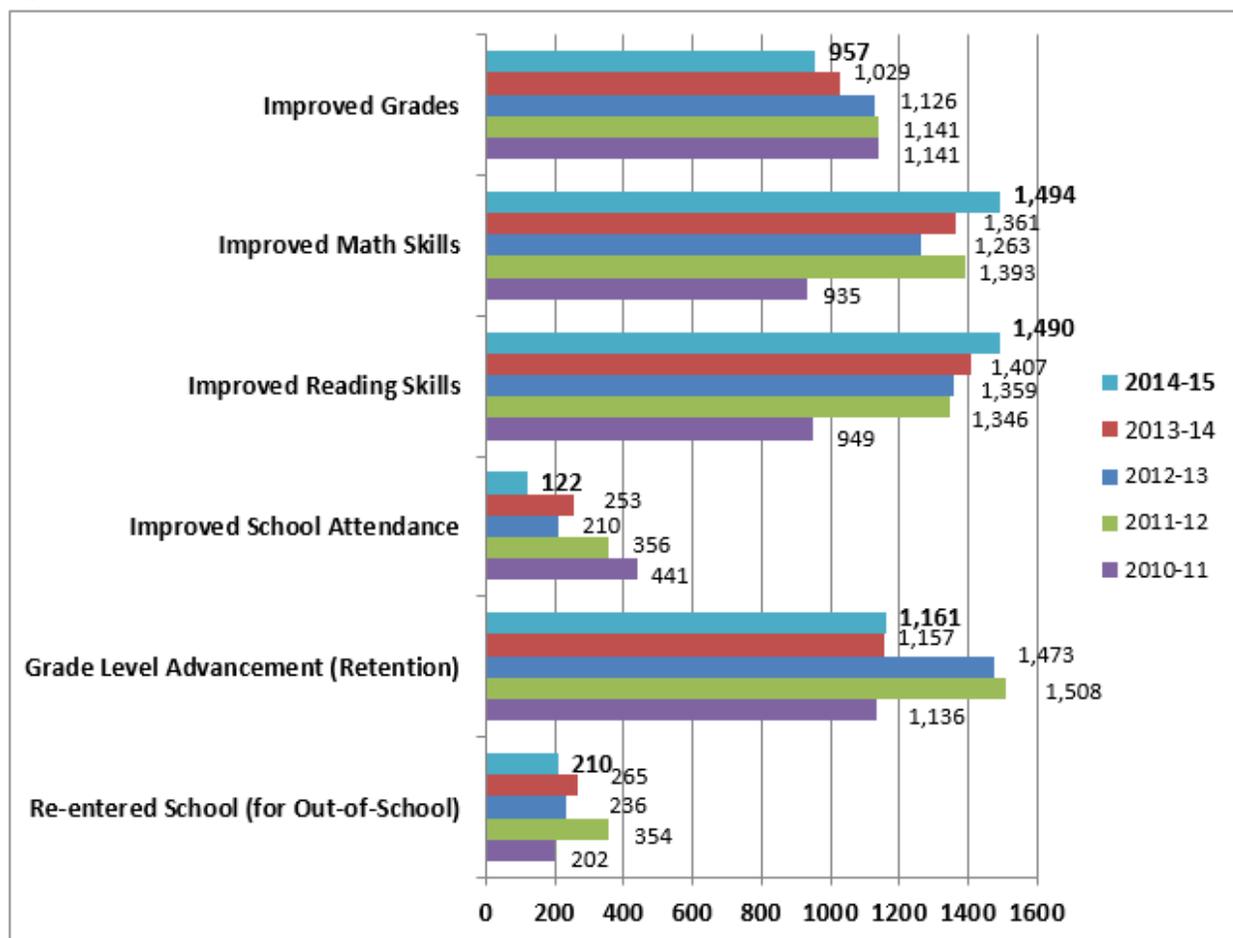
Youth Education Programs

The FSC program boosts 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 achievements are recorded without attempting to measure the eventual economic impact of the improved educational attainment, as those impacts will occur in later years and will be influenced by a host of future choices made by these students. 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 also benefit the larger community in both the short and long term, as we know that more education leads directly to lower crime rates, improved health and other social benefits.

Figure 8 reveals that the significant educational achievements of program youth varied over the five years—increasing strongly from 2010-11 to 2011-12, and pulling back somewhat from 2012-13 on. Overall, 5,434 significant academic achievements by youth were documented for the 2014-15 year in the listed categories, compared to 5,472 for 2013-14; 5,667 for 2012-13; 6,098 for 2011-12; and 4,804 during 2010-11. While the drop in youth educational outcomes over the last three years is disappointing, it is to be expected when funding is cut significantly. During the last three years, the number of significant academic achievements by youth dropped 10.9 percent compared to a 29.2 percent cut in center funding. That is, youth educational achievements dropped by approximately one-third of the decrease in funding for center programs.

As Figure 8 shows, last year's two largest educational achievement categories—improved math and reading skills—both grew while achievements in the other categories remained about the same or degraded slightly.

Figure 8. Youth Educational Outcome Achievements by Year



Distribution of Current Income 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 20 current income 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 9, which shows the total benefits generated in dollar terms with the centers arranged in descending order of total benefit generation. The Watts Labor Community Action Committee Center produced the highest level of total benefits with \$2.5 million followed by the Latino Resource Organization Center with \$2.1 million, and the Community Build Center at \$2.0 million. The El Nido Family Center with its \$1.1 million in measureable current income benefits

completed the list of contract centers that placed above the \$1.0 million average for all of the contract center for 2014-15. The \$1 million average production in measureable current income benefits per contract center is impressive given that the average funding per contract center was just \$700,000, and given that these centers produced many significant adult and youth educational achievements and a myriad of service events that are not tallied in the \$1 million current income benefits average.

Figure 9. 2014-15 FSUA Total Dollar Outcomes by Center

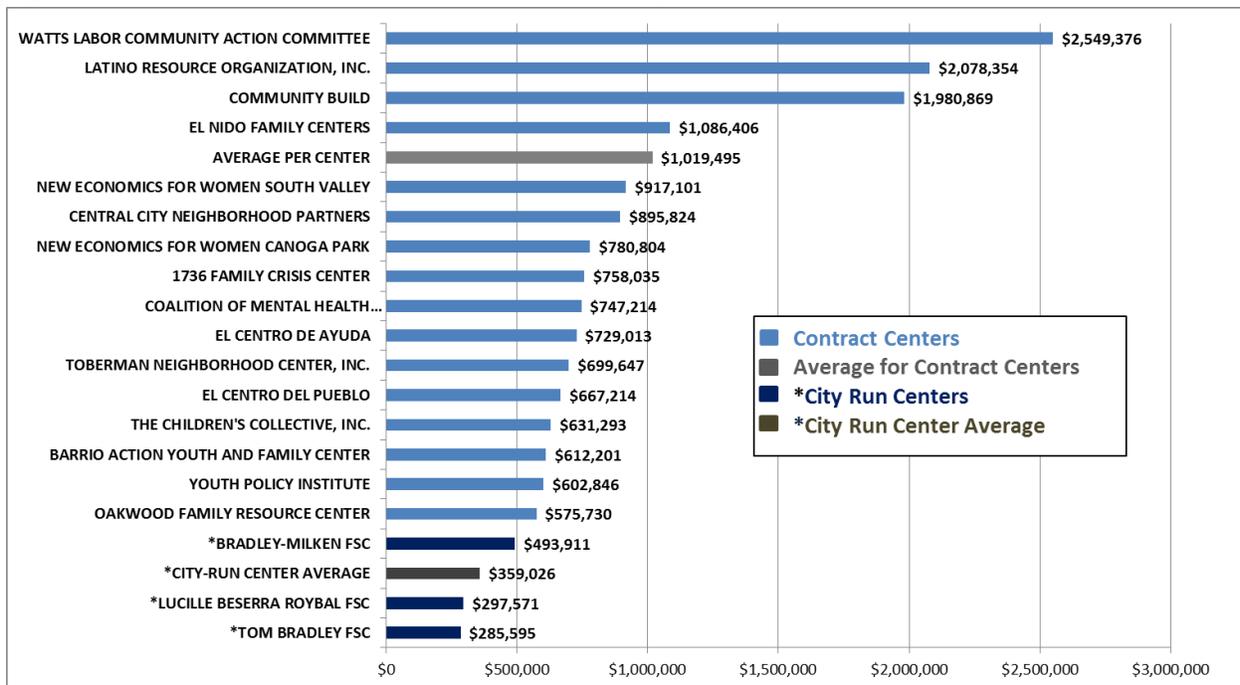


Figure 9 reveals an interesting distribution of center income benefits relative to the average for the contract centers—only four of the 16 contract centers exceeded the \$1 million average, and the other 12 contract centers generated lower than average income/resources benefits for their clientele. Indeed, the top three producing centers generated in the range of 2 to 2.5 times the average per contract center, with the fourth top producer generating just a little more than that average.

This lop-sided distribution of benefits per contract center suggests that there is ample opportunity for the top-producing centers to share their practices that enable them to produce substantially above average with those centers producing below average. On the other hand, it is gratifying to note that only 5 of the contract centers produced income/resource benefits below the \$700,000 level of their funding, and again that level of benefits production does not count those centers' production of significant educational outcomes or the other client services they produce.

The greatest contrast among the contract centers is between the top producing center—Watts Labor Community Action Committee with \$2.55 million in total current annual income benefits —and the lowest producer which is the Oakwood Family Resource Center with \$575,730. The impressive difference in these two centers’ annual production of measurable current annual income benefits is almost \$2 million, with the Watts Center producing over 4 times as much in measurable current income benefits as the Oakwood Center. Figure 9 also reveals a significant gap between the top three contract centers and the remaining 13 centers—current income benefit production falls by roughly \$900,000 between the third and fourth ranked centers. Both the large difference between top and bottom producing contract centers and the \$900,000 gap in the ranked distribution of contract centers again suggest that a sharing of best practices among the centers could dramatically increase the productivity of the contract centers as a group and the FamilySource system as a whole.

For city-run centers, the contrast between the highest and lowest producing centers is not as great in dollar terms—the highest producing city center, the Bradley-Milken Center, produced nearly \$500,000 in measurable current income benefits compared to the lowest producer—the Tom Bradley Center with \$285,595. Still, the Bradley-Milken Center produced roughly 1.7 times more than the Tom Bradley Center. This again might suggest that there may be some gains to be made by having the staffs of the various centers share their best practices with other center staffs so that the lower producers can gain some ground on the higher producers which would benefit the system as a whole and the families it serves.

The three city-run centers averaged nearly \$360,000 in measurable current income benefits, which is again impressive with their annual funding of \$300,000 and they also managed to produce a myriad of significant educational achievements and other service events which are not included in that outcome total. But again, only one of the city-run centers produced more than that average, and the other two produced less. This is another opportunity for the leading city-run center to share its best practices with the other two city centers to help them boost their productivity. Note that because of their significantly lower funding rate than the contract centers, the city-run centers are clustered at the bottom of Figure 9 and marked with darker bars to distinguish them from the contract centers.

Some hints at what might be shared among the various centers is revealed in the tables in Appendix D. A complete profile of each center's dollar value of measured benefits produced in total and for each category appears in Appendix D Table D-1. Note that the benefit categories in the rows 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 (Obtained EITC Credit) and

the lowest is last (Obtained Low Income Car Insurance). The centers are also arranged across the table, left to right, from higher to lower producing centers for contract centers as a group and then for city run centers. Following the group of contract centers is a column that shows the average per contract center for each benefit category listed in the first column. The same pattern is done for the city run centers, which are grouped at the right side of Table D-1 along with the city center average column. The last column in D-1 shows the total income/resource benefits produced by the FamilySource system both in total and for each category for informational purposes.

Table D-1 facilitates a comparison of the dollar volume of income/resource outcomes benefits for any center with that of any other center by category, and can be compared to the average for all contract centers. Each center's dollar benefit outcomes for a category can be compared to any other center outcomes or to the average for that category by reading across a row in Table D-1. Such comparisons reveal whether a center produced more or less than another center or than average for that category.

A striking feature of Table D-1 is the number of zeros in the various benefits categories recorded by centers; a zero means that center obtained no measurable outcome benefits for its clients in that category for 2014-15. These "0" cells become more prevalent as you move down the categories to the overall lower benefit categories, and more prevalent as you move across the table to the lower producing centers within any benefit category. While there may be demographic or other reasons that some centers produced no benefits in a particular category while others produced substantial benefits, these contrasting results might suggest ripe opportunities for centers to share strategies and techniques that could change the outcomes for the lesser producing centers. For example, Table D-1 shows that two contract centers have "zero categories" in about three-quarters of their categories (15 or 16 out of 20), and four more have zeros in 9 or 10 of the 20 categories. Perhaps the centers that do have activity in those categories could share their strategies for serving those benefit categories.

The city-run centers' lower funding levels explain many of their "0" benefit categories. They are not staffed to provide child care, nor do their limited resources allow them to produce the "full line" of services. Two out of the three city centers have zeros in more than half of their benefit categories. Still, a sharing of best practices by centers that are the top producers in a category may provide a city center staff an economical approach whereby they could produce significant benefits in a category that they presently do not serve.

The question of which centers might be in the best position to share their strategies for serving a particular benefit category with centers that are not producing many or any benefits

in that category can be answered by reading across the particular category row in D-1 to identify the highest benefit producers in that category or those that produce more than average. Again, the dollar benefits produced by the “average center” for that category is listed in the “average center” column (for either contract or city centers).

We have made that search for the best producers in a category easier by creating Table D-2, which converts the dollar magnitudes in D-1 to percentages. Reading across a row in Table D-2 reveals the *percentage* of the total benefits in that category that each center produces, and show the *average percentage* for both contract and city centers. It is easy to see which centers produce above average percent of benefits for a category, or the two or three centers that produce the highest percentage for that category. Table D-2 answers the question of which centers might be in the best position to share their strategies for serving a particular benefit category with other center staffs.

Two centers did an outstanding job of finding jobs for their clients and generated substantial client income benefits in the process. The top producing center—Watts Labor Action Committee Center—produced nearly \$1.5 million in short-term job wages for its clientele for nearly 75 percent of the system total in this category. The Community Build Center produced nearly \$1.2 million in annual long-term job wages for its clientele, which was nearly 38 percent of the system total for this category. This certainly makes these centers experts in helping clients find jobs, and they could share their obviously effective techniques and strategies with other center staffs. Experts in serving clients in other categories are revealed by perusing Table D-2 for double-digit percentages which indicate which centers do substantially better than average in which categories, and therefore should be considered candidates for sharing their strategies for serving those categories. Sharing strategies between centers should be considered a two-way street too, because even though the Community Build Center is the top producer of long-term jobs, its staff may also benefit from learning how the other centers generate benefits in the nine current income categories where Community Build has zero benefits and perhaps expand the menu of those services offered to their clientele.

City-run centers could also share some of their strategies even though they are short on funding and staff. The Bradley-Milken Center produced over 10 percent of the system’s annual long-term job benefits for its clients (\$317,000) along with 19 percent of system’s health insurance benefits. The Tom Bradley Center produced 37 percent of the system’s CalWORKS benefits for its clients. Other centers might benefit from knowing how they do this on their very limited budgets.

In summary, Tables D-1 and D-2 permit the comparison of centers with one another in each category of benefit generation either in terms of dollar magnitudes or in percentages of

the system total for that category. Of course some high or low performances of centers in certain categories may be explained by the demographics of their clientele, the specialties of their center, or the opportunities they have to serve their clientele. Nonetheless, the information in Table D-1 and D-2 should assist the FamilySource system's administrators and the individual center directors in an examination of their performance in light of their objectives, constraints, and opportunities to better serve their clientele. Scheduled discussions of best practices among center directors and staffs should advance those efforts.

While some variation is expected, the large variations in percentage of services produced by individual centers raise several strategic questions that HCID should consider. From one perspective, specialization by centers in producing some services and not others may be appropriate. It may be that centers are customizing their services to the needs of the community or, in the case of city centers, working with nearby contract centers to link clients to services the city center does not provide; a center's staff may be particularly skilled at providing a specific service which leads to gaining referrals for that service. On the other hand, from a strategic perspective, HCID may want to make sure that a considerable range of services are available in every community. In this case the HCID can push to make sure a fixed range of services is actually being delivered in throughout its service area.

Summary

The FamilySource Network served 41,726 different people, and produced 250,639 service and referral events, including 166,395 in important Core Services, in Fiscal Year 2014-15. There were \$17,389,004 reported in current income enhancing outcomes and an additional \$2.4 million in potential future annual 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 \$15.1 million as a byproduct of FSC activity, creating additional income and jobs mainly in the FSC clients' neighborhoods. Finally, FSC youth-oriented programs produced 5,925 significant educational outcomes such as improved reading and math skills, improved attendance, higher grades, and grade-level advancement for school-aged clients. These youth educational achievements improve not only the present and future for young FSC clients, they improve the present and the future for their neighborhoods and the City as a whole.

Comparisons of FSC's 2014-15 performance with its previous four years are complicated by some refinements in outcome categories and recording instructions designed to improve the data and by significant program funding cuts during the period. The production of service events by the centers climbed substantially (+31.7%) in the first year in spite of modest funding

cutbacks (-6.1%), but then retreated by 8.8 percent over the next three years in the face of a 29.2 percent reduction in program funding. What can be said unequivocally about the first five years is that the FSC network became much more efficient in producing service events for their clients. First year service events cost the system an average of \$87 per service event compared to \$48 per service event in the fifth year, producing a dramatic increase in cost efficiency of 45 percent. But another unequivocal conclusion is that the gains in efficiency in delivering FSN services are declining—the low hanging fruit have been harvested. HCID will have to foster best practices and process improvement sharing among centers to continue their past productivity gains.

The FSC network's total current annual benefits fell from \$18.9 million to \$16.5 in the second year but definitional and measurement changes rendered these numbers not exactly comparable. A further complication with these two numbers was the second year loss of ARRA funding which partially supported some of the job assistance services of the centers causing the benefits from obtaining jobs to drop in that year. The total annual current income benefits declined for the system from the second year (\$16.5 million) to the third year (\$15.2 million) but climbed in the fourth and fifth years to \$16.1 million and \$17.4 million respectively, despite large funding decreases in the last two years.

In 2014-15, through its adult education services, the FSC network produced a significant \$2.4 million in potential future annual income for FSN clients by helping clients complete high school diplomas, GEDs, and ESL certificates. While this is down somewhat from the impressive \$3.1 million in 2013-14, it compares favorably with \$2.3 million in 2012-13. The FSC Network's youth-oriented educational programs in 2014-15 produced 5,224 significant educational achievements; the small decline from 5,472 in 2013-14 was probably due to budget cuts.

These outcomes clearly show that 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 cannot not be accurately estimated in terms of monetary or educational benefits at this time, but that nevertheless provide 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, computer classes, and after school programs.

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 values of all services offered through the program, in order to present a more accurate and complete report on their economic impacts.

Despite our current ability to measure fewer than half of the service events' outcomes, the FamilySource program exceeded its goals, and made a larger measurable dollar impact in the community than the amount of money invested in the 19 FamilySource Centers.

Recommendations

The idea behind using “moneyball” strategies in government is to objectively assess the performance of programs using evidence and ultimately move resources from less productive programs to more productive programs. This project is the fifth effort to objectively estimate the economic impact of the FamilySource Program. In continuing to work with contractors and HCID staff on evaluation, we found some ways we believe the measurement of the program’s performance could be improved. Here we make seven recommendations for improving the measurement of the program.

1. Make the Dissemination of Best Practices Among the Centers a High Priority Activity for 2015-16.

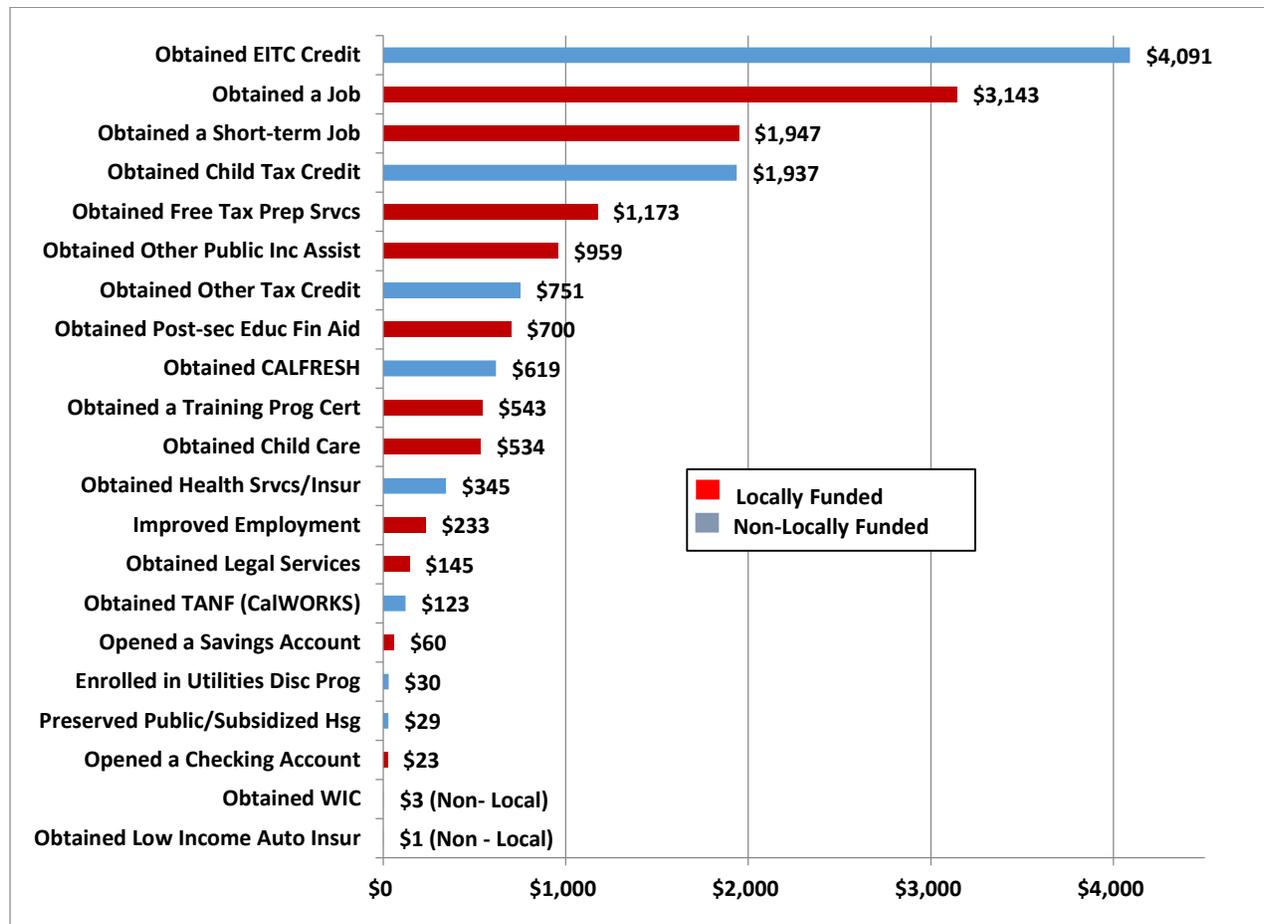
As we noted in this report, the rate at which centers are improving their efficiency is leveling off. We also observe that some centers create a great deal more benefits than others with the same resources. This suggests to us that some Centers have discovered innovative practices that allow them to produce benefits more efficiently than others. Since centers don’t compete with each other, they should be willing to share these best practices with other centers. The dissemination of these effective practices will improve the overall system performance and provide a reason for future investment in the larger system.

We recommend that City staff use the data in this report—particularly in Appendix Tables D-1 and D-2—to identify Centers that are best at producing certain services and benefits. Recognize them with a public award and recognition. Then ask them to provide training sessions where they share in detail the practices that allowed them to achieve such high performance. In next year’s evaluation we can see if this dissemination of best practices increases the performance in the larger FSC program.

Figure 10 below shows the benefit categories that generate the most dollar value for clients. As part of the best practices initiative the City should review this mix of benefits and see if they match the City’s strategic goals. The City could target specific benefits to be increased. To do this the City could identify the centers which produce the most of a particular

benefit and get them to offer a “best practice” session on how they produce these benefits to other centers, with an aim toward substantially increasing that benefit.

Figure 10. FSC System Total Current Income/Resource Benefits by Category for 2014-15



To assist HCID in the search for centers with potential best practices, Tables D-1 and D-2 in Appendix D provide roadmaps that can reveal the centers with practices and strategies that could increase the FamilySource system’s productivity and efficiency. As discussed above, these two tables show each centers production of each type of income enhancing benefit both in money terms (D-1) and percentage terms (D-2). These tables are also constructed to facilitate comparisons among the centers by arraying the centers from top overall producer to lowest overall producer within their group—contract and city centers. The rows of the benefit categories appear in order of income benefits generated by that category, so the top row category generates the largest system benefit, each lower row represents a lower system benefit level, and the bottom row category generates the least measured monetary benefits. Reading across any row will reveal each center’s production of that benefit relative to every other center’s production of that benefit for the indicated benefit category. Reading down the column will show the particular centers production of each of the types of benefits and the

zeros in the center’s column will disclose the categories in which that center produced no benefits. While these two tables appear complex because they contain a lot of information, they are constructed to facilitate comparisons that should enable HCID to identify centers who could share their practices with other centers to the benefit of the FamilySource system and its clientele.

2. Re-emphasize the Importance the H.S. Diplomas, the GED, and ESL certificates to the FSC Clients’ Futures as their Pathway out of Poverty

The potential income boost that FSC clients can realize from a H.S. Diploma is nearly over \$9,500/year, it is \$3,500/year for a GED, and \$4,000 or \$5,000/year for beginning or intermediate ESL certificate, as reported in Table 2 and demonstrated in Appendix C. These are significant income increases for FSC clientele and may represent their clients’ best opportunities for future success and financial improvement. Correspondingly, and even in the face of decreasing budgets, the Centers should:

- Make sure that the instructional programs leading to these diplomas and certificates are available to their clients at convenient times in convenient places.
- Make sure their clients know about the potential income benefits associated with these credentials as well as the times and places that the corresponding programs are offered.

3. Continue to Improve the Recording of Service Events and Any Monetary Benefits

Accurate counting of the service events and recording of the benefits are critical to the evaluation of the FSC program. Any undercounting of service events or failure to record the monetary value of the measurable benefits results in an undervaluation of the FSC program relative to other uses of HCID funds. Every effort should be made to get full counting and valuation of FSC services and benefits. After all, undercounting or lapses in recording FSC services and events could lead to further funding cuts which would shortchange FSC clients. The city needs to continue 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. The city may unintentionally discourage full reporting when they set specific goals for “star” level performance. Once a center has achieved star level, the incentive to keep doing the work required to document achievements and services declines. The city needs to work with contractors to make sure they understand the importance of tracking all services and achievements.

4. 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 HCID 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 program's total impact.

5. 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. Since these subsidies represent real money in the pockets of clients we recommend that HCID begin collecting the dollar value of transportation services provided. If the source of the subsidy is non-local, the multiplier could be applied in this case as well. This recommendation has been made previously but the City has not been able to add this feature to the reporting system. We urge the city to make this a priority for next year.

6. Increase Awareness of the FSC Program and its Accountability

The City's new mayor wants to play "Moneyball". He has put a strong focus on public accountability and measuring program performance and outcomes. The FSC program had been a leader in this arena and deserves attention for its efforts.

Other stakeholders at the local, state and national levels need to know about the accomplishments of the FSC Network and the measurement system that supports it. We recommend the city look for outlets such as professional conferences and publications where these results can be publicized and shared with others. This model can help other programs within the city and elsewhere develop effective methods for measuring performance.

Appendix A
Detailed Information on Volume of Service Events
By Type and Year, 2010-2015

		Benefit	2014-15	2013-14	2012-13	2011-12	2010-11
Core Services			166,395	173,631	169,822	174,945	115,893
Adult School/Continuing Education	AE		317	423	460	503	1,061
Bank on LA	\$		107	72	208	297	207
Cash for College (Youth)	\$		52	77	104	87	116
Child Care	\$		5,269	5,934	5,873	5,162	1,745
Computer Class			8,087	9,225	8,758	15,141	9,512
Cultural Activities (includes Art and Music)			24,441	20,596	20,671	17,113	12,250
ESL	AE		9,144	12,457	11,202	15,504	6,656
Financial Literacy/Money Management	\$		1,708	1,845	1,535	1,366	1,873
GED Prep	AE		1,842	2,291	592	628	490
Legal Assistance	\$		467	638	1,178	2,973	3,306
Mentorship (Youth)	YE		12,166	9,264	5,350	9,048	4,943
Multi-benefit Screening (One-e-app)	\$		346	336	1,967	2,833	2,719
Open Computer/Resource Lab			10,097	14,215	7,674	5,658	4,739
Parenting Classes			8,645	8,292	7,738	5,542	7,856
Pre-employment/Employment Support	\$		2,514	2,347	2,729	3,689	5,913
Recreation/Sport (Youth)			19,916	28,016	30,546	28,435	14,583
Tax Assistance (EITC/VITA)	\$		6,167	5,718	5,466	4,267	3,310
Tutoring (Youth)	YE		50,723	47,110	53,985	51,174	29,104
Youth Leadership	YE		4,387	4,775	3,785	5,525	5,510
Information and Referrals			34,199	36,450	46,220	49,396	45,048
FamilySource Center			17,157	19,529	23,769	28,324	23,589
GRYD Program			30	42	32	71	28
General/Other			15,273	15,281	19,712	18,368	17,123
Housing Assistance	\$		926	888	1,719	1,198	1,240
Medical Care			442	262	265	461	1,019
OneSource Center	\$		59	50	98	57	218
Temporary Shelter			115	116	216	173	178
WorkSource Center	\$		197	282	409	744	1,653
Support Services			32,238	28,524	31,257	34,163	27,607
Clothing			684	1,000	1,095	2,088	1,321
Crisis Intervention			4,416	1,401	879	779	801
Emergency Fuel/Energy Bill Assistance (LIHEAP)			2,492	2,106	3,220	4,073	7,568
Food	\$		12,790	11,666	12,564	14,792	9,656
OTS (Child Car Seats)			377	551	597	547	904
Services for Persons with Disabilities			479	349	238	402	245
Transportation			11,000	11,951	12,664	11,482	7,112
Miscellaneous			17,807	16,695	15,934	16,474	12,268
Educational Seminars			1,374	521	450	499	607
Other			11,037	10,177	7,649	7,762	6,187
Special Events			5,396	5,997	7,835	8,213	5,474
Grand Total			250,639	255,300	263,233	274,978	208,816

**Appendix B:
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 B-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 and spend in their neighborhoods and communities, an additional \$90 of income will be generated largely in those areas. In Figure 7, the non-local income benefits for 2014-15 as presented in Figure 6 are applied to the multiplier developed above in Table B-1.

Table B-1. FSC Clients Spending Multiplier Table

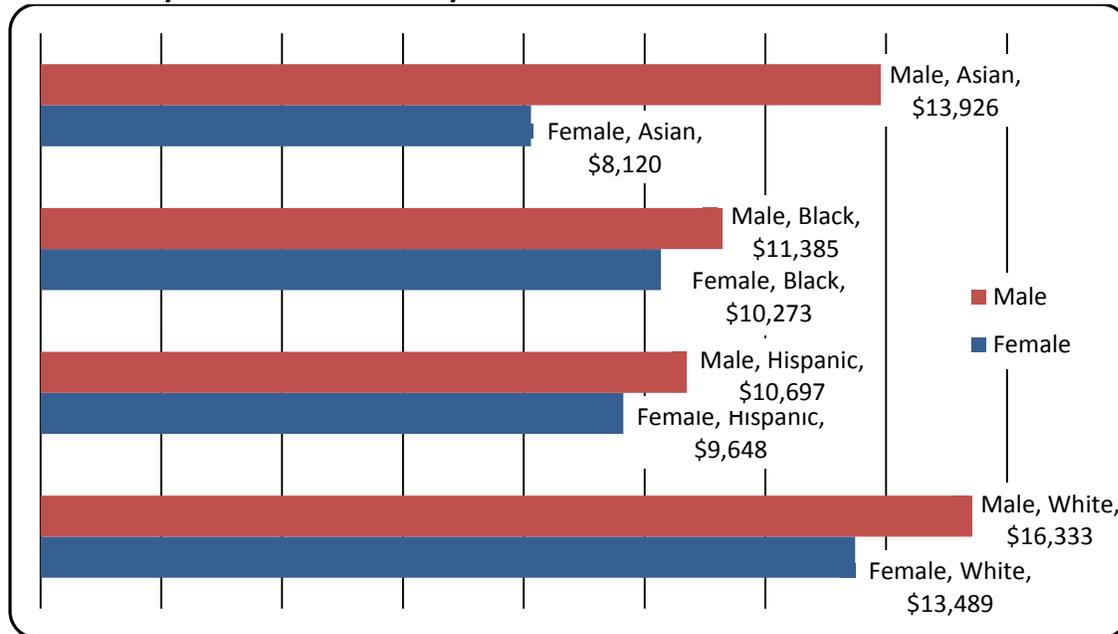
CALCULATION OF THE SPENDING MULTIPLIER FOR FSC CLIENTS			
	LA COUNTY RIMS II INDUSTRY MULTIPLIERS	LOWEST 20% OF INCOME DISTRIBUTION	PERCENT OF SPENDING
Average annual expenditures less contributions, pension, and social security payments		\$21,611	
		\$20,518	
RETAIL	1.9	\$8,522	41.5%
Food at home		\$2,463	
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		

Appendix C:
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 its 2011-12 fiscal year. This Appendix details the annual value of those educational achievements for FSC clients that are used in Table 2 in the body of this report.

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 Figure C-1.

Figure C-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 Figure C-1 and is the annual income differential for the modal FSC client group, it seems like both a 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*³. 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. We have been unable to locate any reliable estimate of the market value of an Adult Basic Education (ABE) certificate which enhances basic reading, writing, and math skills. While we believe that improving these skills is beneficial to FS clients and centers should continue to promote ABEs to clients perhaps as a pathway to a GED, we cannot assign any future potential annual income to the completion of an ABE certificate at this time.

English communication skills do have real economic value in the market as shown by U.S. Census income data, 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:

³ 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

- 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:

- “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 C-1, “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. Table C-2, “Value of Completing an ESL Certificate by Level of Education” applies our bullet-pointed assumptions above to the earnings differentials in Table C-1. 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 in the body of this report we 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 C-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 C-2. 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 D:
Current Income Benefits by Type for Each Center
in Dollars and Percentages**

Table D-1: Current Income/Resource Benefits by Type and by Center

Table D-1 contains the counts of people served and the current income benefits, measured in aggregate dollars, generated by each center and the system by the categories listed in the first 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 in descending order of System dollars generated, which is indicated in the last column of the spreadsheet. Going down the rows in Table D-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 remaining rows show each center's dollar equivalent of all income/resources benefits generated for each current benefit category.

The Centers are listed across the columns by group with the contract centers listed first and the city-run centers listed next. Within each group the centers are listed in order of their generation of current income benefits, from highest to lowest for their group. An "Average" column appears at the end of the group showing each group's average production for the corresponding row category. For example, in the Total Aggregate Dollar Amount row, the total dollar current income benefits are shown for each center and the average income benefits for the contract centers is displayed in the Average per Contract Center column. The average income benefits generated by contract centers are listed by the corresponding row categories going down that column. Likewise, an Average per City Center column follows the City Centers group, and the final column shows the System Totals for unduplicated persons served, income and education indicators, and current income benefits generated by the entire system of 20 centers in total and for each row category.

Table D-1 facilitates comparisons 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 within its group.

Table D-2: Current Benefits in Percentages by Type and by Center

The percentage numbers in Table D-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 centers within the contractor group and within the lower-funded city center group, each center would display the average percent production of that activity, which is listed in the Average Percentage for Contract Centers column and the Average Percentage for City Centers column. Obviously, the percents

tell us that activities are not distributed evenly across all centers for any activity within each group, and that the average center in the contract group produces more of each activity than the average center in the city group, as would be expected.

A center's percentage number in a particular category indicates whether the center is doing more or less than its group average amount of activity in that category by whether the percentage is above or below its group average for that category. 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 than other centers in their group. The Average Benefits Per Center and System Total columns are retained for reference.

The final column in Table D-2 reveals the percentage of the FSC System's Total Activity in each category. For example, that column shows that "unduplicated persons receiving current income benefit outcomes" constituted 80.2 percent of the total number of unduplicated persons receiving income and/or significant educational outcomes from the system. Unduplicated persons achieving significant educational outcomes accounted for the other 21.6 percent of total income and/or educational outcomes. Since these percentages add up to 101.8 percent, we conclude that 1.8 percent of the unduplicated persons received both income and significant educational benefits. Income benefit indicators and the significant educational achievement indicators do add up to 100 percent of the system's 25,562 income and/or education indicators, with income accounting for 74.7 percent of system indicators, and education indicators coming in at 25.3 percent of the total. The remaining rows in this Percent of the Total column show the percentage that each of the 20 current income benefit categories represents of the total current income benefits that the FSC system generated in 2014-15.

Table D-1. Measured Dollar Benefits by Category Produced by Contract Centers (Center 1-10)	WATTS LABOR COMMUNITY	LATINO RESOURCE	COMMUNITY BUILD	EL NIDO FSC	NEW ECONOMICS FOR WOMEN SOUTH VALLEY FSC	CENTRAL CITY NBHD PTNRS	NEW ECONOMICS FOR WOMEN CANOGA PARK FSC	1736 FAMILY CRISIS CENTER	CMHP FS CENTER	EL CENTRO DE AYUDA (BOYLE HEIGHTS)	CONTRACT AVERAGE PER CENTER	SYSTEM TOTALS
Total unduplicated number of persons for increase family income/resources outcomes	1786	1136	367	468	504	640	427	433	431	689	764	12,602
Total unduplicated number of persons for increased academic performance	260	239	202	181	186	221	194	183	158	197	201	3,456
Total unduplicated number of persons	1944	1371	559	630	690	832	615	612	585	885	948	15,766
Total number of Increase Family Income/ Res Ind.	3207	2095	577	716	904	1033	694	763	938	1031	1,224	20,637
Total number of increased Youth Acad Perf Indicators	457	355	308	342	322	402	347	293	194	400	351	5,925
Total Aggregate Dollar Amount	\$2,549,376	\$2,078,354	\$1,980,869	\$1,086,406	\$917,101	\$895,824	\$780,804	\$758,035	\$747,214	\$729,013	\$1,019,495	\$17,389,004
INCREASE FAMILY Y/RES OUTCOMES												
Obtained EITC Credit	\$227,620	\$553,370	\$211,796	\$200,978	\$285,448	\$237,120	\$222,848	\$181,944	\$437,101	\$142,120	\$240,238	\$4,091,055
Obtained a Job	\$171,048	\$304,826	\$1,192,332	\$402,708	\$174,573	\$42,070	\$110,414	\$188,330	\$0	\$76,356	\$175,779	\$3,142,886
Obtained a Short-term Job	\$1,457,180	\$19,361	\$161,574	\$15,526	\$0	\$22,293	\$2,079	\$19,617	\$3,507	\$16,922	\$119,910	\$1,947,441
Obtained Child Tax Credit	\$112,494	\$298,131	\$94,762	\$100,602	\$134,150	\$198,701	\$124,762	\$61,821	\$161,906	\$52,942	\$116,468	\$1,936,815
Obtained Free Tax Preparation Services	\$64,400	\$187,000	\$45,400	\$44,600	\$69,800	\$93,000	\$52,200	\$47,000	\$96,600	\$43,200	\$67,513	\$1,173,200
Obtained Other Public Benefit (Income) Assistance	\$151,846	\$251,308	\$39,984	\$29,342	\$6,850	\$63,188	\$19,159	\$26,312	\$0	\$250	\$59,086	\$958,540
Obtained Other Tax Credit	\$125,474	\$50,630	\$6,194	\$8,878	\$42,183	\$22,635	\$11,864	\$23,997	\$48,100	\$19,380	\$41,657	\$750,786
Obtained Post-secondary Education Financial Aid	\$79,646	\$55,620	\$212,983	\$7,000	\$5,730	\$71,043	\$0	\$36,499	\$0	\$17,761	\$43,759	\$700,143
Obtained CALFRESH	\$11,424	\$19,460	\$2,088	\$140,946	\$68,019	\$47,921	\$97,834	\$33,336	\$0	\$73,608	\$34,173	\$619,041
Obtained a Training Program Certificate	\$22,050	\$11,200	\$11,900	\$35,350	\$31,500	\$43,400	\$28,350	\$56,700	\$0	\$187,250	\$32,813	\$543,200
Obtained Child Care	\$0	\$139,250	\$0	\$0	\$23,584	\$7,185	\$23,584	\$0	\$0	\$25,200	\$33,321	\$534,134
Obtained Health Services/Insurance	\$43,351	\$90,120	\$0	\$20,400	\$46,680	\$34,320	\$14,760	\$8,280	\$0	\$16,692	\$17,439	\$344,547
Improved Employment	\$51,120	\$56,288	\$0	\$46,644	\$6,400	\$0	\$0	\$37,427	\$0	\$34,828	\$14,544	\$232,707
Obtained Legal Services	\$660	\$26,235	\$0	\$0	\$9,769	\$0	\$54,830	\$1,774	\$0	\$0	\$9,036	\$144,748
Obtained TANF (CalWORKS)	\$0	\$0	\$0	\$11,136	\$6,679	\$10,500	\$10,416	\$13,236	\$0	\$6,504	\$4,810	\$122,577
Opened a Savings Account	\$800	\$4,800	\$0	\$17,600	\$0	\$800	\$0	\$18,400	\$0	\$8,000	\$3,500	\$60,000
Enrolled in Utilities Discount Program	\$24,190	\$351	\$0	\$2,040	\$152	\$320	\$840	\$2,562	\$0	\$0	\$1,903	\$30,455
Preserved Public/Subsidized Housing	\$0	\$8,004	\$0	\$0	\$3,684	\$0	\$6,864	\$0	\$0	\$0	\$1,832	\$29,316
Opened a Checking Account	\$4,800	\$2,400	\$800	\$1,600	\$1,600	\$800	\$0	\$800	\$0	\$8,000	\$1,450	\$23,200
Obtained WIC	\$537	\$0	\$1,056	\$1,056	\$0	\$528	\$0	\$0	\$0	\$0	\$199	\$3,177
Obtained Low Income Auto Insurance	\$736	\$0	\$0	\$0	\$300	\$0	\$0	\$0	\$0	\$0	\$65	\$1,036
Obtained Child Support	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Table D-1 (cont'd). Measured Dollar Benefits by Category Produced by Contract and City Centers (Center 11-19)	TOBERMAN FSC	EL CENTRO DEL PUEBLO (ECHO PARK)	THE CHILDREN'S COLLECTIVE, INC	BARRIO ACTION	YPI FSC	OAKWOOD FSC	CONTRACT AVERAGE PER CENTER	BRADLEY-MILKEN CENTER	LUCILLE BESERRA FSC	TOM BRADLEY	CITY AVERAGE PER CENTER	SYSTEM TOTALS
Total unduplicated number of persons for increase family income/resources outcomes	294	1078	285	504	1736	1446	764	145	265	247	219	12,602
Total unduplicated number of persons for increased academic performance	181	103	189	279	189	246	201	90	119	46	85	3,456
Total unduplicated number of persons	471	1180	474	773	1909	1639	948	234	378	288	300	15,766
Total number of Increase Family Income/ Res Ind.	566	1520	495	785	2009	2250	1,224	199	469	386	351	20,637
Total number of increased Youth Acad Perf Indicators	237	240	266	512	280	655	351	101	140	74	105	5,925
Total Aggregate Dollar Amount	\$699,647	\$667,214	\$631,293	\$612,201	\$602,846	\$575,730	\$1,019,495	\$493,911	\$297,571	\$285,595	\$359,026	\$17,389,004
INCREASE FAMILY Y/RES OUTCOMES												
Obtained EITC Credit	\$117,288	\$234,841	\$214,067	\$245,684	\$136,891	\$194,687	\$240,238	\$37,012	\$154,362	\$55,878	\$82,417	\$4,091,055
Obtained a Job	\$54,504	\$71,068	\$0	\$0	\$0	\$24,240	\$175,779	\$316,965	\$0	\$13,452	\$110,139	\$3,142,886
Obtained a Short-term Job	\$0	\$8,218	\$1,200	\$5,736	\$159,840	\$25,501	\$119,910	\$24,828	\$0	\$4,059	\$9,629	\$1,947,441
Obtained Child Tax Credit	\$58,199	\$112,611	\$123,135	\$99,154	\$42,395	\$87,730	\$116,468	\$12,616	\$51,609	\$9,095	\$24,440	\$1,936,815
Obtained Free Tax Preparation Services	\$32,400	\$79,200	\$51,200	\$70,800	\$53,200	\$50,200	\$67,513	\$10,000	\$52,800	\$30,200	\$31,000	\$1,173,200
Obtained Other Public Benefit (Income) Assistance	\$46,837	\$62,008	\$0	\$0	\$137,584	\$110,715	\$59,086	\$2,702	\$1,215	\$9,240	\$4,386	\$958,540
Obtained Other Tax Credit	\$240,806	\$21,194	\$14,701	\$11,865	\$14,903	\$3,707	\$41,657	\$0	\$31,635	\$52,640	\$28,092	\$750,786
Obtained Post-secondary Education Financial Aid	\$35,007	\$57,594	\$0	\$94,846	\$264	\$26,150	\$43,759	\$0	\$0	\$0	\$0	\$700,143
Obtained CALFRESH	\$42,793	\$1,656	\$0	\$3,516	\$4,164	\$0	\$34,173	\$13,068	\$0	\$59,208	\$24,092	\$619,041
Obtained a Training Program Certificate	\$35,000	\$700	\$0	\$12,250	\$11,200	\$38,150	\$32,813	\$11,200	\$5,950	\$1,050	\$6,067	\$543,200
Obtained Child Care	\$0	\$5,760	\$226,990	\$66,750	\$12,375	\$2,460	\$33,321	\$0	\$0	\$996	\$332	\$534,134
Obtained Health Services/Insurance	\$840	\$0	\$0	\$0	\$840	\$2,744	\$17,439	\$65,520	\$0	\$0	\$21,840	\$344,547
Improved Employment	\$0	\$0	\$0	\$0	\$0	\$0	\$14,544	\$0	\$0	\$0	\$0	\$232,707
Obtained Legal Services	\$24,585	\$0	\$0	\$0	\$26,730	\$0	\$9,036	\$0	\$0	\$165	\$55	\$144,748
Obtained TANF (CaWORKS)	\$11,388	\$0	\$0	\$0	\$60	\$7,046	\$4,810	\$0	\$0	\$45,612	\$15,204	\$122,577
Opened a Savings Account	\$0	\$0	\$0	\$800	\$2,400	\$2,400	\$3,500	\$0	\$0	\$4,000	\$1,333	\$60,000
Enrolled in Utilities Discount Program	\$0	\$0	\$0	\$0	\$0	\$0	\$1,903	\$0	\$0	\$0	\$0	\$30,455
Preserved Public/Subsidized Housing	\$0	\$10,764	\$0	\$0	\$0	\$0	\$1,832	\$0	\$0	\$0	\$0	\$29,316
Opened a Checking Account	\$0	\$1,600	\$0	\$800	\$0	\$0	\$1,450	\$0	\$0	\$0	\$0	\$23,200
Obtained WIC	\$0	\$0	\$0	\$0	\$0	\$0	\$199	\$0	\$0	\$0	\$0	\$3,177
Obtained Low Income Auto Insurance	\$0	\$0	\$0	\$0	\$0	\$0	\$65	\$0	\$0	\$0	\$0	\$1,036
Obtained Child Support	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Table D-2. Percentage Measured Dollar Benefits by Category Produced by Contract Centers (Center 1-10)	WATTS LABOR CUMMUNITY	LATINO RESOURCE	COMMUNITY BUILD	EL NIDO FSC	NEW ECONOMICS FOR WOMEN SOUTH VALLEY FSC	CENTRAL CITY NBHD PTNRS	NEW ECONOMICS FOR WOMEN CANOGA PARK FSC	1736 FAMILY CRISIS CENTER	CMHP FS CENTER	EL CENTRO DE AYUDA (BOYLE HEIGHTS)	CONTRACT AVERAGE PER CENTER	SYSTEM TOTALS
Total unduplicated number of persons for increase family income/resources outcomes	13.9%	8.8%	2.8%	3.6%	3.9%	5.0%	3.3%	3.4%	3.3%	5.3%	5.9%	12,602
Total unduplicated number of persons for increased academic performance	5.3%	6.9%	5.8%	5.2%	5.4%	6.4%	5.6%	5.3%	4.6%	5.7%	5.8%	3,456
Total unduplicated number of persons	3.8%	8.5%	3.5%	3.9%	4.3%	5.2%	3.8%	3.8%	3.6%	5.5%	5.9%	15,766
Total number of Increase Y/Res Indicators	3.7%	10.2%	2.8%	3.5%	4.4%	5.0%	3.4%	3.7%	4.5%	5.0%	5.9%	20,637
Total number of increased Acad Perf Indicators	4.9%	6.0%	5.2%	5.8%	5.4%	6.8%	5.9%	4.9%	3.3%	6.8%	5.9%	5,925
Total Aggregate Dollar Amount	14.7%	12.0%	11.4%	6.2%	5.3%	5.2%	4.5%	4.4%	4.3%	4.2%	5.9%	\$17,389,004
INCREASE FAMILY Y/RES OUTCOMES												
Obtained EITC Credit	5.6%	13.5%	5.2%	4.9%	7.0%	5.8%	5.4%	4.4%	10.7%	3.5%	5.9%	\$4,091,055
Obtained a Job	5.4%	9.7%	37.9%	12.8%	5.6%	1.3%	3.5%	6.0%	0.0%	2.4%	5.6%	\$3,142,886
Obtained a Short-term Job	74.8%	1.0%	8.3%	0.8%	0.0%	1.1%	0.1%	1.0%	0.2%	0.9%	6.2%	\$1,947,441
Obtained Child Tax Credit	5.8%	15.4%	4.9%	5.2%	6.9%	10.3%	6.4%	3.2%	8.4%	2.7%	6.0%	\$1,936,815
Obtained Free Tax Preparation Services	5.5%	15.9%	3.9%	3.8%	5.9%	7.9%	4.4%	4.0%	8.2%	3.7%	5.8%	\$1,173,200
Obtained Other Public Benefit (Income) Assistance	15.8%	26.2%	4.2%	3.1%	0.7%	6.6%	2.0%	2.7%	0.0%	0.0%	6.2%	\$958,540
Obtained Other Tax Credit	16.7%	6.7%	0.8%	1.2%	5.6%	3.0%	1.6%	3.2%	6.4%	2.6%	5.5%	\$750,786
Obtained Post-secondary Education Financial Aid	11.4%	7.9%	30.4%	1.0%	0.8%	10.1%	0.0%	5.2%	0.0%	2.5%	6.3%	\$700,143
Obtained CALFRESH	22.8%	3.1%	0.3%	22.8%	11.0%	7.7%	15.8%	5.4%	0.0%	11.9%	5.5%	\$619,041
Obtained a Training Program Certificate	4.1%	2.1%	2.2%	6.5%	5.8%	8.0%	5.2%	10.4%	0.0%	34.5%	6.0%	\$543,200
Obtained Child Care	0.0%	26.1%	0.0%	0.0%	4.4%	1.3%	4.4%	0.0%	0.0%	4.7%	6.2%	\$534,134
Obtained Health Services/Insurance	12.6%	26.2%	0.0%	5.9%	13.5%	10.0%	4.3%	2.4%	0.0%	4.8%	5.1%	\$344,547
Improved Employment	22.0%	24.2%	0.0%	20.0%	2.8%	0.0%	0.0%	16.1%	0.0%	15.0%	6.3%	\$232,707
Obtained Legal Services	0.5%	18.1%	0.0%	0.0%	6.7%	0.0%	37.9%	1.2%	0.0%	0.0%	6.2%	\$144,748
Obtained TANF (CalWORKS)	0.0%	0.0%	0.0%	9.1%	5.4%	8.6%	8.5%	10.8%	0.0%	5.3%	3.9%	\$122,577
Opened a Savings Account	1.3%	8.0%	0.0%	29.3%	0.0%	1.3%	0.0%	30.7%	0.0%	13.3%	5.8%	\$60,000
Enrolled in Utilities Discount Program	79.4%	1.2%	0.0%	6.7%	0.5%	1.1%	2.8%	8.4%	0.0%	0.0%	6.3%	\$30,455
Preserved Public/Subsidized Housing	0.0%	27.3%	0.0%	0.0%	12.6%	0.0%	23.4%	0.0%	0.0%	0.0%	6.3%	\$29,316
Opened a Checking Account	20.7%	10.3%	3.4%	6.9%	6.9%	3.4%	0.0%	3.4%	0.0%	34.5%	6.3%	\$23,200
Obtained WIC	16.9%	0.0%	33.2%	33.2%	0.0%	16.6%	0.0%	0.0%	0.0%	0.0%	6.3%	\$3,177
Obtained Low Income Auto Insurance	71.0%	0.0%	0.0%	0.0%	29.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.3%	\$1,036
Obtained Child Support	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

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