



FamilySource Network: Impact Study Results Year 6

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

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2016



2015-16

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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 33% during the six years studied in this report. This shrinking support base pushes policymakers to focus more intensely on getting the maximum benefit from their programmatic dollars. Efficient and effective management of these resources requires measuring the impacts of their current programs and then moving support resources in ways that enhance the programs' effectiveness. 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 six 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 2015-16 program year with comparisons to its performance over the previous five 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 and Impact Study Purpose

Six 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 Network's impact on its clients and on the larger community.

This report examines the system's performance during the 2015-16 program year and makes selected comparisons with its five previous years of operation. It details the broad array of services provided by the FamilySource Network centers to their clients in 2015-16 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. Two years ago, 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 2015-16.

The primary purpose of this report is to chronicle the activities of the FamilySource Network for fiscal year 2015-16 and to estimate the values of those activities to FSN clients and their communities wherever such measurements are feasible. In addition, this report attempts to go beyond the somewhat limited measurable values of FS centers' services to present a more complete picture of the FS Network's impact on the communities it serves. To do this we track:

- 1) the *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,
- 2) the selected service events outcomes that result in *measurable increases in the income or resources* that their clients currently have at their disposal, and
- 3) the selected service events outcomes that constitute *significant educational achievements* of the centers' youth and adult clients that may add to their clients' future income.

This analysis also summarizes the trends over the last six years in the production of the various types of service events, the people served, measurable income and resource increasing outcomes, and significant educational achievements. The total volume of these FSN services and outcomes and their trends are presented throughout this report and are combined with current and past cost data to generate relative cost efficiency indicators and trends. In the summary section of this report we present a "Return on Expenditure (ROE)" measure of overall cost efficiency of the FamilySource Network.

Measuring Services Events, Outcomes, and Program Impact

Service Events. 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, salsa dance lessons, sports 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, and more. The volume of these services are measured in terms of "service events", which is an event in which a service is provided to one client/family. These service events are recorded at the time of the service provision and tracked by type of service, by the providing center, and by the client receiving the service. This tracking system discloses the volume of service events by type and by center along with the unduplicated number of clients receiving each type of service, by each center, and for the system as a whole.

While all of these service events produced by the FS centers have value—sometimes immense value to the clients who seek them out—many of these services defy any sort of objective monetary valuation because their values to individuals vary unpredictably. However, some of these service events do result values to FSN clients that can be reasonably estimated.

Measurable Income/Resource Enhancing Outcomes. Some of these service events lead to 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. For example, if a center helps a client qualify for and obtain a housing subsidy this "service event" has an outcome that enhances that client's resources (housing services) in a way that is measurable in dollar terms. An application for and receipt of medical insurance would also have a measurable increase in a client's income or resources, as would helping a client find a job, or qualify for food stamps or welfare benefits, or obtain financial aid to attend college.

The tabulated total annual value of the *measurable* income/resource enhancing outcomes provides one powerful, but very conservative indicator of the value that the FamilySource system produces for its clients and their communities. 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.

Significant Educational Achievements. Another group of the centers' service events result in significant educational achievements for their clientele. These service events are aimed mainly, but not exclusively, at youth and are designed to help young clients do better in school, stay in school, and graduate from high school. These service events include tutoring, mentoring, computer classes, open computer labs, recreational and cultural activities, ESL classes, GED preparation classes, and many other services. The significant educational achievements associated with these services 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. Some of the educational achievements can be valued by the additional income these achievements will eventually command in the market place—we call it *potential future annual income* and describe it in detail in a later section. However, most of 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 sixth operational fiscal year. Where possible and appropriate, these sixth year outcomes are compared with those in the previous operational years of the system.

Overview of 2015-16

From April 1, 2015 through March 31, 2016, the 19-center FamilySource Network

- served 38,366 different people,
- produced 233,727 service and referral events for its client population,
- while the cost per service event rose by 8.3% compared to 2014-15,
- secured \$17,106,878 in annual current income benefits for 13,050 client families ,
- added over \$17.3 million in new economic activity to the Los Angeles economy,
- created potential future annual income gains of over \$2.2 million for clients through adult educational programs resulting in certified ESL skills, GEDs, and high school diplomas, and
- logged 5,546 significant educational outcomes for 3,327 adults and youth.

A few words of caution are in order as these sixth-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 six-year period, concurrently the city centers lost 55 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 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 six-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 233,727 recorded service events and served 38,366 different people from April 1, 2015 through March 31, 2016. Table 1 shows these totals and lists the recorded service events by category and type. 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 2015-16 and 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 moderately last year relative to previous years, from 250,639 in 2014-15 to 233,727 last year, or a 6.7 percent drop, compared to the 1.8 percent in the previous year. That drop was concentrated in the very important “Core Service Events” category, where most of the outcome-producing service events are located, and where volume dropped by 11.0 percent during the last year. The last two years of these service events are displayed in Table 1 so the interested reader can examine exactly where the decreases in service events occurred.

Table 1 also lists the “unduplicated number of persons served” in the last five years in the last row at the bottom, which was 38,366 in 2015-16. This means that the 233,737 service events listed in that 2015-16 were provided to 38,366 different clients, who received an average of 6.1 service events per client.

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

In Table 1, the service events 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 148,053 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 are more likely contribute to the FamilySource system's mission to make its clients and their communities measurably better off. This is readily apparent 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. 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 or totally impractical to accurately value in dollars and are therefore left out of the measurable outcomes. Even though the measurable income/resource increasing outcomes are a major focus of this report, the fact that only about a third of the unduplicated persons served by the FS Network obtain these measurable income/resource increasing outcomes should lend perspective to all of the services and activities the FS centers provide.

Table 1. Total Service Detail by Major Service Group

	<i>Benefit</i>	2015-16	2014-15	2013-14	2012-13	2011-12
Core Services		148,053	166,395	173,631	169,822	174,945
Adult School/Continuing Education	AE	296	317			
Bank on LA	\$	32	107			
Cash for College (Youth)	\$	131	52			
Child Care	\$	3,053	5,269			
Computer Class		7,153	8,087			
Cultural Activities (includes Art and Music)		18,153	24,441			
ESL	AE	10,297	9,144			
Financial Literacy/Money Management	\$	1,345	1,708			
GED Prep	AE	190	1,842			
Legal Assistance	\$	573	467			
Mentorship (Youth)	YE	10,637	12,166			
Multi-benefit Screening (One-e-app)	\$	174	346			
Open Computer/Resource Lab		8,561	10,097			
Parenting Classes		6,336	8,645			
Pre-employment/Employment Support	\$	2,280	2,514			
Recreation/Sport (Youth)		16,398	19,916			
Tax Assistance (EITC/VITA)	\$	6,812	6,167			
Tutoring (Youth)	YE	49,785	50,723			
Youth Leadership	YE	5,847	4,387			
Information and Referrals		33,362	34,199	36,450	46,220	49,396
FamilySource Center		17,412	17,157			
GRYD Program		81	30			
General/Other		14,566	15,273			
Housing Assistance		693	926			
Medical Care		305	442			
OneSource Center	\$	34	59			
Temporary Shelter		99	115			
WorkSource Center	\$	172	197			
Support Services		31,965	32,238	28,524	31,257	34,163
Clothing		1,140	684			
Crisis Intervention		5,202	4,416			
Emergency Fuel/Energy Bill Assistance (LIHEAP)		2,116	2,492			
Food	\$	11,586	12,790			
OTS (Child Car Seats)		315	377			
Services for Persons with Disabilities		333	479			
Transportation		11,273	11,000			
Miscellaneous		20,347	17,807	16,695	15,934	16,474
Educational Seminars		821	1,374			
Other		15,171	11,037			
Special Events		4,355	5,396			
Grand Total		233,727	250,639	255,300	263,233	274,978
Unduplicated Number of Persons Served		38,366	41,726			
\$ 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 the FS Network's relative costs over time of delivering the services that lead to the outcomes.

Preliminary Program Efficiency Indicators: 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 and finally to 233,727 in 2015-16 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; 41,726 in 2014-15; and 38,366 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

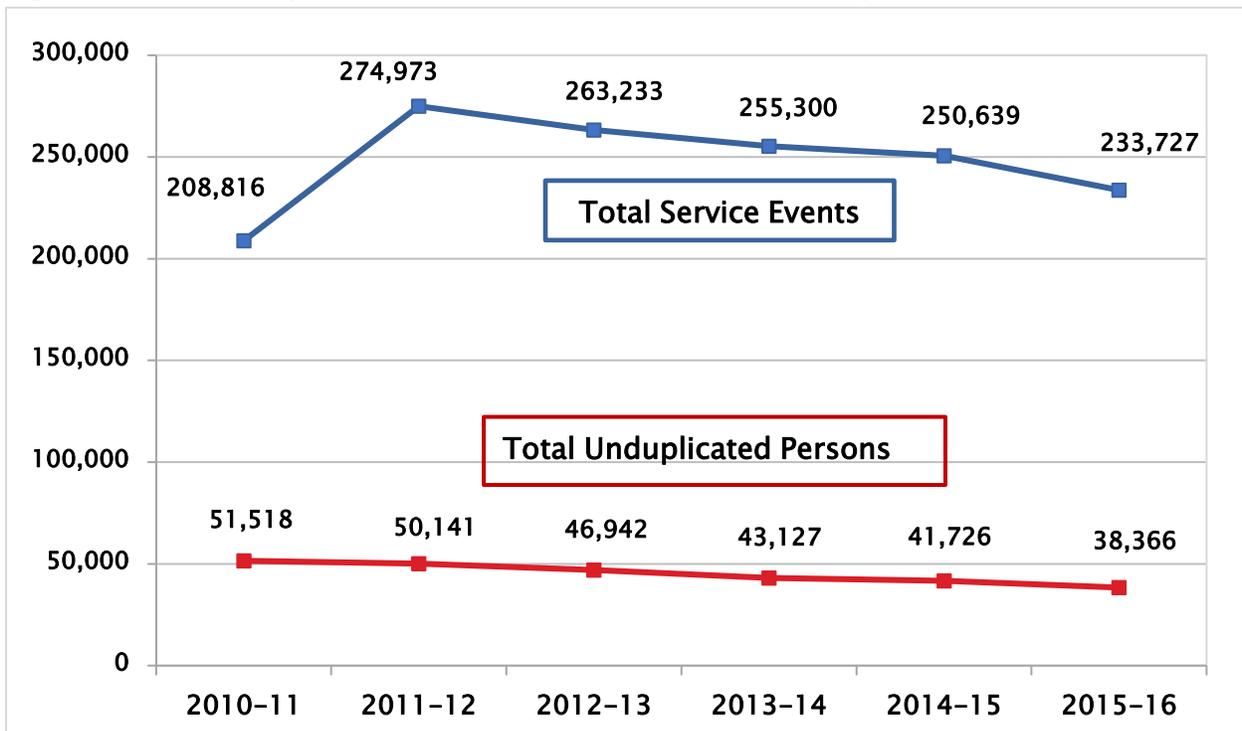
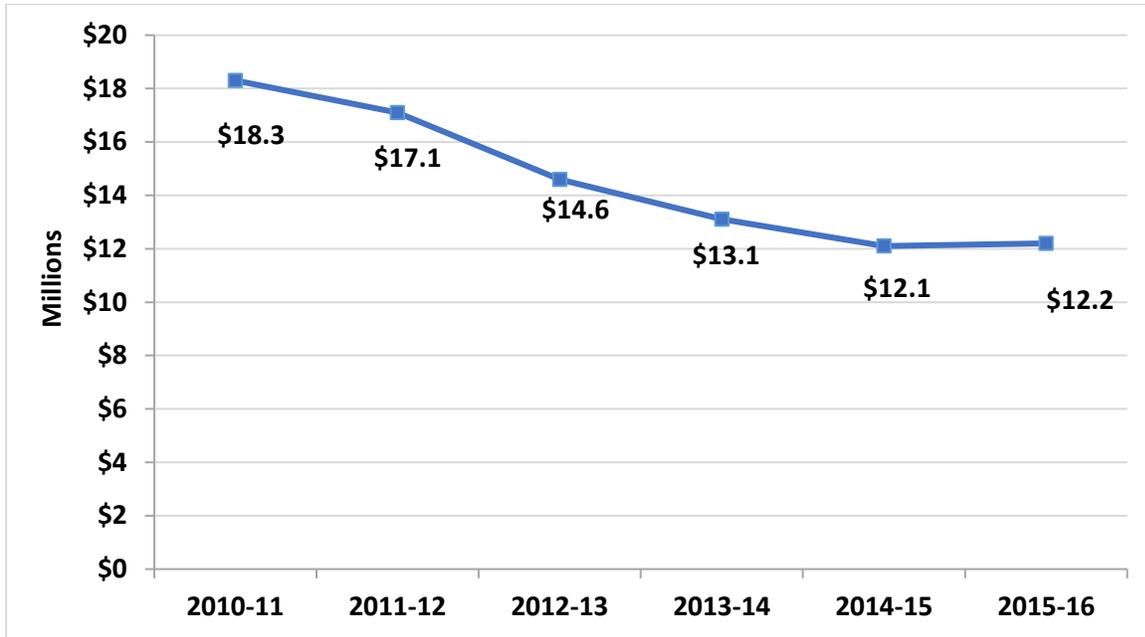


Figure 1 shows that after an initial rise, the total number of service events has decreased somewhat each year. Does this recent drop in service events mean that the centers are becoming less efficient in producing service events? The answer lies in continual and substantial cuts in center funding that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

The FS Network was initially funded at \$18.3 million in 2010-11 and its 2015-16 budget was \$12.3 million—a loss of 33 percent of its initial funds over the last six years. The details: The 16 contract centers were initially funded at \$1 million per center and the city centers at 45 percent of that level, but the Congressional impasse and subsequent sequester budget from Washington, D.C. took their toll on those funding levels in most 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 in 2014-15. 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. When the number of city centers was cut from five to three in 2014-15, 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 in 2014-15. Last year the budgets increased slightly as the city-run centers were budgeted for \$333,333, up from \$300,000 the year before, and contract centers each received \$700,431

relative to \$700,000 in 2014-15. This produced a very slight increase in the FamilySource Network budget from \$12,100,000 in 2014-15 to \$12,206,896 last year, a less than one percent increase. Figure 2 shows the FS Network funding levels over the last six years.

Figure 2. Total Annual Funding for all Centers by Year



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

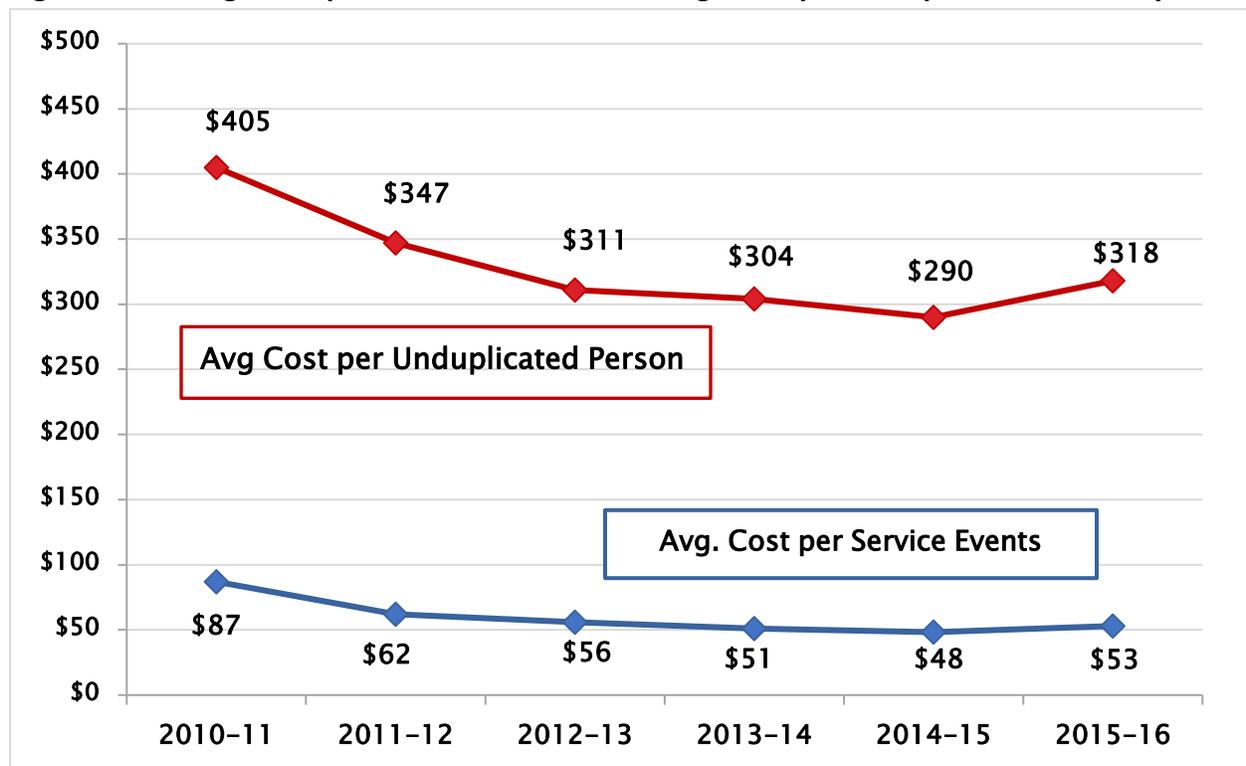
Useful but narrow indicators of output² in this case would be either the number of service events or the number of clients served, depending on the perspective. Dividing the total annual service events and unduplicated persons served in Figure 1 by the total annual funding levels in Figure 2 yields an 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 first four years—a mark of increasing efficiency.

² Both of these measures of output are useful because all FSN activity involves service events and clients but they are both narrow measures of output because they do not include the outcomes associated with serving these clients. A more complete indicator of cost efficiency is presented in this report’s Summary section.

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 first four years, establishing a very impressive 28.4 percent rise in the centers' productivity in serving unique people. In that period, the centers learned to do more with less. While that four-year run of efficiency gains was impressive, the declining rate of those efficiency gains over time seemed to portend a possible end to that impressive trail of efficiency gains. In 2015-16, those efficiency gains seemed to come to an end as the cost per service event rose 8.3 percent and the cost per unduplicated person served rose 9.7 percent.

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



A note of caution is in order before ringing the death knell on the FS Network's track record of efficiency gains in producing service events for their clientele. Our measures of output lumps all service events together as though they were all one type of service interaction with each one being exactly like every other one, and each of them was exactly alike in terms of their draw on centers' resources. Service events are not exactly alike and may vary greatly in their draw on center resources. The same lumping is assumed for the unduplicated persons served. The rising cost per service event and per unduplicated person served could be a result of a shift in the mix of service events and clients toward ones that are more resource intensive

to serve—clients and events that take more staff time per person or event. To the extent that the mix of clients and/or service events have shifted toward more resource intensive ones, the 2015-16 rise in costs per service event and per person may be mitigated or erased.

Whether there has been a change in the mix of service events and people served or not, the end of an initial period of first dramatic and then moderate efficiency gains after a reorganization is a common phenomenon. It is consistent in this case with the continual exhaustion of centers finding “better ways of doing things” through center staff gaining experience, sharing more productive methods among colleagues, and/or reorganizing internal process to enhance efficiency. The possible end of the efficiency gains trend may mean that all the obvious efficiency increasing actions have been taken--the low hanging fruit has been picked—and continued efficiency gains may come only if centers and managers search harder for more efficient ways to do things, perhaps by sharing all of their best practices and collaborating on innovative serve their clientele. 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 discussion in our Recommendations section.

A final note of caution in this discussion of cost efficiency measures and their trends is that both the cost per service event and the cost per unduplicated person served are relatively *narrow measures of cost efficiency* in the sense that the outcomes of providing these service events or of serving these persons have not been fully enumerated and are not considered in these efficiency measures. Whether a cost of \$300 to serve an unduplicated person or a \$50 service event is efficient in a larger sense depends on what the associated services produce—which are the topics to which we now turn. This report’s summary section presents a *Return on Expenditure Indicator* for the FS Network that speaks to the overall cost efficiency with which the FS Network serves its clientele.

Calculating FSN’s Impact on Income and Educational Achievement

Several FSN services have outcomes that lend themselves to measurement in dollars or in terms of educational achievement. Both the income/resource increasing outcomes and most of 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, most of the 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 totals are calculated for by type of outcome, by center, and for the system as a whole. 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 may be long-lasting, the eligibility and qualifications for the various programs do change over time, so projecting income-enhancing benefits over several years probably would overstate the impact of FSN programs. Conversely, tabulating benefits of durable programs for less than a year certainly would understate the true FSN benefit. Thus the use of the annualized value of the change in income due to participation in FSN programs seems a conservative but reasonable way to estimate impact. Using the annual value of these benefits also permits a comparison with the annual costs of funding the program. The only exceptions to the “annualized benefit rule” are 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 FSN 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 FSN 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. 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 get new jobs to increase their income. Hence we label the value of these outcomes *potential future income gains*.

There are no corresponding dollar values calculated for the youth educational outcomes while they are still in school. 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 FS Program as they are with income/resource increasing outcomes because the success of the FS Program will be judged in part on the documented educational achievements that benefit its clientele and communities.

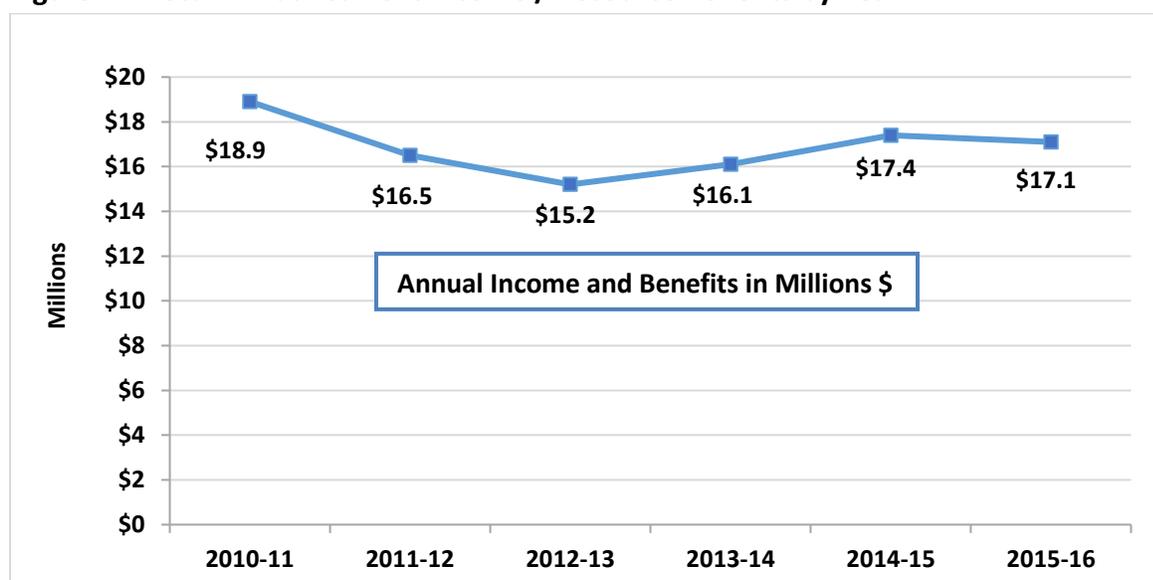
Current Income Enhancing Family Benefits: Totals and Types

Overall, the FS Network produced a total of \$17,106,878 in measured current income benefits for 13,050 families in 2015-16. That is, the FSN families received \$17,106,878 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 \$17,106,878 in current annual income benefits produced by the centers for 13,050 families in 2015-16 is a drop of just over \$280,000 from the 2014-15 total of \$17,389,004, or off by 1.6 percent. However, this total exceeds the current income/resource increases recorded by the FS Network in three out of the last five years as shown in Figure 4.

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

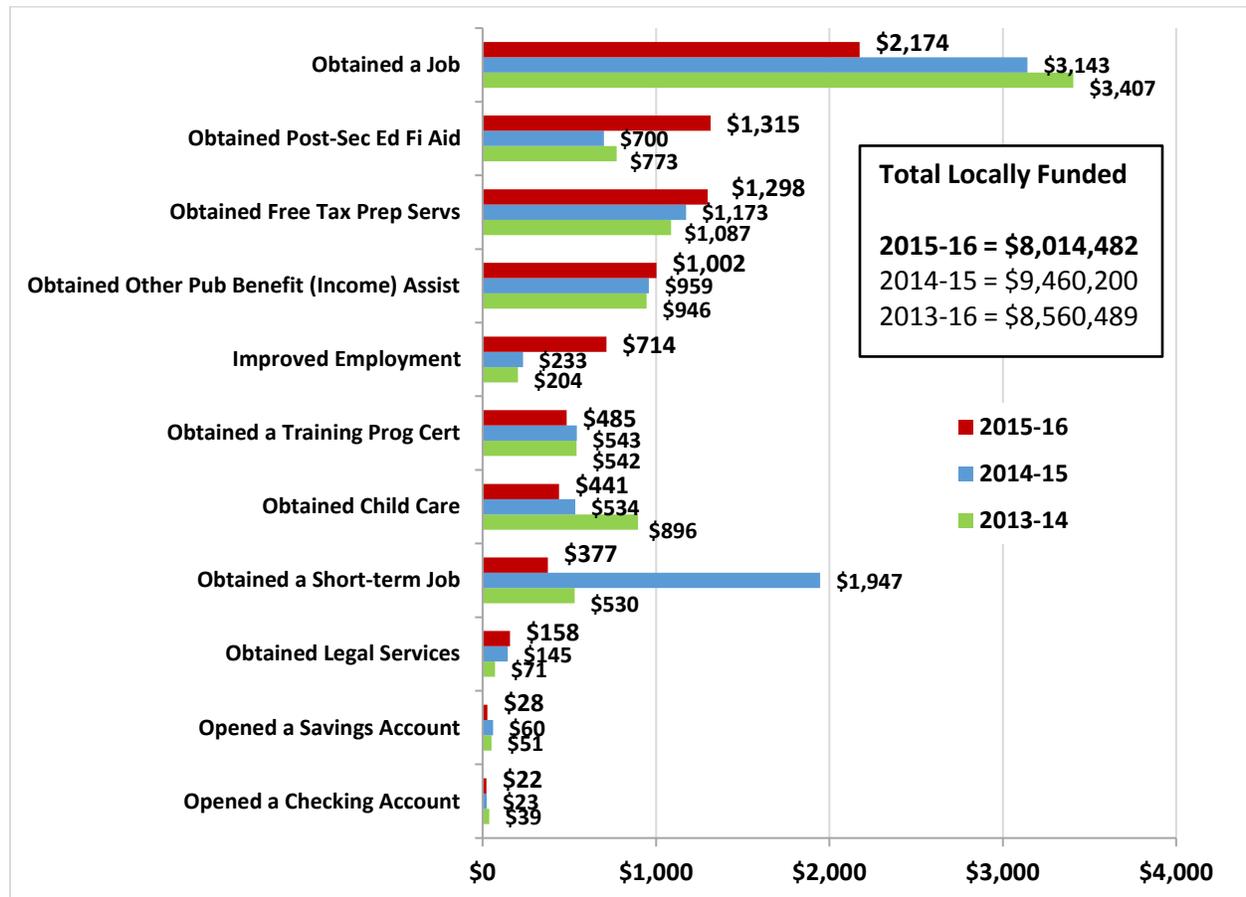


Figures 5 and 6 show the annual income enhancing benefits that come from local and non-local (federal or state) sources. While the geographical sources of these funds make no difference to the families, as they are better off by the given dollar amount in either case, the geographical source does make a difference to the Los Angeles economy. Non-local funds—those originating 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, 2014-15, and 2015-16 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, and for 2013-14 and afterward. Fortunately, for Figures 5 and 6 all shown categories were collected and are comparable between the years shown

Figure 5. 2015-16 Locally Funded Income Enhancing Family Benefits (in Thousands)



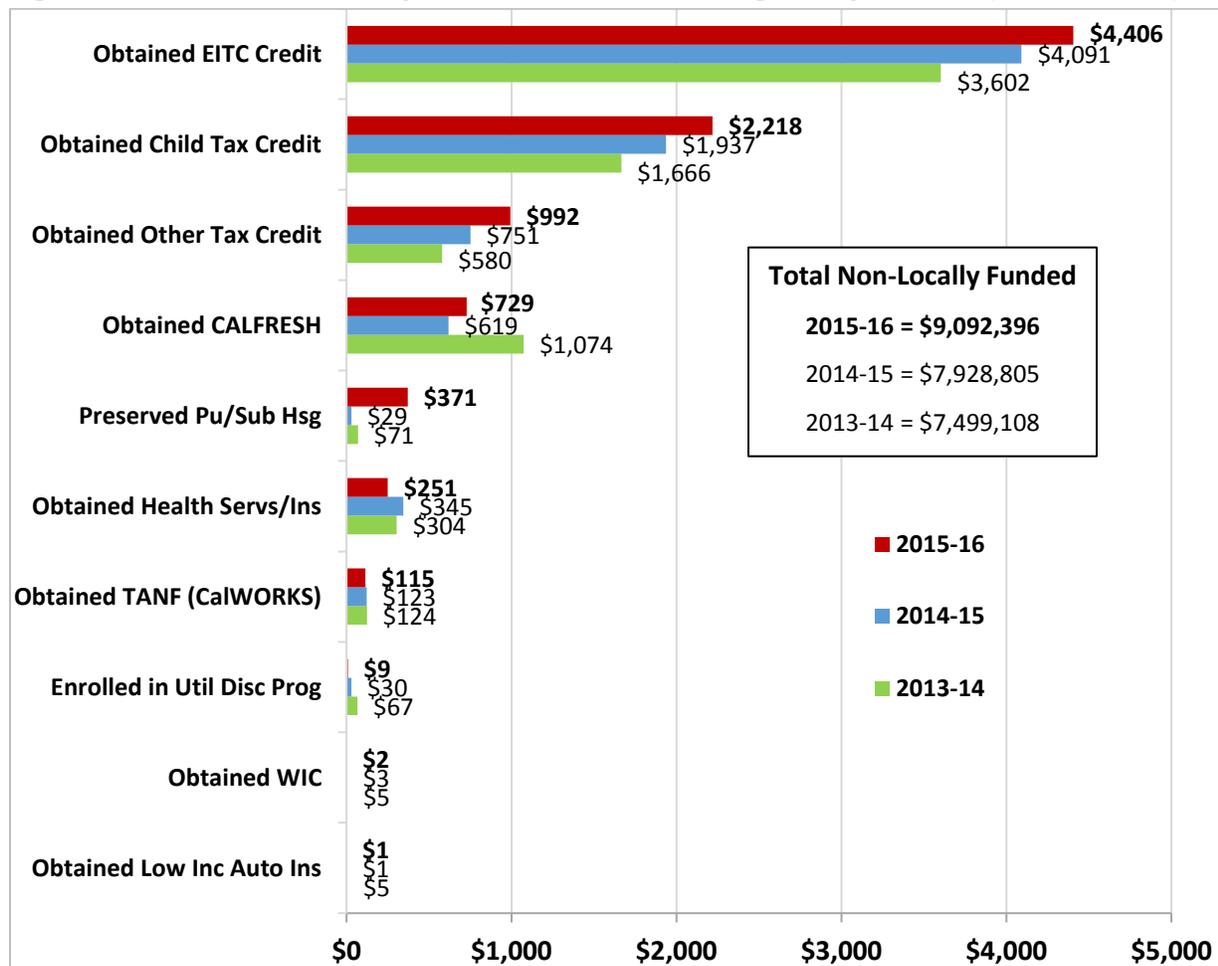
Figures 5 and 6 display the total dollar value of the outcomes by type. Together the Figures show that obtaining tax credits and getting jobs produced the largest overall benefits followed by post-secondary education financial aid, tax preparation services, and obtaining other public income assistance last year³. In Figure 5 the benefit levels for obtaining a job continued to shrink, dropping almost \$1 million from the 2014-15 level. The value of short-term jobs dropped even more dramatically, by nearly \$1.6 million—from almost \$2 million in 2014-15 to less than \$400,000 last year, though the 2014-15 total was historically high. On the

³ 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 2015-16. The categories in Figure 10 are color coded as either locally funded or non-locally funded benefit outcomes.

job front, the “improved employment” category gained dramatically, more than tripling from \$233,000 to \$714,000, but not enough to offset the losses in obtaining both long- and short-term jobs. The other big mover among the locally-funded income/resource benefits occurred in the area of post-secondary educational benefits, which nearly doubled from \$700,000 in 2014-15 to over \$1.3 million in 2015-16.

Figure 6 displays the levels and changes in the Non-Locally Funded Income Enhancing benefits and shows impressive increases in Earned Income Tax Credits, Child Tax Credits, and Other Tax Credits in 2015-16 relative to the previous year. Other substantial gains occurred in obtaining CALFRESH benefits and in preserving public/subsidized housing. Even though a CALWORKS and health services/insurance slid somewhat in 2015-16, the upshot of these changes is that 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. 2015-16 Non-Locally Funded Income Enhancing Family Benefits (in Thousands)



Additional Income in Los Angeles Generated by the FS 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 FS client secures a 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 FS 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.

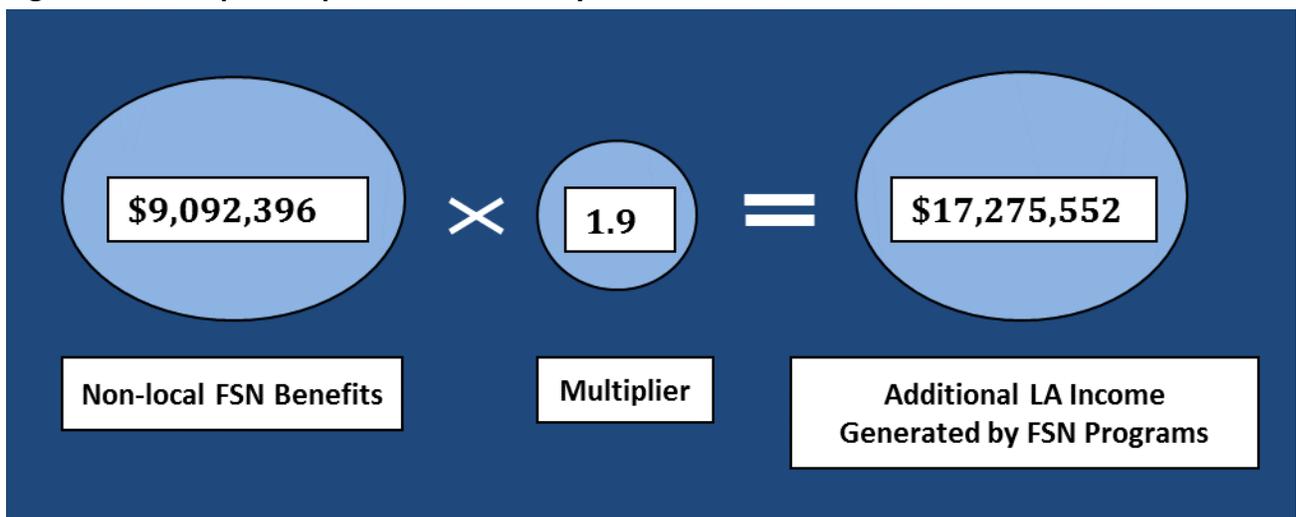
The economic impact of any injection of non-local funds on local income depends on 1) the amount of money injected, and 2) the extent those monies are re-circulated in the local economy as summarized by a local income multiplier number. The Non-Local Funds injected in the 2015-16 was \$9,092,396 as shown 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 2015-16 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 2015-16



The FSN 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; in 2014-15 year total of \$7,928,805 in non-local funding generated \$15,064,730 in additional LA income. Finally, in 2015-16 non-local FamilySource system benefits generated \$17,275,552 in additional income for the Los Angeles economy. One important aspect of the non-local funding and its increasing impact on LA area income is that most of the resulting local job creation lands in the neighborhoods of the FamilySource clients.

Adult Educational Outcome Achievements--Potential Future Income

There are four FSC educational improvement programs aimed at adult clients—these are programs that encourage that are instrumental in helping students to stay in school and obtain a diploma, encouraging adults to return to school to obtain a high school diploma, earn General Education Diplomas (GEDs), earn English-as-a-Second-Language (ESL) certificates, or earn an Adult Basic Education (ABE) certificate. In first three of 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 (there are no studies showing increased earning potential for the ABE certificate).

Second year changes in the FSN 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. 2015-16 Potential Future Annual Income Values of Adult Achievements

Educational Achievements	Number Earned	Potential Annual Value Each	Potential Total Annual Value
Obtained High School Diploma 2015-16	101	\$9,648	\$975,000
Obtained High School Diploma 2014-15	77		\$742,900
Obtained High School Diploma 2013-14	88		\$849,000
Obtained GED 2015-16	34	\$3,500	\$119,000
Obtained GED 2014-15	12		\$42,000
Obtained GED 2013-14	68		\$238,000
Obtained ESL Certificate – Beginning 2015-16	236	\$4,000	\$944,000
Obtained ESL Certificate – Beginning 2014-15	330		\$1,320,000
Obtained ESL Certificate – Beginning 2013-14	381		\$1,524,000
Obtained ESL Certificate – Intermediate 2015-16	37	\$5,000	\$185,000
Obtained ESL Certificate – Intermediate 2014-15	66		\$330,000
Obtained ESL Certificate – Intermediate 2013-14	99		\$495,000
Total Annual Potential Future Income 2015-2016			\$2,223,000
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 FS 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 \$2,223,000 in Table 2 as *Total Annual Potential Future Income* to distinguish these FS 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 FS 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. Another factor pushing these income gains into the *potential future earnings* category is that students who earn a high school diploma because of instrumental assistance from FS centers are included in this adult educational achievements tally, and their income increase, while real, may be delayed by college, tech school, or training program enrollment.

Table 2 shows the potential future income benefits for FS clients generated by these adult education programs in 2015-16 and compares those potential annual income earning increases to those generated in the three previous years. The \$2.2 million in potential future income gained by FS clients during the last year is impressive and laudable and is in the low \$2 million range of three of the last four years. Clearly 2013-14 was a stand-out year for adult educational achievements with over \$3.1 million in future potential annual income recorded, but it has not proven to be a sustainable level.

The centers increased the number earning high school diplomas in 2015-16 relative to previous years, which is a very important accomplishment. The high school diploma provides an important entre to the workplace as well as a platform for future educational, vocational, and workplace training. FS clients earning GEDs—a substitute for a high school diploma, though not a good one as indicated by the earnings numbers—also rose last year but only to half the 2013-14 level. Both ESL certificate categories dropped off over the last few years which may be happenstance but it is an unfortunate happenstance. Command over English in the workplace is productive, as the potential annual income increase of each one indicates, and speaking English may enable workers to get on a career ladders that would otherwise be inaccessible.

Even though the adult educational achievements do not contribute directly to the *current income/resource benefits* obtained for FS clients—the FamilySource Network’s measurable income/resource increasing outcomes and the focus of much of this report—these adult educational achievements may be even more important. While current income benefits helps client families cope with their current situation, the adult education achievements often represent the clients’ best pathway out of their current poverty. The Census data that underlie the values of high school diplomas, GEDs, and the ESL certificates 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 FS services that lead to these outcomes clearly lead to increased future income for FS clients and these achievements make both their clients and their communities better off.

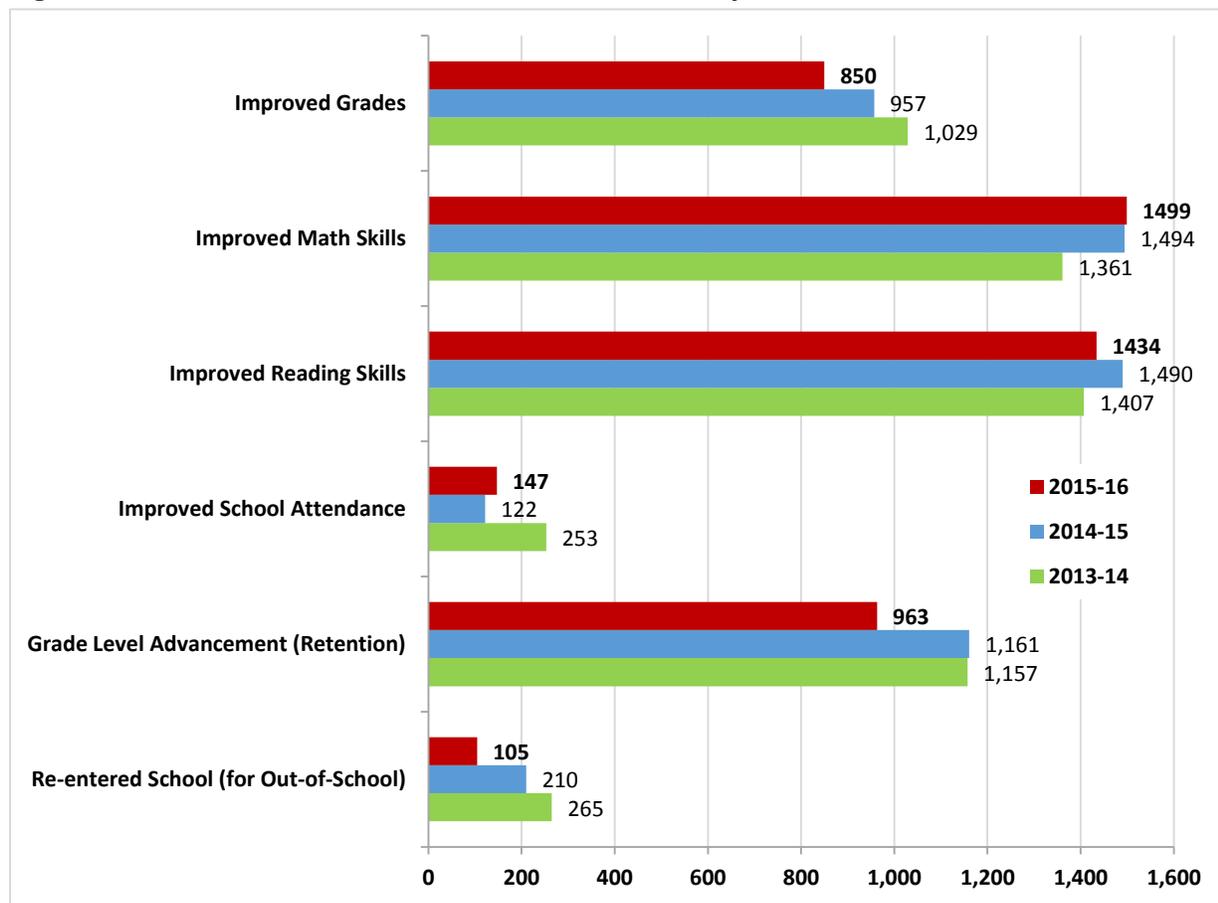
Youth Education Programs

The FS 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 high school graduation by the clients and 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 last few years. Overall, 5,118 significant academic achievements by youth were documented for the 2015-16 year in the listed categories, compared to 5,434 for 2014-15 and 5,472 for 2013-14. While the very modest drop in youth educational outcomes (just over 6 percent) over the last three years is mildly disappointing, it is to be expected when funding is cut by a similar amount (just over 6 percent). As Figure 8 shows, last year’s two largest educational achievement categories—improved math and reading skills—stayed at approximately the same levels while achievements in the other categories remained about the same or degraded slightly.

Figure 8. Youth Educational Outcome Achievements by Year



While all of the youth significant educational achievements are lauded in their own right, perhaps more important is how the centers combine these achievements for their young clients so they capture the ultimate prize which is a high school diploma as they transition to adults. If the number of high school diplomas is the mark of success for the centers' youth educational programs, 2015-16 was a highly successful year as 101 high school diplomas were earned by young clients enrolled in and instrumentally assisted by these youth educational programs. This is the highest level in the FamilySource Program's history.

Distribution of Current Income/Resource Benefits By Center

As part of our analysis we examined each center's production of measured income/resource increasing outcomes 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 \$2.2 million, with the El Nido Family Center in third place with its \$1.2 million in measureable current income benefits. Community Build and the Coalition of Mental Health Professionals completed the list of contract centers that placed above the \$1.0 million average for all of the contract center for 2015-16. The \$1 million average production in measureable current income benefits per contract center is impressive given that the average funding per contract center was about \$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. 2015-16 FSN Total Dollar Outcomes by Center

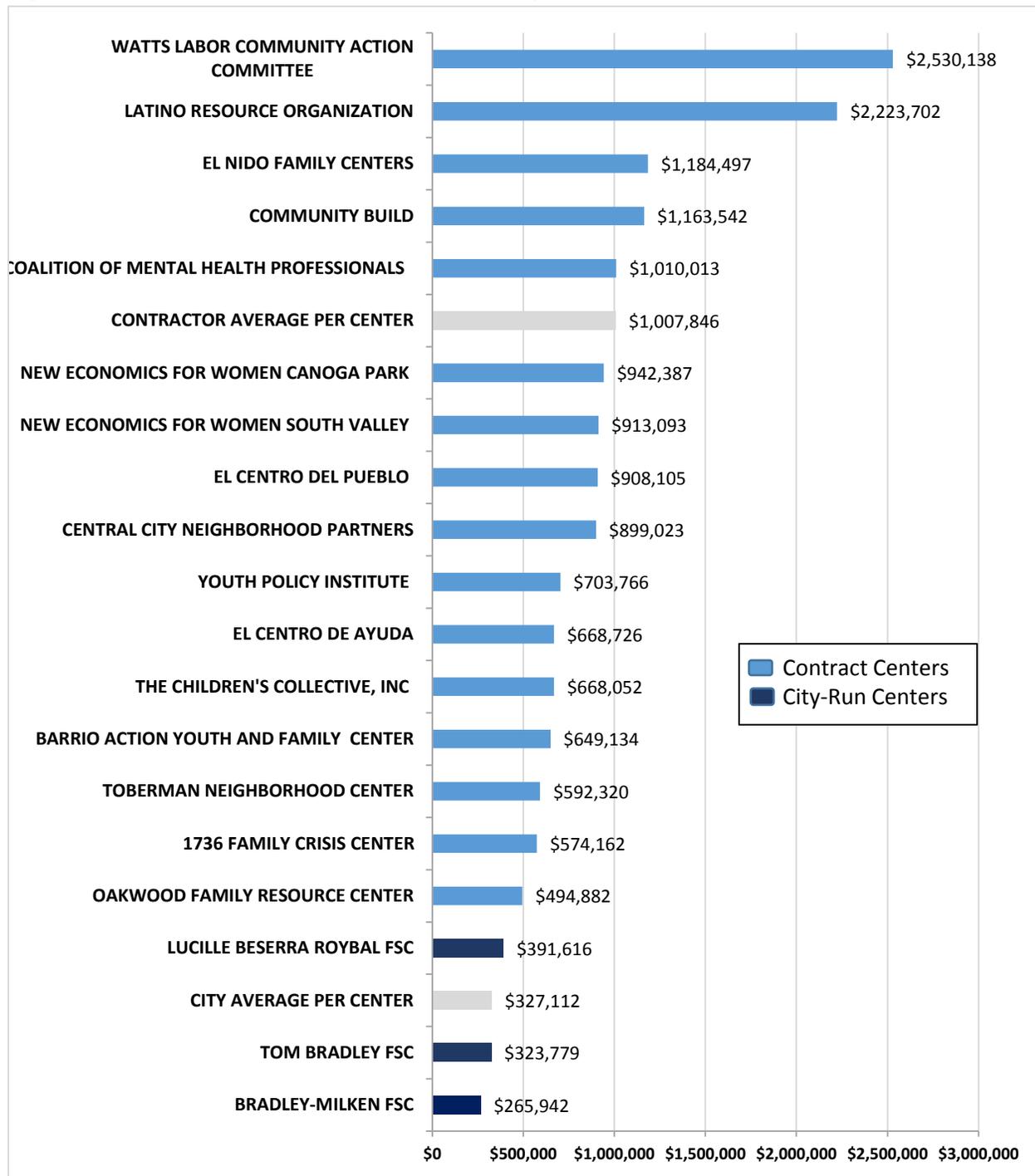


Figure 9 reveals an interesting distribution of center measurable income benefits relative to the average for the contract centers—only five of the 16 contract centers exceeded the \$1 million average, and the other 11 contract centers generated lower than average income/resources benefits for their clientele. Indeed, the top two producing centers generated

in the range of 2 to 2.5 times the average per contract center, with the next three producing a little more than average. Four centers were just below the average level for contract centers and within 10 percent of average. The distribution of the contract centers by their total measurable benefit levels tapers off after the cluster around the average, trailing down to around one-half of the average for contract centers. 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 \$494,882. This means that Watts is producing more than 5 times the measure income/resource benefits that Oakwood does, but again, that level of benefits production does not count those centers’ production of significant educational outcomes or all of the other client services Oakwood produces, so cautious interpretation is advised.

This wide distribution of benefits by contract center suggests that there is ample opportunity for the top-producing and other centers to share their practices that enable them to produce substantially above or even near average with those centers producing less. And it’s quite possible that some of the centers producing less than average (even a lot less) know how to produce some outcomes even more efficiently or effectively than some that are above them in the distribution. Both the large difference between top and bottom producing contract centers and the long trail 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 at least in the measured current income benefits arena.

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 Lucille Beserra Roybal Center, produced nearly \$400,000 in measurable current income benefits compared to the lowest producer—the Bradley-Milken Center with \$265,942. While not large, this difference 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 \$330,000 in measurable current income benefits, which is about equal to their budgeted funding of \$333,333, but they also managed to produce a myriad of significant educational achievements and other service events which are not included in that outcome total.

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 income increasing 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 2015-16. 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 out of 20), and three more have zeros in 9 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). 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 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.

Summary and “Return on Expenditures” Efficiency Indicators

The FamilySource Network served 38,366 different people, and produced 233,727 service and referral events in Fiscal Year 2015-16. The rest of the story is summarized in the top half of Table 3 which shows that the system of 19 FS centers produced \$17,106,878 current income enhancing outcomes and their youth-oriented programs produced 5,118 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. Meanwhile centers’ adult education efforts, which helped their clientele earn high school diplomas, GEDs, and beginning and intermediate level ESL certificates which have a combined market value of an additional \$2.2 million in potential future annual income. The FamilySource Network also generated an increase in LA area income of \$17.3 million through the multiplier effect of qualifying their clientele for benefits funded at the state or national level. This induced local economic activity creates additional income and jobs mainly in the FS clients' neighborhoods. The FamilySource Network accomplished all this on a budget of \$12,206,896.

Table 3. 2015-16 FSN Bundle of Outputs and Cost Efficiency Measure

FS NETWORK SERVICES AND OUTCOMES 2015-16	FAMILYSOURCE NETWORK TOTALS
Total Unduplicated Number of Persons Served	38,366
Total Number of Service Events Produced	233,727
Total Value of Measured Income Increasing Outcomes	\$17,106,878
Total Numbers of Youth Educational Outcomes	5118
Total Number of Adult Educational Outcomes	428
Future Potential Annual Income Produced by Adult Educational Outcomes	\$2,222,650
FAMILY SOURCE NETWORK ANNUAL BUDGET	\$12,206,896
FS NETWORK RETURN ON EXPENDITURES INDICATORS	FSN AVERAGES
Number of Unduplicated Persons Served per \$100,000	314
Number of Service Events Produced per \$100,000	1,915
Value of Measured Income Increasing Outcomes per \$100,000	\$140,141
Number of Youth Educational Outcomes per \$100,000	42
Number of Adult Educational Outcomes per \$100,000	4
Future Potential Annual Income from Adult Education per \$100,000	\$18,208

The efficiency with which the FamilySource Network serves its clientele is displayed on the bottom half of Table 3 with the FSN “Return on Expenditure (ROE) Indicators” section. These indicators reveal what dollars “invested annually”, or in this case “expended annually”, in the FSN produce in terms of services and outcomes. Most people are familiar with Return on Investment (ROI) numbers which reflect a percentage rate of return that an investment yields over its lifetime because both the dollars input into an investment and the returns from that investment are measured in dollars. Our ROE numbers differ in two ways. First, we examine the consequences of an expenditure made in one fiscal year and calculate the one-year (annual) benefit of making that expenditure in the FSN. We only count one year’s worth of benefits to that expenditure even though benefits may continue to accrue to that expenditure (that is, potential second, third, fourth, etc. year benefits are not counted). The adult educational achievement benefits which are termed potential future annual income benefits are still counted for just one year even though those benefits may accrue for a lifetime. Secondly, as indicated above, not all or maybe even most of the benefits of the FamilySource

system can be measured in dollars. So instead of percentage rates of return, Table 3 shows the returns in current dollar outcomes, people served, service events, educational outcomes, and potential future client income from dollars invested in the system. These ROE indicators are also scaled up from “per dollar spent” to “per \$100,000 spent” to achieve meaningful indicators in a system where millions of dollars are spent and millions of dollars are produced.

The bottom half of Table 3 shows the Return on Expenditure for the FamilySource Network. It shows that each \$100,000 spent in the system produces:

- 314 unduplicated clients served, for whom
- 1,915 service events are created, during which about one-third of those clients receive
- \$140,141 in measurable current income/resource increasing outcomes, and
- 42 significant educational achievements by the youth served, and
- 4 significant adult educational achievements that potentially will generate
- an additional \$18,208 in potential future annual income for those adult clients.

These results show that a \$100,000 expenditure in the FamilySource Program yields significantly more than \$100,000 in terms of current and future client income and includes many more unmeasured benefits to the clients and their communities. Furthermore, these ROE indicators do not even count the additional income and jobs generated in the Los Angeles area induced by the non-local monetary benefits secured for FSN clients by the centers.

These outcomes clearly show that the FS Network continues its positive impact on its clients and the City of Los Angeles. Furthermore, we know the FS 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. Going forward, 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 attach dollar values fewer than half of the service events’ outcomes, it is clear that the FamilySource Program exceeded its goals, and made a larger 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 to ultimately move resources from less productive programs to more productive programs. This project is the sixth effort to objectively estimate the economic impact of the FamilySource Program. In continuing to examine the program and 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 five recommendations for improving the measurement of the program.

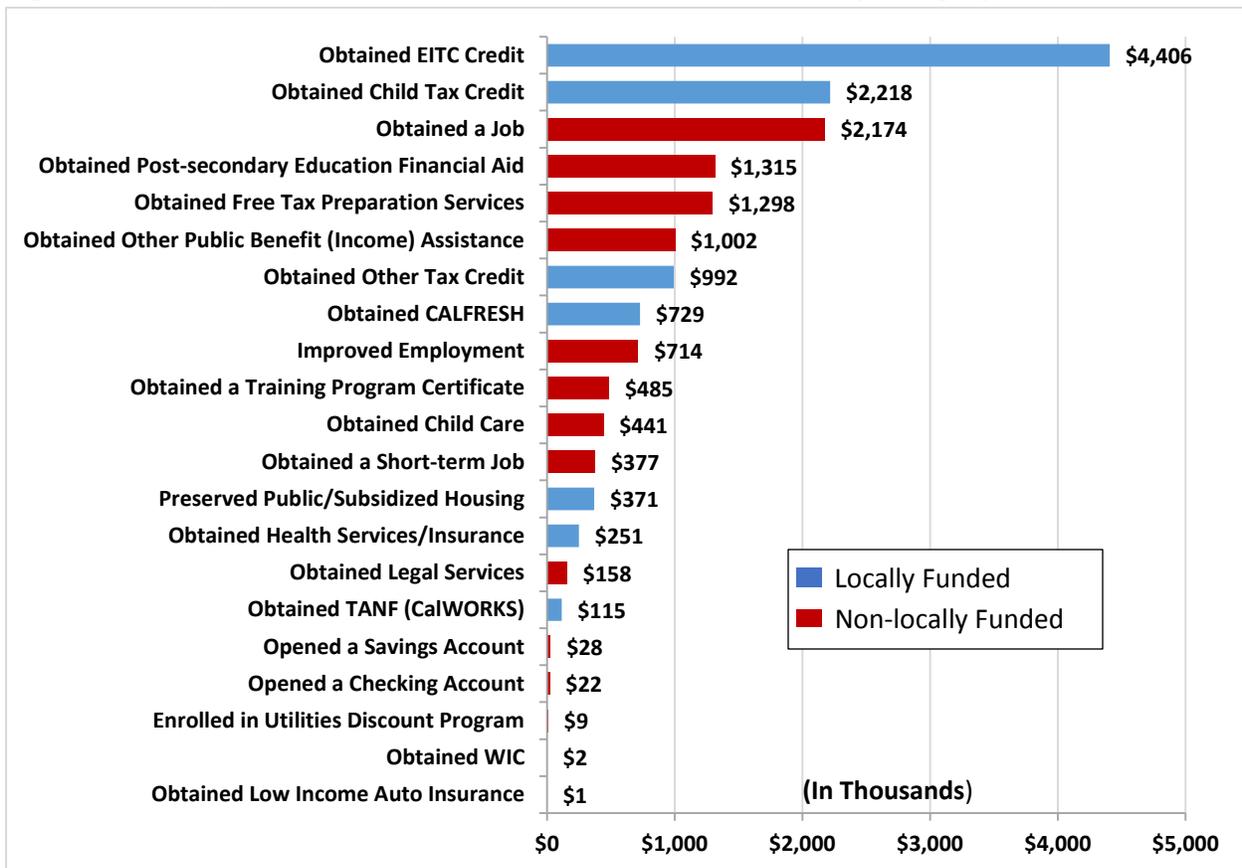
1. Make the Dissemination of Best Practices Among the Centers a High Priority Activity for 2016-17.

As we noted in this report, the rate at which centers are improving their efficiency has leveled 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 D to identify centers that are best at producing certain services and benefits. Recognize them and 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 FS 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. FS System Total Current Income/Resource Benefits by Category for 2015-16



To assist HCID in the search for centers with potential best practices, Appendix D provides details on each center’s production of measurable income/resource increasing outcomes. Table D-1 shows each center’s production of each type of income enhancing benefit. This table is constructed to facilitate comparisons among the centers by arraying the centers across the top from the overall highest measurable outcome producer to lowest overall producer within their group—contract and city centers. The rows of the benefit categories appear in descending order of income benefits generated by that category for the system, 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 this table appears complex because it contains a lot of information, it is 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.

Table D-1 lists all of the centers across the top and all of the measurable income/resource benefit categories down the left side. Reading down the column for any center one can see how much of each category of measurable income/resource that center produced. Reading across any row shows the amount of any given benefit that each center produced along with the average for contract centers and the average for city-run centers. The easy comparisons reveal the group of centers that have more success in producing a particular benefit than some other centers. Depending on the reasons for those centers greater success in a particular area than others, the directors or staff of the more successful centers may be candidates for discussing their techniques and procedures in that particular area of effort. Other centers are likely to be more successful in other areas, where their staffs can share their practices and strategies in those areas. Such sharing of the various centers' best practices should to adoption of some practices and strategies that could increase the FamilySource system's productivity and efficiency.

Further assistance in identifying centers that may be able to share their practices and strategies to the advantage of the other centers and the system may be found in Table D-2 in Appendix D. Table D-2 displays the Return on Expenditure numbers for each of the centers, the average for the contract centers, the average for the city-run centers, and the system average. These ROE indicators are the same ones reported for the system as a whole in the bottom half of Table 3 above.

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 \$9,650/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 help their clients secure a better future by:

- Ensuring that the instructional programs leading to these diplomas and certificates are available to their clients at convenient times in convenient places.
- Ensuring that 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. Count and Assign a Dollar Value to All Transportation Benefits

A number of clients receive transportation subsidies of some kind, but no dollar value has been 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.

4. 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 FS Program. Any undercounting of service events or failure to record the monetary value of the measurable benefits results in an undervaluation of the FS Program relative to other uses of HCID funds. Every effort should be made to get full counting and valuation of FS services and benefits. After all, undercounting or lapses in recording FS services and events could lead to further funding cuts which would shortchange FS clients. The city needs to work with the centers to ensure that all service events and outcomes are fully recorded and documented so that a comprehensive assessment of the FS system's value can be made. The city needs to work with the centers to ensure that all service events and outcomes are fully recorded and documented so that a comprehensive assessment of the FS system's value can be made.

5. 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 FS 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 FS 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.

6. Increase Awareness of the FSC Program and its Accountability

The City's 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, 2011-2016

	<i>Benefit</i>	2015-16	2014-15	2013-14	2012-13	2011-12
Core Services		148,053	166,395	173,631	169,822	174,945
Adult School/Continuing Education	AE	296	317	423	460	503
Bank on LA	\$	32	107	72	208	297
Cash for College (Youth)	\$	131	52	77	104	87
Child Care	\$	3,053	5,269	5,934	5,873	5,162
Computer Class		7,153	8,087	9,225	8,758	15,141
Cultural Activities (includes Art and Music)		18,153	24,441	20,596	20,671	17,113
ESL	AE	10,297	9,144	12,457	11,202	15,504
Financial Literacy/Money Management	\$	1,345	1,708	1,845	1,535	1,366
GED Prep	AE	190	1,842	2,291	592	628
Legal Assistance	\$	573	467	638	1,178	2,973
Mentorship (Youth)	YE	10,637	12,166	9,264	5,350	9,048
Multi-benefit Screening (One-e-app)	\$	174	346	336	1,967	2,833
Open Computer/Resource Lab		8,561	10,097	14,215	7,674	5,658
Parenting Classes		6,336	8,645	8,292	7,738	5,542
Pre-employment/Employment Support	\$	2,280	2,514	2,347	2,729	3,689
Recreation/Sport (Youth)		16,398	19,916	28,016	30,546	28,435
Tax Assistance (EITC/VITA)	\$	6,812	6,167	5,718	5,466	4,267
Tutoring (Youth)	YE	49,785	50,723	47,110	53,985	51,174
Youth Leadership	YE	5,847	4,387	4,775	3,785	5,525
Information and Referrals		33,362	34,199	36,450	46,220	49,396
FamilySource Center		17,412	17,157	19,529	23,769	28,324
GRYD Program		81	30	42	32	71
General/Other		14,566	15,273	15,281	19,712	18,368
Housing Assistance		693	926	888	1,719	1,198
Medical Care		305	442	262	265	461
OneSource Center	\$	34	59	50	98	57
Temporary Shelter		99	115	116	216	173
WorkSource Center	\$	172	197	282	409	744
Support Services		31,965	32,238	28,524	31,257	34,163
Clothing		1,140	684	1,000	1,095	2,088
Crisis Intervention		5,202	4,416	1,401	879	779
Emergency Fuel/Energy Bill Assistance (LIHEAP)		2,116	2,492	2,106	3,220	4,073
Food	\$	11,586	12,790	11,666	12,564	14,792
OTS (Child Car Seats)		315	377	551	597	547
Services for Persons with Disabilities		333	479	349	238	402
Transportation		11,273	11,000	11,951	12,664	11,482
Miscellaneous		20,347	17,807	16,695	15,934	16,474
Educational Seminars		821	1,374	521	450	499
Other		15,171	11,037	10,177	7,649	7,762
Special Events		4,355	5,396	5,997	7,835	8,213
Grand Total		233,727	250,639	255,300	263,233	274,978
Unduplicated Number of Persons Served		38,366	41,726	43,127	46,942	50,141
\$ Represents Measurable Monetary Outcome						
AE Represents Measurable Adult Educ. Outcome						
YE Represent Measurable Youth Educ. Outcome						

Appendix B:
Calculating the Local Spending Multiplier for FS 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, FS 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 FS 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 FS 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 FS clients.

Table B-1 shows that the multiplier for income received by FS 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. FS Clients Spending Multiplier Table

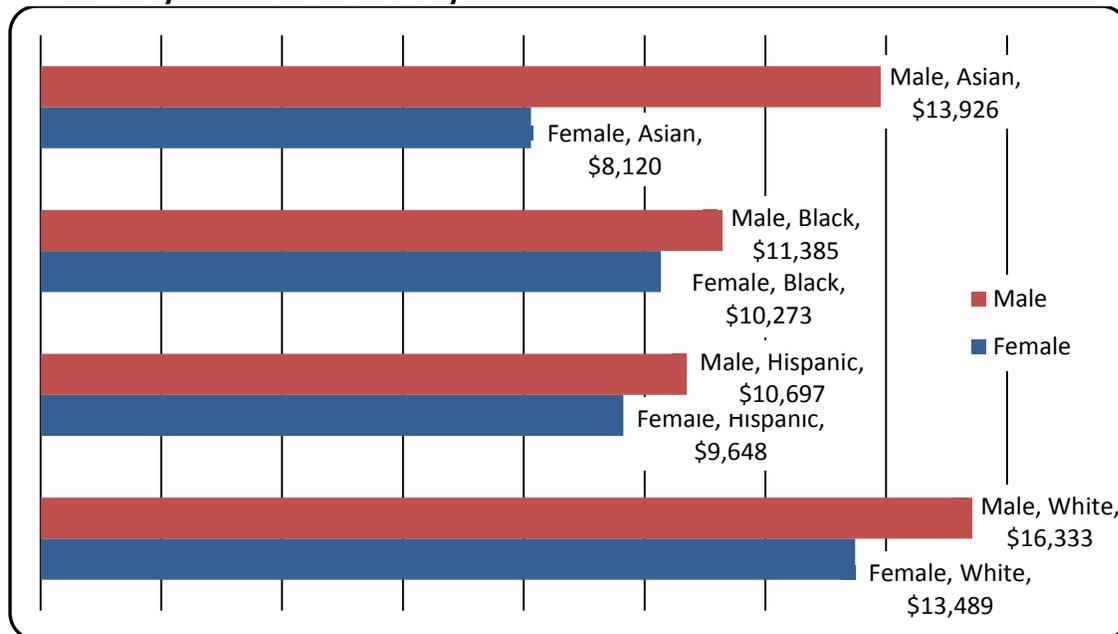
CALCULATION OF THE SPENDING MULTIPLIER FOR FSN CLIENTS			
	LA COUNTY RIMS II INDUSTRY MULTIPLIERS	LOWEST 20% OF INCOME DISTRIBUTION	PERCENT OF SPENDING
Average annual expenditures less contributions, pension, and social security payments		\$21,611	
		\$20,518	
RETAIL	1.9	\$8,522	41.5%
Food at home		\$2,463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

Appendix C:
The Value of High School Diplomas, GEDs,
and ESL Certificates for FSN 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 FS 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 FS 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 FSN 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 FS client who earns a high school diploma.

The annual value of a FS 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*⁴. 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 FS 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:

⁴ 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 FS 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 FS 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
and
Return on Expenditure Efficiency Indicators for Each Center**

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 row reveal unduplicated people served, the total number of service events in the next row, and the significant educational outcomes of youth and adults occupies the next two rows. 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: Return on Expenditure Indicators by Type and by Center

Table D-2 displays the Return on Expenditure indicators for each center by each type of activity. The ROE indicators are scaled to a \$100,000 expenditure so they show how much a particular center produces for each \$100,000 of its funding during the 15-16 fiscal year (see the discussion surrounding Table 3 for further details). The ROEs are efficiency measures in a way but instead of showing the cost per unit for a particular output as we are accustomed to cost efficiency measures showing, these ROEs show the entire baskets of services and outcomes that the center produces for each \$100,000 of their budget. These efficiency measures may be helpful to a center director or program administrator who is examining a center's output bundle of services and outcomes and asking whether that is the optimal balance of those services and outcomes, or whether a tweak or two could produce a slightly different bundle which better suits the FS Program, its clientele, and the center.

Table D-1. Measured Dollar Benefits of Income/Resource Increasing Outcomes Produced by Centers, 2015-16	WLCAC WATTS FSC	LATINO RESOURCE ORGANIZATION	EL NIDO FSC	COMMUNITY BUILD	CMHP FS CENTER	NEW CANOGA PARK FSC	NEW SOUTH VALLEY FSC	EL CENTRO DEL PUEBLO	CENTRAL CITY NEIGHBORHOOD PTNRS	YPI FSC	CONTRACTOR AVERAGE PER CENTER	SYSTEM TOTALS
Total Unduplicated Number of Persons Served	2,725	2,502	2,148	2,086	1,971	2,212	2,064	3,360	2,320	2,413	2,265	38,366
Total Number of Service Events	15,369	22,824	8,541	3,768	7,477	13,977	13,803	9,007	28,857	17,658	14,256	233,727
Total Number of Significant Youth Education Outcomes	310	401	343	206	58	270	364	356	296	258	304.9	5118
Total Number of Significant Adult Education Outcomes	34	16	21	29	36	1	0	9	93	40	23.3	428
TOTAL VALUE OF OUTCOMES	\$2,530,138	\$2,223,702	\$1,184,497	\$1,163,542	\$1,010,013	\$942,387	\$913,093	\$908,105	\$899,023	\$703,766	\$1,007,846	\$17,106,878
Obtained EITC Credit	\$320,927	\$615,406	\$136,931	\$176,327	\$594,668	\$291,489	\$297,982	\$332,584	\$259,843	\$163,602	\$254,792	\$4,406,099
Obtained Child Tax Credit	\$143,808	\$322,285	\$76,278	\$22,991	\$232,716	\$163,265	\$157,164	\$154,383	\$285,718	\$49,768	\$130,624	\$2,217,682
Obtained a Job	\$156,912	\$216,688	\$426,480	\$596,969	\$9,900	\$153,586	\$181,172	\$81,720	\$31,624	\$0	\$130,586	\$2,174,355
Obtained Post-secondary Education Financial Aid	\$563,407	\$146,250	\$12,985	\$193,365	\$0	\$11,550	\$5,775	\$119,361	\$11,247	\$0	\$82,164	\$1,314,620
Obtained Free Tax Preparation Services	\$84,800	\$213,400	\$39,000	\$38,400	\$117,600	\$78,000	\$86,600	\$98,800	\$98,000	\$70,800	\$75,850	\$1,297,600
Obtained Other Public Benefit (Income) Assistance	\$127,433	\$230,132	\$21,450	\$63,078	\$0	\$9,308	\$27,673	\$52,441	\$8,450	\$132,032	\$51,980	\$1,002,095
Obtained Other Tax Credit	\$182,090	\$114,815	\$5,354	\$7,726	\$51,629	\$28,891	\$43,448	\$19,150	\$24,073	\$8,085	\$60,162	\$992,394
Obtained CALFRESH	\$0	\$40,147	\$331,172	\$6,612	\$0	\$76,866	\$36,207	\$0	\$32,880	\$48,456	\$44,983	\$728,669
Improved Employment	\$536,262	\$47,861	\$6,960	\$30,225	\$0	\$8,320	\$0	\$0	\$0	\$0	\$41,407	\$714,062
Obtained a Training Program Certificate	\$49,350	\$10,150	\$27,300	\$10,500	\$3,500	\$15,050	\$15,050	\$0	\$71,750	\$38,850	\$27,038	\$485,100
Obtained Child Care	\$0	\$26,725	\$1,836	\$0	\$0	\$38,884	\$24,983	\$0	\$21,275	\$14,150	\$27,590	\$441,438
Obtained a Short-term Job	\$22,062	\$21,371	\$26,795	\$9,628	\$0	\$16,160	\$900	\$26,867	\$45,864	\$118,800	\$21,501	\$377,225
Preserved Public/Subsidized Housing	\$252,540	\$69,624	\$0	\$0	\$0	\$0	\$14,220	\$17,192	\$0	\$0	\$23,167	\$370,664
Obtained Health Services/Insurance	\$73,473	\$66,640	\$56,400	\$5,700	\$0	\$3,240	\$11,360	\$0	\$4,200	\$9,000	\$15,448	\$250,553
Obtained Legal Services	\$16,345	\$58,905	\$0	\$165	\$0	\$6,114	\$9,759	\$465	\$0	\$43,395	\$9,787	\$157,588
Obtained TANF (CalWORKS)	\$0	\$14,727	\$0	\$0	\$0	\$41,664	\$0	\$0	\$3,996	\$6,828	\$6,906	\$114,702
Opened a Savings Account	\$0	\$0	\$6,400	\$800	\$0	\$0	\$0	\$0	\$0	\$0	\$1,750	\$28,000
Opened a Checking Account	\$0	\$3,200	\$7,200	\$0	\$0	\$0	\$800	\$4,800	\$0	\$0	\$1,400	\$22,400
Enrolled in Utilities Discount Program	\$0	\$5,376	\$1,428	\$0	\$0	\$0	\$0	\$342	\$103	\$0	\$568	\$9,080
Obtained WIC	\$0	\$0	\$528	\$1,056	\$0	\$0	\$0	\$0	\$0	\$0	\$99	\$1,824
Obtained Low Income Auto Insurance	\$729	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$46	\$729

Table D-1. Measured Dollar Benefits of Income/Resource Increasing Outcomes Produced by Centers, 2015-16	EL CENTRO DE AYUDA	TCC FSC	BARRIO ACTION YOUTH CTR	TOBERMAN FSC	1736 FAMILY CRISIS CENTER	OAKWOOD FSC	CONTRACTOR AVERAGE PER CENTER	LUCILLE BESERRA FSC	TOM BRADLEY	BRADLEY-MILKEN CENTER	CITY AVERAGE PER CENTER	SYSTEM TOTALS
Total Unduplicated Number of Persons Served	1,901	1,963	2,299	1,734	2,044	2,503	2,265	1,255	929	1,280	1,155	38,366
Total Number of Service Events	14,081	8,560	33,134	3,235	8,614	19,252	14,256	2,343	1,637	1,590	1,857	233,727
Total Number of Significant Youth Education Outcomes	400	215	380	169	263	590	304.9	71	78	90	79.7	5118
Total Number of Significant Adult Education Outcomes	0	40	26	7	21	0	23.3	29	22	4	18.3	428
TOTAL VALUE OF OUTCOMES	\$668,726	\$668,052	\$649,134	\$592,320	\$574,162	\$494,882	\$1,007,846	\$391,616	\$323,779	\$265,942	\$327,112	\$17,106,878
Obtained EITC Credit	\$162,993	\$236,154	\$191,330	\$116,206	\$161,433	\$18,797	\$254,792	\$203,193	\$72,314	\$53,920	\$109,809	\$4,406,099
Obtained Child Tax Credit	\$71,285	\$137,547	\$72,204	\$51,553	\$77,499	\$71,522	\$130,624	\$99,523	\$14,403	\$13,770	\$42,565	\$2,217,682
Obtained a Job	\$90,954	\$0	\$20,002	\$46,848	\$76,516	\$0	\$130,586	\$0	\$3,840	\$81,144	\$28,328	\$2,174,355
Obtained Post-secondary Education Financial Aid	\$24,842	\$0	\$177,788	\$0	\$28,675	\$19,375	\$82,164	\$0	\$0	\$0	\$0	\$1,314,620
Obtained Free Tax Preparation Services	\$55,400	\$57,200	\$62,400	\$25,200	\$42,000	\$46,000	\$75,850	\$52,800	\$21,600	\$9,600	\$28,000	\$1,297,600
Obtained Other Public Benefit (Income) Assistance	\$380	\$0	\$2,100	\$31,715	\$8,496	\$116,994	\$51,980	\$18,815	\$123,432	\$28,166	\$56,804	\$1,002,095
Obtained Other Tax Credit	\$48,515	\$14,257	\$8,331	\$236,957	\$24,148	\$145,126	\$60,162	\$10,635	\$18,084	\$1,080	\$9,933	\$992,394
Obtained CALFRESH	\$72,288	\$0	\$0	\$25,860	\$36,977	\$12,264	\$44,983	\$0	\$8,940	\$0	\$2,980	\$728,669
Improved Employment	\$4,262	\$0	\$16,068	\$12,552	\$0	\$0	\$41,407	\$0	\$21,120	\$30,432	\$17,184	\$714,062
Obtained a Training Program Certificate	\$67,900	\$2,100	\$11,200	\$16,100	\$65,800	\$28,000	\$27,038	\$6,650	\$1,400	\$44,450	\$17,500	\$485,100
Obtained Child Care	\$21,070	\$220,794	\$71,275	\$350	\$0	\$96	\$27,590	\$0	\$0	\$0	\$0	\$441,438
Obtained a Short-term Job	\$5,149	\$0	\$14,040	\$4,856	\$4,057	\$27,460	\$21,501	\$0	\$33,216	\$0	\$11,072	\$377,225
Preserved Public/Subsidized Housing	\$17,088	\$0	\$0	\$0	\$0	\$0	\$23,167	\$0	\$0	\$0	\$0	\$370,664
Obtained Health Services/Insurance	\$7,320	\$0	\$0	\$840	\$9,000	\$0	\$15,448	\$0	\$0	\$3,380	\$1,127	\$250,553
Obtained Legal Services	\$0	\$0	\$0	\$20,295	\$1,155	\$0	\$9,787	\$0	\$990	\$0	\$330	\$157,588
Obtained TANF (CalWORKS)	\$13,656	\$0	\$0	\$2,988	\$18,195	\$8,448	\$6,906	\$0	\$4,200	\$0	\$1,400	\$114,702
Opened a Savings Account	\$2,400	\$0	\$0	\$0	\$17,600	\$800	\$1,750	\$0	\$0	\$0	\$0	\$28,000
Opened a Checking Account	\$3,200	\$0	\$800	\$0	\$2,400	\$0	\$1,400	\$0	\$0	\$0	\$0	\$22,400
Enrolled in Utilities Discount Program	\$24	\$0	\$1,596	\$0	\$211	\$0	\$568	\$0	\$0	\$0	\$0	\$9,080
Obtained WIC	\$0	\$0	\$0	\$0	\$0	\$0	\$99	\$0	\$240	\$0	\$80	\$1,824
Obtained Low Income Auto Insurance	\$0	\$0	\$0	\$0	\$0	\$0	\$46	\$0	\$0	\$0	\$0	\$729

Table D-2. Persons Served, Service Events, Income and Educational Outcomes, Return on Expenditure Measures, 2015-16 PY	WLCAC WATTS FSC	LATINO RESOURCE ORGANIZATION	EL NIDO FSC	COMMUNITY BUILD	CMHP FS CENTER	NEW CANOGA PARK FSC	NEW SOUTH VALLEY FSC	EL CENTRO DEL PUEBLO	CENTRAL CITY NEIGHBORHOOD PTNRS	YPI FSC	CONTRACTOR AVERAGE PER CENTER	SYSTEM TOTALS
TOTAL UNDUPLICATED NUMBER OF PERSONS SERVED	2,725	2,502	2,148	2,086	1,971	2,212	2,064	3,360	2,320	2,413	2,265	38,366
NUMBER OF SERVICE EVENTS	15,369	22,824	8,541	3,768	7,477	13,977	13,803	9,007	28,857	17,658	14,256	233,727
TOTAL VALUE OF OUTCOMES	\$2,530,138	\$2,223,702	\$1,184,497	\$1,163,542	\$1,010,013	\$942,387	\$913,093	\$908,105	\$899,023	\$703,766	\$1,007,846	\$17,106,878
NUMBER OF YOUTH EDUCATION INDICATORS	310	401	343	206	58	270	364	356	296	258	304.9	5118
NUMBER OF ADULT EDUCATION INDICATORS	34	16	21	29	36	1	0	9	93	40	23.3	428
ADULT EDUCATION-Future Potential Annual Income	\$215,750	\$74,450	\$202,650	\$209,550	\$152,000	\$9,650	\$0	\$52,450	\$388,000	\$160,000	\$126,963	\$2,222,650
FAMILY SOURCE NETWORK ANNUAL BUDGET	\$700,431	\$700,431	\$700,431	\$700,431	\$700,431	\$700,431	\$700,431	\$700,431	\$700,431	\$700,431	\$700,431	\$12,206,896
NUMBER OF UNDUPLICATED PERSONS SERVED / \$100,000	389	357	307	298	281	316	295	480	331	345	323	314
NUMBER OF SERVICE EVENTS PER \$100,000 BUDGET EXPEND	2,194	3,259	1,219	538	1,067	1,995	1,971	1,286	4,120	2,521	2,035	1,915
INCOME/RESOURCE OUTCOMES PER \$100,000 BUDGET EXPEND	\$361,226	\$317,476	\$169,110	\$166,118	\$144,199	\$134,544	\$130,362	\$129,649	\$128,353	\$100,476	\$143,889	\$140,141
NUMBER OF ADULT EDUC. INDICATORS / \$100,000	5	2	3	4	5	0	0	1	13	6	3	4
NUMBER OF YOUTH EDUC. INDICATORS/ \$100,000	44	57	49	29	8	39	52	51	42	37	44	42
ADULT EDUCATION-FUTURE POTENTIAL ANN. INCOME /\$100,000	\$30,802	\$10,629	\$28,932	\$29,917	\$21,701	\$1,378	\$0	\$7,488	\$55,394	\$22,843	\$18,336	\$18,208

Table D-2. Persons Served, Service Events, Income and Educational Outcomes, Return on Expenditure Measures, 2015-16 PY	EL CENTRO DE AYUDA	TCC FSC	BARRIO ACTION YOUTH CTR	TOBERMAN FSC	1736 FAMILY CRISIS CENTER	OAKWOOD FSC	CONTRACTOR AVERAGE PER CENTER	LUCILLE BESERRA FSC	TOM BRADLEY	BRADLEY-MILKEN CENTER	CITY AVERAGE PER CENTER	SYSTEM TOTALS
TOTAL UNDUPLICATED NUMBER OF PERSONS SERVED	1,901	1,963	2,299	1,734	2,044	2,503	2,265	1,255	929	1,280	1,155	38,366
NUMBER OF SERVICE EVENTS	14,081	8,560	33,134	3,235	8,614	19,252	14,256	2,343	1,637	1,590	1,857	233,727
TOTAL VALUE OF OUTCOMES	\$668,726	\$668,052	\$649,134	\$592,320	\$574,162	\$494,882	\$1,007,846	\$391,616	\$323,779	\$265,942	\$327,112	\$17,106,878
NUMBER OF YOUTH EDUCATION INDICATORS	400	215	380	169	263	590	304.9	71	78	90	79.7	5118
NUMBER OF ADULT EDUCATION INDICATORS	0	40	26	7	21	0	23.3	29	22	4	18.3	428
ADULT EDUCATION-Future Potential Annual Income	\$0	\$169,000	\$250,900	\$67,550	\$102,950	\$0	\$126,963	\$116,000	\$19,300	\$32,450	\$55,917	\$2,222,650
FAMILY SOURCE NETWORK ANNUAL BUDGET	\$700,431	\$700,431	\$700,431	\$700,431	\$700,431	\$700,431	\$700,431	\$333,333	\$333,334	\$333,333	\$333,333	\$12,206,896
NUMBER OF UNDUPLICATED PERSONS SERVED / \$100,000	271	280	328	248	292	357	323	377	279	384	346	314
NUMBER OF SERVICE EVENTS PER \$100,000 BUDGET EXPEND	2,010	1,222	4,731	462	1,230	2,749	2,035	703	491	477	557	1,915
INCOME/RESOURCE OUTCOMES PER \$100,000 BUDGET EXPEND	\$95,474	\$95,377	\$92,676	\$84,565	\$81,973	\$70,654	\$143,889	\$117,485	\$97,134	\$79,783	\$98,134	\$140,141
NUMBER OF ADULT EDUC. INDICATORS / \$100,000	0	6	4	1	3	0	3	9	7	1	6	4
NUMBER OF YOUTH EDUC. INDICATORS/ \$100,000	57	31	54	24	38	84	44	21	23	27	24	42
ADULT EDUCATION-FUTURE POTENTIAL ANN. INCOME /\$100,000	\$0	\$24,128	\$35,821	\$9,644	\$14,698	\$0	\$18,336	\$34,800	\$5,790	\$9,735	\$16,775	\$18,208

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