**Sample Outcome Scale**

**Incorporating the Seven Key Questions and the Carter-Richmond Methodology**

**Scenario:** One hundred persons (100) were enrolled in a CAA case-managed Family Self-Sufficiency Program. The CAA provided employment services within the agency and made referrals to other community-based organizations where they had formal agreements. Using an outcome scale and matrix, the persons were assessed after one year of enrollment.

**The total cost to operate the program including salaries, direct and indirect costs, and referral services is $600,000.**

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| **Self-Sufficiency Benchmarks**  **(1)** | **Outcome Scale – Employment**  **(2)** | **# & % of clients achieving outcome**  **(3)** | **Gross ROI**  **(4)** |
| **Thriving** | Full-time employment above minimum wage with employer benefits including health, life and disability insurance, sick leave and vacation and no subsidized benefits. | 10 or 10% | + ROI  @$50,000  **$500,000** |
| **Safe** | Full-time employment above minimum wage with employer benefits including health insurance and limited sick leave and vacation and no subsidized benefits. | 15 or 15% | + ROI@$41,400 **$621,000** |
| **Stable** | Full-time employment at minimum wage without employee benefits and receiving some subsidized benefits. | 35 or 35% | + ROI @$4,819  **$168,665** |
| **Prevention Line** | **Prevention Line** | **Prevention Line** | **Prevention Line** |
| **Vulnerable** | Part-time employment without employee benefits and receiving subsidized benefits. | 15 or 15% | - ROI  ($2,525)  **($37,875)** |
| **In-Crisis** | Unemployed and receiving subsidized benefits. | 25 or 25% | - ROI  ($20,000)  **($500,000)** |
| **ROI Total** |  |  | **$751,790** |

**Sample Outcome Scale Values**

**Status (1) Increased Income (2) Decreased Dependence (3)**

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| **THRIVING**  + 32,000 (Job)  + 18,000 (Avoidance) **$50,000** | Annual salary of $24,900; benefit package worth $5,000; payment of $1,000 in federal, state, and local taxes, an Earned Income Tax Credit (EITC) of $1,100  **+ $32,000** | Avoidance of TANF, Food Stamps, Medical Assistance, and subsidized child care valued at $18,000.  **+ $18,000** |
| **SAFE**  + 25,400 (Job)  +16,000 (Avoidance)  **$41,400** | Annual salary of $21,000, benefit package worth $3,500, payment of $400 in federal, state, and local taxes, an Earned Income Tax Credit (EITC) of $500  **+ $25,400** | Avoidance of TANF, Food Stamps, Medical Assistance, and subsidized child care valued at $16,000.  **+$16,000** |
| **STABLE**  + 10,912 (Job)  - 6,093 (Assistance)  **$ 4,819** | Annual salary of $10,712 for a family of three, payment of $200 in federal, state, and local taxes  **+ $10,912** | Receipt of reduced Food Stamps, Medical Assistance, and subsidized child care valued at $6,093, which is deducted from the annual wage and taxes.  **($6,093**) |
| **VULNERABLE**  + 6,600 (Job)  - 9,125 (Assistance)  **- $2,525** | Part-time salary of $6,500, payment of $100 in federal, state, and local taxes  **+ $6,600** | Receipt of reduced Food Stamps, Medical Assistance, and subsidized child care valued at $9,125, which is deducted from the annual wage and taxes  **($9,125)** |
| **IN - CRISIS**  **- $20,000** (Assistance) | Unemployed | Receipt of TANF, Food Stamps, Medical Assistance, and subsidized child care valued at $20,000.  **($20,000)** |

**Analysis and Summary**

Overall, the program costs for serving 100 families was $600,000. Using the first seven Carter Questions, we know that the unit cost of providing the services for each person is $6,000 ($600,000/100).

Applying the Carter-Richmond Methodology, we are able to calculate the value of each Thriving outcome to be $50,000. If we are only using the value of the 10 persons at the Thriving level, the return on investment is a negative: $600,000 in costs and $500,000 ($50,000x10) returned.

However, when you factor in all the “returns” for persons who achieved outcomes at the other levels of the scale, Safe, Stable and those below the Prevention Line, Vulnerable and In-Crisis, we find that the program returned $751,790 in benefits compared to $600,000 in costs. Using these numbers in the formula:

Total Value of all the Outcomes $751,790 = 1.25

Cost of Outcomes (Total Program Cost) $600,000 1.00

or a return-on-investment of a little over 25%.

For every $1.00 the CAA spent on the program, $1.25 was returned in benefits or increased self-sufficiency. This compares quite favorably to success measures for industry. It is important to convey that funds expended by CAA’s are truly investments in clients and their communities.

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| Using a combination of the Carter-Richmond Methodology and the information from scaling all participants, we are able to get a true picture of the costs and values associated with this program. |