



***Applying Measures of Program Effectiveness
to Expand Resources and Improve Client
Outcomes***

**Ken Smith, President
*The Resource for Great Programs***

***NLADA Annual Conference
Denver, Colorado
November 19, 2009***



The Resource for Great Programs, Inc., November 19, 2009

1

Topics

- ◆ **Overview of Measures, Indicators and Benchmarks
*Used in Civil Justice Programs***
- ◆ **Collecting the Data For These Measures**
- ◆ **Applying These Tools to...**
 - Improve Effectiveness
 - Expand Resources

The Resource for Great Programs, Inc., November 19, 2009

Measures, Indicators and Benchmarks

- ◆ **Measures: *How many miles did we go?***

In civil justice programs, some measures are:

- ◆ How many clients did we serve?
- ◆ How many dollars did we spend?
- ◆ For how many clients did we achieve a specific outcome – e.g., *obtained a protective order?*

- ◆ **Indicators: *What's our gas mileage?***

In civil justice programs, some indicators are:

- ◆ How many cases did we handle per \$10K in funding we got?
- ◆ In what percentage of cases did we achieve the outcome we sought?

- ◆ **Benchmarks: *How do OUR results compare with "typical" performance...***

- *In our state?*
- *Across the nation?*

An Example: Case Output of Regional Legal Aid Program in Pennsylvania

Indicator	Indicator Value For This Program	Benchmark <i>Median of LSC-Funded Programs</i>
1. Cases / \$10K		
A. Overall	24.5	15.2
B. Brief representation cases	15.5	10.4
C. Extended representation cases	7.4	2.8
2. Cases per Casehandler	270	160

Examples of Indicators for a “Strategic Scorecard”

- ◆ **Case Output**
 - Cases per \$10K
 - Cases per advocate
- ◆ **Client Satisfaction**
 - Percent “Highly” or “Somewhat” satisfied
- ◆ **Resource Development**
 - Funding per 10,000 eligible people
 - Funding diversification
 - Funding trend
 - % of total funding that comes from program’s resource development efforts
- ◆ **Staffing**
 - Average years of experience in profession – lawyers, paralegals
 - Salaries, by experience level
 - Turnover/Retention Rate, by Job Category
- ◆ **Outcomes**
 - Percent of cases of type “X” that achieved outcome “Y”
 - Dollars Obtained for clients

The Resource for Great Programs, Inc., November 19, 2009

5

A “Scorecard” Summarizing a Benchmarking Analysis

Legal Services of Eastern Missouri (LSEM)

Hallmarks:

- Experienced expert staff
- Mix of “service cases” & broad scope work...
 - Major litigation
 - Public policy development
 - Community collaboration
 - Special projects
- Resource development
- Holistic services
- Private bar support

Strategic Scorecard

• Securing resources	A
• Casehandlers per 10,000 eligible	B
• Pro bono participation	A
• Case output -- all cases	A
• Case output -- extended service cases	A
• Matters output	B
• Case services - urban counties	A
• Case services - rural counties	A
• Broad-scope services	A
• Experienced legal staff	A
• Investment in technology	A

Score Key: A = in upper range of legal aid programs nationally; B = In mid range; C = Below mid range.

Collecting the Data *You're probably already doing it with your...*

- ◆ **Case Management System**
(cases, clients)
- ◆ **Program systems used in producing reports to funders**
(funding, staffing, expenditures)
- ◆ **Systems for tracking client satisfaction**

In Some States (NY, VA, TX, MD) Funders Have Supported Outcome Measurement Systems.

At case closure, the advocate records:

- **Outcomes achieved** (chosen from a list) – e.g., “avoided eviction or obtained additional time to seek alternative housing”
- **# people benefited** (usually household size)
- **\$\$ dollar benefits achieved**
 - ◆ Back award - \$\$
 - ◆ Income stream - \$/month

Expanding Resources: Applying These Tools to Tell Your Program's Story

- ◆ "We are highly successful in the cases we handle. With more resources we could do even more."

From Outcomes Data (VA & NY):

- 87% of "extended representation" SSI/SSD legal aid cases were successful
- Average dollar award for "successful" cases = **\$6,520** back award + **\$420** monthly
- Every **100** extended representation cases produces:
 - ◆ **\$2.2 million** in income for low-income families
 - ◆ A **\$4.0 million** economic stimulus effect for the local community