# JOBS & HOPE
## WEST VIRGINIA

# SOCIAL RETURN ON INVESTMENT (SROI) ANALYSIS

2026

# JOBS & HOPE WV

## Social Return on Investment

ASSESSMENT REPORT · 2026

**SROI Ratio**

# $9.61 : $1

*Every $1 invested generates $9.61 in social, economic & environmental value*

**Total Social Value Generated**

## $54,804,372

*Prepared by Weisenborn Ready LLC*

**Charleston, West Virginia · 2026**

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# Executive Summary

Jobs & Hope WV is West Virginia's statewide workforce reentry initiative, connecting justice-involved and recovery-engaged individuals to employment, education, transportation, and family-stabilization supports as they rebuild self-sufficient lives. While the program's direct purpose is workforce reentry, its broader contribution extends far beyond job placement. Jobs & Hope WV functions as an enabling infrastructure that supports economic participation, credential attainment, public-assistance transition, transportation access, reduced reoffending, family stability, and community trust.

This Social Return on Investment (SROI) assessment was conducted to quantify and monetize the social, economic, and public-safety value generated by Jobs & Hope WV. Using program participant records, statewide administrative benchmarks, and published cost-of-crime, labor-market, and public-benefit research, the analysis evaluated seven primary outcome areas: employment and earnings, public assistance, education and credential attainment, transportation stability, reduced recidivism, children and family stabilization, and community trust, safety, and social cohesion.

An annual program investment of approximately **$5,700,000** generated an estimated **$54,804,371.59** in social, economic, and public-safety value, corresponding to an SROI ratio of **$9.61 : $1**. Every dollar invested in Jobs & Hope WV generated approximately $9.61 in measurable value for participants, families, employers, taxpayers, the justice system, and the broader community.

### Key Outcome Areas

- Employment & Earnings — Accounting for approximately 62.6% of total social value generated, reflecting increased household earnings, local economic output, and new tax revenue from 591 participants who gained employment.
- Education & Credentials — The second-largest benefit category (13.8%), capturing the lifetime earnings premium and avoided-dropout value of 182 completed credentials across four credential types.
- Transportation Stability — Reflecting the value of donated vehicles, reinstated driver's licenses, and subsidized transit access that keep participants connected to jobs and services (10.3%).
- Reduced Recidivism — Demonstrating the public-safety and fiscal value of cutting the recidivism rate for justice-involved participants from a 40% statewide baseline to 20% (9.2%).
- Public Assistance — Capturing both the food/health-security value of new SNAP and Medicaid enrollment and the taxpayer savings from benefit exits driven by new employment (2.4%).
- Children & Family Stabilization — Valuing reduced foster-care entry and family disruption when a parent avoids reincarceration (1.5%).
- Community Trust, Safety & Social Cohesion — Capturing neighborhood-level economic and social value associated with reduced reoffending (0.1%).

Employment and earnings represented the largest component of value creation, accounting for approximately 62.6% of total social value generated. Reliable job placement, employer partnerships, and post-placement retention support enable participants to obtain and sustain employment, generating direct household income as well as ripple effects through the regional economy and new public tax revenue. Education and credential attainment represented the second-largest benefit category, reflecting the long-term earnings premium

associated with 182 completed bachelor's degrees, associate's degrees, certificates, GED/HSE credentials, and short-term vocational certifications.

Additional value was generated through transportation stability, reduced recidivism, public-assistance transition, family stabilization, and community trust and safety outcomes. Collectively, these outcomes demonstrate that Jobs & Hope WV functions as a critical piece of West Virginia's economic and public-safety infrastructure, supporting workforce participation, fiscal responsibility, household stability, and safer communities statewide.

> *"Reentry and workforce-reintegration programs generate social returns that far exceed direct program costs — connecting justice-involved individuals to employment, stable housing, and community support in ways that reduce both human and fiscal costs of reoffending."*
>
> *Adapted from Social Value UK / HM Treasury Green Book SROI methodology, applied to workforce-reentry programming (2012; 2022).*

The findings align with national research demonstrating that workforce-reentry and reintegration programs generate significant social and economic returns beyond direct program expenditures. Studies conducted by the U.S. Department of Justice, the Bureau of Justice Statistics, RAND Corporation, and the Social Value UK / HM Treasury Green Book framework have consistently found that reentry investments create measurable economic, social, and public-safety benefits by improving labor-market access, reducing reoffending, and strengthening family and community stability.

Overall, the assessment demonstrates that Jobs & Hope WV provides substantial public value and represents a highly effective investment in West Virginia's workforce and public-safety infrastructure. The results suggest that continued investment and strategic expansion of the program can generate additional economic opportunity, reduce long-term correctional and public-assistance costs, and strengthen community resilience across the state.

# 1. Introduction to SROI

Social Return on Investment (SROI) is a framework used to measure and communicate the broader social, economic, and public-safety value created by programs, projects, and organizations. Unlike traditional financial return-on-investment measures, which focus solely on monetary returns, SROI incorporates social outcomes by translating them into monetary values, thereby capturing a broader concept of value creation (Nicholls et al., 2012; Social Value UK, 2012). The methodology emerged during the late 1990s and early 2000s and has since become a widely recognized approach for evaluating the effectiveness and societal impact of nonprofit organizations, government programs, and reentry and workforce-development initiatives.

The primary objective of SROI is to answer a fundamental question: what difference did the intervention make? To accomplish this, SROI identifies changes experienced by stakeholders — program participants, employers, families, taxpayers, and the justice system — and assigns monetary values to outcomes that may not have a direct market price, such as reduced reoffending, improved family stability, or increased community trust (Nicholls et al., 2012). By expressing diverse outcomes in a common monetary unit, SROI enables decision-makers to compare and aggregate impacts across multiple domains.

The resulting SROI ratio is commonly expressed as the amount of social value generated for every dollar invested. For example, an SROI ratio of 3:1 indicates that every $1 invested generates approximately $3 in social and economic value. A distinguishing characteristic of SROI is its stakeholder-centered approach: the methodology emphasizes identifying the outcomes that matter most to the people actually affected by a program, rather than relying solely on organizational assumptions. Transparency, accountability, and evidence-based valuation are core principles of the methodology, making SROI both a quantitative and qualitative assessment of impact.

## 1.1 The SROI Calculation and Process

At its heart, SROI compares the total value of outcomes achieved to the total investment required, in monetary terms. The basic SROI equation expresses social, economic, and public-safety benefits (the numerator) as a fraction of total inputs or costs (the denominator). For a given analysis period — such as one program year — all relevant inputs and outcomes are identified and quantified.

$$\frac{\text{Social + Environmental + Economic Benefits}}{\text{Investment}}$$

***Figure 1 — The SROI Formula. Social Return on Investment is calculated as total social, economic, and public-safety benefits divided by total investment required.***

### 1.1.1 Investment (Denominator)

This includes the total cost of the program or activity, encompassing direct financial expenditures (program operating costs, staff salaries, case-management infrastructure, partner-agency contracts) as well as non-financial inputs that can be given a monetary value, such as donated vehicles, volunteer mentorship hours, or in-kind support from partner organizations. For this assessment, total annual program investment in Jobs & Hope WV is estimated at $5,700,000.

### 1.1.2 Social Value (Numerator)

The total value of outcomes achieved for all stakeholders, encompassing social, economic, and public-safety benefits. SROI broadly considers three categories of outcomes:

- Social outcomes — effects on individuals, families, or communities, such as improved family stability, reduced social isolation, and community trust.
- Economic outcomes — financial or material gains such as increased earnings, employment, tax revenue, or reduced public expenditure.
- Public-safety outcomes — impacts on reoffending, incarceration, victimization, and judicial-system costs.

All these outcomes, whether direct or indirect, tangible or intangible, are assigned a monetary value (a "fiscal proxy") in the SROI framework. For example, an outcome of employment gained might be valued through increased annual earnings and new tax revenue; an outcome of reduced reoffending might be valued through avoided incarceration, judicial, and victim costs. By monetizing diverse outcomes, SROI aggregates them into a single total social-value figure that represents the overall impact created in the period (Fujiwara, 2014).

Once inputs and outcomes have been monetized, the SROI ratio is calculated as:

$$SROI = \frac{\text{Total Present Value of Benefits}}{\text{Total Investment}}.$$

This ratio is often communicated in an intuitive way, for instance: "For every $1 invested in the program, approximately $X of social value is generated for stakeholders." An SROI greater than 1:1 indicates positive social value created (benefits exceed costs), whereas an SROI below 1:1 would indicate the program's costs outweigh the monetized benefits (a result that would prompt scrutiny of the program's effectiveness). In many cases, SROI evaluations find ratios such as 2:1, 3:1 or higher, which stakeholders and funders may interpret as a strong return in social impact terms. It should be noted that SROI is not about exact precision, and the ratio is not a traditional financial ROI – rather, it's a reasoned estimate of social impact value to inform decision-making.

## 1.2 SROI Analysis Process

Conducting an SROI analysis involves a structured process with several stages, applied iteratively (Nicholls et al., 2012):

### Stage 1 — Establish Scope and Identify Stakeholders

Clearly define the boundaries of what will be evaluated — which program, which time period — and identify all stakeholder groups who experience change: participants, families, employers, taxpayers, victims, and the justice system.

### Stage 2 — Map Outcomes (Theory of Change)

Work with program data to map how activities lead to outputs, and how those outputs lead to outcomes for each stakeholder group, creating an impact map linking all the inputs → activities → outputs → outcomes → impact.

### Stage 3 — Evidence Outcomes and Value Them

Collect data to verify that outcomes actually occurred and to measure their quantity, program records, administrative data, and published benchmarks. Once evidenced and recorded, each outcome is therefore assigned a monetary value (fiscal proxy) representing its relative importance, with all valuations and sources documented.

### Stage 4 — Establish Impact (Adjust for Attribution and Counterfactuals)

To avoid over-claiming, SROI applies discount factors to raw outcome values, described in detail in Section 1.4 below.

### Stage 5 — Calculate the SROI

With outcomes valued, verified and adjusted, sum of all net benefits are taken and compared to total investment required to produce the SROI ratio. Sensitivity analysis is performed to test how results change with different assumptions.

### Stage 6 — Report, Use, and Embed

Communicate results to stakeholders and decision-makers, and integrate findings into ongoing program management, funding proposals, and continuous improvement.

## 1.3 Fiscal Proxies and Monetization of Outcomes

A distinguishing feature of SROI is the monetization of outcomes that do not have direct market values. By assigning financial values to social, economic, and public-safety outcomes, SROI enables diverse impacts to be compared and aggregated into a single measure of value creation (Nicholls et al., 2012). These monetary estimates, or fiscal proxies, serve as representations of the value that stakeholders derive from specific outcomes.

Several approaches are commonly used to value non-market outcomes for this assessment. Revealed-preference and avoided-cost methods estimate value based on observed public expenditure — for example, the value of reduced recidivism is estimated through avoided incarceration, judicial, and victim costs; the value of employment is estimated through increased wages, economic-output multipliers, and new tax revenue. Because no single, universally accepted database of social values exists in the United States for reentry and workforce programs, proxies in this analysis draw on a combination of federal administrative data (U.S. Bureau of Labor Statistics, Social Security Administration), state-specific corrections data (West Virginia Division of Corrections and Rehabilitation), peer-reviewed research, and the Jobs & Hope WV program's own published outcomes.

## 1.4 Accounting for Attribution and Counterfactuals

A credible SROI analysis must isolate the value attributable to the program itself, apart from external influences or what would have happened anyway. After valuing outcomes, analysts apply the following discount factors:

| Factor | Definition |
|---|---|
| Deadweight | The proportion of an outcome that would have occurred anyway, even if the program had not taken place. For example, if 20% of participants would have gotten jobs on their own, without the job-training program, then 20% of the "employment gained" outcome is deadweight and is subtracted. Deadweight is typically estimated using comparison data or benchmarks (e.g. national averages, control groups, or stakeholder surveys asking "what would you have done without this program?"). A higher deadweight reduces the program's claimed impact, as it indicates that some change was not due to the program. |
| Attribution | The share of the outcome contributed by other organizations, people, or factors apart from the program being analyzed. Many social outcomes are co-produced by multiple players; for instance, if a participant also received help from another agency, some credit for their outcome should be assigned to that other agency. Attribution is usually expressed as the percentage attributed to the program itself (after accounting for others). For example, if a participant's improved health is 50% due to our program and 50% due to, say, family support or another program, we would use 50% attribution (meaning we only claim half the value of that outcome). |
| Displacement | Assesses whether the outcome displaced other outcomes or activities. Displacement is applicable when an outcome in one area causes a negative outcome elsewhere, essentially substituting rather than creating net new impact. For example, if a jobs program helped a person into employment but in doing so they took a job that another individual would have filled, there might be some displacement (one person's gain is another's loss, yielding no net gain in employment overall). In community programs, an example is reducing crime in one neighborhood might simply shift it to a nearby area. If displacement is present, the analysis estimates what portion of the outcome is offset and reduces the value accordingly (often expressed as a percentage of the outcome that is not additional). |
| Duration | The length of time an outcome lasts – measured in years, or sometimes months. Some outcomes are temporary, others persistent. SROI analyses typically set a duration for each outcome (e.g. "improved job skills" might last 3 years for a participant before skills need updating; "reduced reoffending" might last say 1 year on average before some offenders relapse, etc.). Duration works with drop-off (below) to spread an outcome's value over future years. For outcomes with multi-year duration, the value in future years is usually discounted (both via drop-off and a standard financial discount rate to account for present value). The choice of duration should be supported by evidence or reasonable assumptions . |

***Table 1 — SROI impact-adjustment factors applied throughout this assessment (Social Value UK, 2012).***

After applying these factors, what remains is the impact value attributable to the program. In formula terms: Impact = (Outcome value × (1 – deadweight) × (1 – attribution) × (1 – displacement) for Year 1, and if applicable for future years, continue to apply drop-off and discounting). These adjustments significantly strengthen the credibility of SROI by explicitly acknowledging external influences and what would have happened anyway. For instance, Rebuilding Together's SROI analysis noted that in deriving the ratio, they gave "consideration to impact that cannot be attributed to [our] services" and avoided over-claiming – reflecting the use of these counterfactual discounts. It is worth highlighting that estimating these factors is not an exact science; they are often estimates based on the best available evidence. Sensitivity analysis is thus important: analysts test how results change under higher or lower assumptions (e.g. what if deadweight was 50% instead of 25%? Does the SROI ratio remain above 1:1?).

If the SROI ratio is very sensitive to a particular assumption, that will be noted and perhaps more research encouraged. By carefully monetizing outcomes and then rigorously adjusting for what's material and attributable, an SROI analysis produces a defensible statement of value. The process itself – engaging with stakeholders, mapping outcomes, researching proxies, and debating assumptions – often yields valuable insights for the organization beyond the final number. SROI helps organizations to understand where they create the most value, for whom, and how.

It can highlight, for example, that a small portion of outcomes might be driving a large portion of the social value, suggesting where to focus efforts. Or it can reveal that certain outcomes weren't as attributable to the program as thought, suggesting the need for better coordination with partners. In this way, SROI is as much a learning and management tool as it is a reporting metric.

SROI extends traditional cost-benefit analysis by putting stakeholders at the center and valuing outcomes that matter to them. An SROI report typically presents a clear narrative: it tells the story of change (qualitatively) and backs it up with quantitative estimates of impact. The resulting SROI ratio – "$X social return for every $1 invested" – offers a headline figure that can be powerful for communicating impact to funders, policymakers, and the public. However, equally important is the transparency about how that figure was derived and the recognition that it is an estimate, not a precise measure. All assumptions (proxies chosen, discount rates, etc.) are documented so that readers can understand the basis of the analysis.

As SROI becomes more widely used, it continues to evolve. There are ongoing efforts to improve the standardization of proxy values (especially within specific sectors or regions) and to integrate well-being science into valuations. There is also increasing emphasis on making SROI analyses more timely and iterative – for instance, using data systems to update outcome values in real-time rather than only doing retrospective reports.

Despite challenges such as data availability and the need for analytical skills, SROI's core strength lies in its holistic perspective: it forces organizations to think broadly about what value they create (beyond financial metrics) and to engage with stakeholders in defining that value. In doing so, SROI helps drive a culture of impact accountability and continuous improvement.

When using this template for an SROI report, one can adapt the specifics (e.g. which outcomes were included, which proxies used, what assumptions made) but maintain the neutral, explanatory tone. The introduction and methodology sections set the stage, explaining why and how SROI analysis is done, before the report goes on to present the specific findings for the project at hand. By providing this context, readers of the report will appreciate the rigorous approach taken to quantify social impact, and they'll be able to interpret the results with an understanding of the principles and processes behind SROI.

# 2. Introduction to the Project

Jobs & Hope West Virginia is the state's comprehensive response to the substance use disorder crisis. Established by the West Virginia Legislature, this program offers support through a statewide collaboration of agencies that provide West Virginians in recovery the opportunity to obtain career training and to ultimately secure meaningful employment. Jobs & Hope WV is West Virginia's statewide workforce-reentry initiative, connecting justice-involved individuals and individuals in substance-use recovery with employment, education, transportation, and family-support services as they rebuild self-sufficient, independent lives.

As a public-private reentry and workforce program, Jobs & Hope WV addresses the compounding barriers that disproportionately affect formerly incarcerated residents, individuals in recovery, and their families: employment discrimination, transportation gaps, interrupted education, loss of public-benefit eligibility, and elevated risk of reoffending.

In a state where workforce shortages, economic challenges, an aging population, and the ongoing effects of the substance-use crisis intersect, Jobs & Hope WV functions as an enabling infrastructure that supports economic participation, credential attainment, transportation access, reduced reoffending, family stability, and community trust. The program operates through a coordinated case-management model, partnering with employers, community colleges and training providers, the West Virginia Department of Health and Human Resources, WV Division of Corrections and Rehabilitation, and local transportation and vehicle-donation partners.

This SROI analysis was developed to quantify the broader social, economic, and public-safety value generated by Jobs & Hope WV. The analysis combines Jobs & Hope WV participant and outcome data, statewide administrative benchmarks (West Virginia Division of Corrections and Rehabilitation, West Virginia Department of Health and Human Resources DHHR, U.S. Bureau of Labor Statistics), and published cost-of-crime, labor-market, and public-benefit research, applying standard SROI attribution, deadweight, displacement, and drop-off adjustments to each outcome category. Furthermore, the analysis goes through rigorous statistical analysis and data verification to reduce the possibility of any data flaw.

The analysis relies on Jobs & Hope WV's official program-outcome data, participant headcounts by outcome type, wage records, credential completions, benefit enrollment and exit counts, transportation-assistance recipients, and justice-involvement and recidivism figures, combined with conservative, evidence-based fiscal proxies drawn from federal and state sources. Each proxy was designed conservatively to avoid overstating impact while still reflecting the meaningful contribution of Jobs & Hope WV to participants' economic independence and West Virginia communities' well-being.

Each section below describes the rationale, methodology, assumptions, calculations, monetization approach, and SROI adjustments used to estimate the final net social value associated with each outcome, followed by a detailed proxy calculation table.

## Seven Outcome Categories Evaluated

- Employment & Earnings
- Public Assistance (SNAP / Medicaid / Other Benefits)
- Education & Credential Attainment
- Transportation Stability
- Reduced Recidivism
- Children & Family Stabilization
- Community Trust, Safety & Social Cohesion

# 3. Outcome Analyses

The following seven sections present the detailed analysis for each outcome category evaluated in this assessment. Each outcome section describes the theory of change, data sources, methodology, monetization approach, and SROI adjustment factors applied, followed by a summary proxy calculation table.

## 3.1 Outcome 1 — Employment & Earnings

Employment is the central pathway through which Jobs & Hope WV creates value for participants, employers, and the state. Reliable job placement, employer partnerships, and post-placement retention support enable participants who would otherwise face significant barriers — a criminal record, a gap in work history, or active recovery from substance use — to obtain and sustain steady employment. The underlying theory of change assumes that without program support, a substantial share of participants would remain unemployed, underemployed, or cycle in and out of short-term jobs, reducing household income, local economic activity, and public tax revenue.

One of the most significant ways Jobs & Hope WV creates value is by connecting participants directly to employers willing to hire justice-involved and recovery-engaged individuals. Case managers provide job coaching, interview preparation, and ongoing post-placement retention support, helping participants maintain employment through the critical first months on the job. As employment levels increase, benefits extend beyond the individual participant: employers gain access to a motivated, job-ready labor pool; the regional economy benefits from increased household spending (the local economic-output multiplier); and state and local governments gain new payroll and income tax revenue.

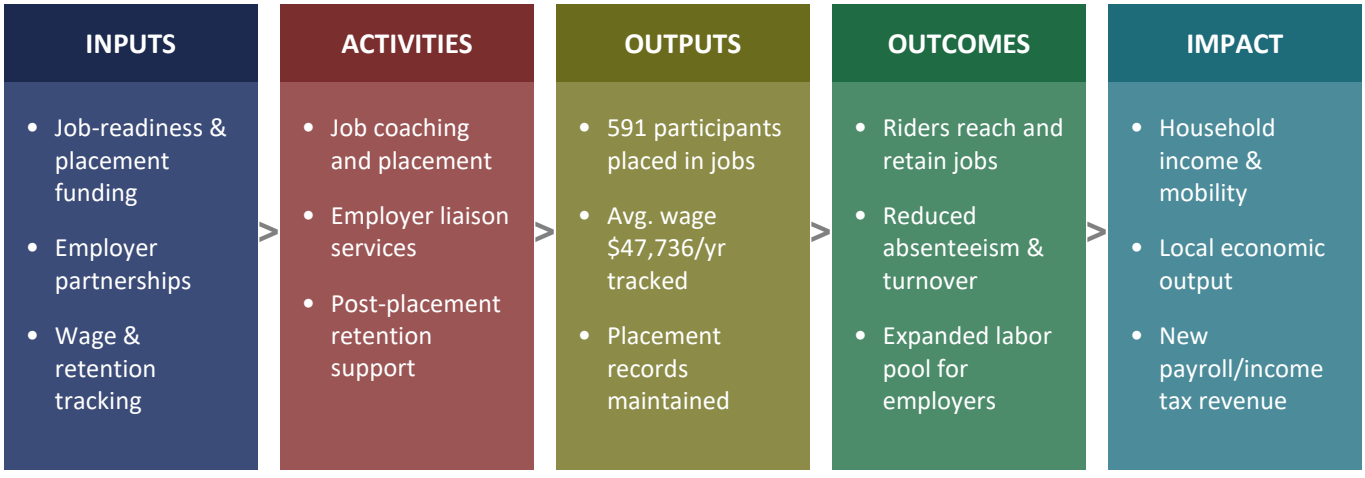



*Figure 2 — Outcome Mapping for Proxy: Employment & Earnings*

The employment proxy is built directly from Jobs & Hope WV's own participant-wage data, rather than an external wage benchmark. Total participant wages were calculated as headcount (591) multiplied by average annual wage ($47,736), yielding $28,211,976 in total annual participant earnings. This wage total was then run through two distinct valuation channels that benefit two different stakeholder groups: (1) a local economic-output multiplier of 1.5× (U.S. Bureau of Economic Analysis RIMS II regional input-output modeling),

representing the ripple effect of participant spending through the local economy, and (2) a 10% payroll/income-tax rate, representing new tax revenue generated for the public purse.

> *Program data: 591 participants gained employment during the reporting period at an average annual wage of $47,736 — demonstrating that Jobs & Hope WV functions as a direct pipeline from justice involvement or recovery into stable, wage-earning employment.*

Standard SROI adjustments were then applied to avoid overstating impact. Attribution was set at 100%, reflecting that Jobs & Hope WV directly delivered the job-placement service that produced the employment outcome. Deadweight was estimated at 20%, acknowledging that a portion of participants may have secured employment independently through personal networks or other channels even without the program. Drop-off was estimated at 5%, reflecting a modest decline in employment-related impact over time due to job changes, relocation, or shifting economic conditions.

After these adjustments, the final net monetized employment value attributable to Jobs & Hope WV was estimated at $34,305,762.82 — the single largest contributor to the program's total social value.

| Component | Value |
|---|---|
| Participants Who Gained Employment | 591 |
| Average Annual Wage per Employed Participant | $47,736 |
| Total Participant Wages (headcount × avg. wage) | $28,211,976 |
| Local Economic Output Multiplier | 1.5× |
| Total Economic Output (wages × multiplier) | $42,317,964 |
| Payroll / Income Tax Rate | 10.0% |
| New Tax Revenue (wages × tax rate) | $2,821,197.60 |
| GROSS SOCIAL VALUE (economic output + tax revenue) | $45,139,161.60 |
| Attribution | 100.0% |
| Deadweight | 20.0% |
| Drop-off | 5.0% |
| **NET MONETIZED EMPLOYMENT VALUE** | **$34,305,762.82** |

***Figure 3 — Proxy Calculation: Employment & Earnings***

## 3.2 Outcome 2 — Public Assistance (SNAP / Medicaid / Other Benefits)

Transportation, employment, and public-benefit access are deeply interconnected for justice-involved individuals reentering their communities. Many participants enter Jobs & Hope WV without food security or health coverage, having lost eligibility or lapsed enrollment during incarceration or crisis. Case managers help participants navigate and enroll in SNAP, Medicaid, and other public-benefit programs — restoring a critical safety net during the earliest, most vulnerable stage of reentry. As participants gain employment and financial independence, many subsequently exit these same benefit programs, generating direct savings for state and federal taxpayers.

This outcome therefore captures two distinct and additive value streams flowing to two different beneficiaries. Part A values the benefit ACCESS gained by participants who needed food security and health coverage during reentry — a direct household-level benefit. Part B values the TAXPAYER SAVINGS generated when participants exit those same benefit programs because employment has made them financially self-sufficient. Both streams represent real social value and are added together, not compared against one another, since neither displaces the other.

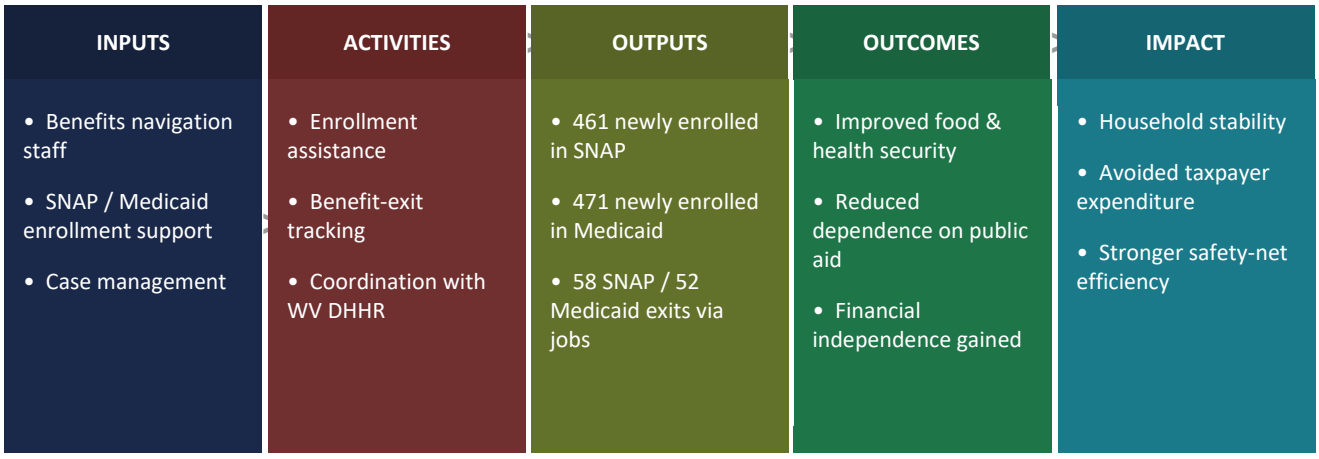



***Figure 4 — Outcome Mapping for Proxy: Public Assistance***

Part A (benefit access) was monetized using published per-enrollee annual benefit values: $1,500 per household for SNAP, $2,500 per enrollee for Medicaid, and $3,000 per person for other benefit programs (housing assistance, TANF, and similar supports). Applied to 461 new SNAP enrollees, 471 new Medicaid enrollees, and 11 participants connected to other benefits, this produced a Part A subtotal of $1,902,000 in new food- and health-security value delivered to participant households.

Part B (taxpayer exit savings) was monetized using average annual per-exit public savings: $1,896 per SNAP exit, $6,090 per Medicaid exit, and $3,000 per other-benefit exit. Applied to 58 SNAP exits, 52 Medicaid exits, and 7 other-benefit exits, this produced a Part B subtotal of $447,648 in avoided annual public expenditure. Combined, the gross social value across both parts totaled $2,349,648.

| Component | Value |
|---|---|
| PART A — VALUE OF BENEFIT ACCESS | |
| Newly Enrolled in SNAP (households) | 461 |
| SNAP Annual Benefit Value / Household | $1,500 |
| SNAP Access Value | $691,500 |
| Newly Enrolled in Medicaid / WV CHIP | 471 |
| Medicaid Annual Value / Enrollee | $2,500 |
| Medicaid Access Value | $1,177,500 |
| Connected to Other Benefits | 11 |
| Other Benefits Annual Value / Person | $3,000 |
| Other Benefits Access Value | $33,000 |
| SUBTOTAL — Part A (Access Value) | $1,902,000 |
| PART B — TAXPAYER SAVINGS FROM BENEFIT EXITS | |
| Exited SNAP Due to Employment | 58 |
| Annual SNAP Savings per Exit | $1,896 |
| SNAP Exit Savings | $109,968 |
| Exited Medicaid Due to Employment | 52 |
| Annual Medicaid Savings per Exit | $6,090 |
| Medicaid Exit Savings | $316,680 |
| Exited Other Benefits Due to Employment | 7 |
| Annual Savings per Other-Benefit Exit | $3,000 |
| Other Benefits Exit Savings | $21,000 |
| SUBTOTAL — Part B (Taxpayer Savings) | $447,648 |
| GROSS SOCIAL VALUE (Part A + Part B) | $2,349,648 |
| Attribution | 75.0% |
| Deadweight | 20.0% |
| Drop-off | 5.0% |
| **NET MONETIZED PUBLIC ASSISTANCE VALUE** | **$1,339,299.36** |

***Figure 5 — Proxy Calculation: Public Assistance***

Attribution was set conservatively at 75%, reflecting that benefits navigation and eligibility determinations are jointly influenced by WV DHHR caseworkers and other referral partners alongside Jobs & Hope WV case management. Deadweight was estimated at 20%, acknowledging that some participants may have eventually accessed benefits through other channels. Drop-off was estimated at 5%. After adjustment, the final net monetized public-assistance value attributable to Jobs & Hope WV was estimated at $1,339,299.36.

> ***Program data:*** *461 participants were newly enrolled in SNAP and 471 in Medicaid during the reporting period, restoring essential food and health security during reentry. At the same time, 58 participants exited SNAP and 52 exited Medicaid as a direct result of new employment, evidence that Jobs & Hope WV moves participants from public dependency toward self-sufficiency.*

## 3.3 Outcome 3 — Education & Credential Attainment

Credential attainment is one of the strongest predictors of long-term earnings stability and reduced recidivism among justice-involved populations. Jobs & Hope WV supports participants pursuing bachelor's degrees, associate's degrees and long-term certificates, GED/high-school-equivalency credentials, and short-term vocational certifications (CDL, welding, HVAC, and similar trades), through tuition assistance, academic navigation, and coordination with partner colleges and training providers.

Consistent with standard SROI practice, this proxy counts only credential COMPLETIONS, not enrollments — an enrollment creates hope, but the educational value (higher lifetime earnings, avoided dropout cost) materializes only when the credential is actually awarded. Because different credential types create value through fundamentally different mechanisms, each was monetized using its own fiscal proxy: bachelor's and associate's/certificate credentials use the net-present-value (NPV) of the lifetime earnings premium associated with that degree level (U.S. Social Security Administration); GED/HSE credentials use the avoided social cost of remaining a high-school dropout (National Center for Education Statistics); and short-term vocational certifications use a locally calibrated placement-wage value.

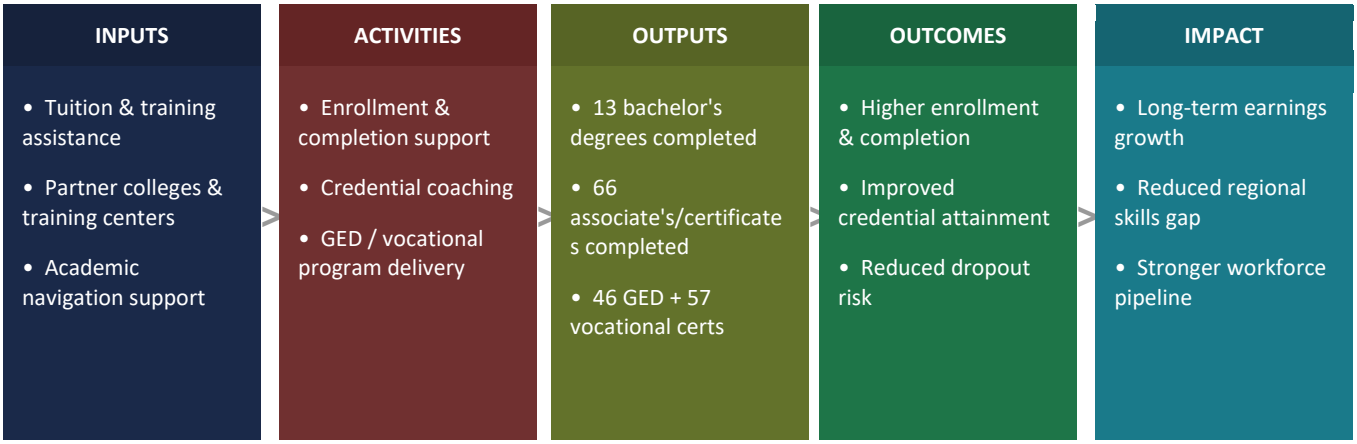



***Figure 6 — Outcome Mapping for Proxy: Education & Credential Attainment***

Applying the credential-specific proxies: 13 bachelor's degrees × $305,240 NPV earnings premium = $3,968,120; 66 associate's/certificates × $55,640 NPV premium = $3,672,240; 46 GED/HSE credentials × $108,160 avoided dropout social cost = $4,975,360; and 57 short-term vocational certifications × $22,000 placement-wage value = $1,254,000. Summed across all four credential types, gross monetized education value totaled $13,869,720.

> ***Program data:*** *Participants completed 182 credentials during the reporting period — 13 bachelor's degrees, 66 associate's degrees/long-term certificates, 46 GED/HSE credentials, and 57 short-term vocational certifications — each representing a durable increase in future earning capacity.*

Attribution was set at 80%, reflecting that Jobs & Hope WV typically provides access, navigation, and financial support rather than direct instruction — attribution is applied lower for partner-college degree pathways and higher for GED completions the program directly funds or delivers. Deadweight was estimated at 20%, and drop-off at 15% to reflect realization risk — the possibility that not all graduates immediately or fully realize the full lifetime earnings premium captured in the NPV proxy. After adjustment, the final net monetized educational value attributable to Jobs & Hope WV was estimated at $7,545,127.68.

| Component | Value |
|---|---|
| Bachelor's Degrees Completed | 13 |
| Bachelor's NPV Earnings Premium / Credential | $305,240 |
| Bachelor's Value (count × premium) | $3,968,120 |
| Associate's / Long-Term Certificates Completed | 66 |
| Associate's / Certificate NPV Premium / Credential | $55,640 |
| Associate's / Certificates Value | $3,672,240 |
| GED / High School Equivalency Completed | 46 |
| GED / HSE Avoided Dropout Social Cost / Credential | $108,160 |
| GED / HSE Value | $4,975,360 |
| Short-Term Vocational Certifications Completed | 57 |
| Vocational Certification Value / Credential | $22,000 |
| Vocational Certifications Value | $1,254,000 |
| GROSS SOCIAL VALUE (sum of all credential types) | $13,869,720 |
| Attribution | 80.0% |
| Deadweight | 20.0% |
| Drop-off | 15.0% |
| **NET MONETIZED EDUCATION VALUE** | **$7,545,127.68** |

***Figure 7 — Proxy Calculation: Education & Credential Attainment***

## 3.4 Outcome 4 — Transportation Stability

Transportation is one of the most frequently cited barriers to sustained employment and successful reentry for justice-involved individuals in West Virginia's largely rural service areas. Without a personal vehicle or a valid driver's license, participants often cannot reach job sites, treatment appointments, or family obligations. Jobs & Hope WV addresses this barrier through three distinct sub-programs, each with its own mechanism and value proxy: donated vehicles, driver's-license reinstatement/empowerment assistance, and subsidized transit-ride access.

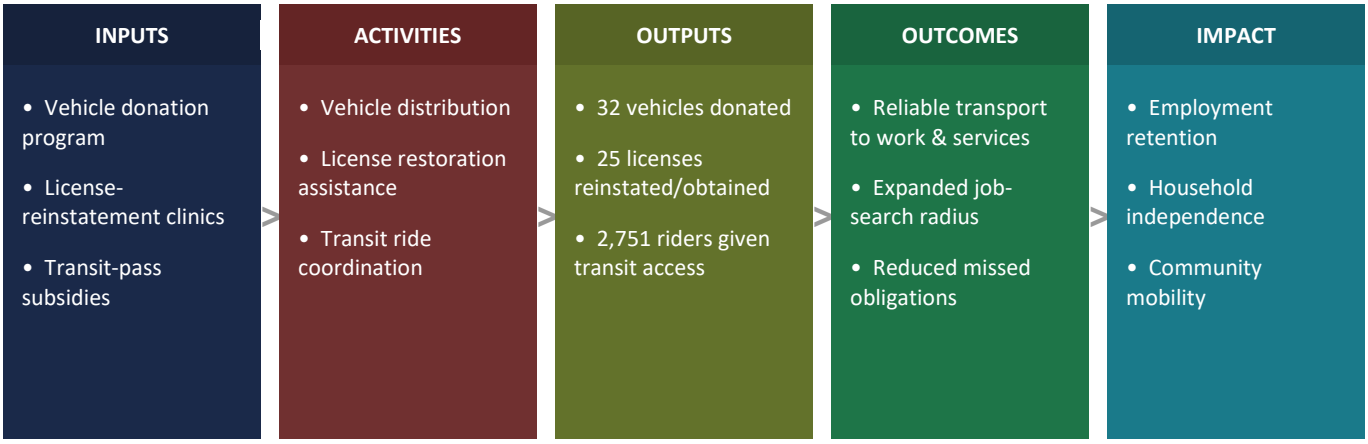



*Figure 8 — Outcome Mapping for Proxy: Transportation Stability*

### Sub-Program A — Donated Vehicle

Sub-Program A carries the highest individual value because it enables daily, independent employment attendance over an extended period. Using a fair-market value of $3,800 per donated vehicle (NADA/Kelley Blue Book typical range for a reliable, high-mileage used vehicle) applied as a one-time asset transfer to 32 recipients, this sub-program generated $121,600 in gross value.

### Sub-Program B — License Reinstatement / Empowerment

Sub-Program B expands mobility without providing a vehicle — the participant must still access a car through other means. Using an annual mobility value of $12,700 per license recipient, applied to 25 recipients, this sub-program generated $317,500 in gross value.

### Sub-Program C — Transit Ride Access

Sub-Program C is the largest of the three, reflecting subsidized transit access provided to 2,751 participants at a conservative social-inclusion value of $3,000 per person per year, generating $8,253,000 in gross value. Combined across all three sub-programs, gross transportation value totaled $8,692,100.

Attribution was set at 85%, reflecting that few alternative transportation resources exist for this population in rural West Virginia. Deadweight was estimated at 10%, and drop-off at 15% to reflect evolving transportation needs and circumstances over time. After adjustment, the final net monetized transportation value attributable to Jobs & Hope WV was estimated at $5,652,038.03.

> ***Program data:*** *32 participants received a donated vehicle, 25 had a driver's license reinstated or obtained for the first time, and 2,751 participants received subsidized transit-ride access — together forming a tiered transportation-stability ladder matched to each participant's level of need.*

| Component | Value |
|---|---|
| SUB-PROGRAM A — DONATED VEHICLE | |
| Recipients of Donated Vehicles | 32 |
| Fair-Market Value per Vehicle (one-time) | $3,800 |
| Sub-A Value | $121,600 |
| SUB-PROGRAM B — LICENSE REINSTATEMENT | |
| Recipients — License Reinstated / First Obtained | 25 |
| Annual Mobility Value per Recipient | $12,700 |
| Sub-B Value | $317,500 |
| SUB-PROGRAM C — TRANSIT RIDE ACCESS | |
| Participants Receiving Transit Access | 2,751 |
| Value per Person per Year | $3,000 |
| Sub-C Value | $8,253,000 |
| GROSS SOCIAL VALUE (Sub-A + Sub-B + Sub-C) | $8,692,100 |
| Attribution | 85.0% |
| Deadweight | 10.0% |
| Drop-off | 15.0% |
| **NET MONETIZED TRANSPORTATION VALUE** | **$5,652,038.03** |

***Figure 9 — Proxy Calculation: Transportation Stability***

## 3.5 Outcome 5 — Reduced Recidivism

Reducing recidivism is a core mission outcome of Jobs & Hope WV and one of the most consequential outcomes for both public safety and public finance. Reentry case management, mentorship, supervision support, and direct linkage to employment and family stability are all associated with lower rates of reoffending among justice-involved participants. This proxy applies a four-step methodology: establish the counterfactual reoffending rate, convert the rate gap to a headcount of avoided reoffenses, apply impact adjustments to that headcount, and monetize the net avoided events across three distinct cost streams.

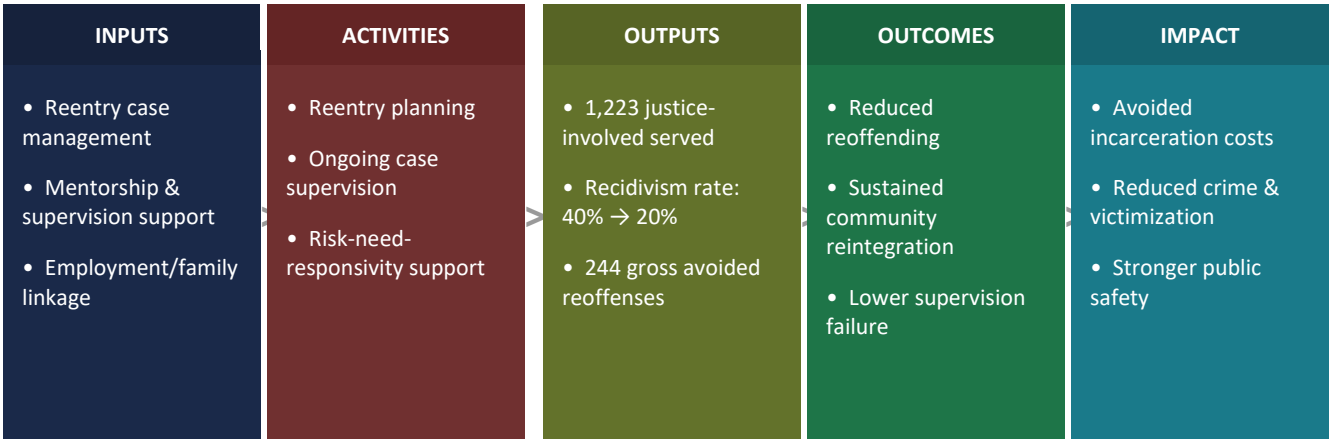



***Figure 10 — Outcome Mapping for Proxy: Reduced Recidivism***

> ***Program data:*** *Among 1,223 justice-involved participants served, the observed recidivism rate for Jobs & Hope WV participants was 20%, compared to a 40% statewide baseline recidivism rate for comparable individuals without program support — a 20-percentage-point reduction.*

### Step 1 — Counterfactual

Recidivism savings only make sense relative to what would have happened without the program. The baseline rate of 40% reflects what comparable individuals typically experience in West Virginia without an intervention such as Jobs & Hope WV; the observed program rate of 20% reflects what participants actually experienced.

### Step 2 — Convert Rate Gap to Headcount

The 20-percentage-point gap, applied to the 1,223 participants served, yields approximately 244.6 gross avoided reoffenses — closely aligned with Jobs & Hope WV's own published figure of 244 avoided incarcerations, confirming that the program's headline number represents the gross, pre-attribution count used as the starting point for this analysis.

### Step 3 — Apply Impact Adjustments to the Headcount

Attribution (70%) acknowledges that parole supervision, family support, personal motivation, and other factors also contribute to desistance from reoffending — Jobs & Hope WV is a major but not the sole force at work.

Deadweight (25%) removes participants who would have avoided reoffending regardless of program involvement. Drop-off (15%) reflects that the protective effect of program engagement diminishes somewhat in later years. Applying these three adjustments to the headcount — rather than to the dollar value directly — keeps the logic transparent: Jobs & Hope WV can be credited with 109.15 net avoided reoffenses, a conservative, audit-ready figure.

### Step 4 — Monetize Across Three Cost Streams

Each net avoided reoffense was monetized across three distinct, additive cost streams. Stream 1 (avoided incarceration cost) uses a blended per-event cost of $39,325.80, combining the West Virginia Division of Corrections and Rehabilitation's official prison cost of $40,362 per inmate per year (applied to the 60% of avoided events assumed to result in a prison sentence) with a county-jail cost of $15,000 per year (applied to the remaining 40%). Stream 2 (avoided judicial/legal cost) applies a per-event cost of $2,000 for prosecution, court, and public-defense expenses. Stream 3 (avoided victim cost) applies a per-event cost of $10,000, but only to the 50% of avoided events estimated to involve a victim with quantifiable costs, since not every reoffense — for example, a drug-possession violation — carries a direct victim cost.

Summed across all three streams, the final net monetized recidivism value attributable to Jobs & Hope WV was estimated at $5,056,588.47.

| Component | Value |
|---|---|
| Justice-Involved Population Served | 1,223 |
| Baseline Recidivism Rate (without program) | 40.0% |
| Program-Group Recidivism Rate (with program) | 20.0% |
| Rate Reduction (percentage points) | 20.0 pts |
| GROSS AVOIDED EVENTS (unadjusted headcount) | 244.6 |
| Attribution | 70.0% |
| Deadweight | 25.0% |
| Drop-off | 15.0% |
| NET AVOIDED EVENTS (adjusted headcount) | 109.15 |
| Blended Incarceration Cost per Event | $39,325.80 |
| Stream 1: Avoided Incarceration Cost | $4,292,519.22 |
| Stream 2: Avoided Judicial / Legal Cost | $218,305.50 |
| Stream 3: Avoided Victim Cost | $545,763.75 |
| **NET MONETIZED RECIDIVISM VALUE** | **$5,056,588.47** |

*Figure 11 — Proxy Calculation: Reduced Recidivism*

## 3.6 Outcome 6 — Children & Family Stabilization

Parental incarceration is strongly associated with family disruption, increased foster-care entry, and negative developmental, educational, and mental-health outcomes for children. Nationally, approximately 47% of state-prison inmates are parents of minor children (Bureau of Justice Statistics). When Jobs & Hope WV helps a justice-involved parent avoid reincarceration, the benefit extends beyond that individual to the children and family unit who avoid the disruption, foster-care risk, and associated costs of parental removal.

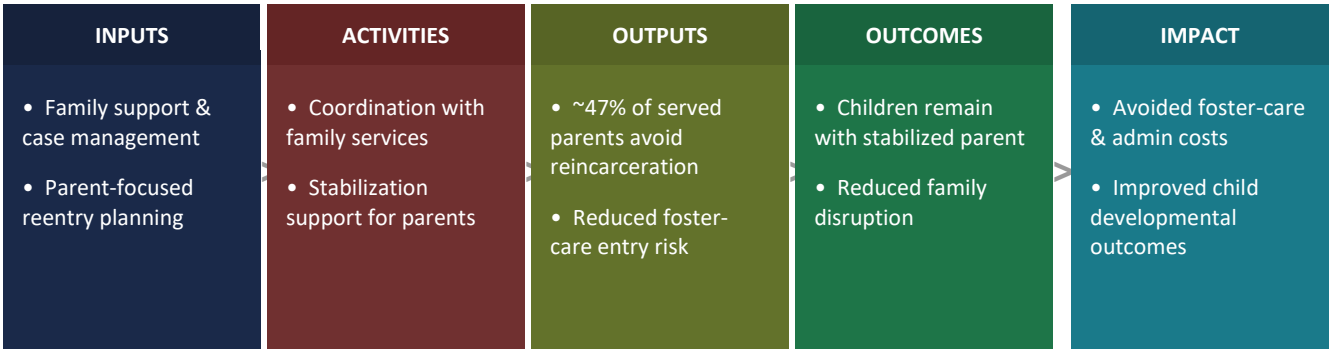



***Figure 12 — Outcome Mapping for Proxy: Children & Family Stabilization***

> ***National context:*** *approximately 47% of state prison inmates are parents of minor children (Bureau of Justice Statistics). Applied to the 244.6 gross avoided reoffenses identified in the Recidivism proxy (Section 3.5), an estimated 115 of those avoided reincarcerations directly preserved a parent-child relationship that would otherwise have been disrupted.*

This proxy builds directly on the gross avoided-reoffense headcount established in the Recidivism proxy (Section 3.5). That headcount (244.6) was multiplied by the share of justice-involved individuals who are parents of minor children (47%) and by the estimated avoided cost of foster-care placement, medical care, court involvement, and administrative processing per child ($32,711 per year — a conservative estimate drawn from Chapin Hall's national research on the economic burden of child maltreatment and family-services costs), producing a gross monetized value of $3,760,521.98.

Attribution and deadweight were both set conservatively at 50%, reflecting that family stabilization outcomes are jointly influenced by extended family support, child-welfare agencies, and other reentry services alongside Jobs & Hope WV, and that some families would have remained stable through alternative means. Drop-off was estimated at 10%. After adjustment, the final net monetized value of children and family stabilization attributable to Jobs & Hope WV was estimated at $846,117.45.

| Component | Value |
|---|---|
| Share of Justice-Involved Population Who Are Parents | 47.0% |
| Gross Avoided Reoffense Events (from Recidivism proxy) | 244.6 |
| Avoided Foster Care / Medical / Court / Admin Cost per Child | $32,711 |
| GROSS SOCIAL VALUE | $3,760,521.98 |
| Attribution | 50.0% |
| Deadweight | 50.0% |
| Drop-off | 10.0% |
| **NET MONETIZED CHILDREN & FAMILY VALUE** | **$846,117.45** |

***Figure 13 — Proxy Calculation: Children & Family Stabilization***

## 3.7 Outcome 7 — Community Trust, Safety & Social Cohesion

Beyond the direct fiscal savings captured in the Recidivism proxy, reduced reoffending also generates neighborhood-level value that is harder to observe directly but well documented in the urban-economics and community-safety literature: increased perceived safety, greater social cohesion, and modest increases in neighborhood economic activity and property stability where reoffending declines. This proxy captures that softer, but still real, community-level dimension of Jobs & Hope WV's public-safety impact.

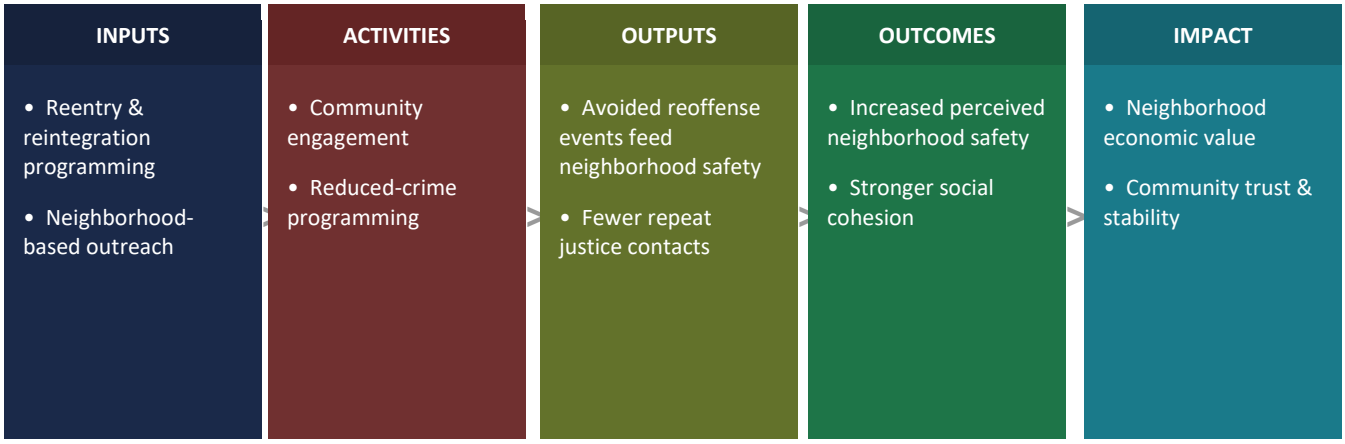



***Figure 14 — Outcome Mapping for Proxy: Community Trust, Safety & Social Cohesion***

This proxy again builds on the gross avoided-reoffense headcount from the Recidivism proxy (244.6 events), applying a conservative neighborhood-level economic value of $750 per avoided reoffense (drawn from research indicating that crime reduction explains a measurable share of increases in residential property values following neighborhood improvement). This produced a gross monetized value of $183,450.

Attribution was set at 60% and deadweight at 40% — reflecting that this is the most diffuse and least directly attributable outcome in the assessment, since neighborhood-level trust and safety perceptions are shaped by many factors beyond any single program. Drop-off was estimated at 10%. After adjustment, the final net monetized community-trust value attributable to Jobs & Hope WV was estimated at $59,437.80 — intentionally the smallest and most conservative outcome category in this assessment.

> *No single authoritative U.S. per-person dollar figure exists for "community trust." This assessment uses a deliberately conservative estimate of $750 per avoided reoffense — the softest, most conservative proxy in this analysis — informed by NBER research on neighborhood property-value effects of crime reduction and benchmarked against the UK Social Value Bank's community-safety proxies.*

| Component | Value |
|---|---|
| Increased Neighborhood Economic Value per Avoided Reoffense | $750 |
| Gross Avoided Reoffense Events (from Recidivism proxy) | 244.6 |
| GROSS SOCIAL VALUE | $183,450.00 |
| Attribution | 60.0% |
| Deadweight | 40.0% |
| Drop-off | 10.0% |
| **NET MONETIZED COMMUNITY TRUST VALUE** | **$59,437.80** |

***Figure 15 — Proxy Calculation: Community Trust, Safety & Social Cohesion***

# 4. Sensitivity Analysis

Sensitivity analysis was conducted to evaluate how changes in key assumptions may influence the overall SROI ratio. Because several outcome calculations rely on assumptions related to attribution, deadweight, drop-off, and monetization proxies, testing the robustness of results is an important component of ensuring analytical credibility.

The analysis identified deadweight assumptions, employment-wage and multiplier assumptions, and recidivism cost-per-event assumptions as the variables with the greatest influence on the overall SROI ratio. Employment-related outcomes accounted for the largest share of total value creation (62.6%) and therefore exert the greatest leverage on the overall ratio: a 10-percentage-point change in the employment deadweight rate alone shifts total social value by more than $4.5 million.

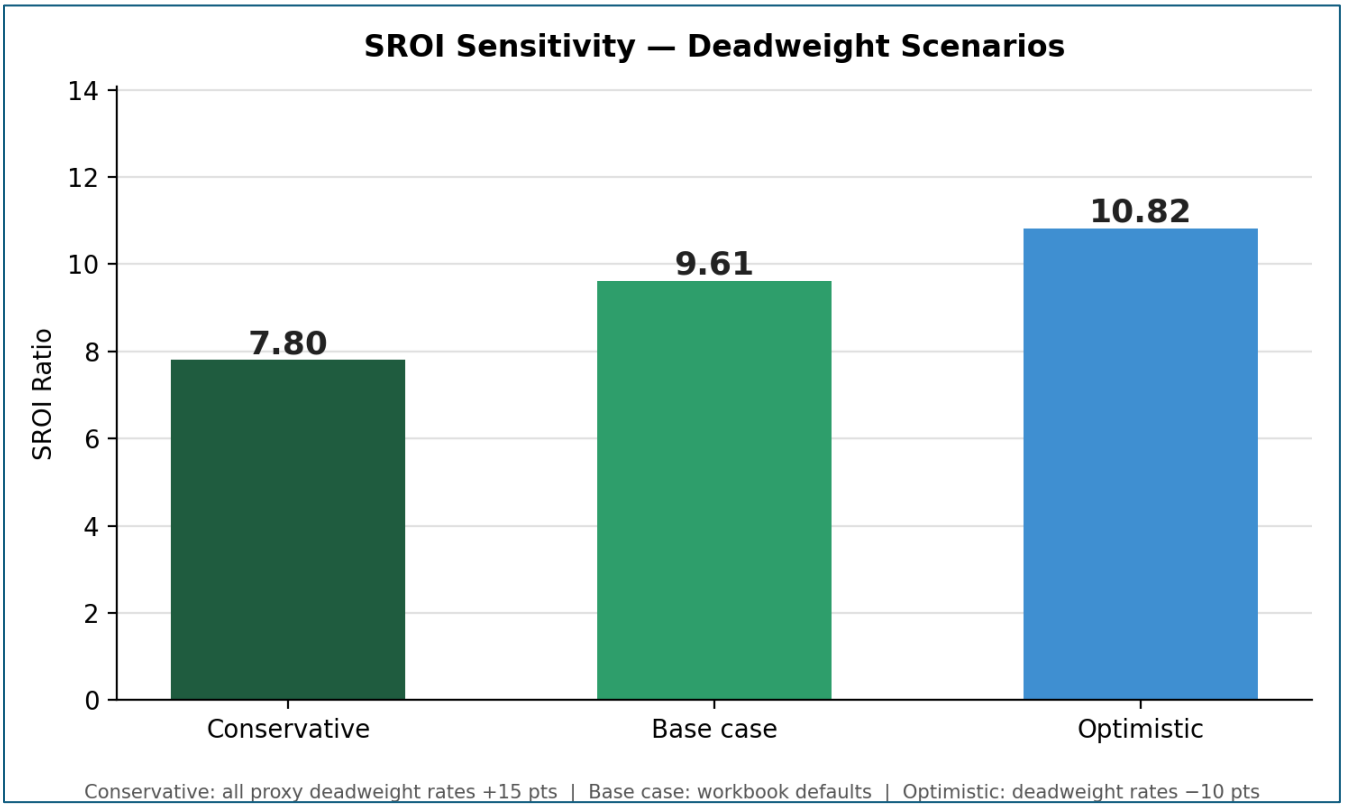



*Figure 16 — SROI Sensitivity: Deadweight Scenarios*

To further assess uncertainty, a probabilistic sensitivity framework was conceptually applied using plausible ranges around key variables, including attribution rates, deadweight assumptions, average participant wages, avoided incarceration costs, and educational earnings premiums. Conservative minimum, maximum, and most-likely values were assigned based on available program evidence and published benchmarks.

> *The simulation suggests that the SROI ratio would likely remain above 7.8:1 under a conservative scenario (all proxy deadweight rates increased 15 percentage points) and could exceed 10.8:1 under a more favorable scenario (deadweight rates reduced 10 percentage points) — indicating that the overall findings are robust and not dependent upon a single assumption or proxy value.*

The sensitivity analysis supports the overall conclusion that Jobs & Hope WV provides strong economic, social, and public-safety returns, and that the positive findings are resilient to reasonable variation in model assumptions. Even under the conservative scenario, the program's SROI ratio remains well above the 1:1 threshold that would indicate costs exceed benefits, and substantially above the 2:1–3:1 ratios commonly considered a strong result in the broader SROI literature.

# 5. Summary of Outcomes, Stakeholders & Fiscal Proxies

The SROI assessment identified seven primary outcome categories affecting multiple stakeholder groups across West Virginia. Each outcome was monetized using fiscal proxies derived from government data sources, academic literature, state corrections-cost data, labor-market statistics, and program-specific participant records. The table below summarizes all outcome categories, their primary stakeholders, fiscal proxies applied, and resulting net social values.

| Outcome | Primary Stakeholders | Fiscal Proxy Used | Net Social Value |
|---|---|---|---|
| Employment & Earnings | Participants, employers, WV taxpayers | Increased earnings, local economic output, and new tax revenue from employment | $34,305,762.82 |
| Education & Credentials | Participants, employers, regional workforce | Lifetime earnings premium / avoided-dropout cost by credential type | $7,545,127.68 |
| Transportation Stability | Participants, employers, households | Donated-vehicle value, license mobility value, and transit-ride access value | $5,652,038.03 |
| Reduced Recidivism | Justice system, taxpayers, communities | Avoided incarceration, judicial, and victim costs | $5,056,588.47 |
| Public Assistance | Participant households, WV/federal taxpayers | Benefit-access value plus taxpayer savings from benefit exits | $1,339,299.36 |
| Children & Family Stabilization | Children, families, child-welfare system | Avoided foster-care, medical, court, and administrative costs | $846,117.45 |
| Community Trust, Safety & Social Cohesion | Neighborhoods, communities | Neighborhood-level economic value of reduced reoffending | $59,437.80 |
| **TOTAL SOCIAL VALUE GENERATED** | | | **$54,804,371.59** |

***Table 2 — Summary of Outcomes, Stakeholders, and Fiscal Proxies***

Employment and earnings generated the largest share of value because reliable job placement directly drives both household earnings and public tax revenue — the two largest monetized channels in this assessment. Education and credential attainment represented the second-largest category, reflecting the compounding, long-term nature of the lifetime-earnings premium associated with completed degrees and certifications. The remaining outcomes collectively demonstrate the broader role Jobs & Hope WV plays in reducing public expenditure, supporting household and family stability, and strengthening public safety and community trust across the state.

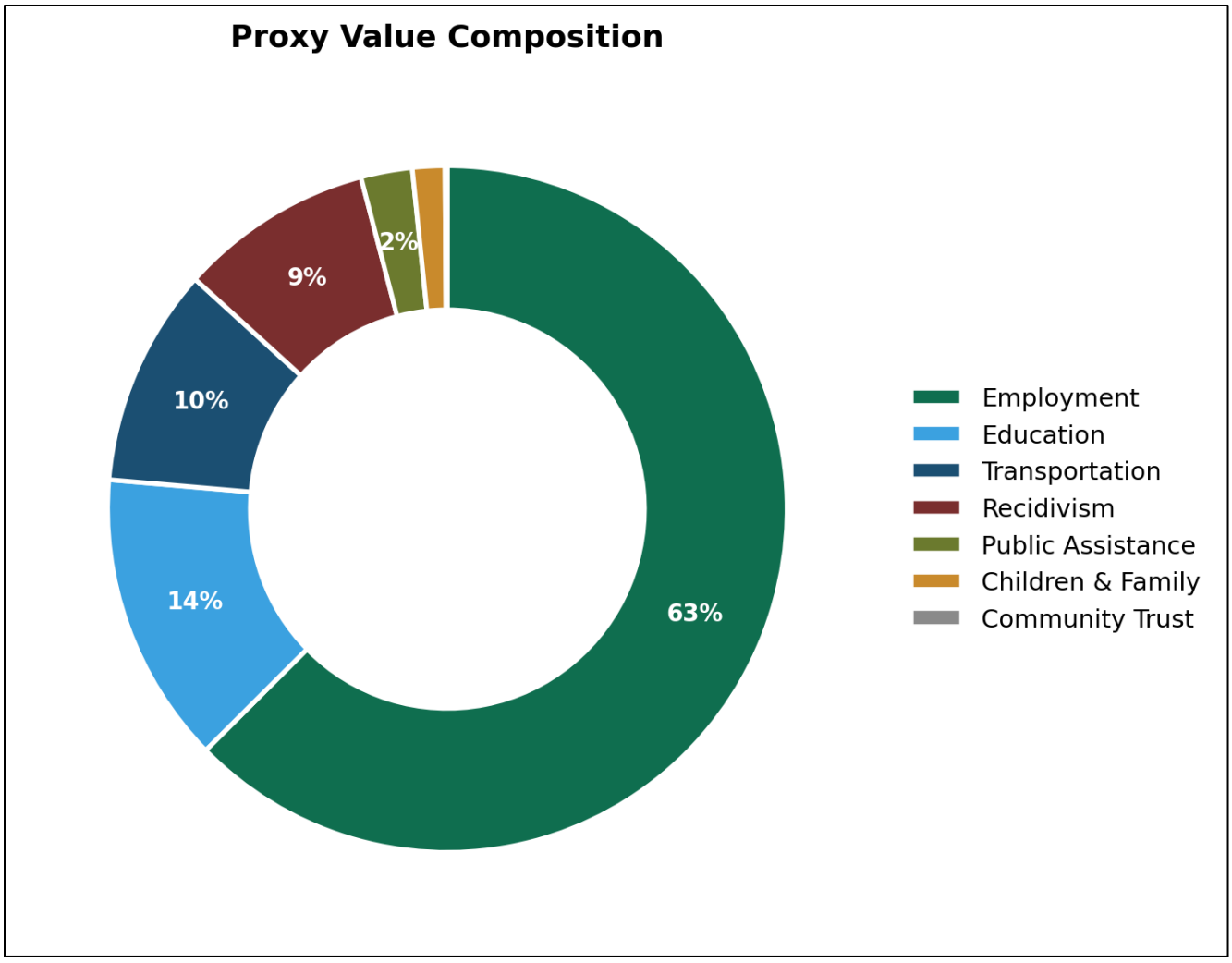



*Figure 17 — Proxy Value Composition*

As shown in Figure 17, employment accounts for nearly two-thirds of total SROI value, underscoring that workforce reintegration is the central engine of value creation for Jobs & Hope WV. Education follows at roughly 14%, with transportation and recidivism outcomes each contributing approximately one-tenth of total value. Public assistance, children and family stabilization, and community trust together account for the remaining share, reflecting outcomes that are real and meaningful but valued conservatively given more limited data and softer, less directly attributable proxies.

# 6. Assumptions and Limitations

Like all SROI analyses, this assessment relies on a series of assumptions designed to estimate outcomes that cannot be directly observed or measured. Every effort was made to ensure that assumptions were transparent, evidence-based, and conservative.

- Employment: Outcomes assumed that Jobs & Hope WV job-placement and retention support directly contributed to participants obtaining and maintaining employment. A 20% deadweight adjustment accounts for participants who may have found employment through alternative means; a 100% attribution rate was applied because the program directly delivered the placement service.
- Public Assistance: Outcomes assumed that benefits navigation support meaningfully increased enrollment and that new employment was a material driver of benefit exits. A 75% attribution rate acknowledges the co-influence of WV DHHR caseworkers and other referral partners.
- Education: Outcomes counted credential completions only, not enrollments, to avoid overstating value for participants who have not yet realized an earnings benefit. Attribution (80%) is deliberately set lower for partner-college pathways than for directly-delivered GED programming.
- Transportation: Outcomes were monetized using three distinct sub-program proxies reflecting meaningfully different levels of intervention — a donated vehicle, a reinstated license, and a subsidized transit ride are not interchangeable, and each was valued accordingly.
- Recidivism: Outcomes were estimated using the gap between a statewide baseline recidivism rate (40%) and the observed program-participant rate (20%), converted to a headcount and monetized using WV-specific incarceration, judicial, and victim-cost data. Attribution (70%) reflects that parole supervision and family support also contribute to reduced reoffending.
- Children & Family Stabilization and Community Trust: Both proxies build on the Recidivism proxy's gross avoided-event headcount and apply the most conservative attribution and deadweight assumptions in the assessment (50%/50% and 60%/40%, respectively), reflecting the more indirect and diffuse nature of these outcomes.

Across all outcomes, attribution, deadweight, and drop-off adjustments were incorporated to avoid overstating value creation; displacement was assessed and found immaterial in all categories. These adjustments reflect standard SROI methodology (Social Value UK, 2012) and ensure that only the portion of outcomes reasonably attributable to Jobs & Hope WV is included in the final valuation.

This assessment is subject to several limitations common to SROI analyses of this kind. First, several fiscal proxies (e.g., the community-trust proxy) rely on the best available secondary research rather than West Virginia-specific primary data, and should be refined as program-specific data becomes available. Second, the recidivism, children and family, and community-trust proxies share a common underlying headcount (gross avoided reoffenses), meaning these three outcomes are correlated rather than fully independent — a limitation addressed by applying distinct, conservative attribution and deadweight rates to each. Third, wage, credential, and benefit figures reflect a single reporting-year snapshot and may vary with future cohorts, economic conditions, and program scale.

# 7. Conclusion

This Social Return on Investment analysis demonstrates that Jobs & Hope WV generates substantial economic, workforce, public-assistance, transportation, public-safety, and family-stability benefits across West Virginia. The findings illustrate that the program extends well beyond job placement and functions as a critical piece of statewide reentry and workforce infrastructure that supports economic participation, credential attainment, benefit-system efficiency, transportation access, reduced reoffending, family stability, and community trust.

Across all seven outcome categories, the SROI framework quantified significant net social value attributable to Jobs & Hope WV. Employment and earnings represented the largest monetized benefit category, followed by education and credential attainment and transportation stability. The analysis also demonstrated substantial public-safety and fiscal value through reduced recidivism, avoided incarceration costs, and reduced dependence on public assistance.

An annual investment of approximately **$5,700,000** generated an estimated **$54,804,371.59** in measurable social, economic, and public-safety value, producing an SROI ratio of **$9.61 : $1**. Every dollar invested in Jobs & Hope WV generated approximately $9.61 in benefits for participants, families, employers, taxpayers, the justice system, and the broader community.

Importantly, the analysis applied conservative assumptions and standard SROI discounting techniques — attribution, deadweight, and drop-off — across every outcome category to avoid overstating impacts. These adjustments strengthen the credibility of the findings and ensure that the resulting values reasonably reflect the portion of outcomes attributable to Jobs & Hope WV rather than to parole supervision, family support, or other co-occurring factors.

The results reinforce a growing body of national evidence showing that workforce-reentry and reintegration investments create significant returns through improved labor-market participation, reduced reoffending, family stability, and community safety. Research from the U.S. Department of Justice, the Bureau of Justice Statistics, and RAND Corporation indicates that programs combining employment support with case management and family-stabilization services consistently outperform single-service interventions in reducing recidivism and generating durable economic returns. Consequently, the outcomes of this study confirm that Jobs & Hope WV is a highly effective public investment that directly contributes to economic resilience, public safety, and family and community stability in West Virginia.

Looking ahead, demographic and economic trends suggest that the importance of workforce-reentry programming may continue to increase over the next several years. Persistent workforce shortages, the ongoing effects of the substance-use crisis, rising correctional costs, and increasing demand for equitable workforce-reentry pathways are likely to further strengthen the role of programs like Jobs & Hope WV in supporting both economic and public-safety outcomes statewide.

Overall, Jobs & Hope WV represents a highly effective public investment that generates meaningful economic, social, and public-safety returns. The findings suggest that continued support and strategic expansion of the program can contribute substantially to West Virginia's economic resilience, public-safety outcomes, and long-term community stability.

# 8. Recommendations

The findings of this SROI assessment demonstrate that workforce-reentry investments generate value far beyond direct job placement. Similar to reentry systems across the United States, Jobs & Hope WV creates economic, social, and public-safety benefits through improved access to employment, education, transportation, public assistance, and family stability. National research consistently shows that combined employment-and-case-management reentry models reduce reoffending, strengthen local economies, and improve quality of life for justice-involved populations and their families.

> Expansion of reentry and workforce programming is most effective when investment decisions are guided by outcome data — directing new case-management capacity first to counties and populations with the highest recidivism risk and the fewest existing workforce supports.
> *Adapted from Social Value UK / HM Treasury Green Book SROI methodology, applied to reentry and workforce-development programming.*

The results of this study reinforce these national findings within the West Virginia context. Jobs & Hope WV generated an estimated $54.8 million in social, economic, and public-safety value from an investment of approximately $5.7 million, producing an SROI ratio of $9.61:$1. This indicates that every dollar invested generated approximately $9.61 in social value for participants, families, employers, taxpayers, and the broader community. The largest contributors to value creation were employment outcomes, education and credential attainment, transportation stability, and reduced recidivism — demonstrating that workforce reintegration serves as a foundational support system that enables participation in many other aspects of stable, independent life.

Given the substantial value identified through this assessment, it is recommended that Jobs & Hope WV continue conducting annual Social Return on Investment evaluations. Establishing a recurring SROI framework would allow the program to monitor trends over time, evaluate emerging participant needs, identify changing barriers to reentry, and assess the effectiveness of service-delivery strategies across its case-management network.

Additionally, future strategic planning should focus on expansion opportunities in underserved rural counties, deeper employer-partnership pipelines, expanded transportation and housing-stability supports, and continued coordination with the WV Division of Corrections and Rehabilitation and WV DHHR. As Jobs & Hope WV continues to scale statewide, proactively aligning services with participants' evolving needs will likely generate even greater social, economic, and public-safety returns.

**1**

### Adopt Annual SROI Reporting

Institutionalize SROI as a standard reporting metric in annual budget submissions and board presentations to strengthen transparency with funders and the WV Legislature.

**2**

### Expand Participant Outcome Tracking

Deploy structured, quarterly case-manager data collection to capture employment retention, credential completion, and recidivism outcomes at the individual level — reducing reliance on proxy values and strengthening attribution claims.

**3**

### Align with State Workforce Priorities

Frame SROI outcomes around WorkForce West Virginia and WV Department of Commerce workforce-development goals to position Jobs & Hope WV competitively for state and federal reentry and workforce funding.

**4**

### Partner with Major WV Employers

Deepen formal employer partnerships to quantify workforce-access value and share the SROI narrative with private-sector stakeholders across the state's manufacturing, logistics, and skilled-trades sectors.

**5**

### Refine County-Level Targeting

Use county-level recidivism and unemployment data to prioritize case-management capacity expansion in the highest-need counties, ensuring investment flows to the populations with the fewest existing alternatives.

**6**

### Develop a Monetization Framework

Build a living reference document linking each Jobs & Hope WV outcome to vetted financial proxies (WV corrections data, SSA earnings data, Social Value UK) for consistent, defensible SROI calculations year over year.

# 9. References

In-text citations throughout this report follow APA style (author–date format). Full source details are provided below, organized by category.

## Government & Agency Sources

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