




AGENDA

- **The Social Problem We Address – 10 minutes**
- **The CEO Employment Model – 20 minutes**
- **Managing to Program Outcomes – 20 minutes**
- **Kaffepause – 10 minutes**
- **Voices of Our Young Adults – 30 minutes**
- **Questions/Wrap up – 20 minutes**

**Incarceration
affects everybody.**

A black and white photograph showing a person's hands gripping the vertical bars of a prison cell. The person is wearing a light-colored t-shirt and dark pants. The lighting is dramatic, with strong highlights and deep shadows, emphasizing the texture of the bars and the grip of the hands. The background is slightly blurred, showing the interior of the cell.

**Over 1 million
people in prison
are under 30
years old.**

**The United States spends
\$63.4 billion a year on
incarceration.**

**Money not spent on
education, health, &
infrastructure.**

**600,000 people return home
every year.**

Half will go back to prison.

**Almost all will be
unemployed at the time.**

**CEO'S
MISSION &
VISION**



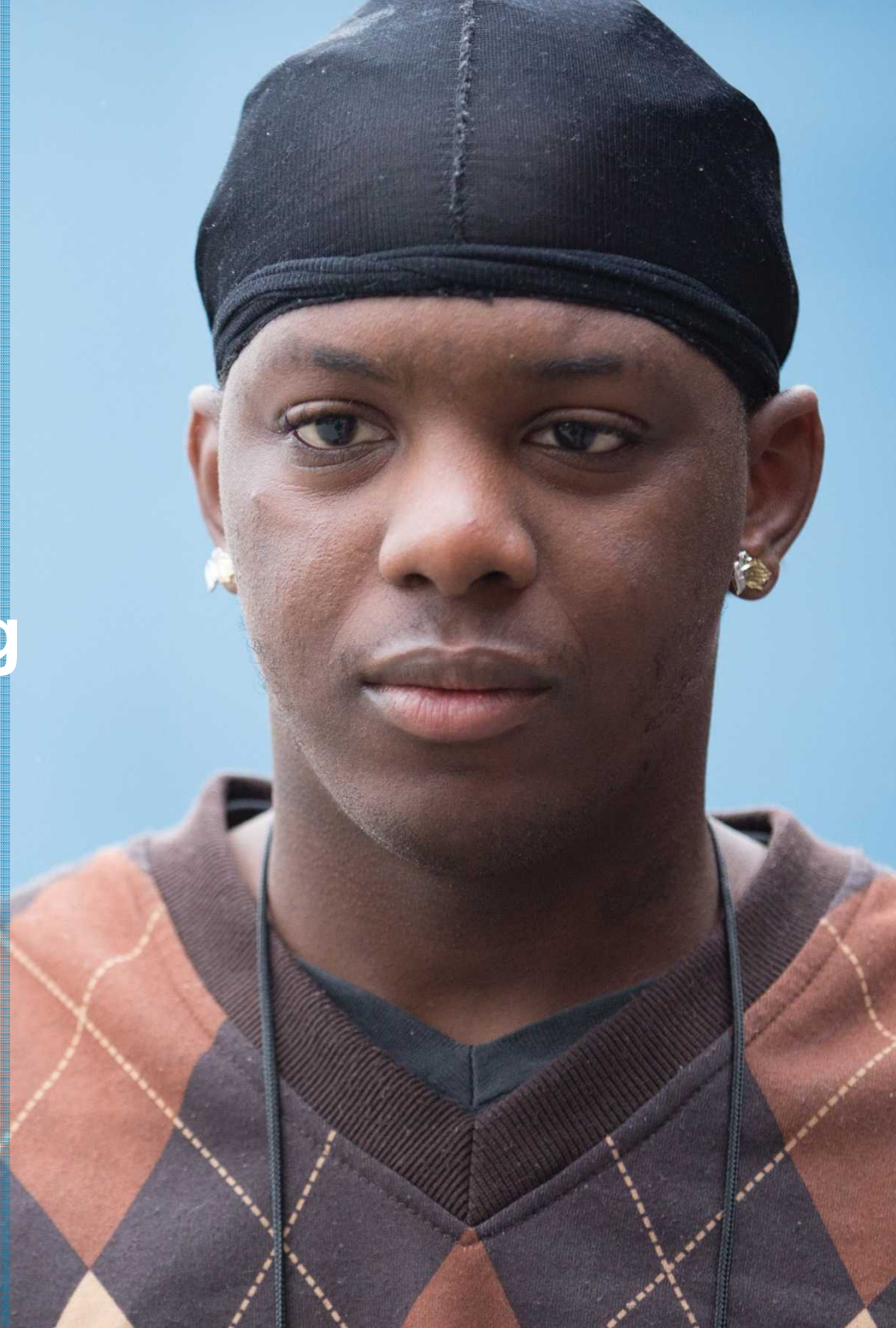
CEO'S 4 STEPS THAT WORK

Job readiness training

Transitional work

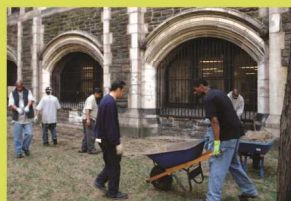
Permanent placement

Post - placement



CEOCPS: SOFT SKILLS DEVELOPMENT

CEO'S COMPANY PRINCIPLES of SUCCESS



C COOPERATION WITH SUPERVISORS

E EFFORT AT WORK

O ON TIME

C COOPERATION WITH CO-WORKERS

P PERSONAL PRESENTATION

CEO's SOCIAL ENTERPRISE:

- Operates a Recycling Center in Tulsa**
- Builds Affordable Housing in Buffalo**
- Aids in Recovery after Sandy in NYC**
- Tornado Clean-up in Oklahoma City**



CEO's Social Enterprise is a gateway to full-time employment.

Over 17,000 job placements.

With hundreds of businesses.

**CEO's evaluation proves
you can increase public safety &
save resources by offering**

the RIGHT PROGRAM

to the RIGHT PEOPLE

at the RIGHT TIME

Crime Reduction:

Full Sample = Reduction of 11%

Recently Released = Reduction of 22%

Net Tax Payer Savings:

Full Sample = \$4,075 a person in savings.

Recently Released = \$8,336 a person in savings.

**We can now say
CEO provides:**

Safer streets

Healthier families

**Stronger
communities
& economies**

Changed Lives

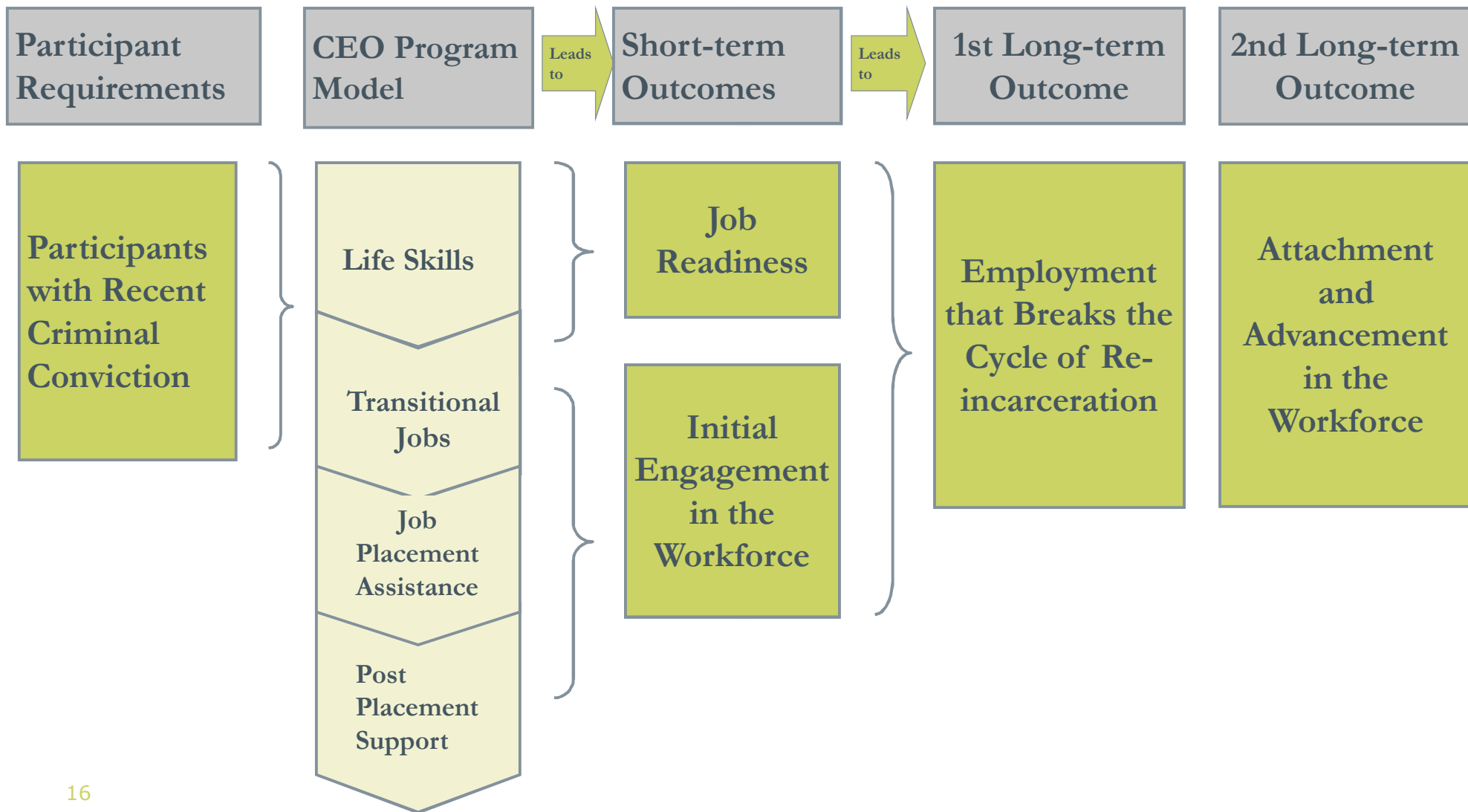


CEO's THEORY OF CHANGE

Help Persons with Criminal Convictions Maintain Their Freedom and Gain Entry into the Legitimate Workforce.

Inputs/Outputs

Measurable Changes = Social Value



CEO POPULATION CHARACTERISTICS

YOUNG ADULTS 43%

PARENTS 47%

PARTICIPANTS
WITH NO PRIOR
WORK EXPERIENCE

50%

PARTICIPANTS
WITH EDUCATION
PAST HIGH SCHOOL

10%

THE CEO MODEL



JOB READINESS TRAINING

4,000+
Enrolled
Annually

TRANSITIONAL EMPLOYMENT

300+ Participants
Working Every
Day on 50+ Work
Crews

FULL-TIME PLACEMENT

2,000+
Placements

ONE YEAR FOLLOW UP

Up to **\$500** in
Retention
Incentives
Available to
Participants

PASSPORT TO SUCCESS (PTS): DAILY EVALUATION

Definitions of the
CEO CPs

Daily Site Evaluation

Rating
of 1, 2,
3, 4 or 5

CEO Company Philosophy

- **Cooperation with Supervisors:** Following instructions, policy, rules, directions from supervisor with a respectful (not disrespectful) attitude, asks constructive questions
- **Effort at Work:** Stays constructively busy, willing to do extra work, motivates others, good response time to instruction, shows initiative
- **On-time:** Ready to work at start time (in morning and after breaks)
- **Cooperation with Co-workers:** Teamwork, helpful, working towards a common goal, positive outlook
- **Personal Presentation:** Communication, active listener, verbal/nonverbal, physical energy, dressed appropriately, eye contact

TRANSITIONAL WORK CREWS: ACTIVITIES AND COMPETENCIES



Outdoor

- Grounds keeping
- Grass cutting
- Weed whacking
- Brush removal
- Leaf removal
- Snow removal
- Tree cutting (saplings)
- Litter removal
- Planting and watering
- Highway clean up
- Gutter cleaning
- Power cleaning
- Rubbish removal
- Vacant lot clearing
- Graffiti removal
- Trail maintenance
- Pool cleaning
- Curb cutting
- Street clean up
- Event set up/break down
- Pre & post construction clean up

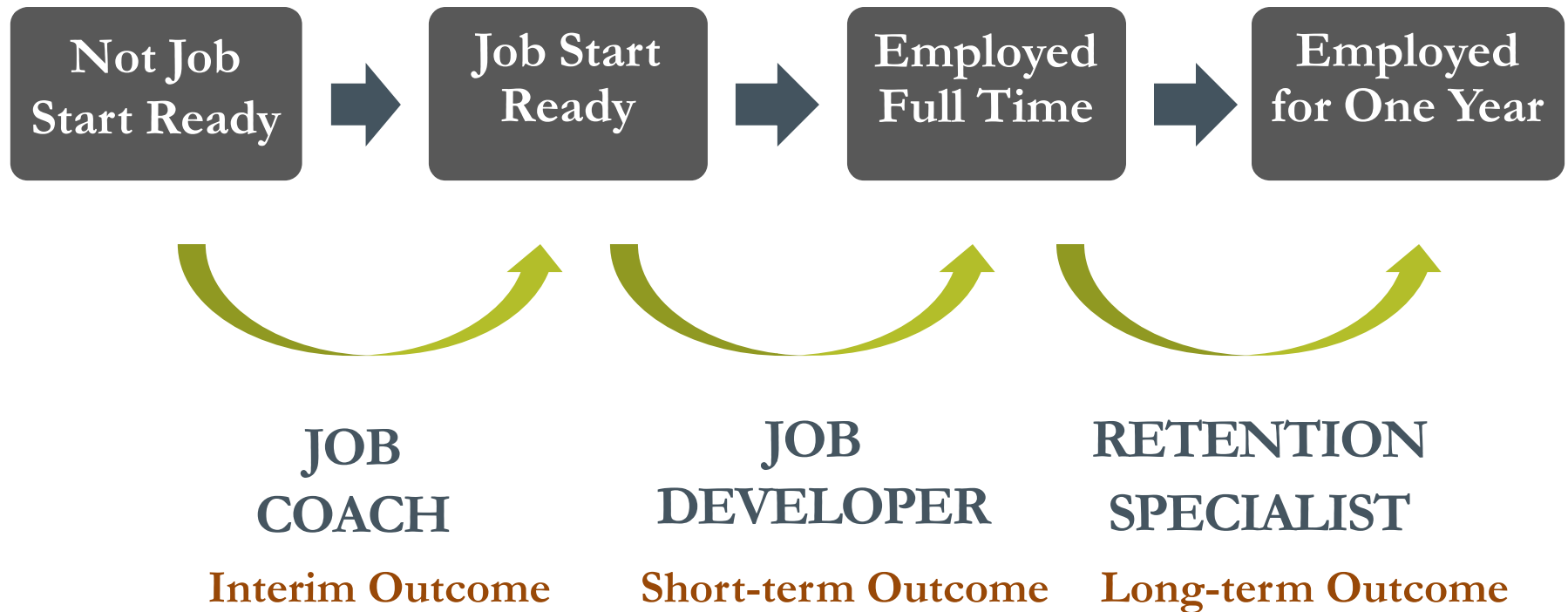


Indoor

- Basic building maintenance
- Stripping, waxing, buffing floors
- Janitorial work
- Rubbish removal
- Furniture moving
- Loading/Unloading
- Reconfiguration of office/classrooms
- Loading dock cleaning and disinfecting
- Separating recyclable material
- Light demolition
 - Gut residential buildings
 - Remove non structural walls
 - Remove sheet rock
 - Remove flooring
- Renovation
 - Wall framing and sheet rock installation
 - Floor and sub-floor installation
 - Tile and linoleum
 - Door framing and window installation
 - Plaster repair
- Painting
- Weatherization
- Mold remediation

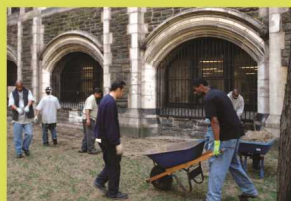
HOW CEO MEASURES ITS IMPACT?

We Hold Ourselves Accountable for Addressing Three Change Gaps:



CEOCPS: SOFT SKILLS DEVELOPMENT

CEO'S COMPANY PRINCIPLES of SUCCESS



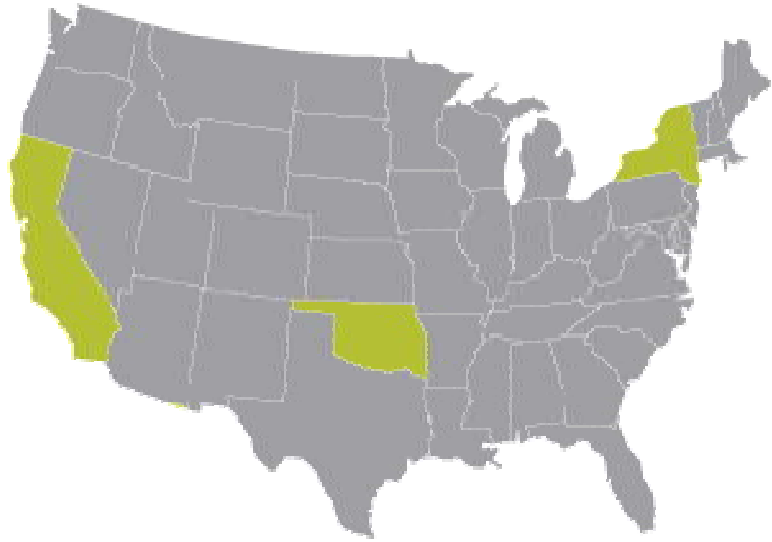
C COOPERATION WITH SUPERVISORS

E EFFORT AT WORK

O ON TIME

C COOPERATION WITH CO-WORKERS

P PERSONAL PRESENTATION



10 cities
in
3 states

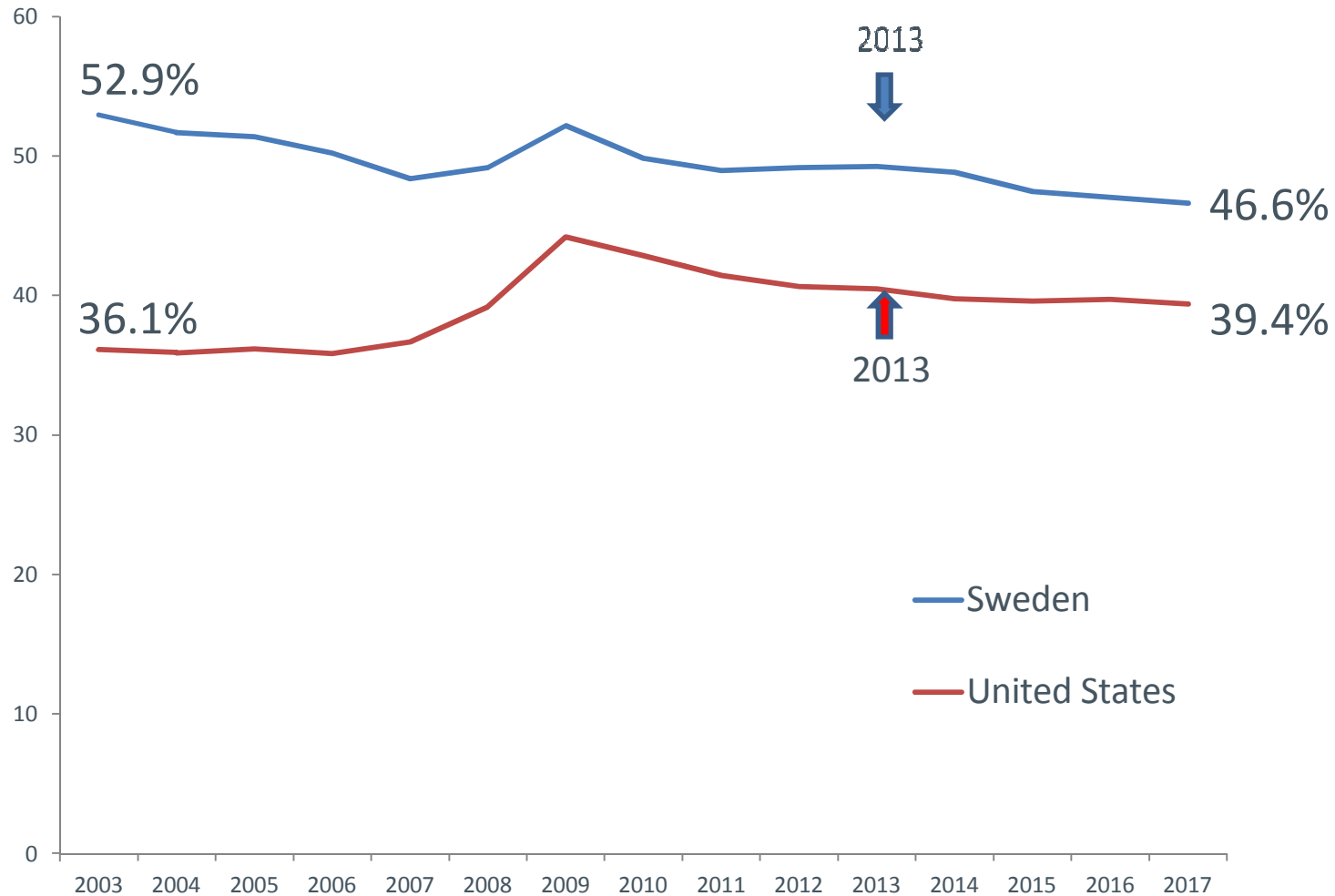
= 4,000+ clients enrolled

= 2,000+ job placements

= \$29M + client wages earned

GOVERNMENT SPENDING IS EXPECTED TO TREND DOWN

Government Spending as a Pct. of Gross Domestic Product (GDP)



NEW REALITY IN AN AGE OF AUSTERITY

We will have to produce significantly better outcomes at a declining per-unit cost of producing these outcomes, while demand for our services will be increasing.”

- CEO of American Nonprofit Think Tank

It is no longer good enough to make the case that we are addressing real needs. We need to prove that we are making a real difference.”

- Mario Morino from *Leap of Reason*

WHY WE NEED PERFORMANCE MANAGEMENT

Performance Management is a Way to
Improve the Lives of the Persons We Serve



Performance Management at CEO

Performance is the degree to which an organization achieves its objectives through intentional action.

Performance Management is a set of transparent feedback processes that promote self correction and real time data based decision making to achieve the optimization of social value.

CEO'S PERFORMANCE MANAGEMENT STORY

Period of Transition 2003-2011

1995-2003

2011-2013

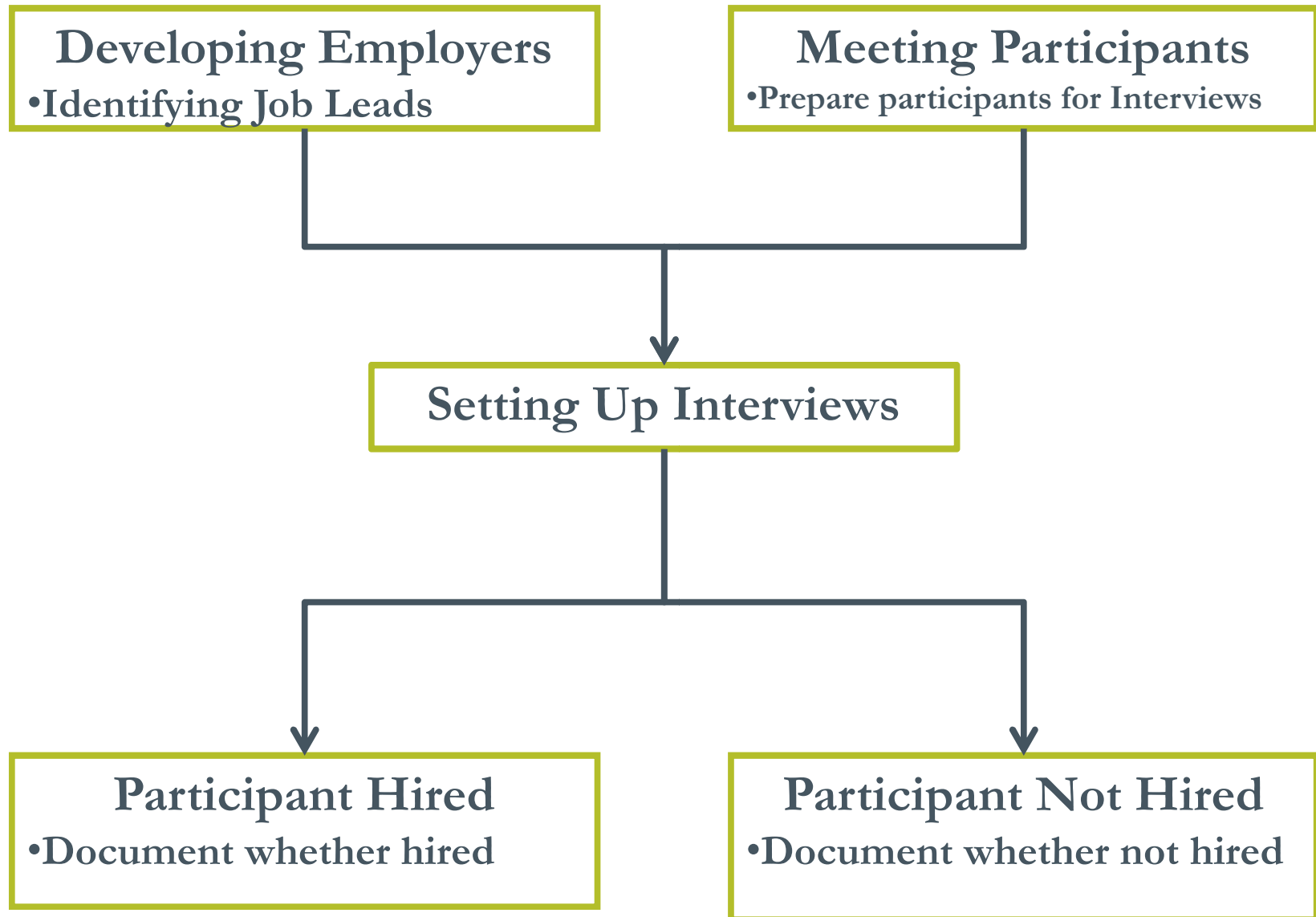
- Absence of org. objectives;
- Data collection w/o data management;
- Learning Process Slow
- Social value unknown

- Org. objectives clearly defined;
- Managing to outcomes with real time data;
- Learning Process Faster
- Social value confirmed

Investments in strategy, systems, staff & management training, and new talent.

CEO'S JOB DEVELOPMENT THEORY OF ACTION

Course of Action



FY 2012: TOP TEN JOB TITLES - YOUTH vs. ADULT

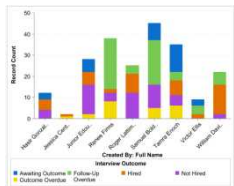
Job Title	Young Adult Placements	Avg. Wage	Job Title	Adult Placements	Avg Wage
General Laborer	62	\$8.88	Prep Cook	85	\$8.84
Prep Cook	44	\$8.57	Dishwasher	58	\$ 8.52
Crew Member	30	\$7.64	Driver	58	\$10.19
Dishwasher	29	\$8.29	Maintenance	49	\$ 10.48
Stock	19	\$8.31	Warehouse Worker	47	\$8.63
Warehouse Worker	18	\$8.90	Porter	46	\$ 8.63
Maintenance	17	\$9.76	Crew Member	27	\$8.09
Porter	14	\$8.44	Janitor	24	\$8.48
Sales Associate	13	\$8.23	Stock	23	\$8.43
Cashier	12	\$8.53	Assemble Worker	18	\$8.42

CEO'S THEORY OF ACTION: INITIAL JOB PLACEMENT

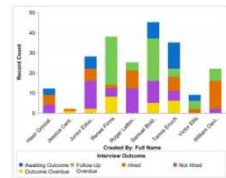
Managing to Job Placement Outcome

Indicator =
Employer
Engagement

Interim Outcome =
Job Orders



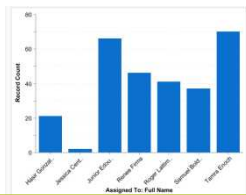
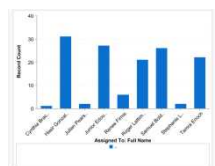
Measure =
Interview
Outcomes



Measure =

Phone
Calls

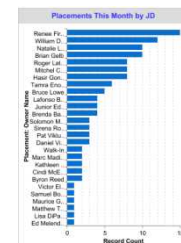
Field
Visits



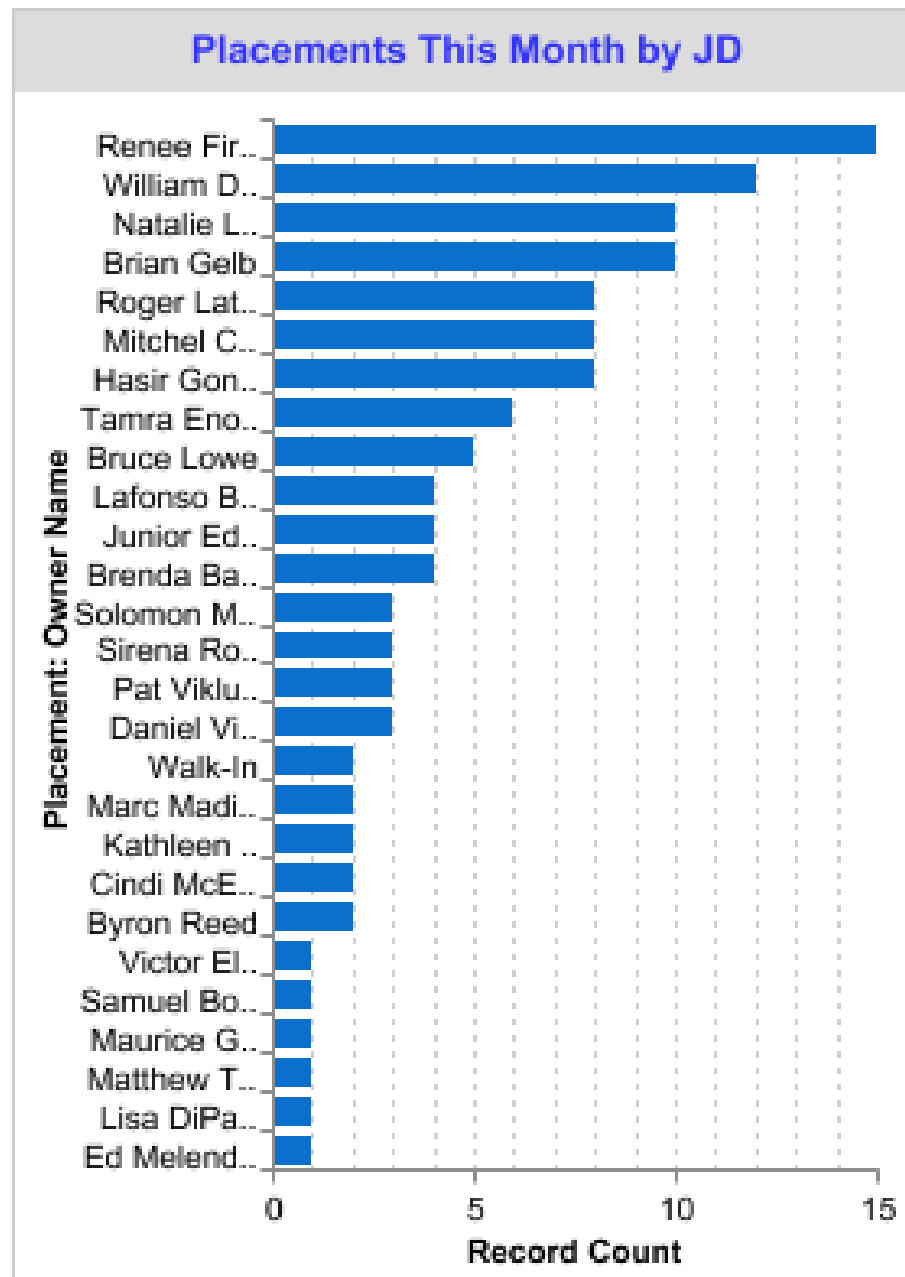
Indicator =
Interviews



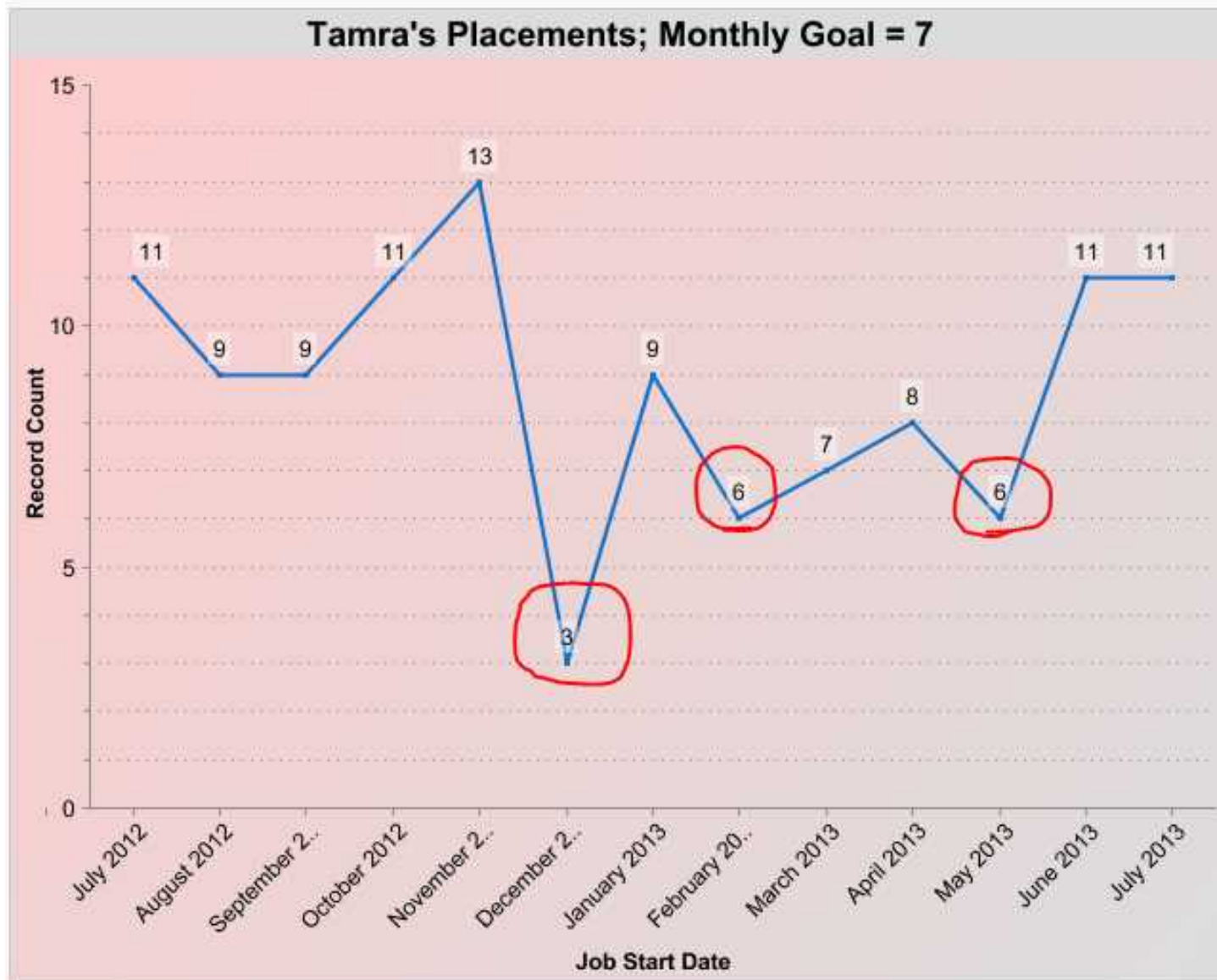
Outcome =
Placements



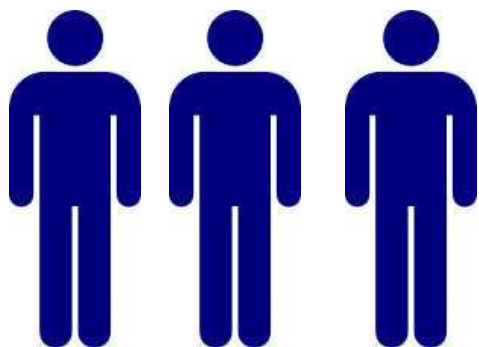
How We Monitor Placement Outcomes



How We Manage Underperformance

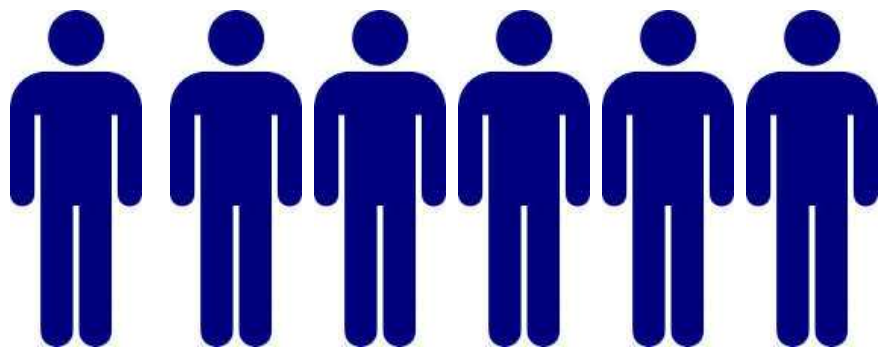


How We Learn From Tracking Data: Interview to Hire Ratio



**Before and After Economic
Downturn in NYC**

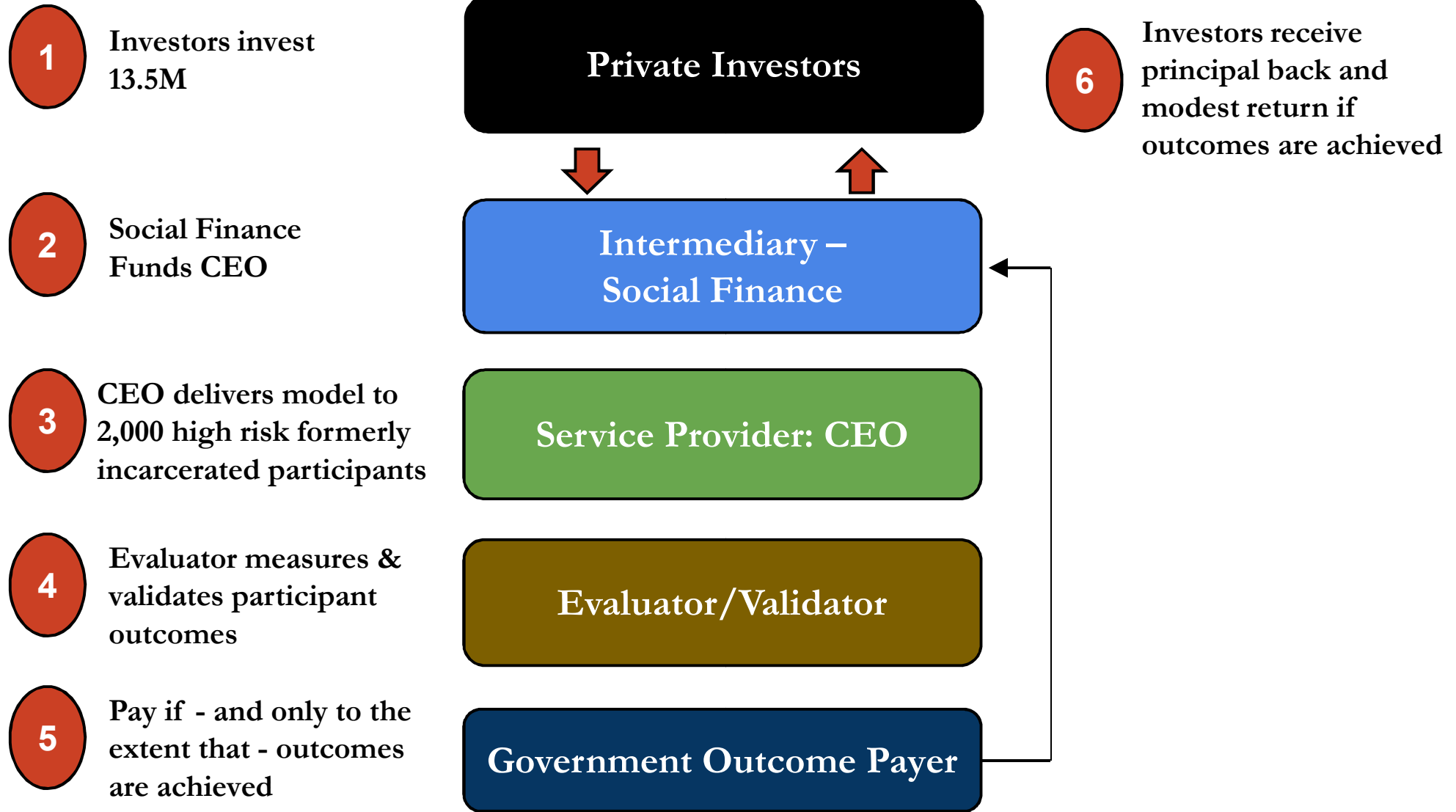
3:1 Interview to Hire Ratio



During Economic Crisis

6:1 Interview to Hire Ratio

NYS PAY FOR SUCCESS/SOCIAL IMPACT BOND MODEL



Primary Outcome - Reduction in jail/prison bed days

KEY ELEMENTS OF PFS PROJECT

Four years of services,
2000 new participants

- Years 1-2: Funded through federal DOL grant
 - Years 3-4: Funded by New York State
-

CEO is under no obligation to
raise funds for the project

- Actual cost for participants served covered in contract
-

Intervention is identical to services
provided to all CEO clients

- Results anticipated to match previous evaluation findings



Tak og held og lykke.
Hyg dig!



www.CEOworks.org

In 2012, MDRC released the results of a three-year random assignment evaluation of CEO, sponsored by the US Department of Health and Human Services

CEO'S IMPACT ON:

FINDING

OUTCOMES

PUBLIC SAFETY

Statistically significant reductions on all measures of recidivism

Over 20% reduction in reconviction and returns to incarceration

EMPLOYMENT

Substantial increase in employment early on & some positive impacts on long term for some populations

1st year improvements were substantial (44%), but faded over time

PUBLIC SPENDING

Nearly 4:1 Benefit: Cost Ratio

Up to \$3.30 saved for every tax payer dollar spent

BEST RESULTS WITH HIGHER RISK CLIENTS

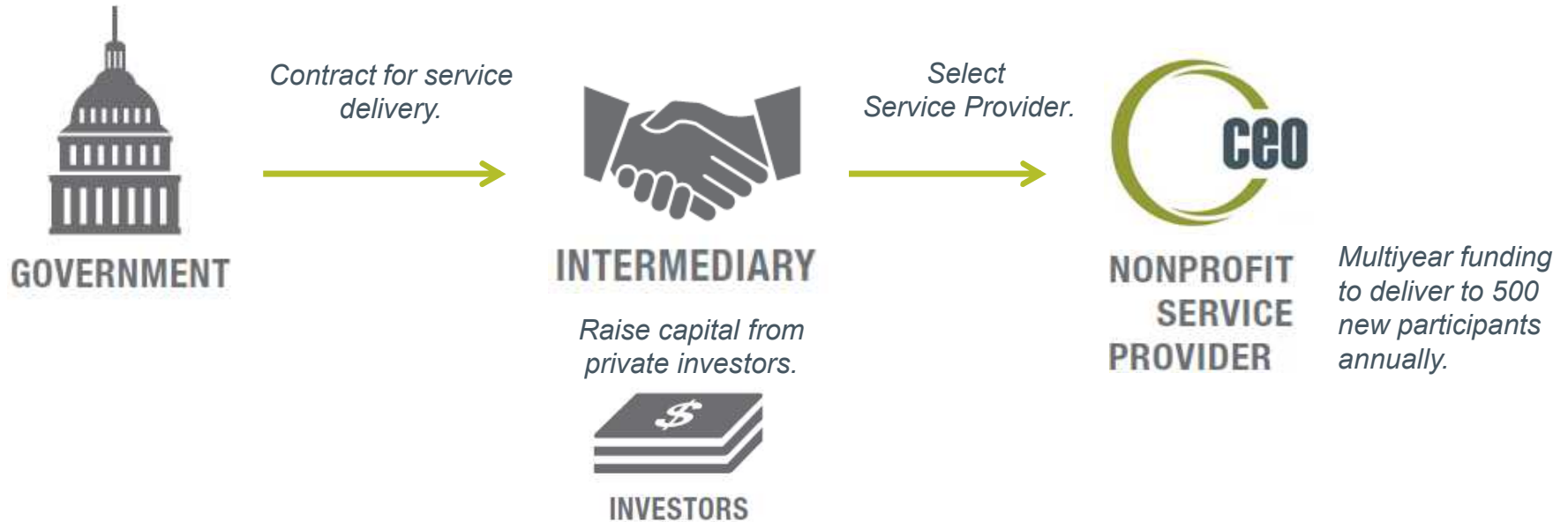
These results were driven by those recently released from incarceration.

To see the full report, visit:

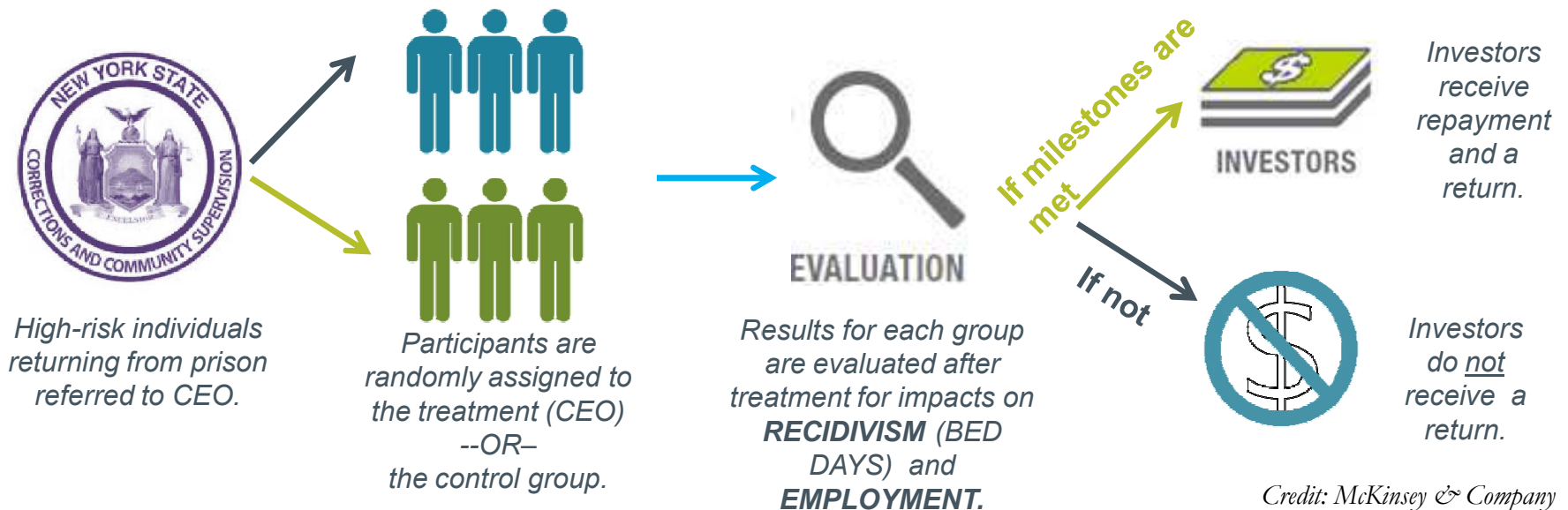
<http://www.acf.hhs.gov/news/press/2012/NYEmployExPrisoner.html>

SOCIAL IMPACT BOND/ PAY FOR SUCCESS

Deal Structure



Implementation



Credit: McKinsey & Company

OUTCOME INDICATORS FOR JOB PLACEMENT

Outcome

Initial Job Placement

Interviews

Indicators

Participant Engagement

Measures

- Interview Feedback
- Number of Interviews
- Maintaining Job Ready Status

- Transitional Job Behaviors
- Transitional Job Attendance
- Job Developer Meeting Attendance
- Evidence of Self Job Search