



Introduction to Alternative Metrics

Economic Mobility - Optimizing Program Design



Economic Mobility Program Scaling & Expansion



 **Optional Coaching Sessions**



**Please type your name and
organization**

**Please share a metric you track
in your programs that is not very
interesting to you.**



Register for the CA RISE Summit in SF by June 30!



- The CA RISE Summit is Sept 22-23 in San Francisco
- Please register up to two folks for the Summit by June 30
- Registration: https://redf.qualtrics.com/jfe/form/SV_0kuDLAz7yyVz1hs
- ⁴ Hotel Block Booking: You will be sent the link after you register through the survey



Last Chance for Responsive Technical Assistance!

A couple quick reminders:

- 1) If you are currently working with a consultant, this work must be completed by September 30, 2025
- 2) If you haven't started working with a consultant, this is the last call. All work must be started by June 30, 2025
- 3) Reach out to your relationship manager, Jamie or Will, ASAP

New Optional Workshop Series Posted to REDFWorkshop

California HR Upskilling Series

- Four Pre-Recorded Sessions:
 - Worktime, Rest Breaks and Meal
 - Pay Practices and Protocols
 - Policy Creation, Implementation, and Enforcement
 - Auditing for Compliance
- Coaching session: **Tuesday, July 8th from 11am-12:00pm PST**
- We recommend watching the virtual sessions prior to the coaching session.
- <https://redfworkshop.org/government-programs-hub/ca-rise/optional-workshop-california-human-resource-upskilling-series/>
- Please reach out to alee@redf.org if you don't have the meeting invite and he will get you added.

Financial Resources Toolkit

- Multiple Tools Available:
 - Resourcing Financial Management in ESEs: People, Process, and Technology
 - Orientation to Financial Controls
 - Reading Financial Statements
 - Financial Health Metrics and Indicators for Your ESE
 - Guidance on Building & Improving Financial Processes and Procedures
 - Understanding and Implementing Double Bottom Line (DBL) Accounting
 - Budgeting, Variance Analysis, Forecasting
 - Managing Cash Flow and Liquidity
 - Capital Types for ESEs
- Coaching session: **To be scheduled for July or August**
- <https://redfworkshop.org/government-programs-hub/ca-rise/>



Interested in a Subscription to Honest Jobs?

Reentry Navigator is a reentry support tool designed specifically for workforce professionals serving justice-impacted individuals.

Powered by Honest Jobs, this tool helps returning citizens find fair-chance employers up to 7 times faster, while providing reentry professionals detailed insights into their clients' job search activities.

Reentry Navigator does this by showing you, and your client, how many people with convictions have been hired with each employer, and how likely your client is to be hired based on their unique conviction, before they apply. With access to a robust network of over 300,000 background-friendly job opportunities from more than 1,500 vetted fair-chance employers, Reentry Navigator enhances transparency, instills hope and confidence, and reduces rejection, leading to improved placement, retention, and earnings.

If you would like access to this tool for 6 months, please email korovecz@redf.org

Do you want an Impact Report for your ESE?



CA RISE ESE SNAPSHOT

Rise Up Industries

Breaking Cycles of Incarceration & Gang Involvement using a CNC Manufacturing Apprenticeship

In 2023, REDF and CalOSBA initiated the California Regional Initiative for Social Enterprise (CA RISE) to advance economic mobility and inclusion for individuals facing employment barriers. CA RISE delivers funding and technical assistance to Employment Social Enterprises (ESEs) statewide, fostering connections with public sector partners, training providers, and private sector employers to expand opportunities for underserved populations. This document provides a snapshot of a participating ESE.

QUICK STATS

Founded: 2013
Location: San Diego, CA
Industry Sector: Manufacturing
Leadership: Veteran-founded
CA RISE Grant Size: \$150,000
Participant Employees (2023): 20

riseupindustries.org

"You can have a huge impact by giving gainful employment to a man or woman that came from prison, that came from gangs, that came from drugs. You can have a huge impact by giving them that opportunity."

- Mike Lucero, Program Graduate

redf.org/ca-rise



WHY THIS MATTERS

-  **Reduces Recidivism.** RUI maintains a 5% recidivism rate among its graduates compared to the CA average of 42% recidivism within 3 years of release.
-  **Increases Employment.** 100% of RUI apprentices are hired upon graduation. RUI just secured a \$2.2M U.S. Navy contract, creating more career paths for graduates into the Maritime Industrial Base as they help repair submarines.
-  **Strengthens Families and Communities** by helping graduates become productive members of society who contribute to their families' well-being and the overall economy.
-  **Breaks the Cycle of Gang Involvement.** RUI programs address the root causes of gang involvement, helping to break the cycle of violence and crime that often spans generations.
-  **Supports the Regional Demand for CNC Machine Operators.** RUI provides training to fill the shortage in CNC Operators. To date, over 60 manufacturers nationwide have hired RUII graduates.

PARTICIPANT STORY

Meet the Participant: Ernie G.

Ernie was released from prison in 2017 after being incarcerated for nearly three decades, including 18 years in solitary confinement. Beyond the typical challenges of reentry, Ernie lacked many technical skills necessary to function in modern society. He shared, "I didn't know how to use computers. I didn't know what a debit card was. I didn't know what Google was."

He enrolled in Rise Up Industries' 18-month Reentry Program that used a holistic approach to reentry to teach him much more than CNC machining training. The technical training he received prepared him to thrive at work, but the compassion from staff members helped him stay in the program and address his wraparound needs. Ernie shared, "What Rise Up did was allow us to get help, have mentors, have people that would sit down and talk to us and not give us negative feedback, but give us positive feedback." Counseling caseworkers helped him secure a social security number—something he hadn't had for decades—and offered opportunities to work through other challenges in therapy groups.

Ernie successfully graduated from Rise Up Industries with a CNC machining certificate and the soft skills to succeed. Rise Up Industries had an immediate and substantial impact on Ernie's economic well-being. He secured a job in the aerospace industry using his CNC machining skills and quickly advanced within the company, earning four raises in less than two years.

A few years later, Rise Up Industries invited him back, this time as a Production Manager. Today, Ernie is fulfilled in the job that lets him help others who are reentering. His advice for others who are in the midst of their own transformation is simple but profound:

"Invest in yourself. You're going to learn here and what you're going to leave here with is more than just a trade."



We have a graphic designer who can create an impact report like this for any ESE that wants one, as part of your CA RISE participation.

Put your ESE name in the chat now if you'd like us to make one for you by the end of the year.



A large blue outline of a clipboard with a circular clip at the top center.

SESSION OBJECTIVES:

- ☐ Building stronger peer connections
- ☐ Practice the process of identifying alternative metrics for measuring the success of our programs.
- ☐ Learn about alternative metrics.
- ☐ Think critically about the relationship between our business model and our chosen outcomes.
- ☐ Create space for raising questions, but be comfortable with not being able to resolve all questions today.

How are we Going to Accomplish These Objectives?

- Offer a seven step process for identifying alternative metrics for your ESE.
- We will identify 2-3 new metrics that represent your best work.

Our observations

ESEs are known for measuring a few standard metrics:

- Program retention rate
- Job placement rate
- Wage increase
- Personal growth
- Job readiness
- Reduction in recidivism

And yet ESEs are also largely founded by leaders who have bold and creative aspirations.

Examples:

- Reverse negative perceptions of youth in our community
- Activate the talent of immigrants resettled in our city
- Develop community leaders who were involved in the justice system
- Build opportunities for economic mobility

Our theory

If ESEs begin to measure the categories of work that are important to them, it will paint a more accurate picture of the impact ESEs make on individuals and communities

Examples of Alternative Metrics

Case Study:

Corporation for a Skilled Workforce (CSW)



Make Decisions With Us, Not About Us

Findings and Recommendations
from the Worker-Centered
Benchmarking Project

Examples of Alternative Metrics

Case Study:

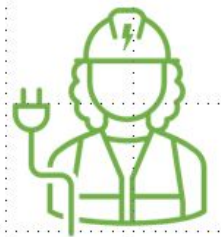
*Perceptual Feedback
Study commissioned by
REDF*

Perceptual Feedback

Feeling **connected** to ESE staff and **not fearing being able to succeed** in another job outside of the ESE was associated with exiting the ESE for a positive reason



REDF
© REDF, 2021



Examples of Alternative Metrics

Case Study:

Employment Hope Scale by
Dr. Philip Young P. Hong

Components: The scale typically measures dimensions such as:

- Self-worth
- Self-perceived capability
- Goal orientation
- Self-motivation
- Skills and resources
- Future outlook

Identifying Alternative Metrics:

Step One: Define your vision

What does the world look like when you are wildly successful with your mission?

- **Neighborhood Industries:** Community ownership will replace community poverty within neighborhood economies in California.
- **Sister Hearts:** A decarceration program to accompany every institution that incarcerates.
- **CoBuild:** Youth who lived in affordable housing will run the companies that build the homes the next generation can afford and be proud of.
- **EMERGE Connecticut:** We will remove the shame of incarceration within our lifetime.
- **Better Futures:** Better Futures Minnesota will end the negative impacts of unemployment and underemployment for justice involved individuals.
- **All Square:** Within our lifetime the existence of a criminal record will not limit someone's future.

Identifying Alternative Metrics:

Step Two: Who are we aiming to change?

Identify the level of change that is most important to you.
Is it?

- Individuals
- The Business community
- The Public

Focal Point	Individuals	Small Groups	Societal Change
Example Goal	By 2024, 80% of participant employees will increase measures of socio-economic stability.	By 2025, 50% of the employer partners we work with adopt more inclusive hiring practices.	By 2025, we will effectively shift the public narrative into three additional social sectors which become a new source of jobs for the justice involved workforce.

Identifying Alternative Metrics:

Step Three: What categories of change would really excite us?

In order to choose categories of change that would excite you, first consider your unique talent and expertise and ask yourself:

- What are we achieving that nobody else pays attention to?
- Then ask: What do we want to excel at?

Talent	Metric to Consider
Helping individuals uncover latent talent	An increase in the percentage of people we serve who discover and activate a latent talent.
Participants return to serve and mentor others	The percentage of the people we serve who return to mentor others.
Winning the good graces of diversion officers	An increase in the referral rate into our program.

Breakout #1

Work with your partners to discuss:

Share your vision/impact statement.

Share the focal points or levels of change you are working on.

Share the types of metrics that would better reflect your expertise.

Identifying Alternative Metrics:

Step Four: Consider your variables

Key Variables that impact metrics:

PROFIT MARGIN

The pressure on your enterprise to turn a profit

How it impacts outcomes:

What we've observed is enterprises with high profit margin goals, generally have less emphasis on program outcomes.

Higher profit margin enterprises do well with high-performing participants (graduates of an earlier-stage training program).

INDUSTRY

The proximity and visibility of your workers to the public

How it impacts outcomes:

Higher proximity increases social capital oriented outcomes.

Lower proximity enterprises may be more suited to focus on a participant worker's sense of safety and belonging.

PROGRAM DESIGN

The length and intensity of your program

How it impacts outcomes:

Shorter/temporary employment programs achieve things like "industry recognized credentials."

Longer/permanent employment programs can achieve economic mobility.

Identifying Alternative Metrics:

Step Five: Choose a proxy for a broad concept

- Our metrics have the power to communicate our expertise.
- If we choose to measure broad categories, we are signaling our inability to define success clearly.
- Choose a proxy that measures a broad concept.
- Connect the dots from the proxy to your broad concept through a narrative later.

Broad Category	Proxy Measures
Thriving	By 2026, 80% of the individuals we serve will shift from a recipient to a provider of support in their communities.
Career Readiness	By 2026, 60% of the people we serve will attain an industry-recognized certification. By 2026, 60% of the people we serve will move into the “mature” phase of our career readiness scale.
Personal Growth	By 2026, 30% of families/individuals we serve will develop a six-month plan to avoid future crises. 95% of program participants will recreate themselves as measured by indicators of personal identity development.

Identifying Alternative Metrics:

Step Six: Review existing frameworks and validated metrics

EXAMPLE FRAMEWORKS

MEASURING MOBILITY

[US Partnership on Mobility from Poverty, Stanford, Urban Institute](#)

Economic mobility is a three-fold effort which includes earning power, belonging in community, and power and autonomy.

EXAMPLE VALIDATED METRICS

The researcher's instructions: If you're measuring mobility from poverty, measure these things: earning power, belonging in community, and power and autonomy.

Example tool to measure belonging in community: Sense of Social Fit Scale

Description: Developed by social psychologists, a 17-item measure that assesses how much a person feels they belong in a group, such as a school, club, or academic department.

Sample Questions:

1 = strongly disagree; 2 = disagree; 3 = neutral; 4 = agree; 5 = strongly agree.

- I know how to do well at [organization's name].
- People at [school name] like me.

Identifying Alternative Metrics:

Step Seven: Set a goal

Your metric becomes a goal when you determine the extent to which it will change. If the goal is related to the quality of your work, it's called an outcome goal. Outcome goals are about transformational change.

Outcome Goals Should:

- Represent 2-5 years' time to complete. They are important and hard enough to require time.
- Describe the way lives, places, things are changed and transformed as a result of your best work.
- Be measurable, have a clear way of determining if the goal is complete.
- Serve as a compelling invitation to donors. It feels important and difficult to achieve.
- Be summative: they speak to the core contribution you're making to the field and, when held together, summarize your best work.
- Be aspirational: if met, the ESE will be at the cutting edge of their field.

Your turn.

1. Open the Alternative Metrics toolkit and review the sample metrics in the appendix.
2. Identify the category that reflects your best work.
3. Identify an example metric that you want to share with your team for review.



Breakout #2

Work with your partners to discuss:

- Look at the list of alternative metrics together.
- Share the examples that you are drawn to.
- Describe to your partner how these metrics align with your variables (profit margin, visibility, length of program)

Guest Presenter

All Square

Maya Johnson, CEO

ALL SQUARE'S NEW OUTCOME GOALS

Increased power & autonomy.

By 2027, 70% of those we serve will report increased power to navigate system barriers.

Increased capacity to aspire.

By 2027, 80% of those we serve will increase their capacity to aspire.

Narrative Change.

By 2027, we will increase proximity between individuals impacted by incarceration and those untouched by the [criminal] legal system, resulting in 60% of stakeholders increasing positive perceptions.

In Summary

Choosing alternative metrics:

1. Step One: Define your vision
2. Step Two: Ask: Who are we aiming to change?
3. Step Three: Ask: What categories of change would really excite us?
4. Step Four: Consider your variables
5. Step Five: Choose a proxy for a broad concept
6. Step Six: Review existing frameworks
7. Step Seven: Set a goal

A large blue outline of a clipboard with a circular clip at the top center.

SESSION OBJECTIVES:

- ✓ Built peer connections
- ✓ Practiced the process of identifying alternative metrics for measuring the success of our programs.
- ✓ Thought critically about the relationship between our expertise and our chosen outcomes.
- ✓ Thought critically about the relationship between our business model and our chosen outcomes.
- ✓ Created space for raising questions, but be comfortable with not be able to resolve all questions today.

Commitments

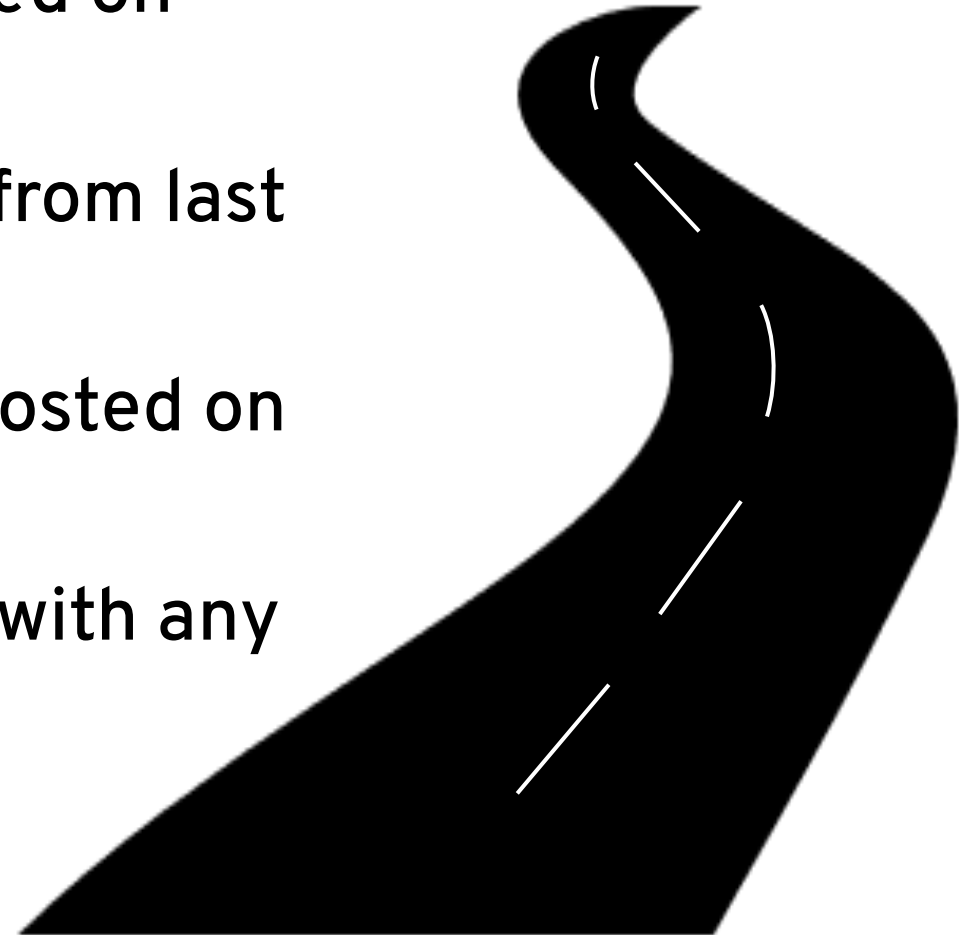


Based on everything you learned today what are 1 to 2 commitments you can make? For example:

- Review the Alternative Metrics toolkit and take the first step on the list.
- Bring three new metrics to my team for discussion.
- Discuss the “why” behind our profitability goals with our operations team. Consider if we want to change this.

What's next?

- Additional resources will be posted on REDFWorkshop
- Make progress on commitments from last slide!
- The last coaching hours will be hosted on July 17th from 11am-12:30 PST
- Email you Relationship Manager with any questions you have!



Feedback Survey

Please take a few minutes to fill out our Survey on this session.

<https://bit.ly/EMTScaleAll>

This feedback helps us improve your experience and plan adjustments to make moving forward.





Thank you!

Identifying Alternative Metrics:

Step Six: Review existing frameworks and validated metrics

A validated framework is a group of resources developed by a team of researchers which often includes:

- A research-based theoretical rationale for measuring something a certain way
- A set of tools to measure it

EXAMPLE FRAMEWORKS

MEASURING MOBILITY

[US Partnership on Mobility from Poverty, Stanford, Urban Institute](#)

Economic mobility is a three-fold effort which includes earning power, belonging in community, and power and autonomy.

EMPATH BRIDGE TO SELF-SUFFICIENCY

[EMPath](#)

The Bridge helps families plan, reach, and sustain their personal goals in [five essential areas](#): family stability, well-being, education and training, financial management, and employment and career management.

THE EMPLOYMENT HOPE SCALE

[Measuring an Empowerment Pathway to Employment Success](#)

Captures the state of one's psychological empowerment, futuristic motivation, skills and resources, and goal-orientation as it relates to their job and career goals.

Examples of Alternative Metrics

Example alternative metrics:

- By (3 years from now), 85% of the individuals we serve will increase earning power.
- By (3 years from now), 75% of participant employees will repair/rebuild executive functioning skills impacted by chronic stress.
- 80% of the individuals we serve will report increased power and autonomy.
- By (3 years from now), 60% of the people we serve will move into the “mature” phase of our career readiness scale.
- 85% of our employees will build their professional network.