

2010 Annual Performance Survey



ALTERNATIVE STAFFING ALLIANCE
People-Based, Market-Driven

2010 Annual Performance Survey

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2010 ANNUAL PERFORMANCE SURVEY

Introduction

The Alternative Staffing Alliance conducts an annual performance survey to collect data about alternative staffing agencies' business and employment outcomes. The purpose of the survey is to help practitioners evaluate their operating results in the context of others' performance, demonstrate the scale and impacts of the alternative staffing sector to policy makers and funders, and build on previous survey results to identify significant trends.

The 2010 Annual Performance Survey was developed by Alliance staff and the following members of the Alliance's Research Committee:

- Karen Caldwell, Primavera Works, Tucson, Arizona
- Françoise Carré, Ph. D., John W. McCormack Graduate School of Policy Studies, University of Massachusetts, Boston, Massachusetts
- Dennis Moore, The Galt Foundation, Salem, Oregon
- Mike Wynne, Emerge Community Development, Minneapolis, Minnesota

A total of 50 surveys were distributed by email in June 2011. The survey was also posted on the Alternative Staffing Alliance website. The data collection and analysis was augmented with follow-up interviews to clarify responses.

Seventeen alternative staffing organizations (ASOs) participated in the survey. Fourteen of the responding ASOs also participated in last year's survey.

	Number of Responding ASOs	
	2010	2009
Completed Survey	17	18
Completed Previous Year	14	9

Although 82% of respondents participated in both this and last year's survey, care must still be taken when drawing conclusions about overall year over year changes. In cases where the sample size for a given question differs year to year, year over year differences may be attributable to changes in individual ASO's performance and/or changes in the cohort of responders.

In some cases, we have drawn comparisons to data collected by the American Staffing Association in their semi-annual benchmarking survey. It is important to note that the most recent American Staffing Association survey is based on FY 2009 data and therefore does not reflect changes that may have occurred in FY 2010.

For additional copies of the survey, or for questions concerning the data, please contact:

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Key Findings

- **Temporary staffing accounts for 96% of ASO revenue.** Grants account for 2% and other business services accounts for 2%.
- **ASOs have a median gross margin of 19%.** This compares to a gross margin of 24% for firms with less than \$15 million in revenues in the conventional staffing industry. In the Industrial and Office-Clerical sectors, where ASO business is concentrated, conventional staffing firms report gross margins of 21% and 27%, respectively.
- **ASO staffing revenues tend to be concentrated among a few large customers.** 64% of respondents received 75% or more of their revenues from their top five customers, while an additional 29% received between 50% and 75% of revenues from their top five customers.
- **People served by ASOs are twice as likely as the working age population, and four times as likely as the employed workforce, to lack a high school diploma.** 32% of people served lack a high school diploma and only 21% have continued their education past high school.
- **Participating ASOs placed 8,596 individuals into competitive employment in 2010 and 1,947 individuals secured permanent employment while working for a participating ASO.**
- **28% of employees in the average ASO secured permanent employment.**
- **The median wage rate was \$10.69, a 4.6% increase from the previous year.**
- **The median bill rate was \$14.45.** This represents a 4.7% increase from the previous year.
- **Ex-offenders, low-income individuals, people with disabilities, and people who are homeless are the key populations served by participating ASOs.** 71% of participating ASOs listed ex-offenders as one of the top three populations they serve; 53% named low-income individuals/TANF recipients, 41% named people with disabilities, and 29% named people who are currently homeless.

Sales and Financial Information

ASOs' ability to fulfill their social mission depends upon their success as commercial ventures. It is important for ASOs to understand how they compare to each other as well as to the conventional staffing industry. Baseline revenue and expense sources as well as profitability data provide benchmarks that ASOs can use to help evaluate their competitive position.

Sources of Revenue

Alternative staffing organizations derive their revenue from three major sources: temporary staffing fees and direct placement fees (collectively referred to as staffing revenue), other business services, and grants. Four (24%) participating ASOs derived at least some of their revenue from non-staffing business sources and eight (47%) derived part of their revenues from grants.

Staffing Revenue

82% of the responding ASOs had revenues of less than \$5 million, with median revenues of \$2.2 million and mean revenues of \$3.9 million. Survey respondents had combined staffing revenue of \$67 million, a 9% increase for these same ASOs over 2009. In the conventional staffing sector, overall sales increased 3.6% between 2009 and 2010.

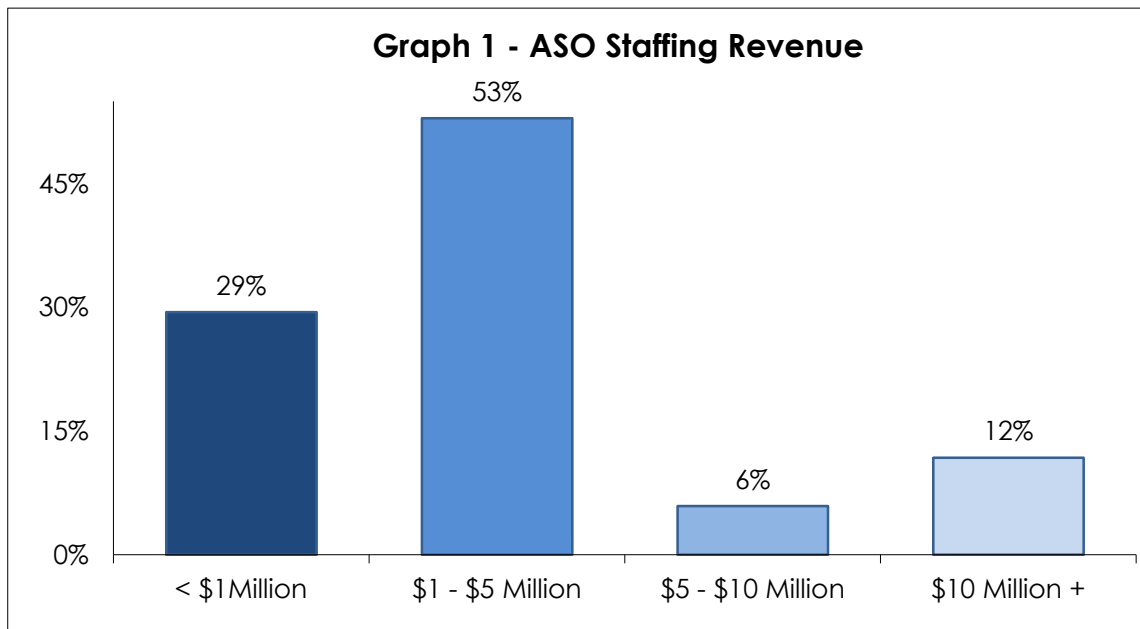
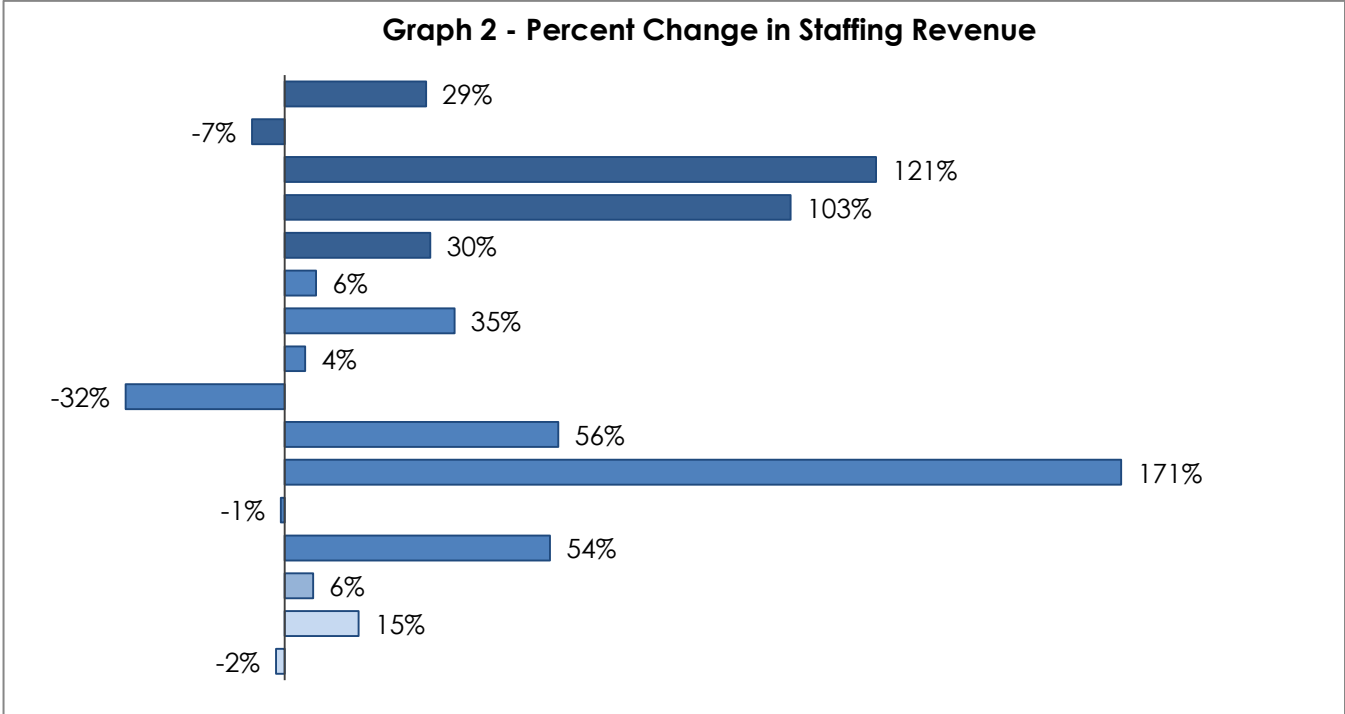


Table 1. Revenue Data 2010 (N=16)

	Median	Mean	Max	Min
Staffing Only Revenue	\$2,222,068	\$3,988,975	\$16,233,416	\$295,294
Total Revenue	\$2,411,510	\$4,166,329	\$16,233,416	\$546,376
% Change in Staffing Revenue	22%	37%	171%	-32%

For ASOs in operation more than 1 year, the median year over year increase in staffing revenue was 22%, however, individual ASO experiences varied greatly. 12 ASOs saw their revenues increase (a median increase of 32%), while four others saw revenues decline (a median decrease of 4%).



Temporary Staffing Services are the primary source of revenue for ASOs, making up 96% of the \$67 million in total revenue reported. Grants make up 2% of total revenue, and Other Business Services contribute an additional 2%. In the conventional sector, direct hires represent 5% of revenues; for firms with less than \$2.5 million in revenues, direct hires represent 11% of revenues.

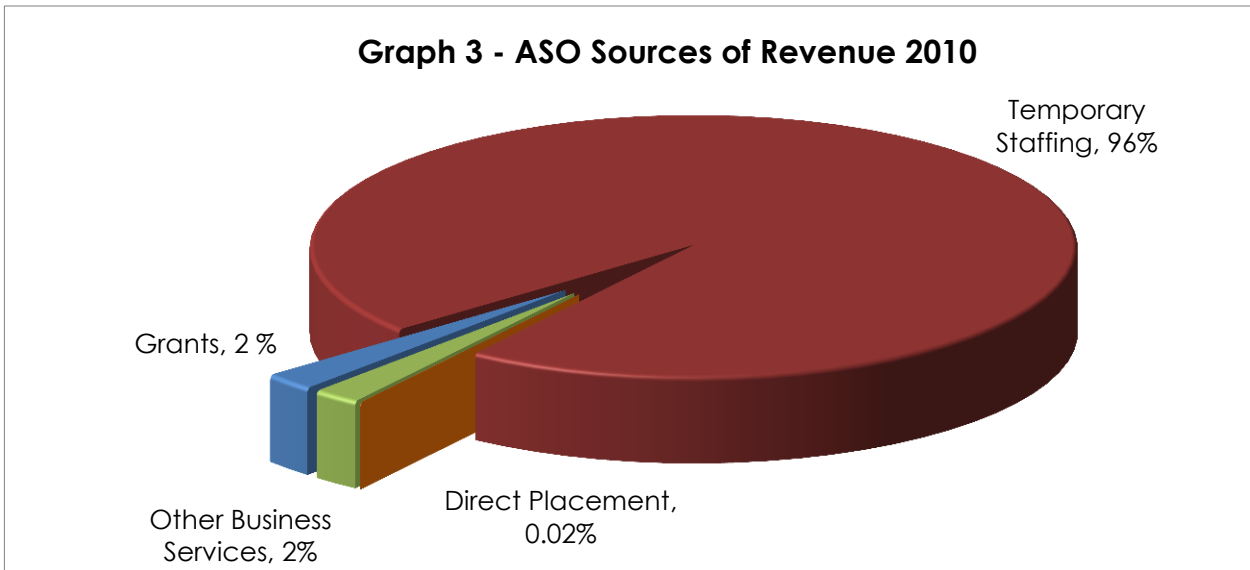
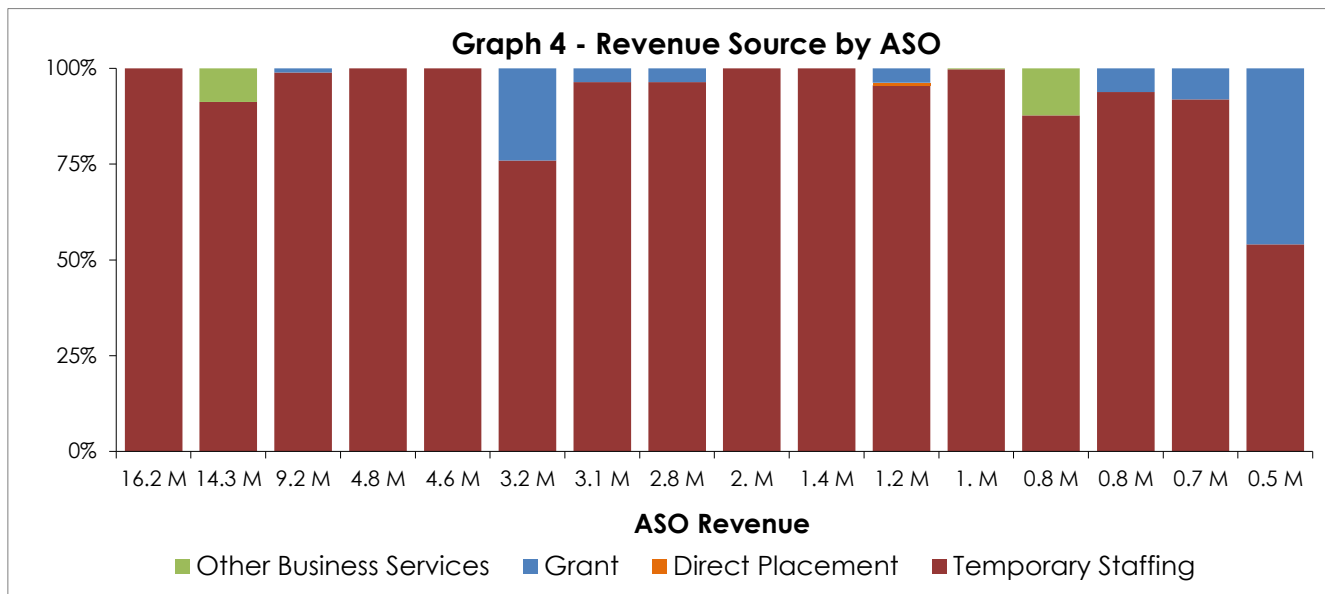


Table 2. Revenue Sources 2010 (N=16)

	Median	Mean	Max	Min
Temporary Staffing	96%	93%	100%	54%
Direct Placement	0%	0%	1%	0%
Other Business Services	0%	1%	12%	0%
Grants	1%	6%	46%	0%

There does not appear to be a relation between the size of an ASO and the composition of its sources of revenue. As is demonstrated by the graph below, ASOs across the revenue spectrum generate income from grants and other business services. While 47% of ASOs report earning some grant revenue, only 23% of ASOs generate revenue from the provision of other business services.



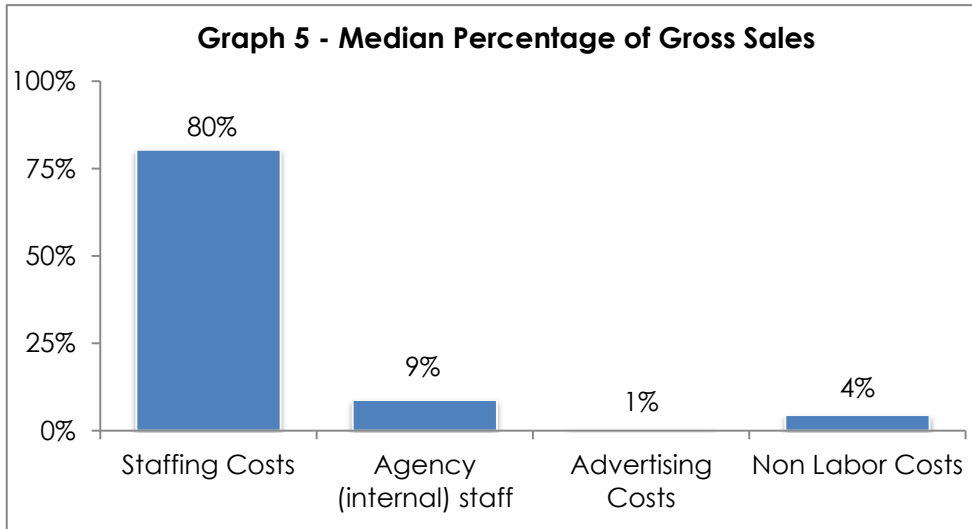
Expense Data

Direct staffing costs (primarily wages and benefits paid to workers placed on assignment) comprise the largest portion of business expenses, with all but two ASOs reporting direct staffing costs equal to at least 60% of staffing and grant revenue. The typical ASO spends less than 1% of staffing and grant revenue on advertising, which is less than the typical conventional firm has historically spent.

Table 3. Costs as a Percentage of Gross Sales 2010 (N=16)

	Median	Mean	Max	Min
Staffing Costs	81%	77%	97%	32%
Agency (internal) staff	9%	14%	46%	4%
Advertising Costs	1%	1%	1%	0%
Non Labor Costs	4%	7%	22%	0%

For some ASOs, relatively high indirect (internal) labor costs and non-labor costs may relate in part to non-staffing activities, the revenues of which are not included above. As Graph 4 above illustrates, some ASOs have lines of business other than staffing. For smaller operators, indirect costs, including internal labor, will typically comprise a relatively large proportion of sales. Year over year, the proportion of costs in each category has remained relatively stable.

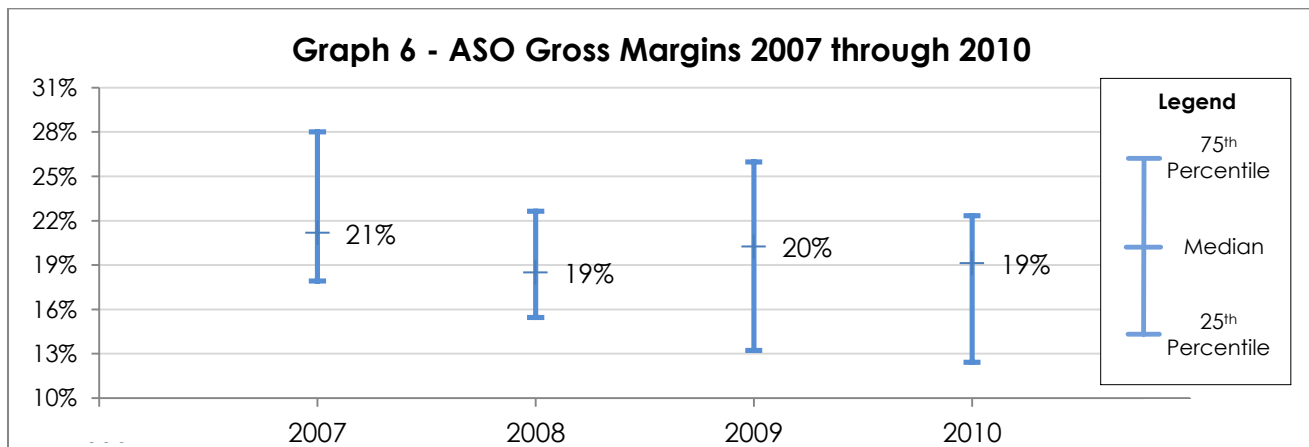


In 2010, the median bill rate was \$14.45, a 5% increase from \$13.80 in 2009. The median pay rate was \$10.69, up from \$10.22 in 2009. ASOs that participated in the survey had a median gross margin of 19% and a median net income of 1%, compared to 3% in the 2009 survey. ASOs have a lower median gross margin compared to the conventional industry's 24% gross margin.

Table 4. Billing Data 2010

	Median	Mean	Max	Min
Bill Rate (N=15)	\$14.45	\$16.09	\$23.51	\$11.30
Pay Rate (N=15)	\$10.69	\$11.71	\$17.00	\$7.62
Gross Margin (N=16)	19%	19%	42%	3%
Net Margin (N=13)	1%	1%	22%	-14%

Over the last four years, ASOs' gross margin has fluctuated around 20%, with the 25th percentile as low as 13%, and the 75th percentile as high at 28%.



Business Operations

Industry Concentration

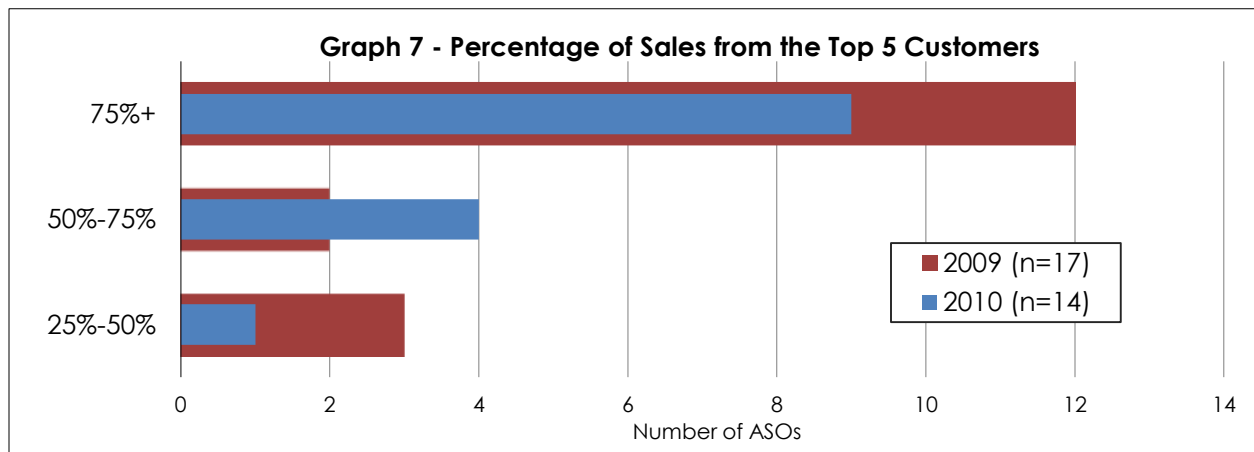
ASOs were asked to report staffing revenues and the corresponding industry sectors of their top five customers. Table 5 below presents the data on industry concentration for each of the 17 respondents. The table can be read vertically to see an individual ASO's concentration and horizontally to see how many ASOs had some of their top five customers in a given industry. For example, roughly half of participating ASOs placed staff in the Warehouse/Manufacturing industry. Two of these ASOs received 100% of "Top 5 Customer" revenue from this sector. Overall, five ASOs reported that 100% of revenue earned from their top 5 customers was in a single industry (with two additional reporting 99% concentration).

Table 5. Customer Concentration by Industry (Top 5 Customers)

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Building Services	78%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	20%	0%	0%	0%	0%
Business & Prof.	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Construction	0%	0%	72%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	6%	0%	0%
Education	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Government	0%	0%	0%	0%	0%	100%	0%	0%	0%	99%	100%	7%	0%	0%	0%	0%	0%
Healthcare	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	5%	0%	0%	0%	0%
Hospitality	10%	0%	0%	0%	5%	0%	0%	0%	0%	0%	0%	0%	20%	1%	0%	0%	75%
Retail	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	7%	10%	0%	0%	0%	0%
Transportation	3%	0%	0%	0%	32%	0%	0%	0%	0%	0%	0%	0%	0%	0%	18%	0%	0%
Warehouse/Manuf.	10%	0%	28%	0%	63%	0%	100%	0%	100%	1%	0%	43%	45%	99%	0%	0%	0%
Other	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	43%	0%	0%	76%	0%	25%

Customer Concentration

ASOs tend to rely on a small number of customers for the bulk of their staffing revenues. The top five customers made up more than half of total staffing related sales for 93% of respondents and over 75% of sales for 64% of respondents. This concentration is lower than the previous year, where 71% had more than 75% of their sales from the top five customers.



Occupational Data

While ASOs place workers in a wide range of occupations, placements tend to be concentrated in three to four occupational sectors. It is important to note that occupational sectors can span multiple industries. The data below reflects the job (occupation) that is performed, regardless of the customer's industry. Warehouse/Manufacturing is the largest occupational sector making up 29% of placements for the average ASO, followed by Office/Clerical at 28% and Cleaning & Property Maintenance at 23%.

Table 6. Mean Percentage of Placements by Occupational Sector

	2010	2009
Warehouse / Manufacturing	29%	23%
Office / Clerical	28%	26%
Cleaning & Property Maintenance	23%	21%
Construction	5%	13%
Food Service	5%	3%
Transportation & Moving	3%	3%
Professional / Managerial	3%	3%
Security	2%	0%
Healthcare	1%	1%
Information Technology	1%	0%
Other	0%	6%

ASO Internal Employees

ASOs tend to have roughly the same number of internal staff than small (less than \$15 million in annual revenues) conventional staffing companies. ASOs have a median of 4 and an average of 9 office staff compared to a median staff per office of 4 in the conventional industry.

In the past, staff turnover for ASOs has been similar to that of the staffing industry overall. In 2009, ASO turnover was 14% and turnover among smaller conventional firms was 16%. In 2010, staff turnover for ASOs was half of what it was in 2009. Comparable 2010 data for the conventional sector is not available.

Table 7. Internal ASO Staff

	2010 (N=17)	2009 (N=18)
Employees (Median)	4	3
Turnover (Median)	7%	14%

In 2010, ASOs billed an average of 27,477 hours per internal employee; this is a significant increase from the previous survey where the average was 23,772, although in line with the results from the 2008 survey, where the average was 27,425.

Table 8. Administrative Employee Performance Measures

	Median	Mean	Max	Min
Hours Billed per Employee 2010 (N=15)	27,877	27,477	48,564	2,891
Hours Billed per Employee 2009 (N=17)	22,227	23,772	51,893	2,010
Revenue per Employee 2010 (N=16)	\$411,201	\$534,867	\$1,601,664	\$78,054
Revenue per Employee 2009 (N=18)	\$332,426	\$432,061	\$1,244,034	\$46,803

The conventional industry survey no longer reports hours billed per internal employee. In its place, the conventional survey reports applications received per internal employee. The average number of applications received per internal employee for ASOs was 260; almost exactly the same as the previous year's figure of 256, but somewhat lower than the 314 per employee in small, conventional staffing firms.

Employment Outcomes

ASOs vary greatly in terms of the number of individuals they place on assignment, the average length of assignment, and the number of workers they are able to help secure permanent employment each year.

Table 9. Employment Data 2010

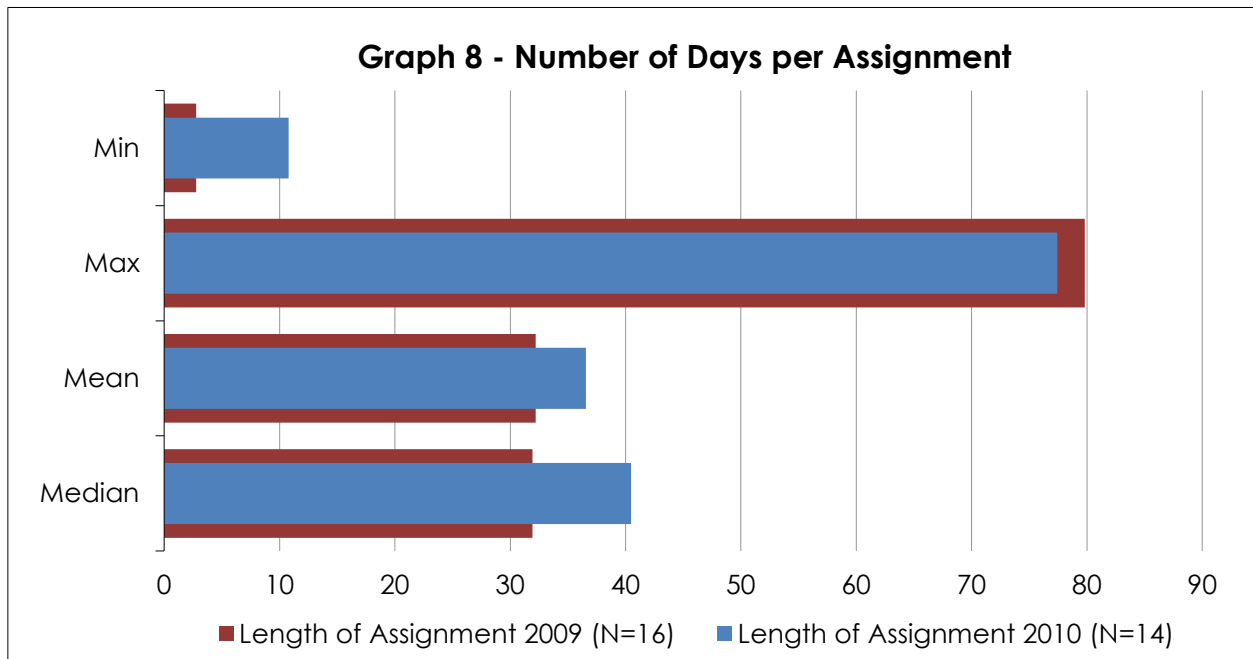
	Median	Mean	Max	Min
Number of W-2's Issued (N=14)	380	614	2,087	72
Days to place a job ready candidate (N=10)	5	7	14	1

Length of Placement / Employment

The average length of assignment in days is estimated by dividing the total number of hours billed by the number of placements, and then dividing by eight hours.

Table 10. Length of Assignment (Days)

	Median	Mean	Max	Min
2010 (N=14)	40	37	77	11
2009 (N=16)	32	32	80	3



Length of Employment is an estimate of how many days the average, non-administrative ASO employee was employed during the year. This is calculated by dividing the total number of hours billed by the total number of W-2s issued and then dividing by eight. The conventional industry does not track the length of employment.

Table 11. Length of Employment (Days)¹

	Median	Mean	Max	Min
2010 (N=14)	46	50	81	13
2009 (N=17)	34	37	69	7

Transition into Permanent Employment

On average, 28% of people who are placed on assignment by participating ASOs find permanent employment. The proportion of individuals placed on assignment that secure permanent employment varies greatly among ASOs, ranging from 4% to 75%.

Table 12. Transition into Permanent Employment 2010

	Median	Mean	Max	Min
% of assignments that transition in permanent jobs (N=17)	15%	15%	31%	0%
% of employees who secured permanent job on own (N=11)	12%	19%	60%	0%
% of all employees transition in permanent job (N=17)	22%	28%	75%	4%

¹ The length of assignment can differ from the length of employment due to differences in response rate to the two questions.

Services & Outcome Tracking

Populations Served by ASOs

ASOs were asked to list the top three job seeker populations that they serve. Compared to last year's survey, there was greater emphasis on disabled workers and fewer ASOs focused on the homeless population and recovering drug users. These variations are driven both by the specific cohort of ASOs that participated as well as changes in emphasis reported by individual ASOs. Despite changes over time, ex-offenders have consistently emerged as a key population for the largest percent of ASOs.

Table 13. Main Characteristics of Job Seekers

	2010 (N=17)	2009 (N=18)
Ex-Offenders	71%	72%
Low Income	53%	61%
Disabled	41%	28%
Currently Homeless	29%	44%
Recovering Drug Users	29%	39%
At Risk of Homelessness	18%	39%
Immigrants	18%	11%
Recently Homeless	12%	22%
Older Workers (Age 55+)	12%	6%

Education Achievement

Beginning with last year's survey, ASOs were asked to report the educational achievement of the population they served. In 2010, 32% of people served by ASOs have less than a high school diploma compared to 35% in 2009. In contrast, 14% of the working age population and 8% of people currently working have less than a high school diploma.

Table 14. Educational Achievement of Main Population Served

	Median	Mean	Max	Min	Weighted Average
Less than a high school diploma	20%	29%	80%	2%	32%
High School graduate or GED	43%	47%	90%	11%	47%
Some post-secondary , no degree	9%	15%	85%	2%	7%
Vocational certificate	7%	7%	18%	1%	4%
Associate's degree	5%	8%	30%	1%	6%
Bachelor's degree or higher	2%	7%	25%	1%	4%

Services offered to Applicants and Employees

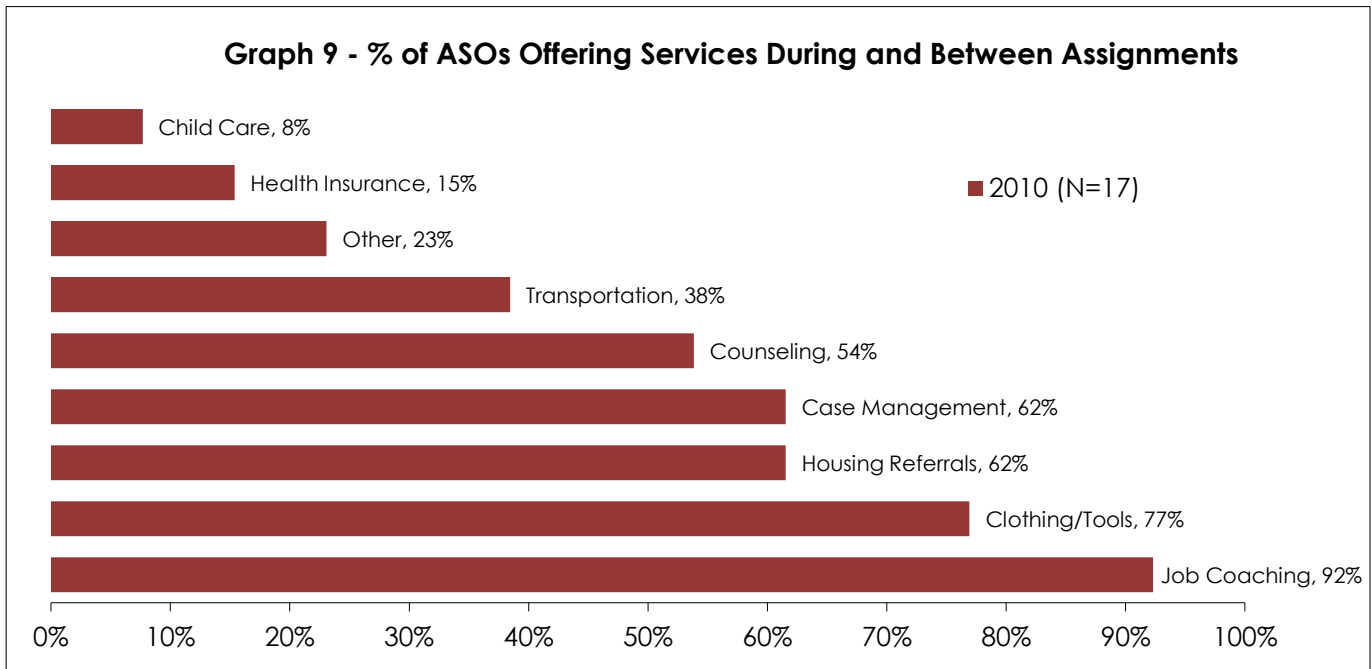
59% of survey respondents offer services to candidates prior to recording an application, 76% offer services during and between assignments, and 47% continue to offer services to individuals who transition into permanent employment.

Table 15. Services Offered to Job Candidates / Employees

	2010 (N=17)	2009 (N=18)
Before an Application is Recorded	59%	72%
During & Between Assignments	76%	89%
After Transition into Permanent Job	47%	56%

Of the 59% that offer services prior to an application being recorded, 70% offer referrals, 40% offer screening or training, 20% offer case management, and 10% offer open houses or seminars.

76% of respondents offer services during and between assignments. Job coaching ranks as the most universally offered service at 92%, while providing clothing, tools or boots ranked next, with 77% reporting they offer this service.



47% of ASOs offer services to workers *after* they transition into permanent positions. Of these, 63% offer job coaching and case management, 25% offer transportation, and 25% offer counseling. 15% of ASOs indicated there was a time limit on services offered after transition into permanent employment.

Only 18% of ASOs track employment outcomes after employees have transitioned into permanent employment, a significant drop from the previous year, where 33% reported tracking outcomes. Of those that do, 100% track job retention. Of the ASOs that track job retention, 75% track it for 3 months, while 25% track it for 6 months.

Definitions

Mean: Calculated by adding all of the results and then dividing by the total number of respondents. It is a common measure of central tendency.

Median: Calculated by determining the midpoint of responses. The responses are ordered from lowest to highest and the value in the middle is selected, if there are an even number of responses, the mean of the two values closest to the middle is used. It is a common measure of central tendency and in the case of this survey, usually a superior measure than the mean.

Max (Maximum): The highest response, it shows the upper limit of the data set.

Min (Minimum): The Lowest response, it shows the lower limit of the data set.

N (Number): The total number of responses to a question. While fifteen ASOs completed the survey, they did not all answer every question. The lower the number of responses, the less likely the result is representative. It should be noted that the survey was not random, nor was the response rate high enough to show statistical significance.

2010 Annual Performance Survey Tables

Section 1: Sales & Financial Information

Table 1.0 - Number of Responding ASOs

	2010	2009
Completed Survey	17	18
Completed Previous Year	14	9

Table 1.1 - Revenue by Category

	2010	2009
< \$1 Million	29%	41%
\$1 - \$5 Million	53%	41%
\$5 - \$10 Million	6%	6%
\$10 Million +	12%	12%

Table 1.2a - Revenue Data 2010 (N=17)

	Median	Mean	Max	Min
Total Revenue	\$2,018,478	\$3,921,440	\$16,233,416	\$3,212
Staffing Only Revenue	\$2,018,478	\$3,754,510	\$16,233,416	\$3,062
Combined Revenue	\$66,664,482	N/A	N/A	N/A
% Change in Staffing Revenue	22%	37%	171%	-32%

Table 1.2b - Revenue Data 2009 (N=17)

	Median	Mean	Max	Min
Total Revenue	\$1,104,043	\$3,600,813	\$16,523,437	\$217,000
Temporary Staffing Revenue	\$1,090,144	\$3,355,017	\$16,523,437	\$0
Combined Revenue	\$61,213,824	N/A	N/A	N/A

Table 1.3a - Revenue Sources 2010 (N=17)

	Median	Mean	Max	Min
Temporary Staffing	96%	87%	100%	0%
Direct Placement	0%	6%	95%	0%
Other Business Services	0%	2%	12%	0%
Grants	0%	6%	46%	0%

Table 1.3b - Revenue Sources 2009 (N=17)

	Median	Mean	Max	Min
Temporary Staffing	96%	84%	100%	0%
Direct Placement	0%	0%	0%	0%
Grants	0%	2%	20%	0%
Other Business Services	1%	14%	100%	0%

Table 1.4a - Percentage of Gross Sales 2010 (N=17)

	Median	Mean	Max	Min
Staffing Costs	80%	73%	97%	0%
Agency (internal) staff	9%	243%	3911%	4%
Advertising Costs	1%	113%	1919%	0%
Non Labor Costs	4%	7%	22%	0%

Table 1.4b - Percentage of Gross Sales 2009 (N=18)

	Median	Mean	Max	Min
Staffing Costs	72%	72%	101%	28%
Agency (internal) Staff Costs	11%	19%	72%	4%
Advertising Costs	0%	1%	2%	0%
Non Labor Costs	6%	8%	25%	0%

Table 1.5a - Billing Data 2010

	Median	Mean	Max	Min
Bill Rate (N=15)	\$14.45	\$16.09	\$23.51	\$11.30
Pay Rate (N=15)	\$10.69	\$11.71	\$17.00	\$7.62
Gross Margin (N=16)	19%	19%	42%	3%
Net Margin (N=13)	1%	1%	22%	-14%
Mark Up (N=14)	40%	42%	92%	20%

Table 1.5b - Billing Data 2009

	Median	Mean	Max	Min
Bill Rate (N=17)	\$13.80	\$15.26	\$23.70	\$10.97
Pay Rate (N=17)	\$10.22	\$10.98	\$16.56	\$7.26
Gross Margin (N=14)	18%	17%	31%	-11%
Net Margin (N=16)	3%	4%	16%	-12%
Mark Up (N=17)	38%	41%	78%	11%

Table 1.6 - Age of Receivables

	Median	Mean	Max	Min
2010 Receivables (N=15)	30	38	60	24
2009 Receivables (N=18)	30	34	60	9

Table 1.7 - Age of Receivables

	2010 (N=15)	2009 (N=18)
Less than 30 Days	53%	56%
31 to 60 Days	47%	44%
61 to 90 Days	0%	0%
91 to 120 Days	0%	0%
More than 120 Days	0%	0%

Table 1.8 - Time Required to Fill a Job Order

	2010	2009
One Day or Less	59%	67%
Two to Three Days	35%	28%
More Than Three Days	0%	0%

Table 1.9 - Customer Concentration by Industry

	2010	2009
Warehouse/Manufacturing	34.9%	25.4%
Government	21.9%	20.1%
Other	10.4%	14.6%
Building Services	7.0%	16.7%
Construction	5.6%	8.4%
Hospitality	7.9%	6.7%
Transportation	3.7%	2.7%
Education	7.1%	0.3%
Healthcare	0.4%	0.2%
Retail	1.2%	0.0%
Business & Professional	0.0%	4.9%

Table 1.10 - Portion of Business from Gov't Set Aside Contracts

	Median	Mean
2010 (N=6)	82%	67%
2009 (N=6)	84%	70%

Table 1.11 - Percent of Revenue top 5 Customer Make Up

	Median	Mean	Max	Min
2010 (N=14)	95%	85%	100%	49%
2009 (N=17)	86%	79%	100%	30%

Table 1.12 - Customer Concentration by Category

	2010 (n=14)	2009 (n=17)
Under 25%	0%	0%
25%-50%	7%	18%
50%-75%	29%	12%
75%+	64%	71%

Table 1.13 - Agency (Internal) Staff Information

	2010 (N=17)	2009 (N=18)
Employees (Median)	4	3
Turnover (Median)	7%	14%

Table 1.14a - Operational Data - 2010

	Median	Mean	Max	Min
Current Accounts (N=14)	31	79	372	4
Number of W-2's Issued (N=14)	380	614	2,087	72
Hours Billed (N=15)	97,340	238,244	922,877	20,240

Table 1.14b - Operational Data - 2009

	Median	Mean	Max	Min
Current Accounts (N=14)	34	62	396	1
Number of W-2's Issued (N=18)	248	524	2,150	53
Hours Billed (N=17)	73,276	180,389	706,057	6,030

Table 1.15a - Employee Performance Measures 2010

	Median	Mean	Max	Min
Hours Billed per Employee 2010 (N=15)	27,877	27,477	48,564	2,891
Revenue per Employee 2010 (N=16)	\$411,201	\$534,867	\$1,601,664	\$78,054
Applications Per Employee 2010 (N=12)	143	260	1,267	23
Assignments Per Employee 2010 (N=17)	85	105	190	31

Table 1.15b - Employee Performance Measures 2009

	Median	Mean	Max	Min
Hours Billed per Employee 2009 (N=17)	22,227	23,772	51,893	2,010
Revenue per Employee 2009 (N=18)	\$332,426	\$432,061	\$1,244,034	\$46,803
Applications Per Employee 2009 (N=10)	171	227	614	45
Assignments Per Employee 2009 (N=17)	85	126	623	21

Section 2: Employment Outcomes

Table 2.1a - Employment Data 2010

	Median	Mean	Max	Min
Employment Applications Received (N=12)	813	1,601	5,322	120
Number of W-2's Issued (N=14)	380	614	2,087	72
Days to place a job ready candidate (N=10)	5	7	14	1
Total Temporary Job Placements (N=16)	465	713	2,357	0

Table 2.1b - Employment Data 2009

	Median	Mean	Max	Min
Employment Applications Received (N=10)	804	1,386	4,911	250
Number of W-2's Issued (N=18)	248	524	2,150	53
Days to place a job ready candidate (N=14)	9	11	30	1
Total Temporary Job Placements (N=17)	369	693	2,670	53

Table 2.2a - Transition into Permanent Employment 2010

	Median	Mean	Max	Min
Temps transition into permanent jobs (N=17)	37	65	265	0
% Transition in permanent jobs	15%	15%	31%	0%
# Secured permanent job on own (N=11)	40	76	321	0
% Secured permanent job on own	12%	19%	60%	0%
Total Transition in permanent job (N=16)	71	122	541	13
% Transition into permanent jobs	22%	28%	75%	4%

Table 2.2b - Transition into Permanent Employment 2009

	Median	Mean	Max	Min
Temps transition into permanent jobs (N=17)	45	62	200	2
% Transition in permanent jobs	14%	14%	35%	2%
# Secured permanent job on own (N=12)	32	82	315	4
% Secured permanent job on own	13%	15%	54%	1%
Total Transition in permanent job (N=17)	70	119	490	12
% Transition into permanent jobs	26%	31%	82%	4%

Table 2.3a - Length of Assignment 2010

	Median	Mean	Max	Min
Length of Assignment 2010 (N=14)	40	37	77	11
Length of Employment (N=14)	46	50	81	13

Table 2.3b - Length of Assignment 2009

	Median	Mean	Max	Min
Length of Assignment 2009 (N=16)	32	32	80	3
Length of Employment (N=17)	34	37	69	7

Table 2.4 - Average Percentage of Placements by Occupational Sector

	2010	2009
Warehouse / Manufacturing	29%	23%
Office / Clerical	28%	26%
Cleaning & Property Maintenance	23%	21%
Construction	5%	13%
Food Service	5%	3%
Transportation & Moving	3%	3%
Professional / Managerial	3%	3%
Security	2%	0%
Healthcare	1%	1%
Information Technology	1%	0%
Other	0%	6%

Table 2.5 - Placements by Occupational Sector

	ASOs																
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Warehouse / Manuf.	5%	26%	20%	7%	60%	3%	90%	60%	0%	0%	10%	50%	66%	99%	2%	0%	0%
Office / Clerical	2%	20%	2%	76%	5%	80%	8%	10%	75%	96%	65%	2%	6%	0%	0%	1%	25%
Cleaning & Prop.	75%	0%	0%	7%	2%	10%	0%	10%	15%	2%	0%	43%	6%	1%	80%	99%	45%
Construction	0%	0%	78%	0%	0%	0%	0%	5%	0%	0%	0%	1%	0%	0%	5%	0%	4%
Food Service	10%	34%	0%	0%	0%	0%	0%	3%	0%	0%	0%	2%	13%	0%	2%	0%	20%
Transp. & Moving	3%	0%	0%	6%	30%	0%	1%	5%	0%	0%	0%	1%	0%	0%	11%	0%	0%
Prof. / Managerial	0%	0%	0%	4%	0%	0%	1%	2%	10%	2%	25%	0%	1%	0%	0%	0%	2%
Security	0%	20%	0%	0%	3%	0%	0%	0%	0%	0%	0%	0%	3%	0%	0%	0%	2%
Healthcare	0%	0%	0%	0%	0%	0%	0%	5%	0%	0%	0%	1%	5%	0%	0%	0%	0%
Information Tech.	0%	0%	0%	0%	0%	7%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	2%
Other	5%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Section 3: Outcomes & Employment Tracking

Table 3.1 - Main Characteristics of Populations Served

The three main populations services are focused on

	2010 (N=17)	2009 (N=18)	2008 (N=15)	2007 (N=12)
Ex-Offenders	71%	72%	87%	75%
Low Income	53%	61%	73%	58%
Currently Homeless	29%	44%	20%	17%
At Risk of Homelessness	18%	39%	27%	17%
Recovering Drug Users	29%	39%	47%	17%
Disabled	41%	28%	47%	58%
Recently Homeless	12%	22%	13%	25%
Immigrants	18%	11%	7%	0%
Older Workers (Age 55+)	12%	6%	7%	25%
Other	18%	6%	13%	8%
Youth	0%	6%	0%	8%

Table 3.2 - Educational Attainment of Population Served 2010

	Median	Mean	Max	Min	Weighted Average
Less than a high school diploma	20%	29%	80%	2%	32%
High School graduate or GED	43%	47%	90%	11%	47%
Some post-secondary , no degree	9%	15%	85%	2%	7%
Vocational certificate	7%	7%	18%	1%	4%
Associate's degree	5%	8%	30%	1%	6%
Bachelor's degree or higher	2%	7%	25%	1%	4%

Table 3.3 - Offer Services Before an Application is Recorded

	2010 (N=17)	2009 (N=18)
Offer Services	59%	72%
Referrals	70%	92%
Screening	40%	69%
Training	40%	38%
Case Managements	20%	31%
Open Houses, Public Seminars	10%	23%
Other	20%	0%

Table 3.4 - Offer Services During and Between Assignments

	2010 (N=17)	2009 (N=18)
Offer Services	76%	89%
Job Coaching	92%	81%
Clothing/Tools/Boots	77%	69%
Housing Referrals	62%	56%
Case Management	62%	44%
Individual & Group Counseling	54%	38%
Transportation	38%	63%
Other	23%	13%
Health Insurance	15%	13%
Child Care	8%	6%

Table 3.5 - Offer Services After Transition Into Permanent Jobs

	2010 (N=17)	2009 (N=18)
Offers Services	47%	56%
Job Coaching	63%	70%
Case Management	63%	60%
Transportation	25%	N/A
Group Counseling	25%	30%
Other	13%	30%
Child Care	0%	N/A

Table 3.6 - Track Outcomes after transition into permanent employment

	2010 (N=17)	2009 (N=18)
Track Outcomes	18%	33%
Employment Retention	100%	83%
Earnings	0%	33%
Change in usage of Public Assistance	0%	17%
Other	0%	17%

Table 3.7 - Payment Method for Employment Tracking

	2010 (N=3)	2009 (N=6)
Service Fees	100%	50%
Grants	67%	67%
Other	0%	17%

2010 Annual Performance Survey

Survey Purpose

The purpose of this survey is to help practitioners evaluate their own results in the context of others' performance, demonstrate the scale and impacts of the alternative staffing sector to policy makers and funders, and help identify promising areas for more in-depth research. This survey is conducted annually to track changes and monitor performance trends over time. The survey was developed by Alliance staff and members of the Alliance's Research Committee including:

- Dennis Moore, Galt Foundation, Salem, OR
- Karen Caldwell, Primavera Works, Tucson, AZ
- Mike Wynne, Emerge Community Development, Minneapolis, MN
- Françoise Carré, Ph. D., Center for Social Policy, J.W. McCormack Graduate School of Policy Studies, UMass Boston

Survey Instructions

There are two ways to complete the survey:

1. Complete this Microsoft Word Form and email it to dhammer@altstaffing.org
2. Print the survey and enter the data manually and mail or fax the survey to the Alliance at:

Alternative Staffing Alliance
1 Harvard St. Suite 200
Brookline, MA 02445
Fax: (617) 232-9545

The Deadline for submitting the survey is Friday, August 5, 2011

You may request additional assistance at any time by contacting David Hammer at the Alternative Staffing Alliance at (617) 232-5380 ext. 113 or at dhammer@altstaffing.org. *Upon completion and receipt of the survey you will receive a \$25 Amazon.com gift certificate.*

Confidentiality Statement

The Alternative Staffing Alliance ensures the confidentiality of all data collected from this survey. Only the Alternative Staffing Alliance will handle the data. Each participant will receive a report comparing its data to the aggregated results. All participants will receive a report of the aggregated data. Data that may compromise the anonymity of individual agencies will not be reported. Unless otherwise requested, agency names will be published in a list of participants.

Section 1: Staffing Agency Information

To move between fields hit the "TAB" or the "Down Arrow" key, check boxes are filled by typing "x" or clicking, for drop-down menus click on the down arrow at right for list of options.

Agency Name:	_____		
Address:	_____		
City:	_____	State:	_____ ZIP: _____
Contact Name:	_____	Title:	_____
Phone:	_____	Fax:	_____
Email:	_____		
Fiscal Year End Date:	_____	Year ASO Began Operations:	_____

Section 2: Sales & Financial Information

Unless otherwise instructed, enter ANNUAL data for the latest fiscal year.

1. Revenue	<u>FY 2010</u>	<u>FY 2009</u>
Temporary staffing revenue:	\$ _____	\$ _____
Direct placement revenue:	\$ _____	\$ _____
Other Business services revenue:	\$ _____	\$ _____
Total sales revenue:	\$0	\$0
Grant support revenue:	\$ _____	\$ _____
2. Cost of temporary staffing labor		
<i>(Only include costs related to staff placed in a temporary assignment.)</i>		
Wages:	\$ _____	\$ _____
FICA:	\$ _____	\$ _____
Worker's compensation:	\$ _____	\$ _____
Unemployment insurance:	\$ _____	\$ _____
Health benefits:	\$ _____	\$ _____
Other fringe benefits (sick pay, vacation):	\$ _____	\$ _____
Total cost of temporary staffing labor:	\$0.00	\$0.00
Gross margin:	_____	_____
3. Cost of agency staff labor		
<i>(Do NOT include staff placed on temporary assignments.)</i>		
Salaries:	\$ _____	
Benefits:	\$ _____	
Total cost of agency staff labor:	\$0	
4. Other costs		
<i>(Include total ASO costs, including rent, utilities, supplies, etc. Do not include labor costs from questions 2 & 3.)</i>		
Advertising & marketing costs (non labor only):	\$ _____	
All other non labor costs:	\$ _____	
5. Net operating surplus / deficit:	\$ _____	
6. Billing & pay data		
Total hours billed:	_____	
Average hourly bill rate:	\$ _____	
Average hourly pay rate:	\$ _____	
7. Accounts receivable		
Average collection period (days):	_____	

8. Average time to fill a job order *(check only one)*

- 1 day or less
 2 to 3 days
 Other Specify: _____

9. Agency staff
(Do NOT include staff placed on temporary assignments.)

Total number of agency staff at beginning of fiscal year: _____

Total number of agency staff at end of fiscal year: _____

Number of staff that left in the fiscal year: _____

 Agency staff turnover rate:
10. How many customers did you have last year? _____

11. Customer concentration
(Enter the total sales revenues for each of the 5 highest volume customers and select one of the following industry sectors: Building Services; Business & Professional Services; Construction; Education & Social Services; Government; Healthcare; Hospitality; Security; Retail; Transportation; Warehouse/Manufacturing; Other.

	Sales revenue	Industry sector
Customer 1	\$ _____	-Please Choose One- _____
Customer 2	\$ _____	-Please Choose One- _____
Customer 3	\$ _____	-Please Choose One- _____
Customer 4	\$ _____	-Please Choose One- _____
Customer 5	\$ _____	-Please Choose One- _____

12. Approximately what percentage of your business revenue is earned through set-aside contracts with governmental agencies? _____ %

Section 3: Staffing Agency Employment Outcomes

13. Total number of W-2's issued: _____

14. Average number of days from the intake of a job ready candidate to their placement in a temporary assignment: _____

15. Number of job placements by type

Total temporary staffing job placements: _____

Total direct placements: _____

 Average direct placement fee \$

16. Transitions into permanent employment *(Estimate if your agency does not track)*

Number of temporary staffing assignments that transitioned into permanent jobs: _____

Number of temporaries who secured permanent employment on their own: _____

 Total number of transitions into permanent employment: **0**
17. Estimate the percentage of all temporary placements by occupational sector

Please classify placements by type of work PERFORMED, rather than the type of customer, i.e. a janitorial position should be classified as "Cleaning & Property Maintenance" whether at a hospital or an office.

Construction: _____ %

Security: _____ %

Food service: _____ %

Cleaning & property maintenance (including landscaping): _____ %

Office / clerical (including sales/customer service): _____ %

Warehouse / manufacturing: _____ %

Transportation & moving: _____ %

Healthcare: _____ %

Professional / managerial: _____ %

Information technology: _____ %

Other: _____ % Specify: _____

 Total percentage of placements by occupational sector: **0%** Should add up to 100%

Section 4: Support Services & Outcomes Tracking

18. Main characteristics of population served. *(check top three)*

 Disabled

 Immigrants/refugees

 Ex-offenders

 Low-Income/TANF recipients

 Currently homeless

 Recovering drug users

 Recently homeless

 Older workers (Age 55 and Older)

 At risk of homelessness

 Youth

 Other Specify: _____

19. Educational attainment of population served *(Estimate if your agency does not track)*

Less than a high school diploma: _____ %

High school graduate or GED: _____ %

Some post-secondary, no degree: _____ %

Vocational certificate: _____ %

Associate's degree: _____ %

Bachelor's degree or higher: _____ %

 Total: **0%** Should add up to 100%

20. Do you offer services before an application is recorded? Yes No

(If yes, please check all services that apply.)

Open houses, public seminars Referrals
 Case management Screening
 Training Other Specify: _____

21. Total Number of applications recorded: _____

22. Do you offer support services to employees during and between assignments? Yes No

(If yes, please check all services that apply.)

Case management Child care
 Job coaching Housing referrals
 Transportation Individual & group counseling
 Health insurance Clothing / tools / boots
 Other Specify: _____

23. Do you offer support services after transition into permanent jobs? Yes No

(If yes, please check all services that apply.)

Case management Child care
 Job coaching Group counseling
 Transportation Other Specify: _____

24. Is there a time limit for these support services? Yes No

If yes, please specify the time limit in number of months: _____

(If this number is less than a month, use fraction of a month, e.g. 2 weeks = 0.5 months)

25. Do you track employment outcomes for individuals after transition into permanent employment? Yes No

(If yes, please check all services that apply.)

Earnings
 Employment retention
 Change in usage of public assistance (food stamps, TANF, section 8, Medicare, Medicaid, SSI, etc)
 Other Specify: _____

26. How many months do you track employment outcomes after transition into permanent employment? _____

(If this number is less than a month, use fraction of a month, e.g. 2 weeks = 0.5 months)

27. How do you fund the tracking of employment outcomes?

(Please check all that apply).

Service fees

Grant support

Other Specify: _____

28. Based on your answer to Question 9, your ASO had X staff in FY 2010. What proportion of their time was spent on worker support services such as case management, job coaching, training, housing referrals, etc?

Expressed as a percentage of total staff time: _____%

Expressed as a number of full time equivalents (FTEs): _____ FTEs

29. If your ASO receives in kind support from your parent organization for worker support services, please estimate the amount of staff time spent by the parent on worker supports this in-kind support represents:

No In-Kind support ¼ FTE ½ FTE 1 FTE 2 FTEs More than 2 FTEs