Mission

CEO provides immediate, effective, and comprehensive employment services exclusively to individuals who have recently been released from incarceration.

CEO’s vision is that everyone returning home has employment and the opportunity for economic mobility as aligned with their goals.

Overview of CEO Model & Outcomes
CEOs Program Model

CEOs evidence-based program model helps participants regain the skills and confidence needed for successful transitions into the workforce.

**ONBOARDING**

- **Job Readiness**
  - Prepare & train individuals to re-enter the workforce

**TRANSITIONAL WORK**

- **Transitional Jobs**
  - Provide immediate work experience and daily pay
- **Job Coaching**
  - Provide direct 1:1 support for job readiness
- **Job Development**
  - Connect participants with employers for full time jobs

**POST-PLACEMENT**

- **Ongoing Career Coaching**
  - Provide ongoing support to ensure participant success in their full time job

**PARTICIPANT MILESTONES**

- **Transitional Work Ready**
- **Job Ready**
- **Placed in Full Time Job**
- **Career Coaching for up to a year**
CEO reaches individuals immediately after release from incarceration, at their most vulnerable time. **Our participants face multiple barriers to entering the labor force.**

- History of Incarceration
- Under Supervision
- No Post Secondary Education
- H.S. Diploma or Equivalent
- Prior Work Experience
- Young Adults
- Parents
- Person of Color

FY18 Data
Our National Impact

CEO ANNUAL OUTCOMES

8,000+ Enrollments
4,000+ Job Placements
650+ Participants working on CEO works crews daily
150+ Transitional Work Crews

CALIFORNIA
Fresno
Los Angeles
Marin
Oakland
Riverside
San Bernardino
San Diego
San Jose
Sacramento
Solano

COLORADO
Colorado Springs
Denver

GEORGIA
Atlanta

KENTUCKY
Louisville

LOUISIANA
New Orleans

MICHIGAN
Detroit

NEW YORK
Albany
Buffalo
Bronx
New York City - HQ
Rochester

NORTH CAROLINA
Charlotte

OHIO
Cincinnati
Cleveland
Columbus

OKLAHOMA
Oklahoma City
Tulsa

PENNSYLVANIA
Harrisburg
Philadelphia
Pittsburgh

TENNESSEE
Memphis

CEO works.org
Impact & Evidence: Crime Reduction

MDRC EVALUATION
CEO's Three-Year Impact on Recently Released Subgroup

ARREST
CEO GROUP: 16.9% DECREASE*
CONTROL GROUP: 100%

CONVICTED, NEW CRIME
CEO GROUP: 22.4% DECREASE**
CONTROL GROUP: 68.4%

INCARCERATED
CEO GROUP: 15.6% DECREASE**
CONTROL GROUP: 74.8%

RECIDIVISM, ALL TYPES
CEO GROUP: 11.9% DECREASE*
CONTROL GROUP: 71.9%

Asterisk indicates statistical significance (i.e. the likelihood the impact is due to chance) — *10 percent — **5 percent

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Impact & Evidence: *Increased Employment*

**DCJS Combined Outcomes**
from CEO NYC, Buffalo, and Rochester

**SOURCE:** DCJS Evaluation: CEO Labor Outcomes 2010-2012
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Our goal is for each participant to have a job that allows for social and economic mobility, aligned with their career goals and aspirations.
Expansion & Funding Architecture
## Expansion Criteria

<table>
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<tr>
<th>Core Criteria</th>
<th>Overview of Core Criteria</th>
<th>Partnership Examples</th>
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<tbody>
<tr>
<td><strong>GOVERNMENT INTEREST AND CHAMPION</strong></td>
<td>Critical to CEO’s success is the support and interest of government partners, particularly at Executive level. These partners need to not only believe in the value of CEO’s work but champion its efforts locally to multiple stakeholders</td>
<td>Governor, Mayor’s Office, Secretary of Corrections or Workforce, DOT Leadership</td>
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<tr>
<td><strong>PIPELINE OF INDIVIDUALS</strong></td>
<td>In order for CEO to operate at scale, there needs to be a sufficient number of program participants who are efficiently referred to CEO</td>
<td>Corrections and/or Probation</td>
</tr>
<tr>
<td><strong>SUSTAINABLE PUBLIC FUNDING</strong></td>
<td>CEO looks to sustainable public funding streams to support its vocational services e.g. job coaching, retention support</td>
<td>Reentry funding (Corrections or Probation), WIOA, SNAP E&amp;T</td>
</tr>
<tr>
<td><strong>TRANSITIONAL WORK CREW CUSTOMERS</strong></td>
<td>One of the most critical pieces of the program model are the social enterprise work crews. CEO needs to partner primarily with public sector agencies who have real labor needs and are willing to pay for services</td>
<td>State and local departments of Parks and Recreation, DOT, Public Works</td>
</tr>
<tr>
<td><strong>PHILANTHROPIC SUPPORT</strong></td>
<td>Philanthropic support makes up a small % of CEO’s overall site budget, but it is important funding that assists with start-up costs and program innovation</td>
<td>National philanthropy for expansion efforts, local philanthropy to supplement govn’t partners</td>
</tr>
</tbody>
</table>
Government contracts are still the largest source of revenue, followed by Foundations.

Private crews are steadily increasing and are expected to bring more than 3M in FY22 revenue.

Sample Site Budget: Revenue by Source

- Philanthropy: 11.0%
- Other Government: 16.0%
- Transitional Jobs: 47.0%
- SNAP and Wages: 26.0%

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CEO has extensive experience working in both the public and private Sectors

**Public Sector**
- Facilities & Maintenance
- Land Banks & Blight Management
- Transportation & Public Works
- Housing Authorities
- Parks & Recreation

**Private Sector**
- Warehousing & Operations
- Janitorial & Maintenance
- Real Estate Property Management
- Landscaping
- Higher Education
CEO is a SNAP E&T 50/50 partner in all 12 states we operate in. Voluntary SNAP E&T is a critical resource for those returning home from incarceration, providing:

**FOOD**
- Food security during reentry is a basic need

**EMPLOYMENT**
- Access to job training through SNAP Employment and Training (E&T) Third-Party Partners like CEO

**SUPPORT**
- Additional support via 50% reimbursement for transportation costs, licenses, and certifications

**Christopher Oaks**
Former CEO OKC Participant

“SNAP gave me the freedom to focus on my future.”

For individuals returning from incarceration, financial support is needed immediately. Without my SNAP benefits, I hate to imagine what life would have been like for me coming home. I never want to be in that position of desperation.
In the new statewide E&T agreement, CEO’s program model maps to E&T components as shown below:

<table>
<thead>
<tr>
<th>Work Experience: Subsidized Work-Based Learning</th>
<th>Job-Readiness Training</th>
<th>Transitional Employment</th>
<th>Job Coaching &amp; Placement</th>
<th>Retention Services for One Year</th>
</tr>
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<tbody>
<tr>
<td>Improves the employability of participants through actual work experience and training.</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
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<tr>
<td>Supervised Job Search</td>
<td>Job search occurring at State approved locations and where activities are supervised and tracked in accordance with guidelines issued by the State.</td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Job Retention (up to 90 days)</td>
<td>Services provided to E&amp;T participants who have secured employment after participating in another E&amp;T component. This component is meant to help achieve satisfactory performance, retain employment, or to increase earnings over time.</td>
<td></td>
<td></td>
<td>✓</td>
</tr>
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</table>
Subsidized Work-Based Learning (SWBL) creates higher quality training opportunities and a pathway to permanent independence.

In 2018, Congress strengthened E&T by authorizing SWBL as allowable E&T activities. Five of CEO’s states have implemented SWBL leading to more robust paid training.

What activities might SWBL include?
- Transitional jobs
- Pre-apprenticeships
- Apprenticeships
- Customized training
- Internships
- Incumbent working training
- Other activities approved by FNS

Key Strategies for PY23:
- Implement SWBL in remaining CEO states
- Provide technical assistance to employment social enterprises w/REDF and Seattle Jobs Initiative
- Next Farm Bill: ensure SNAP access throughout SNAP E&T

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Dedicated Federal Reentry Funding
The Full Federal Funding Landscape
Priorities

1. For Existing CEO Sites:
   Protect & expand upon SNAP E&T.

2. For Existing CEO Sites:
   Expand our utilization of WIOA funding and access TANF and other funding streams.

3. For New Site Prospects & Business Development
   Consider adding new CEO sites within the states we currently work, add new states explore broadening technical assistance strategies (i.e., SNAP E&T intermediary).
Thank you!

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