



Center for  
Employment  
Opportunities

# Center for Employment Opportunities

## Change that Works

Presentation to Secretaries' Innovation Group  
June 23, 2022

[ceoworks.org](https://ceoworks.org)



# *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.

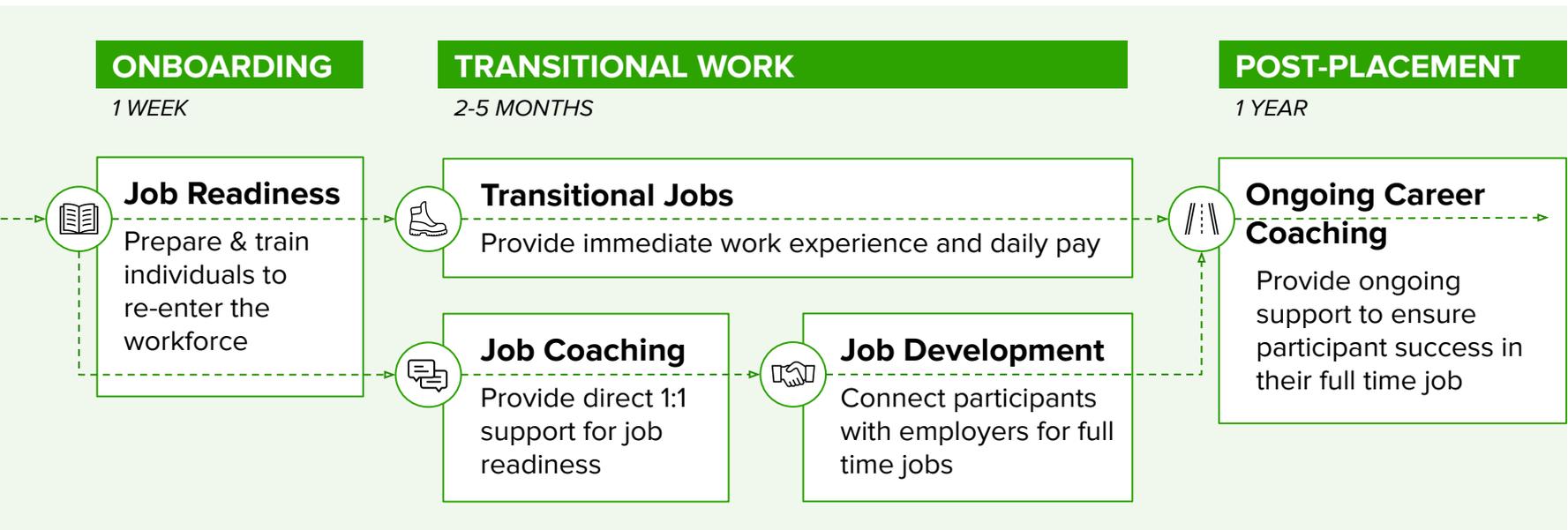


## *Overview of CEO Model & Outcomes*

# CEO's Program Model



CEO's evidence-based program model helps participants regain the skills and confidence needed for successful transitions into the workforce

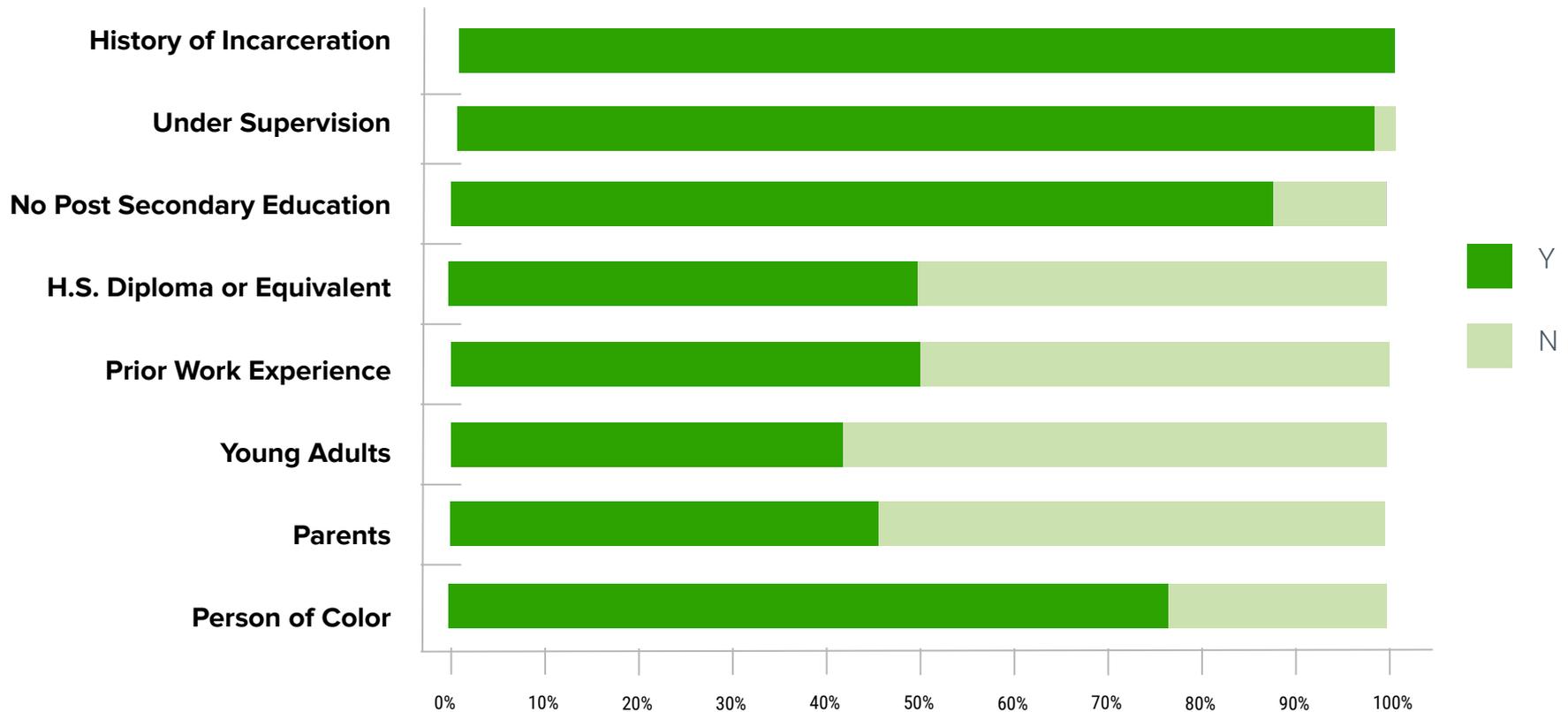


# Who Do We Serve?



CEO reaches individuals immediately after release from incarceration, at their most vulnerable time.

**Our participants face multiple barriers to entering the labor force.**



FY18 Data

# Our National Impact



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

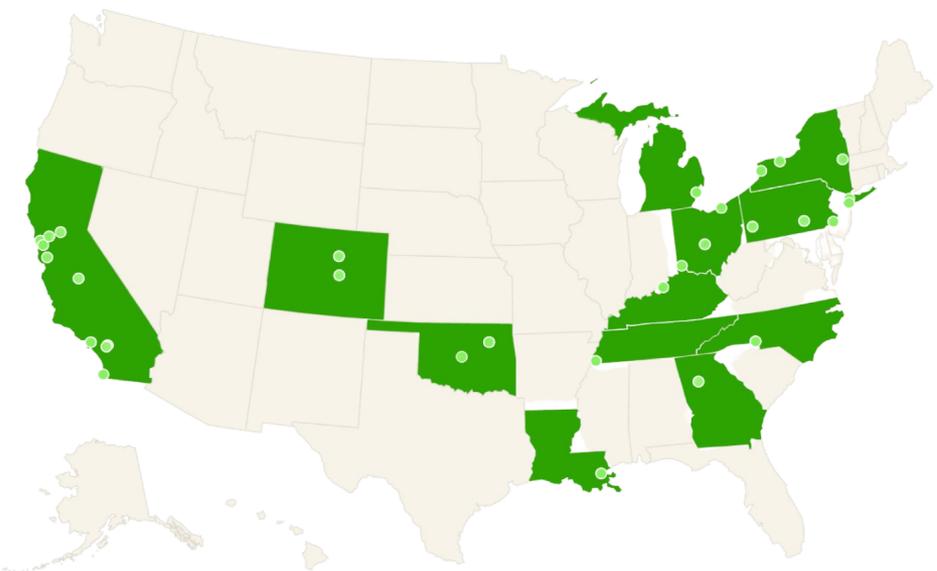
**COLORADO**  
Colorado Springs  
Denver

**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 ANNUAL OUTCOMES

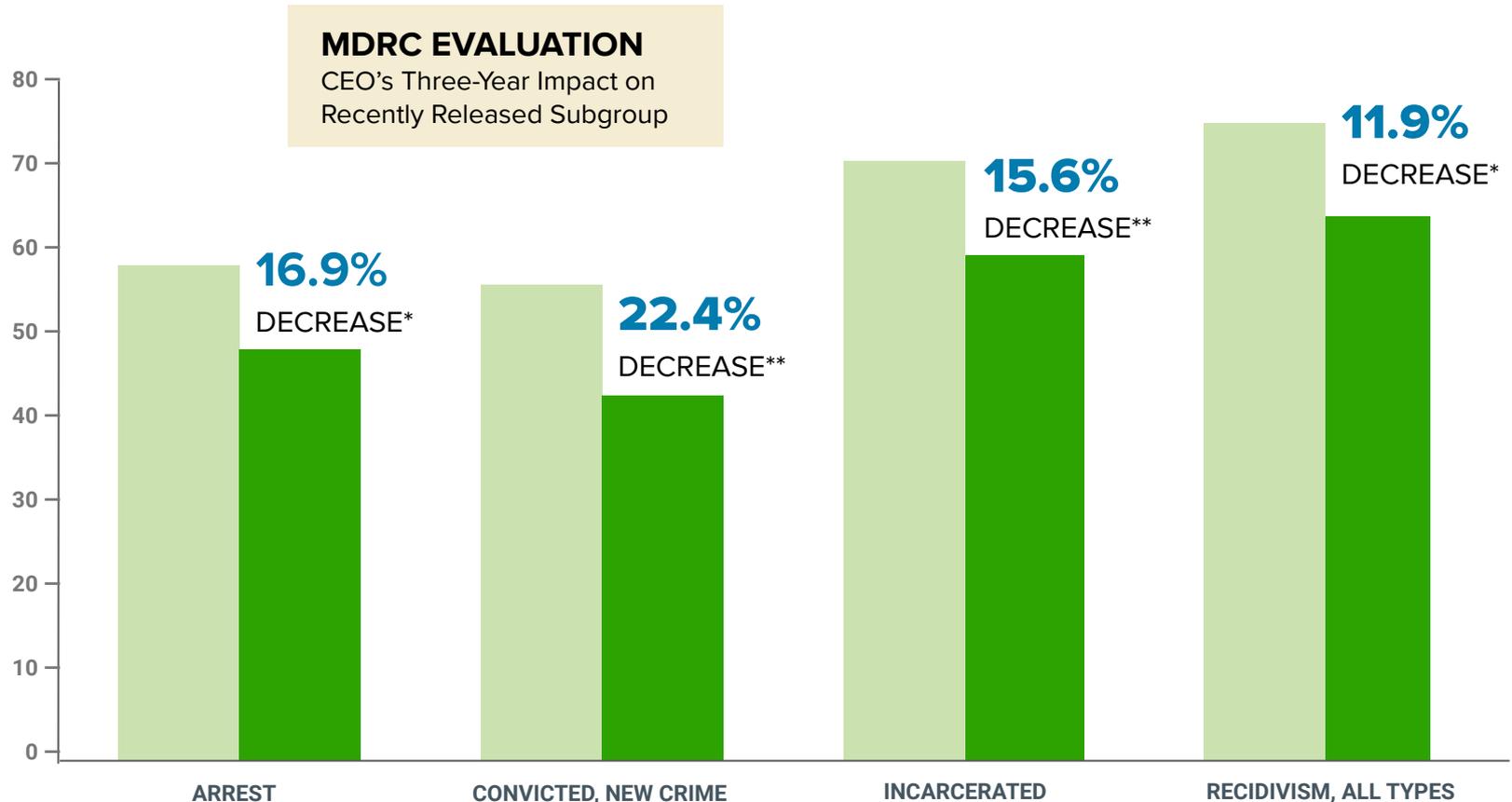
**8,000+**  
Enrollments

**4,000+**  
Job Placements

**650+**  
Participants working on  
CEO works crews daily

**150+**  
Transitional Work  
Crews

# Impact & Evidence: *Crime Reduction*



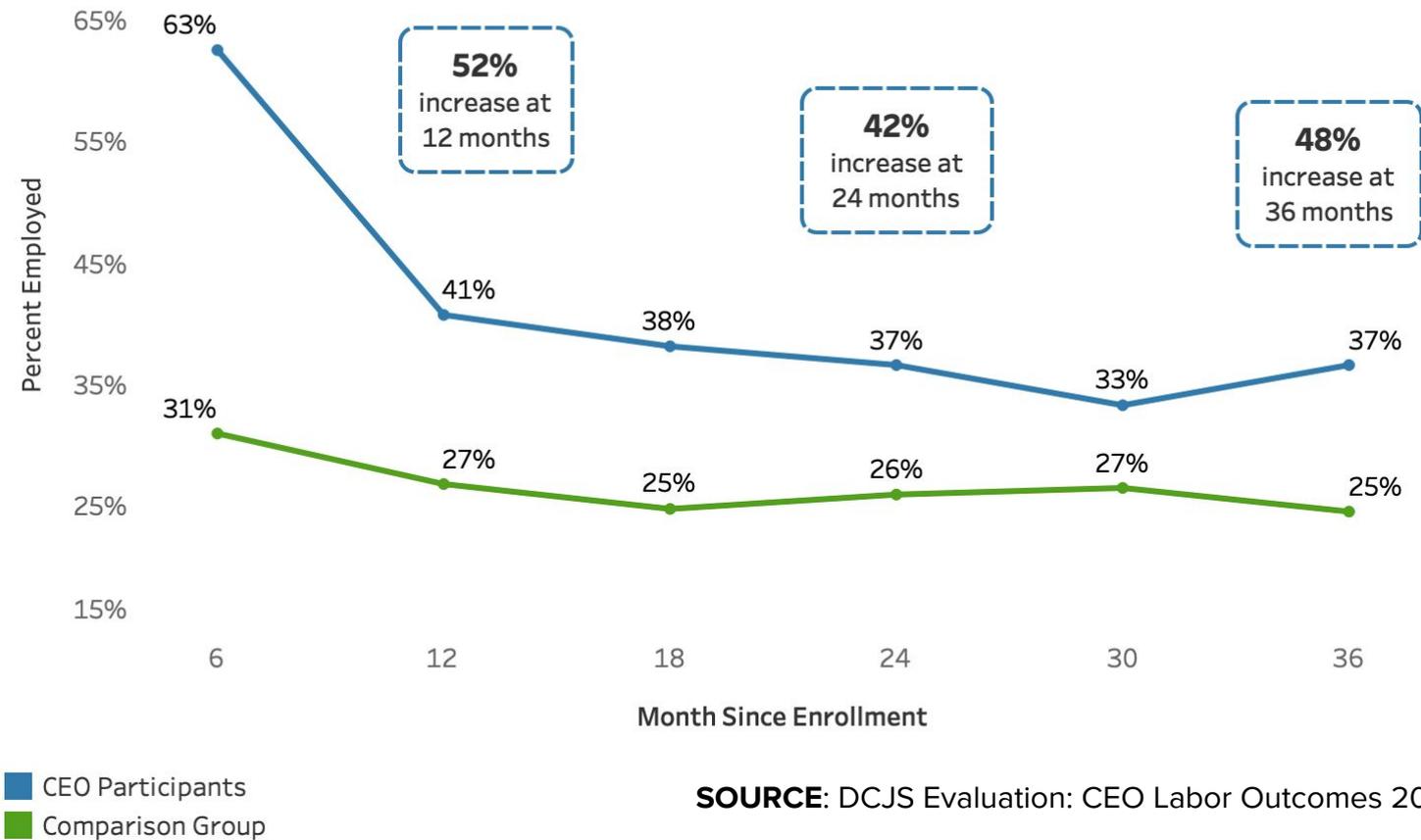
Asterisk indicates statistical significance (i.e. the likelihood the impact is due to chance) — \*10 percent — \*\*5 percent

SOURCE: MDRC (2012). *More Than A Job: Final results from the evaluation of the Center for Employment Opportunities (CEO) Transitional Jobs Program*. OPRE Report 2011-18. Washington, DC: Office of Planning, Research and Evaluation, Administration for Children and Families, US Department of Health and Human Services.

# Impact & Evidence: *Increased Employment*



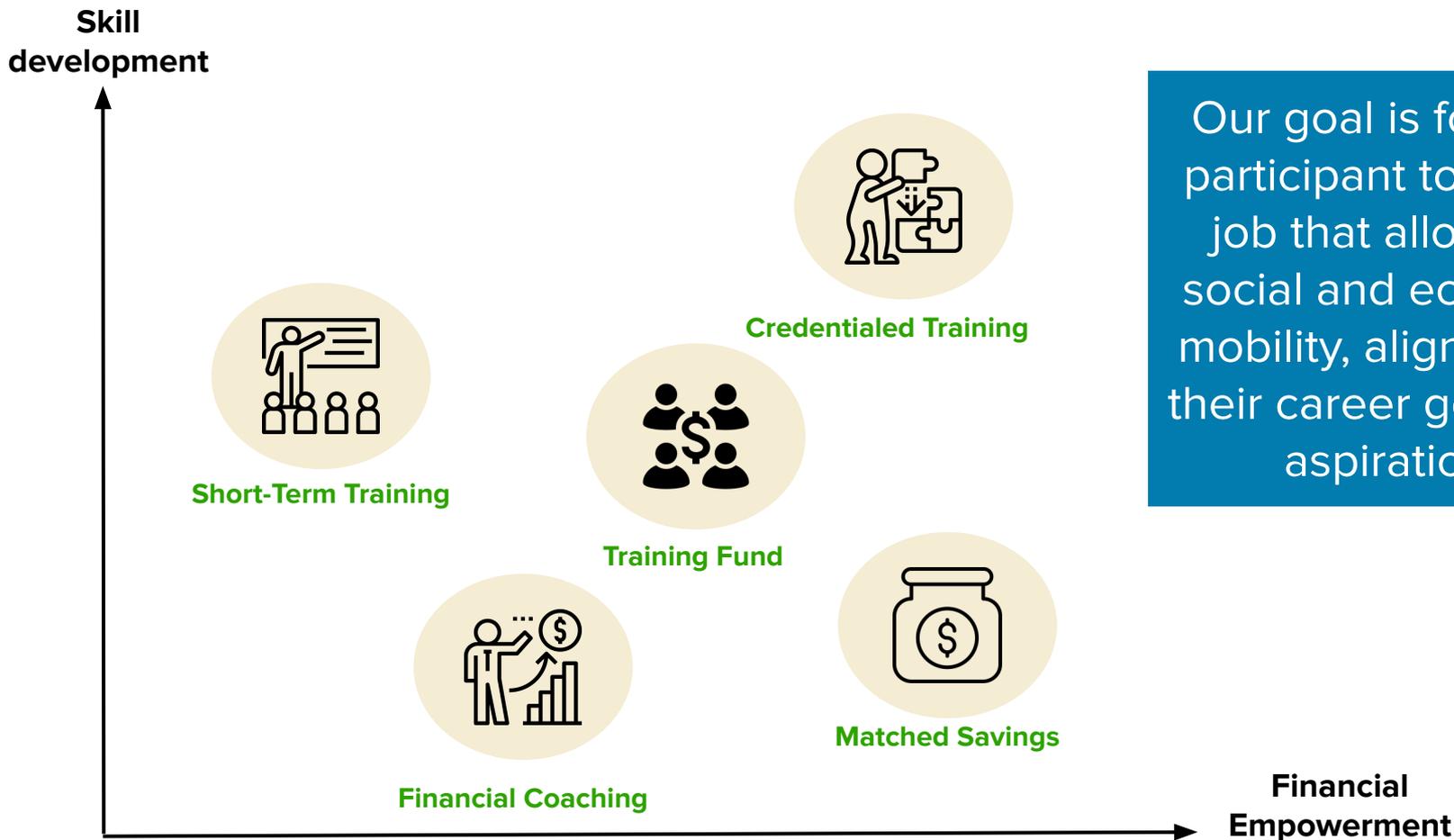
**DCJS Combined Outcomes**  
from CEO NYC, Buffalo, and Rochester



**SOURCE:** DCJS Evaluation: CEO Labor Outcomes 2010-2012

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# Investing in Economic Mobility



Our goal is for each participant to have a job that allows for social and economic mobility, aligned with their career goals and aspirations



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# *Expansion & Funding Architecture*

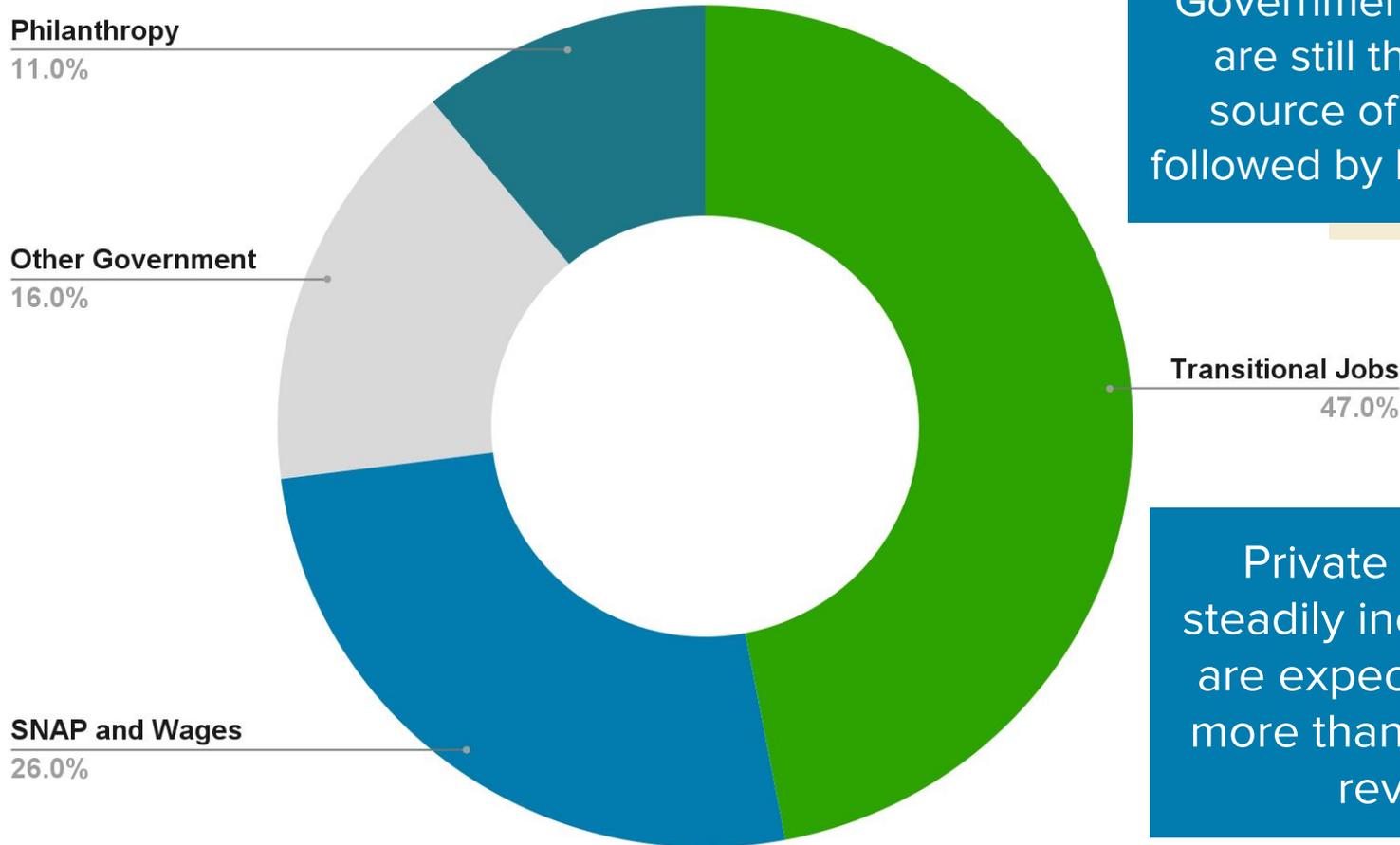


# Expansion Criteria

Core Criteria	Overview of Core Criteria	Partnership Examples
<b>GOVERNMENT INTEREST AND CHAMPION</b>	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	Governor, Mayor's Office, Secretary of Corrections or Workforce, DOT Leadership
<b>PIPELINE OF INDIVIDUALS</b>	In order for CEO to operate at scale, there needs to be a sufficient number of program participants who are efficiently referred to CEO	Corrections and/or Probation
<b>SUSTAINABLE PUBLIC FUNDING</b>	CEO looks to sustainable public funding streams to support its vocational services e.g. job coaching, retention support	Reentry funding (Corrections or Probation), WIOA, SNAP E&T
<b>TRANSITIONAL WORK CREW CUSTOMERS</b>	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	State and local departments of Parks and Recreation, DOT, Public Works
<b>PHILANTHROPIC SUPPORT</b>	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	National philanthropy for expansion efforts, local philanthropy to supplement gov'n't partners

# Sample Site Budget: Revenue by Source

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Government contracts are still the largest source of revenue, followed by Foundations

Transitional Jobs  
47.0%

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

# Transitional Work Crews



**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



# E&T for CEO Participants

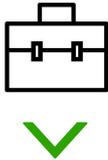
**CEO is a SNAP E&T 50/50 partner in all 12 states we operate in. Voluntary SNAP E&T is a critical resource for those returning home from incarceration, providing:**

## 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.*

# CEO's Model in E&T Components



## Right Services

In the new statewide E&T agreement, CEO's program model maps to E&T components as shown below:



Job-Readiness Training



Transitional Employment



Job Coaching & Placement



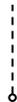
Retention Services for One Year

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

# SWBL Implementation

**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

# Dedicated Federal Reentry Funding



# The Full Federal Funding Landscape



# Priorities

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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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