



Center for Employment Opportunities  
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The **Center for Employment Opportunities (CEO)**, a 501(c)(3) nonprofit agency providing comprehensive employment services to men and women with recent criminal convictions, proposes to launch its program in the City of Philadelphia. In its first expansion into Pennsylvania, CEO will bring its 30-year track record providing employment services to high-risk men and women returning from prison.

## THE CEO MODEL

CEO's employment model consists of four phases specifically designed to engage participants recently released from incarceration. CEO understands the unique challenges facing the reentry population and as a result, the program is both personalized and highly structured. Although there are distinct phases of the CEO model, participants move through the phases at their own pace, enabling each person to focus on addressing his or her unique barriers to employment. In addition, CEO trains all vocational staff in Motivational Interviewing, a client-centered method of encouraging people's self-motivation to change behavior. The partnership with the City of Philadelphia will focus on the Transitional Employment phase of the CEO model.

**Phase 1:** Pre-Employment Training

**Phase 2:** Paid Transitional Employment – focus of CEO/City of Philadelphia Parks and Recreation Partnership

**Phase 3:** Full-time Job Placement

**Phase 4:** Job Retention

## CEO TRANSITIONAL WORK CREWS

Providing paid transitional work to individuals returning from prison is the foundation of CEO's program model. Transitional work crews provide vital work experience for participants and also generate income that makes the program cost effective and sustainable. CEO supports these work crews, which provide indoor and outdoor maintenance, by securing agreements with local government agencies and businesses.

### WORK CREW BASICS AND SERVICES PROVIDED

CEO guarantees all participants access to transitional employment within one week of program enrollment. Participants are paid at the end of every shift, giving them access to much needed income at a critical time in their lives. This immediate access to consistent transitional employment enables CEO to engage participants and prepare them for the permanent workforce. Therefore, CEO requires a level of consistency and stability in the work. Below are the primary components of a CEO work crew operation:

**Crew Size:** Each work crew has 5-7 FTEs plus a dedicated Crew Supervisor (permanent CEO employee). CEO will launch with two work crews in Philadelphia for a total of 10-14 participants each day and two working supervisors (one per crew). CEO will prioritize serving those between 18-24 years of age. CEO's own site supervisors are responsible for completing tasks assigned by customers and require limited oversight and direction. All supervisors have extensive safety training and provide line of sight supervision. Based on the customer's work needs, CEO will hire supervisors with relevant competencies.

**Hours of Operation:** Crews work Monday through Friday, excluding all legal holidays recognized by the City of Philadelphia starting on August 14, 2015 (subject to change) and 6-7 hours each day, depending on the needs of the customer.

**Crew Wage & Fringe:** All CEO work crew members are participants in CEO’s Paid Transitional Employment program and are paid the agreed upon rate of pay on a daily basis at the end of each shift plus fringe.

**Services Provided**

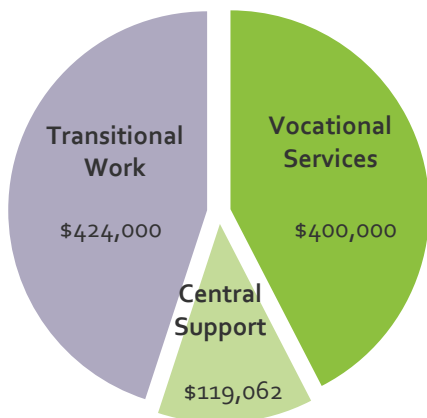
- Cleaning (indoor or outdoor);
- Landscaping;
- Litter abatement;
- Tree trimming;
- Snow removal;
- Groundskeeping;
- Trail maintenance;
- Other tasks as agreed upon by CEO and the City of Philadelphia Department of Parks and Recreation.

**CEO BUDGET**

CEO estimates the launch and operation of a Philadelphia office will cost \$943,657 in year one. As the charts below indicate, these expenses are grouped between transitional work and vocational services. Work crew expenses include participants’ wages (\$12.00 per hour based on City policy) and the supervision of CEO’s transitional work crews. The City of Philadelphia’s Parks and Recreation Department, along with philanthropy, will cover the cost of the transitional work. Vocational services include CEO’s office and case management team who are responsible for securing full-time employment for participants. This team would be a locally hired staff of 4-6 individuals who will be responsible for teaching life skills education, providing job coaching and placements services, engaging employers, and offering job retention services after full-time placement, serving approximately 150 high-risk returning citizens who are currently on parole. CEO is requesting the Commonwealth of Pennsylvania contribute to the costs associated with its vocational services. CEO will leverage central infrastructure, including finance, human resources, and performance management operations, to support the start-up and ongoing management of a Philadelphia office. All other expenses associated with the Philadelphia office, including start-up expenses will be covered by philanthropy. In year two, start-up costs would recede, but would be replaced by the addition of a full-time retention specialist resulting in a constant total cost.

<u>Project Summary</u>	
<b>Total Cost:</b>	\$943,657
<b>State Contribution:</b>	\$400,000
<b>City of Philadelphia Parks &amp; Recreation Contribution:</b>	\$329,901
<b>City Wage Differential:</b>	\$25,000
<b>Philanthropy:</b>	\$188,756
<b>Served annually:</b>	150
*Difference in initial and current City wage requirements	

**EXPENSES**



**REVENUE**

