Addressing Persistent Barriers to Economic & Social Mobility

Thousands of individuals returning from incarceration - disproportionately people of color - still do not receive services, struggle to move into employment and remain ensnared by the legal system, and are deprioritized by policymakers. Why?

<table>
<thead>
<tr>
<th>LACK OF INVESTMENT</th>
<th>BARRIERS TO REENTRY</th>
<th>TOP-DOWN ADVOCACY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insufficient reentry employment funding inhibits system-involved job seekers from accessing critical supports</td>
<td>Restrictive parole conditions, the criminalization of poverty and unresponsive workforce programs prevent mobility</td>
<td>Policy campaigns often do not center directly impacted people, who have the deepest personal investment in policy change</td>
</tr>
</tbody>
</table>

However, CEO has a unique platform to address these challenges.

<table>
<thead>
<tr>
<th>PROGRAM SCALE</th>
<th>PARTICIPANT LEADERSHIP</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEO is the largest employer of returning citizens, operating in 31 cities and 12 states with robust criminal justice advocacy networks</td>
<td>CEO has the potential to directly mobilize thousands of returning citizens and have their expertise drive policy campaigns</td>
</tr>
</tbody>
</table>

Center for Employment Opportunities • ceoworks.org
CEO believes every person returning from incarceration deserves the opportunity for full participation in society, and the support to achieve social and economic mobility in a way that aligns with their goals.

CEO’s employment-focused intervention can advance values of equity and inclusivity across the reentry landscape and contribute to the broader effort towards racial justice.

CEO’s operating methods reflect our values and will accelerate progress across strategies:

**CENTERING PARTICIPANTS**
CEO will center expertise of participants and other system-involved individuals in our program and our partnerships to co-create better reentry experiences across CEO communities.

**EXPANDING THE DEFINITION OF SUCCESS**
In collaboration with the reentry field, we will help expand the measure of success beyond “reducing recidivism,” towards achieving socioeconomic mobility that enables full participation in society.
At the height of the pandemic, CEO implemented the Returning Citizen Stimulus (RCS) program to provide immediate financial support to people returning from incarceration – distributing more than $24M in cash payments to 10,400+ returning citizens.

CEO used national infrastructure to quickly build and execute a national cash assistance program – while also facilitating the inclusion of 32 local providers.
Scaling Impact through CEO’s Core Program and Reentry Field Building

LEVERAGING CEO’S SCALE & LEADERSHIP TO ACHIEVE THIS VISION

PROGRAM: EXPAND CEO’S PROGRAM & IMPROVE INTERNAL OUTCOMES

CEO is an exemplar of re-entry employment practice in high-impact communities. CEO can continue to connect more people to origin jobs, pioneer new best-practices, and help participants build towards mobility & full participation.

Continued growth, improvement, and innovation of CEO’s Core Program

PLATFORM: SCALE REENTRY EMPLOYMENT FIELD BEYOND CEO

As illustrated by RCS, CEO has the capacity and geographical presence to further lead and support the field of providers & partners serving system-involved individuals. CEO can help more people access services, contributing to a movement to dismantle historic & systemic barriers that prevent people from full participation in the workforce and society.

Leverage scale, capacity, and expertise to build field of reentry through Technical Assistance, Political Advocacy and Inclusive Hiring

Center for Employment Opportunities • ceoworks.org
## Strategy for Economic Mobility at Scale

### Investment & Reach
- **SNAP E&T** - expand role as E&T partner, and add TJ wages to existing contracts
- **Crew Sales** - secure TJ crews to expand and/or sustain social enterprise
- **Other Gov’t Funding** - sustain and grow CEO’s with support of state & local government funding
- **Gov’t Funding** - Share technical expertise on gov’t funding to expand reach of reentry providers
- **Sales Platform** - Support business development for other social enterprises

### Participant Voice
- **Feedback** - continue to build & improve channels for participant feedback
- **Organizing** - Engage participants to lead and support advocacy efforts
- **Leadership** - Create leadership pathways at CEO for participants and justice impacted staff
- **CV Platform** - Export CEO’s texting platform to support other providers
- **Organizing** - Engage partners to center justice involved voices in shaping reentry services & policies

### Access & Mobility
- **Warm Handoff** - facilitate connection to advanced training opportunities through partner providers
- **Digital Skills** - expand & integrate digital learning in CEO’s program model
- **Financial Tool** - provide access to low barrier financial support
- **Employer Engagements** - engage employers to improve hiring practices
- **Field Building** - influence overall employment landscape through large scale partnerships
CEO Will Partner to Help Build a Range of Reentry Services and Opportunities

CEO’s platform will support partners across all strategies to build the field of reentry:

**INVESTMENT & REACH**
Leverage our ability to increase investment & scale to build CEO’s program and the capacity of other reentry providers

**PARTICIPANT VOICE**
Combine our national scale and local expertise to build networks between individuals, providers, and other stakeholders

**ACCESS & MOBILITY**
Engage large employers and workforce stakeholders to shift and improve hiring ecosystem for people with convictions

In our partnership, CEO will focus on a range of partner organizations and employers:

**Primary Focus:**
Reentry organizations led by BIPOC or Formerly Incarcerated leaders serving highest-need, system-involved individuals

**Secondary Focus:**
Any organizations that provide employment services to individuals with system involvement

**Additional Focus:**
Organizations that provide any type of support to system-involved individuals (e.g. food access)
# CEO’s Continued Work in Promoting Racial Justice, Internally & Externally

CEO will continue to learn & improve as we promote Racial Justice across all of our work

## As an ORGANIZATION
- Strive to be a best-in-class employer by creating inclusive cultures and structures across all CEO leadership and teams
  - Expand Diversity, Equity, and Inclusion work, including initiatives focused on training, professional development, and career pathways
  - Promote equitable structures in hiring, promotion, development, and other internal processes
  - Continue to analyze and improve organizational culture based on Annual Staff Engagement Survey feedback

## As a PROGRAM
- Center the experiences of Black and Latinx CEO participants to drive internal & external change through feedback, storytelling, and improved mobility outcomes
  - Increase engagement, particularly from Black participants, in CEO feedback loops
  - Support participant capacity for storytelling so they can co-create change within and beyond CEO
  - Evaluate and address racial disparities in our core program outcomes, and especially related to mobility

## As a PARTNER
- Help develop a range of services & opportunities for system-involved individuals, most of whom are people of color, by supporting BIPOC-led orgs and shifting employer practices
  - Working in partnership with local, primarily BIPOC-led reentry orgs to increase access to reentry funding and provide innovative tools (e.g. paycard)
  - Advocate for the inclusion of BIPOC individuals with convictions as a crucial priority in equity hiring initiatives
  - Contribute to dismantling mass incarceration and related barriers, with a focus on employment and parole