



Thank you for applying to the Greater Harrisburg Foundation, a regional foundation of The Foundation for Enhancing Communities. Tell your story clearly and concisely. Attachments are required; follow all directions. Failure to answer questions, utilize this template, or attach required documents will disqualify your application. **Answer all questions using information that applies to the project seeking support of grant funds.** Contact Jennifer Strechay, Program Offer for Community Investment, at [jstrechay@tfec.org](mailto:jstrechay@tfec.org) or 717-236-5040 with questions.

### **APPLICANT PROFILE**

#### **Applicant Organization Name**

[Center for Employment Opportunities \(CEO\)](#)

*Provide your organization's name as currently recognized by the IRS*

**Check box if the Applicant Organization Name above is a "Doing Business As" name and the provided 501c3 letter states a different name. To be recognized by the "Doing Business As" name, attach ONE legal document using the provided name. If not provided, TFEC will utilize the 501c3 name.**

**Check box if the Applicant Organization uses a Fiscal Sponsor and provide name here**

*N/A*

#### **Name, Title, Email, Phone of Executive Leader**

[Sam Schaeffer, Chief Executive Director, \[sschaeffer@ceoworks.org\]\(mailto:sschaeffer@ceoworks.org\), 212-422-4430](#)

*All contracts and notifications of grant status will be addressed to the individual provided here*

#### **Applicant Organization's Physical Address**

[100 North Cameron St. Harrisburg PA, 17101](#)

#### **Applicant Organization's Address for Mailed Communications**

[50 Broadway, Suite 1604, New York, NY 10004](#)

*All contracts and notifications of grant status will be sent to the address provided here*

#### **Name, Title, Email, Phone of Contact Completing Application**

[Kia Hansard, CEO Harrisburg Director, \[harrisburgfd@ceoworks.org\]\(mailto:harrisburgfd@ceoworks.org\), 717-783-3270](#)

*If application questions arise, this individual will be contacted by TFEC staff*

#### **Organization's Mission Statement**

[The Center for Employment Opportunities \(CEO\)](#) believes in the transformational power of work. Our mission is to provide immediate, effective, and comprehensive employment services to individuals with criminal convictions who have recently returned home from incarceration. Our programs empower participants to regain

the skills and confidence needed for successful transitions to stable, productive lives. Our vision is that anyone with a recent criminal history who wants to work has the preparation and support needed to find a job and to stay connected to the labor force.

**Organization History (Do not exceed this page)**

CEO has nearly 40 years of experience in workforce development programming. Working exclusively on one issue, with one population, for decades has enabled CEO to hone an expertise unmatched among peer organizations. Our evidence-based program was developed as a demonstration project of the Vera Institute of Justice in the 1970s. In 1996, CEO was incorporated as an independent nonprofit organization with headquarters in NYC. As the largest reentry employment provider in the country, we serve nearly 8,000 participants across 30 sites in 11 states annually. To date, CEO has also made more than 36,000 placements into full-time employment for individuals who were formerly incarcerated.

CEO identified Pennsylvania as a key high-impact state for expansion, and in November 2017 launched its Harrisburg site in partnership with the South Central Workforce Investment Board (SCPWorks), the Pennsylvania Department of Human Services (PA DHS), and the Pennsylvania Department of Corrections (PA DOC). Since opening, CEO Harrisburg has enrolled nearly 240 individuals into our evidence-based programming, provided immediate transitional jobs to more than 200 individuals, and made 134 placements into permanent employment, with an average starting wage of \$11.79/hour, well above the minimum wage.

## PROJECT PROFILE

### Project Title

Transitional Work Crew Opportunities for Formerly Incarcerated Participants in Dauphin County

*Project Title must match title listed throughout application and online.*

### Project Areas of Focus

UPSTREAM GENERAL

*Choose UPstream General if your project utilizes upstream strategies but is not principally centered upon the categories below. See the grant guidelines for additional detail.*

UPSTREAM: FOCUS AREAS

*Choose an UPstream Focus Area (if your project is principally centered upon one or more of the categories below). Please select only those area(s) that apply to this project. See the grant guidelines for additional detail.*

<p><b>EDUCATION</b></p> <p>Programs &amp; projects that focus upon or nurture access to early childhood education          Education &amp; development programs for children &amp; youth          Educational programs serving adults</p>	<p><b>ENVIRONMENT &amp; PARKS</b></p> <p>Environmental stewardship          Horticulture &amp; the arts          Health &amp; environment          Park beautification &amp; improvement</p>
<p><b>HEALTH</b></p> <p>Health &amp; human services          Cancer awareness and/or research          Dental care for those in need          Health &amp; human services          HIV &amp; AIDS          Individuals with debilitating or terminal illness          Individuals with intellectual disabilities          Prevention of head and/or spinal cord injury          Purchasing of devices that improve accessibility</p>	<p><b>HOMELESSNESS</b></p> <p>Homelessness &amp; hunger</p>
<p><b>MENTAL HEALTH</b></p> <p>Counseling for children with terminally ill family members          Guidance, counseling, or programming that includes guidance and/or counseling for youths          Mental health</p>	<p><b>SENIORS</b></p> <p>Programs &amp; projects serving older adults</p>
<p><b>COMMUNITIES OF FOCUS</b></p> <p>Disaster relief &amp; human services that serve the communities of Lebanon City, PA and Cressona, PA  <input type="checkbox"/> Programs and projects that benefit residents of Millersburg, a borough of Dauphin County, PA          Projects to enhance Camp Hill Borough parks provided by youth organizations such as Scout programs or other youth organizations;          programs &amp; projects that focus upon or nurture access to early childhood education within Camp Hill.</p>	

**Counties to be served as part of project; check all that apply.**

Cumberland       Dauphin  Franklin       Lebanon  Perry   
Northern York (Dillsburg Area)

**Projected Number of Individuals to be served by project**

100      Total number of ADULTS served

0      Total number of CHILDREN (ages 17 and under) served

100      Total number of ALL INDIVIDUALS served by the project

*If above data is not appropriate to project, be sure to fully state the audience type and numbers to be served in Question 2 of the Impact Narrative.*

## PROJECT SNAPSHOT

1. Capture your UPstream project and the community need it seeks to address in 200 words or less.

### UPStream Project

CEO is an evidence-based reentry program providing comprehensive employment services to individuals recently released from incarceration. CEO's program model (a workforce readiness training, transitional employment, job coaching and development (leading to job placement), and retention services) equips participants with the skills and resources to secure and sustain employment. Our services, particularly paid transitional employment, are essential to support our participants economically through the consequences of COVID-19.

### Community Need

Critical to an individual's success upon returning home from incarceration is the ability to find and maintain employment. Recent data from the Pennsylvania Probation and Parole Board notes that of the 6,374 individuals currently supervised in the City of Harrisburg, only 42% are employed full-time. Prior to COVID-19, the unemployment rate hovered at roughly 27% for this high-risk population. As nationwide unemployment rises in response to COVID-19, this economic downturn will affect previously incarcerated workers to an even greater extent, especially now that Pennsylvania officials have accelerated the release of individuals from prison/jail. Job seekers with convictions will face considerable obstacles in a tough job market and will require support from providers like CEO to find work and grow their earnings.

## PROJECT NARRATIVE

Answer questions 2-10 clearly and concisely; no limit.

2. The GHCF UPstream grant opportunity seeks to improve our area communities by supporting existing or new "upstream" systems, interventions, programs, or projects that attempt to create positive social change by addressing a problem at its source rather than managing its "downstream" symptoms. Describe your proposed upstream project, the geographic area it will serve, and the audience to be served; state why this audience was selected. Include how/why your project is "upstream" and how your project is working to address a specific need or needs. You MUST use and complete the following statement within your answer, "Grant funds will be used to \_\_\_\_\_".

### Upstream Project

Individuals coming home from incarceration now face the daunting task of finding work to support themselves and their families during a global health crisis and national economic recession. Recent data from the U.S. Bureau of Labor Statistics reveals that people of color are more likely to lose their jobs during this economic crisis. In Harrisburg, nearly 50% of all program participants are people of color. With employment being a key risk factor for recidivism, it is critical for local response to prioritize public safety and successfully link individuals to the workforce. Further, resources provided to people coming home from incarceration must reflect the immensity of the challenge reentry poses under social distancing and an economy that is severely retracting.

CEO creates greater opportunity for formerly incarcerated individuals who are systematically excluded from realizing economic success. Our services are essential to continue providing our participants with economic support and resources. Our evidence-based program model consists of four phases specifically designed to enable people recently released from incarceration to successfully enter the labor market: *a workforce readiness training, transitional employment with daily pay, job coaching and development (leading to permanent job placement), and a year of employment retention support.*

In response to COVID-19, CEO crews have been deployed for enhanced sanitation of public spaces and distribution of essential items. CEO crews have assisted directly with COVID-19 response essential work,

including performing janitorial and maintenance services for the Harrisburg Housing Authority. Further, CEO transitional work crews remained operational even in the early stages of the pandemic, serving as a vital economic resource for our participants who are particularly vulnerable to unemployment. Additionally, all program operations and staff roles have shifted in order to adequately respond to the COVID crisis, ensuring the continued delivery of our services and the safety of all participants and staff members. Our COVID adjusted operations and response to support our participants through each phase are described in detail below:

- **Workforce Readiness Training:** CEO's program begins with a weeklong class, Pathway to Employment, during which participants begin skills training and compile documents needed to be employed in a transitional job with CEO, and later in their full-time unsubsidized placement. Due to COVID-19, we reduced class sizes to adhere to social distancing guidelines and are emphasizing the employment orientation components so participants may be ready to work as soon as possible.
- **Transitional Employment:** Our transitional work crews that provide immediate employment for participants are operating as essential work during this time. Our daily wage is vital for participants in addition to the work experience prior to finding an unsubsidized, permanent job in the community. On the job, participants receive supervision and mentorship from CEO Site Supervisors. During COVID-19, we reduced crew sizes and implemented enhanced safety protocols to keep our crews safe, including a COVID-19 Safety Training for all CEO Site Supervisors. Site Supervisors clean our fleet of vehicles and are responsible for a socially distant, safe environment for participants. New expenses related to COVID-19 safety include sanitizing materials, PPE, and additional equipment to make our offices and job sites safer. Currently, CEO Harrisburg provides cleaning and maintenance support to the Harrisburg Housing Authority and its residents.
- **Job Coaching and Placement:** Our vocational services of job coaching and job development are now occurring over the phone. Job Coaches specifically prepare participants for obtaining a job during the pandemic, including practicing phone and video interviews. Our Business Account Manager is charged with locating employers within sectors that need to hire more during this time, and helping participants access the necessary safety equipment or skills training needed for an essential job.
- **Retention Services:** Once a participant secures employment, CEO continues working with them for a full year to ensure they have the support they need to grow in their careers and maintain long-term attachment to the workforce. Our Retention Specialist is rapidly triaging participants who have lost their jobs due to COVID-19 and re-engaging them with job coaching and transitional employment with CEO for a needed daily wage.

Our COVID-19 operations seek to support our participants through their unique workforce journeys, providing our targeted employment services with enhanced safety protocols and precautions to protect against potential health and economic impacts.

### **Geographic Area**

CEO Harrisburg's service area is the City of Harrisburg and Dauphin County. Our office is located within the Capitol Region CareerLink and our social enterprise transitional work crews provide direct community services to the Borough of Steelton and the Harrisburg Housing Authority.

### **Target Population**

CEO exclusively serves adults with recent criminal convictions, specifically targeting individuals assessed as "high-risk" of being reincarcerated. All participants come to CEO unemployed and in need of immediate income. CEO's client demographics reflect those of the criminal justice population more broadly: largely people of color. In Harrisburg, 94% of CEO participants to date are male and approximately 50% are African-American or Hispanic. Only 29% of CEO Harrisburg participants have a GED/HS degree or higher and nearly 90% had no prior work experience.

## Why CEO Is Upstream

CEO's program is upstream because it is designed to help formerly incarcerated individuals break the cycle of intergenerational poverty by addressing both their immediate and long-term employment needs. Employment reduces the strain on social service resources, contributes to the tax base, and results in safer, more stable communities. By equipping participants with the skills and support necessary for success, we enable a population of underutilized workers to achieve self-sufficiency, give back to communities throughout Dauphin County, fill gaps in employment throughout the Capitol Region, and reduce costs associated with criminal justice spending. Our short-term goal is to provide participants with the knowledge, experience, and training necessary to become permanently employed. We accomplish this through transitional employment, an innovative component of our service model.

During the pandemic, however, CEO has adapted its services to directly support cleaning, sanitation, and other response needs related to COVID-19. Nationally, in response to COVID-19, CEO helped administer and execute a program to provide immediate income support to returning citizens entitled the Returning Citizens Stimulus (RCS) initiative. As many returning citizens do not immediately receive federal relief payments, this stipend functions as a bridge to that support and, with support from providers, full-time employment. The RCS project offers stipends to over 7,000 people returning home from incarceration across all CEO sites (including Harrisburg), delivering nearly \$23 million in direct payments to people coming home from incarceration. To date, the RCS initiative has provided a total of \$51,097.85 in stimulus payments to CEO Harrisburg participants. **CEO's response to COVID-19 is an equally "upstream" intervention during the current health and economic crises,** creating positive social change by reducing unemployment, connecting participants to daily employment and economic support, while delivering increased sanitation services to local communities so all workers can access employment safely.

As CEO expands, we work to promote broader policy reforms to address mass incarceration, collateral consequences, and promote employment for returning citizens. This work is especially critical given the persistent racial disparities adversely impacting communities of color in Harrisburg and across the nation. These communities have long experienced increased rates of incarceration, joblessness, environmental degradation and, as COVID-19 has once again revealed, glaring health disparities. Overall, CEO's policy and advocacy engagement focuses on: 1) increasing investment, particularly at the state level, in employment services to make a job a standard part of reentry, and 2) advocating at all levels of government for removing collateral consequences that create unnecessary barriers for reentering individuals trying to access the labor market. Ending justice system involvement and promoting career pathways are critical for the social reintegration of returning citizens and the long-term wellbeing of their families and community.

## How CEO Addresses High Rates of Unemployment and Recidivism

Employment-focused reentry programs such as CEO work to reduce criminal behavior by incorporating services that address an individual's needs and risks that lead to their involvement in the justice system. Our evidence-based employment model develops and promotes self-sufficiency through job readiness training, employment experience, cognitive-behavioral interventions, assistance with all aspects of the job application process, and retention services once employed. Through our proven program model, CEO addresses barriers to employment on an individual level, catering our services to the unique needs of each participant, teaching the skills to be successful on a worksite, and providing an environment to practice and grow.

Understanding that employment serves as a stabilizer for individuals, families, and vulnerable neighborhoods, CEO improves employment outcomes for this overlooked population by addressing their criminogenic risk factors and raising their skill levels so that they can be competitive in the job market. Our strategy is to bridge the gap to employment for this otherwise underserved population and keep communities safer, encourage self-sufficiency, and promote economic stability through increased income. Through our work, CEO creates positive social change by addressing the root of the problem for formerly incarcerated individuals: employment. CEO provides a space for participants to learn, grow, and develop new skills to enter the workforce with confidence to reduce the downstream symptom of recidivism.

## Use of Funds

Support from The Greater Harrisburg Community Foundation UPstream Grant would provide CEO Harrisburg with the necessary resources to increase employment and reduce recidivism for formerly incarcerated City of Harrisburg and Dauphin County residents. The proposed project will **expand economic opportunities for at least 100 individuals** (with the expectation that more will be served) in FY'21 through jobs paying self-sufficient wages.

Due to social distancing requirements and safety protocols, we have been forced to lower our vocational services and transitional jobs capacity. In order to serve more participants released from incarceration, offer direct COVID-19 response-related work with our transitional job work crews, and prepare participants for permanent jobs in a COVID-19 recovering economy, CEO needs more resources to meet the need of this moment. Specifically, **grant funds will be used for the salary of a CEO Site Supervisor**, who is responsible for delivering on-the-job training, coaching, feedback on work performance, and supervision to all participants working on our transitional work crews.

## DATES & LOCATIONS

3. When and where will the project take place? List dates and locations as appropriate in chronological order. State if provided dates/locations are confirmed, estimated, or to be determined.

CEO Harrisburg's program office is confirmed and located at 100 North Cameron Street, Suite 100, Harrisburg PA, 17101 and is open between 8:30am and 4:30pm, Monday through Friday. Our transitional work crew operations take place in the Borough of Steelton and throughout the city communities owned by the Harrisburg Housing Authority. Given the impacts of COVID-19; however, much of our vocational job coaching and development services are offered remotely at this time.

## ROLES & RESPONSIBILITIES

4. Does the project involve partnerships, collaborations, service, or affiliations with other organizations that will strengthen the project? If so, LIST their name(s) and corresponding role(s) within the categories below OR if this does not apply to you, state why your project is best positioned for success as a single organization.

**SINGLE ORGANIZATION STATEMENT:** N/A

**PARTNERSHIPS:** *We are equally invested in providing this project and success is dependent upon all organizations and shared roles although one entity serves as the applicant for this grant. Our application includes a letter from each partner that states their role in this relationship.*

N/A

**COLLABORATIONS:** *We are working with other organizations to make this project happen, but we serve as the lead organization for this grant opportunity and our project success is enriched by, but not dependent upon, our collaborators. An additional letter is NOT required, but may help the application.*

South Central Workforce Investment Board (SCPaWorks)  
Pennsylvania State Department of Human Services (PA DHS)  
Pennsylvania Department of Corrections (PA DOC)



Pennsylvania Board of Probation and Parole  
Harrisburg Housing Authority  
Borough of Steelton  
The Kline Foundation  
The Stabler Foundation  
The City of Harrisburg

**SERVICE:** *Our project will serve these organizations and cannot take place without their commitment to accept service. Our application includes a letter from each organization (this includes schools) that states their intent to participate.*

N/A

**AFFILIATIONS:** *Our project may be affiliated with these organizations in some way, but is not 100% dependent upon their participation. An additional letter is NOT needed.*

PA CareerLink Capitol Region

#### **COMPARABLES**

5. Are other organizations in your service area providing services that are similar to your proposed project? If yes, state their names or services and explain how your project differs. If no, state NA.

#### **Reentry Services in Harrisburg**

Other organizations providing similar services are **Miracle 4 Sure** (provides services to individuals returning from incarceration, those in recovery, and their family members), **GEO Group** (provides leading, evidence-based rehabilitation programs to individuals while in-custody and post-release into the community), and **CRAM, Inc.** (provide pre-release and re-entry services to prisoners, ex-offenders, and their families).

#### **What Makes CEO Unique**

CEO stands apart from other reentry employment programs in the region by bringing an innovative social enterprise component of transitional employment with daily pay, a participant-centered approach, a focus on the hardest to serve, and an evaluated program model.

CEO is the only program that provides participants with immediate access to employment and **daily pay** within days of enrollment. Our transitional work crews provide individuals the time and space to become “work ready” at their own pace and move on to full-time employment when they have gained both the hard and soft skills to re-enter the permanent workforce. Participants receive daily pay through our simple and innovative pay card debit system for which they receive training during orientation, reinforcing the prosocial and financial benefits of a job. Additionally, CEO is **person-centered** with intensive case management services to engage, identify, and address the needs of each unique participant. Participants move through the phases of CEO’s model at their own pace, with services tailored to their unique barriers and circumstances. Further, CEO **focuses on individuals assessed as “high-risk” of recidivism:** young adults, people with limited or nonexistent work histories, and people with multiple and/or violent felony convictions.

Finally, CEO’s model **is proven to show meaningful impacts on both recidivism and employment outcomes.** In a randomized control trial evaluation by the independent research firm MDRC, CEO was found to reduce re-arrests, reconviction, and re-incarceration of recently released individuals by 16-25% in the three years following release from prison. Additional evaluations by Harder and Company and the NYS Division of Criminal Justice Services validated our long-term impact on recidivism and employment outcomes for CEO participants. Their results show that three years post-enrollment, participants were 48% more likely to be employed than the comparison group.

## ASSESSMENT & IMPACT

**6a.** What will project success look like? Provide a brief overview of the project's key outcomes, outputs, and/or other results of success.

CEO Harrisburg anticipates the following outcomes for this funding period:

- **At least 100 individuals** will be enrolled in Pathway to Employment, CEO's weeklong workforce readiness training class to begin skills training and compile documents needed for employment;
- **At least 90 individuals** will be employed on CEO's Borough of Steelton and Harrisburg Housing Authority transitional work crews, receiving daily pay and vital work experience;
- CEO will make at **least 60 placements** into full-time, unsubsidized jobs in an effort to reduce recidivism and provide economic security for participants and their families; and
- **60% of program participants** placed into unsubsidized employment will be employed **90-days** post placement.

Central to our program model is ensuring that participants remain actively engaged in the workforce, which produces both individual and community-level benefits. This includes upstream methods like providing life skills training, job training and placement, materials to increase accessibility and improve an individual's self-sufficiency, and much more. As soon as participants are placed into permanent employment, they begin to receive retention services. Retention Specialists at CEO counsel participants as they navigate the world of unsubsidized employment, many for the first time. This constant contact helps provide participants with a stable support structure, empowering them with the resources they need to retain jobs in the face of their unique life circumstances. Retention services place participants on a positive career trajectory that enables them to avoid rearrest, support their families, and contribute to the local workforce. Ultimately, these outcomes impact our long-term goals of reducing recidivism, enhancing public safety, and building long-term connections to the labor market for formerly incarcerated individuals in Harrisburg. To create long-lasting systemic change, it is not just about getting a job, but also about learning how to navigate the vocational journey one experiences over time.

**6b.** How will project success be measured and documented (i.e.: how will you know the project is successful? Are you collecting value statements, numbers served, surveys, photos, before and after images, or using other methods)?

CEO's success depends on extensive data tracking across a variety of measures. We collect this information using CORE, CEO's optimized in-house adaptation of the Salesforce customer relationship management database. CEO collects participant demographics as well as data for every step of the program, from intake forms, to transitional work attendance, to case notes for job coaching, to paystubs for the 365th day after job placement. This information allows CEO to chart progress against near-, mid-, and long-term goals (such as job placement and retention) in real time. Management and staff use these tools on an ongoing basis, and they are essential to achieving positive outcomes. All data is aggregated and displayed on a set of dashboards that allow staff to have a real time feedback loop on progress towards outcomes.

The CORE platform tracks performance, diagnoses areas for improvement, and makes adjustments where needed. CEO Harrisburg's management and vocational staff hold weekly performance meetings to ensure that data is being collected accurately and that CEO is progressing toward its goals. If the team begins to fall behind goal, staff discuss challenges and identify potential solutions in real time. CEO management and staff continually monitor performance, analyzing outcomes and intermediate metrics to ensure services are responsive to both client needs and industry hiring trends. Furthermore, CEO has been expanding the use of its Digital Passport to Success (PTS), which Site Supervisors use to score participants on core job competencies after each work day. The PTS serves as a visual tracking measure, and is accessible to both staff and participants to identify strengths and areas of improvement for each individual in CEO's program.

## **FUNDING & SUPPORT**

7. If this proposal is not funded at the level requested, will you be able to implement the project as stated? Explain as needed.

Yes, CEO will be able to implement the project as stated and will cover the deficit to continue program operations until sufficient funding has been identified and secured.

8. This grant opportunity will not fund 100% of any project. Restate the amount you are seeking and describe other funding sources and amounts.

**CEO Harrisburg is requesting \$10,000 from TFEC to support at least 100 formerly incarcerated individuals through targeted employment services.** CEO is committed to the longevity and sustainability of its work, and will leverage other funding sources to complement TFEC resources in support of this project. CEO Harrisburg is fully responsible for its own fundraising and pursues a robust mix of public and private funding, while maintaining strong working relationships with local criminal justice agencies. CEO Harrisburg receives federal and state funding from the PA DOC Bureau of Community Corrections and PA DHS' Supplemental Nutrition Assistance Program (SNAP) Employment & Training. As earned revenue is a key component in CEO's overall funding mix, CEO continually pursues transitional work crew partnerships with public agencies and private-sector businesses. Currently, CEO Harrisburg receives earned revenue from our work crew partners with the Harrisburg Housing Authority and the Borough of Steelton.

To complement this funding, CEO looks to private philanthropic and local sources to cover any remaining budget gaps and to provide funding for growth and program innovation. CEO Harrisburg currently receives philanthropic funding support from the Stabler Foundation (\$25,000), the Kline Foundation (\$20,000), and the City of Harrisburg CDBG (\$12,500). In addition to the requested GHCF funding, we have submitted grant applications to the Dauphin County CDBG (\$50,000), the PNC Foundation (\$5,000), the John Crain Kunkel Foundation (\$20,000), SCPa Works (\$20,000), and the City of Harrisburg CDBG CARES Act (\$200,000). CEO Harrisburg will continue to submit applications to renew funding from our current philanthropic partners for FY21, as well as identify new potential funders to support all aspects of our programming.

9. Did the applicant organization end its most recent fiscal year with a budget surplus or deficit? If so, briefly state the amount of the surplus or deficit and state how the surplus may be used (i.e. is it earmarked for another program) and/or how the deficit may be handled.

CEO Harrisburg ended our most recent fiscal year (July 1, 2019-June 30, 2020) with a deficit of \$221,559. CEO as a whole will cover the deficit to keep the program going until CEO Harrisburg is self sufficient.

## **ACCESS & INCLUSION**

10. As a community foundation, TFEC fosters a climate of purposeful inclusion that values diversity of gender, age, race, ethnicity, national origin, range of abilities, sexual orientation, and socio-economic status. Please state how your project will be made accessible to all individuals who qualify for participation in the project and describe any accommodations, modifications, technologies, or services you will offer to ensure that all eligible participants experience the best possible services or outcomes.

CEO's program is open to all individuals recently released from incarceration, in need of employment services, and capable of performing manual labor on our transitional employment crew. We do not screen for skills, education, or conviction type. CEO is committed to a diverse, equitable, and inclusive workplace for all impacted

by our programming; staff, participants, and leadership teams. CEO is a place where people from all backgrounds feel welcome, and this is a commitment we hold paramount.

To ensure all participants experience the best possible services and outcomes, CEO implemented a Constituent Voice (CV) initiative. CV is a methodology that shifts power into the hands of those closest to social problems such as incarceration and reentry, and CEO's CV initiative is designed to gain feedback and insights from participants to help CEO continue to evolve and improve its programming. CEO uses a variety of methods to gather participant feedback: text message surveys, monthly focus groups, anonymous surveys, and one-on-one staff sessions. Together, these offer a comprehensive view of client perceptions to address concerns, improve service delivery, and include those we serve in programmatic improvements.

## BUDGET WORKSHEET

Complete the Budget Worksheet below; a Project Total is required.

<b>ITEM OR SERVICE</b> <i>Examples include:                      Contracted                      Services,                      Equipment,                      Personnel,                      Supplies; list your                      own as appropriate.</i>	<b>DESCRIPTION                      OF ITEM OR                      SERVICE</b>	<b>REQUESTED                      GRANT FUNDS</b> <i>Indicate                      where funds                      sought                      through                      this grant                      opportunity                      will be                      applied.</i>	<b>OTHER FUNDING                      SOURCES</b> <i>State the                      names and                      amounts of                      all other                      funding                      sources.</i>	<b>PENDING,                      COMMITTED,                      OR                      RECEIVED</b> <i>Using a P,                      C, or R,                      indicate                      the status                      of all                      funding                      sources.</i>	<b>\$ TOTALS</b> <i>Add across                      to provide                      a total for                      each row.                      Total                      columns as                      indicated                      in bottom                      row.</i>
Participant Wages	7 slots, 1 crew, 250 working days per year, 6.5 hours/day, at \$7.25/hour from	\$0	Borough of Steelton and other unrestricted, general ops - \$82,469	C	<b>\$82,469</b>
Participant Fringe	Social Security Tax, Medicare Tax, State Unemployment Insurance, and Workers Compensation	\$0	Borough of Steelton and other unrestricted, general ops - \$12,336	C	<b>\$12,336</b>
Staff Salaries and Fringe	Direct salary and fringe benefits for 1 Site Supervisor	\$10,000	SNAP and other unrestricted, general operating sources - \$41,846	P	<b>\$51,846</b>
Participantsupplies and Equipment Leasing	Boots, gloves, safety goggles, Vehicle Fuel, and Insurance	\$0	Unrestricted, general operating sources, Harrisburg Housing Authority - \$19,720	P	<b>\$19,720</b>
		\$			\$
		\$			\$

		\$			\$
		\$			\$
		\$			\$
<b>TOTALS</b>		<b>\$10,000</b>	<b>\$156,371</b>		<b>\$166,371</b>
		<b>Total: Requested Grant Funds</b>	<b>Total: Other Funding Sources</b>		<b>PROJECT TOTAL</b>



**Emary Aronson**, Secretary  
Chief Program Officer, The Robin Hood Foundation  
Term: 2019-2021

**Elizabeth Balfour**, Governance Chair  
Partner, Sheppard Mullin Richter & Hampton LLP  
Term: 2020-2022

**Cristine Soto DeBerry**  
Chief of Staff, District Attorney Chesa Boudin  
Term: 2019-2021

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Investment Banking, Deutsche Bank  
Term: 2018-2020

**Katie Beirne Fallon**  
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Term: 2019-2021

**Danielle C. Gray**, Strategic Planning Chair  
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Blue Cross Blue Shield of North Carolina  
Term: 2018-2020

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Term: 2019-2021

**Brandon Belford**  
Senior Director and Chief of Staff, Lyft  
Term: 2020-2022

**Adam Luck**  
Executive Director, City Care Inc.  
Term: 2020-2022

**Kathryn Mannes**  
Vice President, Jobs for the Future  
Term: 2019-2021

**David Moskovitz**, Board Chair  
Sr. Managing Director, Accenture  
Term: 2020-2022

**William J. Snipes**  
Partner, Sullivan & Cromwell LLP  
Term: 2018-2020

**Andrew van der Vord**, Treasurer  
Global Head of Consumer Retail  
Investment Banking, Credit Suisse  
Term: 2020-2022

**Ellen V. Holloman**  
Partner, Cadwalader, Wickersham &  
Taft LLP  
Term: 2018-2020

**Abd'Allah Lateef**  
Pennsylvania Coordinator for the  
Incarcerated Children's Advocacy  
Network, Campaign for the Fair  
Sentencing of Youth  
Term: 2020-2022



**Center for  
Employment  
Opportunities**

## **EXECUTIVE TEAM**

**Sam Schaeffer**, Chief Executive Officer

**Samra Haider**, Executive Director of Programs & Chief Strategy Officer

**Christopher Watler**, Chief External Affairs Officer

**Panagiota Mahendru**, Chief Financial Officer

**Yuri Okumura**, Director, Legal and Compliance

**Bill Heiser**, Senior Director, State Policy

**Emily Hackworth**, Chief Operating Officer



July 22, 2020

Jennifer Strechay  
Program Officer for Community Investment  
The Foundation for Enhancing Communities  
200 N. 3rd Street, 8th Floor  
Harrisburg, PA 17101  
Dear Ms. Strechay,

On behalf of the South Central Workforce Development Board (SCPa Works), I am pleased to submit this letter of support for the Center for Employment Opportunities' proposal to Greater Harrisburg Foundation UPstream. CEO offers immediate, effective, and comprehensive employment services exclusively to individuals with criminal records. Their program works to ensure participants desist from crime, stay gainfully employed, and breaks the cycle of poverty. We believe that CEO is an invaluable resource for the Harrisburg Community.

SCPa Works has been working with CEO since 2016 to explore avenues to provide employment services to some of the nearly 20,000 people returning home from state prison in Pennsylvania each year. Our team has been impressed with CEO's evidence of success in both providing employment and preventing recidivism in jurisdictions around the country, and we believe CEO has the experience and commitment to make a significant impact on formerly incarcerated individuals in our region and throughout the State.

SCPa Works recognizes the importance of providing work opportunities for people with high barriers to employment; especially those with a criminal history. I am confident in CEO's ability to provide high quality workforce development services that enable formerly incarcerated citizens to successfully reenter the workforce. It has been proven that those returning individuals who are gainfully employed are less likely to recidivate. With support from the Greater Harrisburg Foundation UPstream, CEO can strengthen their impact and serve more people returning to our communities.

Sincerely,



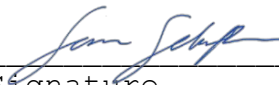
Jesse McCree  
Chief Executive Officer, SCPa Works

**2020 GREATER HARRISBURG COMMUNITY FOUNDATION UPSTREAM SIGN & SUBMIT  
FORM**

**Provide signatures from the applicant organization, below. Both  
organization representatives must sign.**

*By providing your original OR digital signature below, you agree that the  
provided information in this application is true to the best of your  
knowledge and may be submitted for review. Completion of this form is one  
component of your Complete Application.*


**President/CEO**

  
\_\_\_\_\_  
Ink Signature

**Samuel Schaeffer**

Digital Signature

**Board President**

  
\_\_\_\_\_  
Ink Signature  
Signature

**David Moskovitz**

Digital

**REQUIRED ATTACHMENTS TO BE UPLOADED & SUBMITTED BY 4PM ON THE DEADLINE  
DATE**

*All grant materials must be submitted through the TFEC online application  
system by 4pm on the deadline date.. This grant opportunity does not  
utilize delivered or mailed materials.*

**Complete Application:** Applicant Profile, Project Profile, Project  
Snapshot, Project Narrative, Budget Worksheet, and Sign & Submit Form  
with original or digital signatures.

**Board of Directors List:** Professional affiliations (ie: work positions  
and/or titles as applicable) must be included.

**ONE, TWO, or THREE letters of support with original or digital  
signatures. Applicants may submit the number of letters that will best  
support their application.** Letters of support from the applicant  
organization's Board of Directors will not be accepted. Identical form  
letters are discouraged. A minimum of ONE letter of support is REQUIRED  
for this grant opportunity regardless of response to Question 4.

**If you have indicated PARTNERSHIP with or SERVICE to other Agencies as  
stated in Question 4, you must upload letters with original or digital  
signatures documenting the relationship.** A letter of partnership or  
service may also serve as a letter of support if support is expressly  
stated.

**Applicants who utilize a FISCAL SPONSOR** must include a letter signed by  
the Executive Leader of the Fiscal Sponsor organization indicating  
agreement to serve as the Fiscal Sponsor. An original or digital  
signature is required.

**IRS 501(c) (3) determination letter.**

**1st Page of Applicant Organization's Most Recent 990.** If 990 is not  
available, upload applicant organization's most recent audit or financial  
statement to meet this requirement.

**QUESTIONS**

If you should have any questions regarding this form or TFEC grant  
opportunities, contact Jennifer Strechay, Program Officer for Community  
Investment, at [jstrechay@tfec.org](mailto:jstrechay@tfec.org) or 717-236-5040.