

#30

**COMPLETE****Collector:** Web Link 1 ([Web Link](#))**Started:** Tuesday, July 28, 2015 12:44:19 PM**Last Modified:** Tuesday, July 28, 2015 2:01:20 PM**Time Spent:** 01:17:01**IP Address:** 71.119.22.106

PAGE 1

<b>Q1: Name of your organization.</b>	Center for Employment Opportunities
<b>Q2: Grant #</b>	20140334
<b>Q3: Grant Period</b>	July 1, 2014 - June 30th, 2015
<b>Q4: Location of your organization</b>	
City	San Bernardino
State	California
<b>Q5: Name and Title of person completing evaluation.</b>	Sarah Glenn-Leistikow, San Bernardino County Director
<b>Q6: Phone Number:</b>	909 380 8823
<b>Q7: Email address.</b>	sglenn@ceoworks.org

PAGE 2: Key Outcomes and Results

<b>Q8: Total number of clients served through this grant funding:</b>	118
---	-----

**Q9: Describe the project's key outcomes and results based on the goals and objectives:**

CEO San Bernardino had a very successful year. With the help of the S.L Gimbel Grant, we were able to exceed our goals and successfully meet our objectives, with 118 client served (18% over goal) and 68 full-time placements (36% over goal).

Whereas in the first year of operations CEO San Bernardino kept pace with organizational performance of past CEO expansion sites, its second year performance was stronger than most relatively new offices, indicating that the program effectively addresses the needs of both employers and clients in our community.

This success can be attributed to many factors, including: a depth of labor market knowledge among CEO job developers; effective support services for participants, and the impact of additional skills training on job placement and retention outcomes.

Employment sectors that have been most receptive to hiring CEO SB participants include service, manufacturing, industrial maintenance, and warehouse storage. In many cases, employers that have recognized the value of CEO's work have hired a multitude of our well-trained and highly motivated participants: Precision Executive Staffing (8 participants), Green Dragon Property Restoration (8 participants), Staffmark- Redlands & Fontana (5 participants), and Coronado Stone (4 participants).

**Q10: Please describe any challenges/obstacles the organization encountered (if any) in attaining goals & objectives.**

The main challenge we faced was in receiving enough client referrals to meet our service objectives and keep pace with our placement opportunities. CEO San Bernardino receives referrals through the California State Reentry Initiative (CSRI), which provides a variety of educational and wraparound social services to people on parole in San Bernardino County. There are a number of complex factors that go into CSRI's ability to provide referrals to CEO. We are addressing the issue through multiple solutions, focusing on the impending increase in their enrollment, enabling them to provide more referrals to CEO in the coming year.

Access to transportation is also a significant challenge for many CEO participants, posing a logistical barrier to job prospects and opportunities for which they may be eligible. To address this issue, CEO has conceived a ride-share program in partnership with Enterprise. The program could also incorporate financial literacy services to facilitate participants' ability to build credit, which could potentially help them finance a car. The challenge for implementation is logistical. In order for this program to work, participants need to be placed with employers within relative proximity, and during similar work schedules. The fact that San Bernardino is the largest county in the United States makes it quite difficult to intentionally place participants within requisite proximity. CEO continues to seek other options that may address the transportation challenge at a larger scale.

---

**Q11: How did you overcome and/or address the challenges and obstacles?**

We are currently unable to receive referrals from any provider other than CSRI under the terms of our contract. We worked on proposals to address the issue, we collaborated with others who could potentially assist, and we continued to provide excellent service to everyone who was referred. We also worked to expand our relationship and possibilities for new crews that would allow for open referrals in the county.

We are still working on how to address the transportation challenge for CEO participants with driving restrictions, but we have begun assisting participants in obtaining driver's licenses so that they are one step closer to being able to get a job that may not be located within the bounds of public transportation. We also work to group placements at employers, where possible, to facilitate carpooling.

---

**Q12: Describe any unintended positive outcomes as a result of the efforts supported by this grant.**

The grant enabled us to achieve some unintended positive outcomes by allowing us the funding and support needed to focus our attention on what we do best and work with partners to enhance our services through what they do best. Through San Bernardino Community College District (SBCCD), we were able to provide advanced job training, including a welding certification, forklift certification, and industrial maintenance mechanic certification to 36 participants last year. These trainings provided participants with increased skills and thus potentially better employment outcomes including more career-oriented opportunities at higher starting wages.

CEO SB also achieved a higher than anticipated job retention rate-- another unintended positive outcome. Of those participants placed, 50% remained employed after 180 days and 53% remained employed after 365 days. The average across CEO National sites is 45.5% and 31.3% respectively. CEO hopes to analyze the drivers of retention more deeply in the coming year to identify what specifically in the nature of the support CEO SB or CSRI provides is replicable or scalable.

---

**Q13: Briefly describe the impact this grant has had on the organization and community served.**

CEO SB has made a tremendous impact on the community through the resources provided by this grant. In addition to the 118 participants we served, 188 children were impacted by our program, bringing the total directly impacted to 306. CEO was also able to generate \$296,783 in participant wages through the transitional job phase of our program, in which participants earn daily income in a subsidized job with a CEO work crew, while continuing to seek unsubsidized employment in the private sector. Participants placed in unsubsidized employment earned approximately \$494,000. Thus, in total, we leveraged this grant and other funding to help participants earn approximately \$790,818 across transitional and unsubsidized employment. This impacts not only the 306 people mentioned above, but the entire community, as these earnings also generated tax revenue for the community and led to reduced reliance on government assistance among members of the community. Additionally, as the recidivism rate among CEO clients is extremely low, significant savings were generated in terms of reduced criminal justice expenditures as well as increased public safety for the broader community.

PAGE 3: Budget

---

**Q14: Please provide a brief narrative on how the funds were used to fulfill grant objectives.**

The funds were allocated as described in the proposal-- 50% of CEO's Life Skills Education (LSE) Instructor/Job Coach's salary and supplies for participants enrolling in LSE were covered by this grant. Funds from the Gimbel Fund were not used for occupancy or indirect costs as proposed, as the award letter indicated these expenses were not allowable. The full expense report will be emailed to the address indicated.

---

PAGE 4: Success Stories

---

**Q15: Please relate a success story:**

There are numerous success stories, as so many of our participants became successfully employed. One that stands out involves a participant named Gregory. Gregory had been gone (incarcerated) a long time and had thus been out of the workforce for quite some time. He came into our program very motivated, with a lot of initiative and drive, setting him apart from the average jobseeker. He worked on a CEO transitional work crew for about a month and then was placed at a local warehouse as a general warehouse associate, a full-time, entry level position. During his first few months, Gregory excelled and was quickly promoted to a lead associate, training other new workers. From there he climbed quickly. His work ethic and positive attitude drew the attention of his supervisors, who worked for the parent company. Several months after he started in an entry level position, Gregory was converted to a full-time, permanent employee with the parent company, which entailed a pay raise and full time benefits. From there, he was further promoted to a lead trainer, with the ability to move between sites to conduct training. He remains connected to CEO through our retention services and meets with us monthly to check in and get his "Rapid Rewards." (a \$25 gift check for remaining employed and remaining in contact with us, up to \$500 available per year). He is also very ambitious and is striving to become an area manager with the company. He continues to take advantage of any training and certification opportunities CEO has to offer. Consequently, he became certified in both forklift and welding, all while working a full time job.

---

**Q16: Please relate a success story here:**

*Respondent skipped this question*

---

**Q17: Please relate a success story here:**

*Respondent skipped this question*

---

PAGE 5: Organizational Information

---

**Q18: Which category best describes the organization. Please choose only one.**

Basic Needs Support

---

**Q19: What is the organization's primary program area of interest?**

Health & Human Services

---

**Q20: Percentage of clients served through grant in each ethnic group category. Total must equal 100%**

African American	30
Asian/Pacific Islander	2
Caucasian	26
Hispanic Latino	42

---

S.L. Gimbel Foundation Fund

**Q21: Approximate percentage of clients served from grant funds in each age category.**

Young Adults (18-24)	12
Adults	88

---

**Q22: Approximate percentage of clients served with disabilities from grant funds.**

*Respondent skipped this question*

---

**Q23: Approximate percentage of clients served in each economic group.**

At/Below Poverty Level	100
------------------------	-----

---

**Q24: Approximate percentage of clients served from grant funds in each population category.**

*Respondent skipped this question*

---