



**Outcome Management System
Annual Report
2013-2014**

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Outcome Management System Report

2013-2014

Executive Summary

Goodwill Industries of the Redwood Empire (GIRE) utilizes an Outcome Management System to carefully evaluate and manage all programs and services. Quarterly each program and service is evaluated for effectiveness, efficiency, ease in access and customer satisfaction. Annually a report is generated to inform the public, Board of Directors, participants, referral resources and other stakeholders about the outcome of each to its established goals and objectives. When a program or service fails to meet the goals and objectives set for it, an evaluation is performed to determine the reason. All programs and services, regardless of the funding source or accreditation, are required to undergo this scrutiny and to develop and initiate corrective action plans to address deficiencies and/or improve quality when required. Annually outcomes are reviewed and program goals and objectives are refined and renewed based on performance, trend analysis, contract requirements, accreditation and other applicable standards. The information gleaned from the outcomes helps us determine and ensure that the best quality services are being provided to the persons and communities we serve and that we are addressing both current and emerging needs in a proactive, fiscally responsible manner.

Last year we experienced a definite uptick in the economy and in hiring trends over previous years and that employment pattern continued this year. Following four years of high unemployment and no job growth it has been reassuring to see employment opportunities improving. We continue to experience high unemployment in Mendocino and Lake Counties and job growth in many sectors is still sluggish, but employers are beginning to hire and grow their businesses. Despite this positive trending we experienced low program referrals. We believe this is primarily because participants are still choosing educational pursuits over direct job placement in hopes of improving their opportunities as the job market continues to strengthen.

Many of the fee-for-service programs with the State Department of Rehabilitation (DOR) continue to struggle. The Employment Services program, in all counties, continues to sustain losses as a result of the performance based payment structure. In a period of slow job growth and high unemployment we have been unable to conduct this critical placement program without financial assistance from GIRE. We continue to monitor these programs closely and have taken action over the past several years to curb our losses and still provide services. We have reduced the number of employees in Lake, Mendocino and Sonoma County providing direct services, and at the close of this fiscal year we closed the office in Lake County. Lake County staff was moved to our Mendocino County office and services will be provided to Lake and Mendocino County participants from that office.

Despite a stronger job market our employment programs struggled to meet their placement goals. A total of 212 consumers obtained unsubsidized employment with

an average wage at placement of \$11.95., up from last year's \$11.18/hr. at placement. Continuing a positive upward trajectory, we saw retention rates at 90 days at the highest in years at 73%.

Dedicated job development and employer outreach have continued to yield the best possible outcomes for job seekers. GIRE continues to financially support the cost of 20 hours of dedicated job development to our SonomaWORKS contract.

Once again the cost per person served and placed increased over the previous year and the employment placement programs for the Department of Rehabilitation (DOR), fee-for-service programs, did not meet their efficiency goals and required the development of action plans for improvement. We continue to monitor closely and discuss with DOR the feasibility of their Uniform Fee Structure for rural communities. The fee structure is under review by the state and we have been interviewed and given an opportunity to voice our concerns about the model.

Consumer satisfaction remained high with an overall rating of 97% of consumers reporting they were satisfied with our services. Information obtained from surveys and consumer and stakeholder focus groups, remains highly complementary. Suggestions were taken into consideration and used to make program changes and improvements as appropriate or when possible. Often the changes clients would like to see are beyond the scope of our contracts. In those instances, the partner agency is sent a copy of the suggestions and the focus group notes to aid them in their planning process. The most common request is for more time in the program.

The GIRE funded Employment Works program, working with Interfaith Shelter Network and most recently the Napa County Office of Education, continues to assist individuals with significant barriers to employment return to work by providing 6 months of full or part time employment training opportunities at the Material Handler 1 level. In 2013-2014, 12 participants entered the program and 6 have completed the program and gone on to apply for and be hired into regular positions within GIRE.

This year we had the opportunity to submit competitive proposals for four new programs. Of the four proposals submitted we were awarded three new contracts, SonomaWORKS (SW) Job Search Services (replaces SW Employment Services which was eliminated), 3 year renewable contract with annual funding of \$750,000; SW Transitional Work Program, 3 year renewable contract with an annual budget of \$500,000; Consumer Operated Warmline, one year with potential for growth and additional funding, \$55,000 for first year. All three programs launched July 1, 2014.

Purpose of an Outcomes Management System

To collect and analyze data to improve and focus services to best meet the needs of those we serve and the community.

Essential elements of the process:

- Establish criteria and collect the data needed to determine the characteristics of the persons served; evaluate the effectiveness, efficiency, consumer and stakeholder satisfaction of each of GIRE's programs.
- Utilize the information to make timely corrections and improvements to assure the relevance and quality of the services being provided.
- Utilize the information to inform the Board of Directors, leadership, consumers, stakeholders and the public of our performance.

System components:

- Written policy on outcomes management that clearly demonstrates to the Board of Directors, leadership, staff members, stakeholders, and consumers the purpose, responsibilities, and objectives of the system and the requirements for reporting the information collected.
- A database to capture the information needed to specifically measure GIRE's Workforce Development Division programs and services to determine if they are available to and aligned with the needs of the people and communities they serve.
- Regular meetings both quarterly and annually with program managers and staff to review program effectiveness, efficiency, and satisfaction. Service access, strengths, challenges, opportunities and threats are measured, trends and extenuating circumstances noted, and action plans developed as needed.
- Information is shared in the following ways: outcomes reports to leadership, the Board of Directors, stakeholders, posted on our website, and through our Annual Report.
- Action plans are developed as needed for continuous quality improvement.

Characteristics and Demographics of Persons Served

I. General Overview

- GIRE Workforce Development programs served 1,648 consumers.
- Consumers receiving Temporary Aid for Needy Families (TANF), referred by Sonoma County Health and Human Services for placement and work experience services, represent our single largest referral group at 33%.
- Sonoma County Mental Health referrals and Interlink Self-Help and Wellness and Advocacy Center self-referred consumers represent our second largest

service group at 22%, with The State Department of Rehabilitation and Regional Centers making up the balance.

- 65% of persons served reported having a disability.
- All program consumers reported living at or below the federal poverty level.
- At 55%, women continue to be our primary consumer of services.
- Most frequently cited disadvantaging conditions are homelessness, criminal history, lack of training/skills, long-term unemployment and literacy.
- Consumer ethnicity continues to be consistent with the local population trends.
- The primary age group served, at 57%, was between the ages of 20 - 39.

II. Consumer Population by Referral Resource

In 2013-2014 we served 1,627 new consumers in 13 contracts and 9 fee-for-service programs in Sonoma, Lake, Mendocino and Napa Counties.

1. Consumer Referrals and Carry Ins

County	Source	Program	Number
Sonoma	County-TANF	Employment Services	179
		Community Service	209
		Learning Enhancement	45
		Subsidized Employment Program	46
		Temporary Employment Program	111
	County Mental Health	Wellness Center	110
		Interlink Self-Help	181
		Petaluma Peer Recovery	21
		Consumer Relations Program	-
		Peer Supports Program	-
			-
	Sheriff-NCDF	Employment Readiness Trng	318
	State Dept of Rehab.	Co-Op Employment Services	60
		Situational Assessment	56
		Work Adjustment	46
		Supported Employment	10
		Employment Services	36
		Job Coaching	3
		Personal Voc. Social Adj.	8
	GIRE	Employment Works	17
		Good Eats Kitchen	8

County	Source	Program	Number
Mendocino	Regional Center	Supported Employment	8
		Supported Living	11
		Independent Living	5
	State Department of Rehabilitation.	Situational Assessment	5
		Work Adjustment	7
		Supported Employment	8
		Employment Services	15
		Job Coaching	1
		Personal Vocational Social Adjustment	6
		Career Skills Assessment Group	19

County	Source	Program	Number
Lake	State Department of Rehabilitation.	Situational Assessment	5
		Supported Employment	4
		Employment Services	25
		Personal Vocational Social Adjustment	11
		Career Skills Assessment	40
	Regional Center	Supported Employment	4

County	Source	Program	Number
Napa	State Department of Rehabilitation	Situational Assessment	6
		Work Adjustment	2
		Personal Vocational Social Adjustment	1
	Regional Center	Supported Employment	1

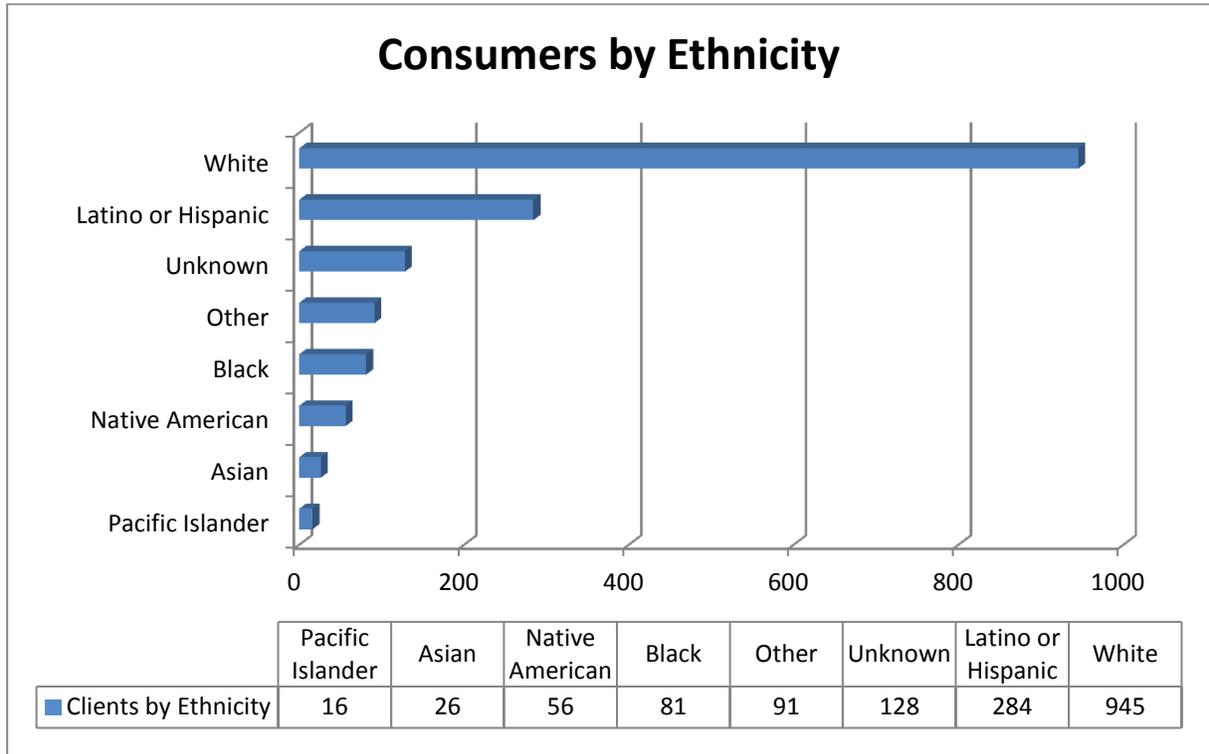
III. Consumer Population by Need

Primary reasons services are sought from Goodwill Industries of the Redwood Empire:

- ✓ Barriers to success as a result of poverty
- ✓ Mental Health--psychological and behavioral disabilities that have seriously impacted one or more life functions
- ✓ Criminal history
- ✓ Physical disabilities
- ✓ Developmental disabilities
- ✓ Other disabilities and disadvantaging conditions

IV. Consumer Population by Ethnicity

The ethnicity of GIRE’s consumer population still closely mirrors that of the communities we serve. The primary populations served by ethnicity are White at 58% and Latino/Hispanic at 17%.



V. Consumer Population by Gender

Historically our programs have tended to serve more women than men and that trend continued this year with women at 55% and men 43%.

VI. Consumer Population by Age

We serve consumers from Transitional Age youth, ages 18 to 24, through Adults over 55, with the majority of our consumers, 57%, between the ages of 20 and 39.

VII. Cost per Person Served

The following information is presented by County.

Sonoma				
Program	Projected Clients Served	Actual Clients Served	Total Expense	Cost per Person Served
SonomaWORKS Employment Services	780	179	\$890,406	\$4,974
SonomaWORKS Community Service	160	209	\$301,582	\$1,443
SonomaWORKS Learning Enhancement	40	45	\$71,509	\$1,589
SonomaWORKS STEP Pilot	24	59	\$95,736	\$1,623
SonomaWORKS Subsidized Employment	0	46	\$121,682	\$2,645
SonomaWORKS Temporary Employment	0	111	\$246,184	\$2,218
Wellness Center	120	110	\$279,080	\$2,537
Interlink Self-Help	150	181	\$338,829	\$1,872
Petaluma Peer Recovery	0	7	\$60,761	\$8,680
In Custody Emp. Trning	300	318	\$8,312	\$26
Co-Op Employment Services	50	58	\$168,501	\$2,905
Situational Assessment	48	56	\$87,126	\$1,556
Work Adjustment	24	46	\$120,598	\$2,622
Supported Employment	10	10	\$22,607	\$2,261
Employment Services	50	36	\$28,835	\$801
Job Coaching	0	3	\$505	\$168
Personal Voc. Social Adj.	4	8	\$1,363	\$170
Employment Works	6	17	\$6,244	\$367
Good Eats Kit.	12	8	\$12,221	\$4,074

Mendocino				
Program	Projected Clients Served	Actual Clients Served	Total Expense	Cost per Person Served
Situational Assessment	12	8	\$4,885	\$611
Work Adjustment	36	11	\$22,866	\$2,079
Supported Employment	6	5	\$4,330	\$866
Employment Services	35	5	\$11,678	\$2,336
Job Coaching	0	7	\$918	\$131
Personal Vocational Social Adjustment	3	8	\$428	\$54
Supported Living Services	5	15	\$45,200	\$3,013
Independent Living Skills	4	1	\$8,477	\$8,477
Career Skills Assessment	6	6	\$5,411	\$902

Lake				
Program	Projected Clients Served	Actual Clients Served	Total Expense	Cost per Person Served
Situational Assessment	6	5	\$5,950	\$670
Supported Employment	6	8	\$10,159	\$1,034
Employment Services	35	25	\$24,661	\$463
Personal Vocational Social Adjustment	5	11	\$5,298	\$105
Career Skills Assessment	18	40	\$9,353	\$127

Napa				
Program	Projected Clients Served	Actual Clients Served	Total Expense	Cost per Person Served
Situational Assessment	12	6	\$9,200	\$1,533
Work Adjustment	36	2	\$7,313	\$3,657
Supported Employment	1	1	\$491	\$491
Personal Vocational Social Adjustment	0	1	\$49	\$49

VIII. Outcome Management by Individual Program

A. SonomaWORKS – Employment Services

Total Served: 179

Effectiveness Measure:

To place 40% of consumers referred for job placement services.

Our contract calls for serving up to 780 referrals. The significant drop in referrals from the County is due to a reduction in applicants, an increase in exemptions, and the reduction of time on aid to 2 years that began January 2013. Applicants are being provided the option to choose school and other supportive services as an alternative to work first. The current emphasis is on family stabilization for SonomaWORKS participants.

Objective met with a 45% placement rate.

Efficiency Measure:

To measure Expense to Revenue Ratio and Cost per client served. Achieve 100% E/R.

Objective met.

Satisfaction Measure:

To achieve an average score of 93% or better for consumers reporting they are satisfied with our services on the Participant Satisfaction Survey.

Objective met with an average score of 99%.

Stakeholder Satisfaction:

To achieve an average score of 92% on the Stakeholder Satisfaction Survey.

Proposal year – no survey conducted.

Service Access:

Measured in the number of working days from the initial contact to first appointment for services – *Days to Access*.

Orientation is scheduled every 2 weeks. Days to access range from 1 to 10 working days. Referral based program with established maximums for fiscal year.

B. SonomaWORKS – Community Service

Total Served: 209

Effectiveness Measures:

1. Prepare 160 Temporary Aid for Needy Families (TANF) recipients to find, obtain and retain employment in a career that is in line with their skills and abilities through placement into community non-profits to assist them in building skills, supports and current work history. Met with 209 recipients.
2. Place 90% of referrals into a training opportunity at a non-profit within 45 days of the program start date. Placement rate met.
3. Achieve a 50 % placement rate for 160 referrals. Achieved a 52%% placement rate.

Efficiency Measure:

To measure Expense to revenue Ratio and Revenue per client served. Achieve a 100% E/R.

Objective met.

Satisfaction Measure:

To achieve an average score of 93% or better on the Participant Satisfaction Survey.

Objective met with 95%

Stakeholder Satisfaction:

To achieve an average score of 92% on the Stakeholder Satisfaction Survey.

Objective met with 92%

Service Access:

Measured in the number of working days from contact to first appointment for services – *Days to Access*.

Orientation is scheduled every 2 weeks. Days to access range from 1 to 15 working days. Referral based program with established maximums for fiscal year.

C. SonomaWORKS – Learning Enhancement and Achievement Program

Total Served: 45

Effectiveness Measures:

To assist up to 100 TANF recipients diagnosed with learning disabilities develop their vocational goals.

Goal not met due to low referrals. All referrals were served. Referrals were low as the number of clients qualifying to receive TANF dropped significantly, affecting the number of persons screened, and ultimately the number tested.

Efficiency Measure:

To measure Expense to Revenue Ratio and Revenue per client served. Achieve a 100% E/R.

Objective met.

Satisfaction Measure:

To achieve an average score of 93% or better on the Participant Satisfaction Survey.

Objective met with 97%.

Efforts were made to encourage the participants to return the surveys, including: looking at how and when the forms were being distributed and using follow-up phone calls to encourage clients to submit the forms.

Stakeholder Satisfaction:

To achieve 92% average or better.

Objective met with 98%.

Service Access:

Measured in the number of working days from contact to first appointment for services- *Days to Access*.

Days to access: 0-10 May vary depending on the testing schedules. Referral based program with established maximums for fiscal year.

D. SonomaWORKS - Subsidized Employment Program

Total Served: 46

Effectiveness Measures:

To assist approximately 28 TANF recipients referred by the County to participate in this wage subsidy program.

Objective met – served 46.

Place 90% of referred participant with 60 days into jobs.

Objective not met at 74% (20 placements at less than 60 days, out of 27 placement-eligible participants). Of those referred a large number were not job ready.

Corrective Action:

Communicate with the referral source that persons with significant barriers are not good candidates for the program. Staff will focus on selling the benefits of the program to the participants to develop greater interest in the process.

Efficiency Measure:

To measure Expense to Revenue Ratio and Revenue per client served. Achieve a 100% E/R.

Objective met.

Satisfaction Measure:

To achieve an average score of 93% or better on the Participant Satisfaction Survey.

Objective met with 96%.

Stakeholder Satisfaction:

Stakeholder satisfaction surveys were not distributed due to active Requests for Proposal. They are unable to respond during a proposal year.

Service Access:

Measured in the number of working days from contact to first appointment.

Days to access 0 to 10 days. Average is 5 days. Referral based program with established maximums for fiscal year.

E. SonomaWORKS - Temporary Employment Program

Total Served = 111

Effectiveness Measure:

To enroll 20 participants, per month, in the program for 30 days of paid employment within Goodwill and the Employment Group consortium with a goal of 100% placement.

98% of referrals were placed.

Objective not met.

Action plan:

Referrals were low due to three factors, 1) program restricted to a small pool of recipients, 2) the program is voluntary and 3) participants were not job ready.

Action plan:

Referrals now open to a greater number of TANF recipients. Increased monitoring of participants placed to assist with issues that may prevent completion of hours.

Satisfaction Measure:

To achieve an average score of 93% or better for consumers reporting they are satisfied with our services on the Participant Satisfaction Survey.

Objective met. Average score of 97%.

Stakeholder Satisfaction:

To achieve an average score of 92% on the Stakeholder Satisfaction Survey.

Objective met. Average score of 96%.

Service Access:

Measured in the number of working days from contact to first appointment.

Days to access from 0 to 10 days. Average is 8 days. Referral based program with established maximums for fiscal year.

F. Wellness and Advocacy Center

Total New Consumers Served: 110

Effectiveness Measures:

Provide a welcoming and safe environment where people can access information and services to assist them with their mental health recovery, enrolling 12 new members monthly.

Objective missed by 34 enrollments.

Action Plan:

Increase community outreach efforts.

Efficiency Measure:

To measure Expense to Revenue Ratio and Revenue per client served. Achieve a 100% E/R.

Objective met with the exception of unbudgeted depreciation.

Satisfaction Measure:

To achieve an average score of 95% or better for consumers reporting they are satisfied with our services on the Participant Satisfaction Survey

Objective met with a Satisfaction rate of 96%.

Stakeholder Satisfaction:

To achieve an average score of 80% on the Stakeholder Satisfaction Survey.

Goal exceeded. An extensive stakeholder focus group was conducted and it was determined that the standard Stakeholder Satisfaction Survey did not meet the needs of this group. The overall response however clearly indicated a very high approval rating of the Wellness Center, the programs and services offered, staff and the recovery work they provide for the community.

Service Access:

Measured in the number of working days from contact to enrollment as a member.

0 to 5 days – Following initial visit to the Center, intake and membership enrollment is completed. Individuals are provided access to the Center until the membership process is completed.

G. Interlink Self-Help Center

Total New Consumers Served: 181

Effectiveness Measures:

To improve the social, vocational, and independent living skills for members by providing a minimum of 40 socialization activities per year.

Provide peer-to-peer support sessions—goal to provide 2,200 annually.

Conduct 3 Peer Counseling Trainings.

Provide 60 MHSA facilitated dual diagnosis groups annually.

All objectives were met or exceeded.

Efficiency Measure:

To measure Expense to Revenue Ratio and Revenue per client served. Achieve a 100% E/R.

Objective met.

Satisfaction Measure:

To achieve an average score of 95% or better for members reporting they are satisfied with our services on the Participant Satisfaction Survey.

Objective met with an average score of 96% of members reporting services would be recommended to others.

The GIRE survey may not be the best tool for Interlink. Review with consumers is recommended with possible development of a new tool. A new tool has yet to be developed.

Stakeholder Satisfaction:

To achieve an average score of 80% on the Stakeholder Satisfaction Survey.

A focus group was held and the feedback was highly favorable and the suggestions will help to make the services even more effective. Again the standard form may not be appropriate for this program.

Service Access:

Measured in the number of working days from contact to first appointment for services -*Days to Access*.

0 to 3 days. Membership applications are handled quickly and individuals are provided access to the center during the determination period.

H. Petaluma Peer Recovery Project

Total New Consumers Served: 21

Effectiveness Measures:

Provide a welcoming and safe environment where people can access information and services to assist them with their mental health recovery.

No goals have been developed for this program at this time.

Efficiency Measure:

To measure Expense to Revenue Ratio and Revenue per client served. Achieve a 100% E/R.

Satisfaction Measure:

To achieve an average score of 95% or better for consumers reporting they are satisfied with our services on the Participant Satisfaction Survey.

Not met. Average score was 84% with 100% of those surveyed stating they would recommend services to others and 75% stating a potential increase in the quality of their lives.

Stakeholder Satisfaction:

To achieve an average score of 80% on the Stakeholder Satisfaction Survey.

Objective not met. Stakeholder satisfaction surveys were not sent out.

Service Access:

Measured in the number of working days from contact to enrollment as a member.

0 to 5 days – Following initial visit to the Center, intake and membership enrollment is completed. Individuals are provided access to the Center until the membership process is completed.

I. Sonoma County Mental Health Co-Op

Total served –60

Effectiveness Measures:

To assist 28 consumers with mental health disabilities to locate, obtain and retain employment in positions that are in line with their skills and abilities.

Objective is 28 placements into unsubsidized employment with 24 consumers maintaining employment a minimum of 90 days.

Objectives not met:

Placements required: 28 Actual: 19

Retention required: 24 Actual: 17

Action plan:

Additional staff time to be devoted to direct job development, sharing with potential employers the benefits of Work Opportunity Tax Credit and On the Job Training funds available. Stress the need to an increase in referrals to the Mental Health Co-Op and utilize the Consumer Liaison to promote services.

Efficiency Measure:

To measure Expense to Revenue Ratio and Revenue per client served. Achieve a 100% E/R.

Objective met with exception of costs that are disallowed under a federal contract.

Satisfaction Measure:

To achieve an average score of 96% or better on the Participant Satisfaction Survey.

Average score 93% for year. Of submitted surveys 100% indicated satisfaction with program; 100% indicated they would recommend the program to others.

Action plan:

Provide Participation Surveys and method of returning same to every client enrolled in the Co-Op.

Stakeholder Satisfaction:

To achieve an average score of 80% on the Stakeholder Satisfaction Survey.

Objective not met – no surveys submitted.

Action plan:

Submit surveys throughout the year.

Service Access:

Measured in the number of working days from initial contact to first appointment for services.

Objective met.

Averaged 5 days from contact to appointment.

J. Situational Assessment – All Counties

Napa = 9 Lake = 5 Mendocino = 5 Sonoma = 56

Effectiveness Measures:

To provide situational assessments, both internally within GIRE and externally in the community, that assists consumers in understanding their skills and abilities and the world of work. Complete 99% of all assessments.

Objective not met –completed 98%.

Efficiency Measure:

To measure Expense to Revenue Ratio and Revenue per client served. Achieve a 100% E/R.

Objective not met. Actual for all counties 104% E/R

Action plan:

Monitor the referral process and balance the use of the program by continuing to cultivate and strengthen relationships and communication with referring counselors.

Satisfaction Measure:

To achieve an average score of 95% or better for consumers reporting they are satisfied with our services on the Participant Satisfaction Survey.

Objective met with an average for all counties of 96% of participants reporting they are satisfied. Our services would be recommended to others = 97%.

Stakeholder Satisfaction:

To achieve an average score of 80% on the Stakeholder Satisfaction Survey.

Objective met with an average score of 93%.

Service Access:

Measured in the number of working days from contact to first appointment for services -*Days to Access*.

Napa	Lake	Mendocino	Sonoma
9	2	4	8

Objective met.

K. Work Adjustment Training

Napa = 2 Lake = 0 Mendocino = 7 Sonoma = 46

Effectiveness Measures:

To provide real work experience within GIRE that assists consumers in understanding the world of work, their strengths and preferences. 90% of all WAT referrals will complete the program.

Objective not met in all applicable counties. Completion rate was 84%.

Action plan:

None at this time as the completion rate was adversely impacted by circumstances beyond the control of the program; participants having to leave for health related reasons, counselors ending participation for unrelated reasons and one became employed.

Efficiency Measure:

To measure Expense to Revenue Ratio and Revenue per client served.
Achieve a 100% E/R.

Objective exceeded with a 70% E/R.

Satisfaction Measure:

To achieve an average score of 95% or better for consumers reporting they are satisfied with our services on the Participant Satisfaction Survey.

Objective nearly met with an average for all counties of 94% of participants reporting they are satisfied. Our services would be recommended to others by 100%.

Stakeholder Satisfaction:

To achieve an average score of 80% on the Stakeholder Satisfaction Survey.

Objective met with an average score of 95%.

Service Access:

Measured in the number of working days from contact to first appointment for services -*Days to Access*.

Days to access in all counties are within acceptable limits.
There was no Work Adjustment Training in Lake County.

Napa	Lake	Mendocino	Sonoma
9	N/A	4	11

L. Supported Employment

Napa = 1 Lake = 2 Mendocino = 2 Sonoma = 9

Includes all elements--Intake, Placement and Job Coaching.

Effectiveness Measures:

Assist consumers with finding, obtaining and retaining competitive employment in the career of their choice. 40% of consumers accepted for employment services will be placed within 1 year of referral.

Objective not met.

Action plan:

Improve placement through intensive job development, use of Work Opportunity Tax Credit (WOTC) and On the Job (OJT) incentives. Use greater discretion in accepting referrals for placement taking care to allow for the level of job development required. Garner more information about job readiness through requests for Situational Assessment and WAT reports before accepting for placement activities.

Overall performance in this program improved this year.

Efficiency Measure:

To measure Expense to Revenue Ratio and Revenue per client served. Achieve a 100% E/R.

Objective not met in Napa, Lake and Mendocino. 116% E/R

Action plan:

Improve placement through intensive job development, use of Work Opportunity Tax Credit (WOTC) and On the Job (OJT) incentives. Use greater discretion in accepting referrals for placement taking care to allow for the level of job development required. Garner more information about job readiness through requests for Situational Assessment and WAT reports before accepting for placement activities.

Consider closing the program if unable to improve.

Satisfaction Measure:

To achieve an average score of 95% or better for consumers reporting they are satisfied with our services on the Participant Satisfaction Survey.

Objective met with an average for all counties of 100% of members reporting they are satisfied. Our services would be recommended to others by 100%, and 91% reported a potential increase in the quality of their lives.

Stakeholder Satisfaction:

To achieve an average score of 80% on the Stakeholder Satisfaction Survey.

No surveys received.

Service Access:

Measured in the number of working days from contact to first appointment for services -*Days to Access*.

Napa	Lake	Mendocino	Sonoma
N/A	6	5	6

Days to access are within acceptable limits.

Note: There is only one long-term follow-along consumer in Napa and the Sonoma County Job Coach now facilitates services.

M. Employment Services- (Ready To Work)

Napa = N/A Lake = 25 Mendocino = 15 Sonoma = 36

Effectiveness Measures:

Assist consumers with finding, obtaining and retaining competitive employment in the career of their choice. 50% of consumers accepted for employment services will be placed in competitive employment in the career of their choosing.

Objective not met.

Action plan:

Improve placement through intensive job development, use of WOTC and OJT incentives. Use greater discretion in accepting referrals for placement. Garner more information about job readiness through requests for Situational Assessment and WAT before placement activities. Consider closing the program if unable to improve.

Efficiency Measure:

To measure Expense to Revenue Ratio and Revenue per client served. Achieve a 100% E/R.

Objective not met in any of the counties.

Action plan:

Improve placement through intensive job development, use of WOTC and OJT incentives. Use greater discretion in accepting referrals for placement. Garner more information about job readiness through requests for Situational Assessment and WAT before placement activities. Consider closing the program if unable to improve.

Satisfaction Measure:

To achieve an average score of 95% or better for consumers reporting they are satisfied with our services on the Participant Satisfaction Survey.

Objective met with 100% of participants reporting they are satisfied. Our services would be recommended to others by 94%.

Stakeholder Satisfaction:

To achieve an average score of 80% on the Stakeholder Satisfaction Survey.

Objective met with an average score of 93%.

Service Access:

Measured in the number of working days from contact to first appointment for services -*Days to Access*.

Napa	Lake	Mendocino	Sonoma
N/A	2	3	0

Days to access are within acceptable limits.

Note: Employment Services are not offered in Napa.

N. Job Coaching

Napa = N/A Lake = 3 Mendocino = 1 Sonoma = 2

Effectiveness Measures:

To provide one on one coaching on the job that assists consumers in learning their new job duties and adjusting to the world of work. 90% of all referrals will complete 90 days on the job.

Objective met in all counties where conducted.

Efficiency Measure:

To measure Expense to Revenue Ratio and cost per client served. Achieve a 100% E/R.

Objective met.

Satisfaction Measure:

To achieve an average score of 95% or better for consumers reporting they are satisfied with our services on the Participant Satisfaction Survey.

Not individually evaluated. The program is maintained in our menu of services to meet referral agencies occasional needs.

Stakeholder Satisfaction:

To achieve an average score of 80% on the Stakeholder Satisfaction Survey.

Program not surveyed.

Service Access:

Measured in the number of working days from contact to first appointment for services -*Days to Access*.

Note: Job coaching not offered in Napa.

Napa	Lake	Mendocino	Sonoma
N/A	0	0	2

O. Personal Vocational Social Adjustment

Napa = 0 Lake = 5 Mendocino = 4 Sonoma = 7

Effectiveness Measures:

To provide one-on-one coaching to consumers to help them improve a personal or vocational habit or behavior that is impacting their ability to obtain a job or is putting their employment at risk. 90% will successfully complete the program successfully by making progress.

Objective met in all counties.

Efficiency Measure:

To measure Expense to Revenue Ratio and Revenue per client served. Achieve a 100% E/R.

Objective not met.

Action plan: Monitor referral process and balance the use of the program through better communication with referring counselors. If referrals don't improve the programs should be deemed unnecessary and considered for closure.

Satisfaction Measure: To achieve an average score of 95% or better for consumers reporting they are satisfied with our services on the Participant Satisfaction Survey.

Objective met with an average for all counties of 100% of consumers reporting they are satisfied.

Stakeholder Satisfaction:

To achieve an average score of 80% on the Stakeholder Satisfaction Survey.

Objective met with an average score of 100%.
Surveyed as a group with DOR, please see earlier information.

Service Access:

Measured in the number of working days from contact to first appointment for services -*Days to Access*.

Napa	Lake	Mendocino	Sonoma
8	9	4	5

P. Career Skills Assessment Group—Lake and Mendocino only

Napa = N/A Lake = 23 Mendocino = 22 Sonoma = N/A

Effectiveness Measures:

A 3-day career exploration and assessment program that explores the consumer’s interests, skills and experience and helps determine their job readiness. 90% of all referrals will complete the program.

Objective met.

Efficiency Measure:

To measure Expense to Revenue Ratio and cost per client served. Achieve a 100% E/R.

Objective met.

Satisfaction Measure:

To achieve an average score of 95% or better for consumers reporting they are satisfied with our services on the Participant Satisfaction Survey.

Objective met with an average of 96% of members reporting they are satisfied.

Stakeholder Satisfaction:

To achieve an average score of 80% on the Stakeholder Satisfaction Survey.

Objective met.

Surveyed as a group with DOR.

Service Access:

Measured in the number of working days from contact to first appointment for services - *Days to Access*.

All consumers wishing to participate in the class were accepted with no waiting list required. Days to access within normal limits.

Napa	Lake	Mendocino	Sonoma
8	2	6	8

Q. Supported Living Services--Mendocino County only

Effectiveness Measures:

To provide one-on-one support to the daily living activities of 5 to 10 consumers in their homes and in the community.

Objective met.

Efficiency Measure:

To measure Expense to Revenue Ratio and Revenue per client served. Achieve a 100% E/R.

Objective met.

Satisfaction Measure:

To achieve an average score of 95% or better for consumers reporting they are satisfied with our services on the Participant Satisfaction Survey.

Objective met with an average score of 96%.

Stakeholder Satisfaction:

To achieve an average score of 80% on the Stakeholder Satisfaction Survey.

No surveys received.

Service Access:

Measured in the number of working days from contact to first appointment for services -*Days to Access*.

4 days –within acceptable limits.

R. Independent Living Skills – Mendocino County Only

Effectiveness Measures:

To provide one-on-one time limited training in a variety of daily living activities with 3 to 5 consumers in their homes and in the community.

Objective met.

Efficiency Measure:

To measure Expense to Revenue Ratio and Revenue per client served. Achieve a 100% E/R.

Objective not met.

Action plan:

Manage the scheduling of staff with greater care.

Satisfaction Measure:

To achieve an average score of 95% or better for consumers reporting they are satisfied with our services on the Participant Satisfaction Survey.

No surveys received.

Action plan: Survey to be included with the annual renewal and a stamped envelope provided for returning it. Will be part of the Coordinator's goals for next year.

Stakeholder Satisfaction:

To achieve an average score of 80% on the Stakeholder Satisfaction Survey.

No surveys received.

Action plan: Survey to be included with the annual renewal and a stamped envelope provided for returning it. Will be part of the Coordinator's goals for next year.

Service Access:

Measured in the number of working days from contact to first appointment for services -*Days to Access*.

7 days – within acceptable limits.

IX. Consumer and Stakeholder Satisfaction

Goodwill - Redwood Empire has developed a satisfaction questionnaire/survey to help us determine if we are performing to the satisfaction of those we serve and the agencies that refer to us.

All programs are required to distribute the survey in a timely manner either periodically during services or at the end of services. The survey is given to the consumer with an envelope addressed to the Program Analyst at our main facility to assure that the consumer feels secure in expressing their opinions. Staff is encouraged to distribute the survey before the participant exits to better control the return of the survey. We have found that the return rate for surveys drops considerably once consumers have exited services.

Annually we mail our Stakeholder Survey and we also distribute it when we hold focus groups. The information is used to improve communication and program function to better meet the requirements of our referring agencies and facilitate consumer needs.

Overall the satisfaction in all of the programs is very high. When a problem is brought to our attention we move quickly to investigate and resolve it.

Results of our satisfaction surveys are shared with the Board of Directors, staff, agency leadership, consumers, stakeholders and the community annually through this report.

X. Extenuating Circumstances and Observations

The economic circumstances of the past six years have had an impact on our ability to move people into unsubsidized employment. However, for the second year in a row we saw a slight upturn in employment opportunities for our participants.

Economic forecasts are signaling a continued recovery and we are cautiously optimistic about the coming year.

Again, the majority of those who found employment faced fewer or less serious barriers to employment, had a more recent work history, the ability to work evenings and weekends and a willingness to accept part time hours. The greater the barriers to employment, especially criminal history, multiple disabilities, inability to accept varied schedules, transportation issues, and lack of current work history were commonalities shared by those unable to obtain employment.

This past year we provided essential services that aided thousands of families and helped hundreds of individuals find jobs and return to work. The challenging times to come, and the prosperous times we know will return, will be met with the same determination to build programs and services that change lives through the dignity and power of work.