

COR ENTERPRISES' PROGRAM EVALUATION REPORT FY 2012-2013

Each year, COR sets specific goals, or outcomes, that we try to achieve in each of our program service areas. These goals are reviewed at a 6-month interval and again at the end of the fiscal year. We look to see if we have accomplished what we planned and then evaluate and analyze the data we have collected in order to improve our services. We try to identify trends that may be occurring and decide whether to continue with the same outcomes or make changes. These outcomes guide our management staff in making decisions as it relates to personnel or staffing issues, resources needed and overall planning for our entire program.

In addition, we collect information throughout the year on stakeholder satisfaction that is reviewed as part of our Quality Assurance program. The person receiving services, as well as their team members evaluate our services in a variety of areas. Concerns are followed up on and suggestions for improvement are discussed at the quarterly Quality Assurance meeting. A quarterly graph is prepared as well as a year-end graph identifying any trends that need to be addressed. (see QA report)

Below, each of our service areas is identified with the expectations that we had for each objective and the actual outcome that we achieved.

Organizational Employment Services

For facility-based clients in the Document Management Services department and Active Choices, the expectation is \$40,000 in total wages paid to clients. We fell far short of this goal and only reached \$35,790. This is slightly less than the previous year, which was \$37,011. The in house sales and wages paid to clients have been fairly consistent over the past few years. COR continues to try and market our services to increase work for our facility clients. Recently, there is an emphasis with the DD funded clients to develop community employment for those individuals who want to work in the community. Job discovery hours will be identified and implemented over the next few years to assist in this process of moving more people out of the facility. During this time, we will keep the expectation the same for next year regarding wages for clients in the facility.

For woodshop the expectation was \$20,000 and the actual wages were \$19,450. This is up significantly from last year which was \$11,607. The woodshop was not fully operating the previous year and this number is consistent with wages paid to clients in other years. Sales are now steady again and we will continue this expectation for next year.

For night janitorial, we have an expectation of \$110,000 for total wages paid to all the workers. We exceeded this with \$115,866 in wages paid, which is higher than the previous year which was \$106,280. Although some of this is due to the minimum wage increase, COR continues to pursue more janitorial contracts and has a full time janitorial manager now in place. There has been a lot of turn-over with staff and contracts over the last year, so we will keep our expectation the same for next year and will increase our expectation if contracts and wages remain constant or increase again.

For Federal Building clients the expectation is for average earnings per pay period per person to reach \$600.00 or greater. We were very close in meeting this by reaching \$598.45 per pay period per person. There were many changes with the Federal Building over the last year. The crew is now finished at the Battin building as this contract is now over with the addition of the new courthouse. A few of the workers moved from the Battin Federal Building to the new courthouse, some workers went back to night janitorial and some are waiting for community employment. The new building is significantly smaller in size and the shifts of the workers vary in this new building. Therefore, this expectation should be revised. Currently, this contract is being completed under an extension and a new contract is pending. Once this contract is received, COR will develop a new expectation that is appropriate for services in this department.

The satisfaction of our stakeholders continues to be measured through the Quality Assurance Program. (See Quality Assurance Procedures and Reports).

Community Employment Services

Our Employment Specialists (ES) work with a wide variety of individuals with a multitude of needs. During this last year the CGC department lost two staff, one to termination and the other for personal reasons. We had two staff out for maternity leave and one who was involved in an auto accident which required multiple surgeries. All in all it was an interesting year and staff must be commended for their stepping up and covering caseloads to keep the department moving forward and our clients and funding sources happy. There were also a significant number of turnovers in the Vocational Rehabilitation office which added to the struggle of maintaining referrals and learning the style of the new counselors. CGC staff currently stands at five Employment Specialists and our Vocational Evaluator. Referrals in our Bozeman office picked up considerably during the year and the decision was made to hire another part-time individual to handle the overload. In July we hired Jessica Wilson who will be working mainly with the veterans referred to the Bozeman office as well as community assessments through Vocational Rehabilitation. All of our ES's manage a caseload of direct placement (no job coaching needed) and transitional (short-term job coaching required), Community Based Assessments, and our long-term Extended Employment (EE) and Developmentally Disabled (DD) supported employment clients. We continue finding that the majority of the individuals our community ES staff work with require more one-on-one services due to the significance of their disabilities, criminal backgrounds or attitudes.

Expectations for the 2012-13 fiscal year were as follow:

- 130 new referrals
- 120 placed into community jobs (Status 22)
- 90 maintaining their employment and being closed successfully (Status 26)
- maintain a 25% or less dropout rate from services
- maintain a 4.0 month or less timeframe from referral for services to placement in a job

What we actually achieved this past year:

- 95 new referrals (73% of expectation). In addition we worked with 116 individuals whose services carried over from FY 11-12.
- 83 individuals were placed into community employment Status 22 (69% of expectation)
- 66 closed successfully after 90 days of employment (73% of expectation)
- 13 clients dropped out of services for a 6% dropout rate
- 4.4 months on the average from referral to placement

Although we did not reach all our expected goals we will not be making any changes at this time. With staffing changes and referrals being a bit lower than expected the final results were impacted. We find the trend is continuing of individuals referred for services having poor work history, a lack of motivation, and often some significant issues on their criminal background records. Staff is commended for their efforts and diligence in helping many individuals return to the work force.

The individuals served in our EE/DD supported employment program are referred to us from the COR facility or from the Extended Employment waiting list and require long-term supports using Developmental Disability (DD) funding or Extended Employment (EE) funding. Our goal in this area was to have:

- 15 new referrals
- 12 placed into jobs (Status 22)
- 10 successful closures (Status 26)
- A 4 month or less timeframe

We actually achieved:

- 13 new referrals (87% of expectation); 12 individuals carried over from last FY.
- 15 placements (125% of expectation)
- 12 closures (120% of expectation)
- 5.1 month timeframe

Individuals requiring long-term supports are usually the most difficult individuals to assist with employment and, again, staff is to be strongly commended. Expectations for the 2013-14 fiscal year will remain the same for this area.

Rural Area Report

Due to turnover during the year there were three different Vocational Rehabilitation counselors assuming duties on the Crow Reservation. This area has an extremely high unemployment rate and Helen Duffey is to be commended for her efforts in maintaining a high placement and closure rate for this area. Helen seems to have the ability to find work opportunities for referrals where there seemingly aren't any. She has built a good rapport with both the tribe and varying departments within the tribe. This is the first year we have tracked information for this

department. We expected 7 new referrals and obtained 18 along with 6 individuals in services last FY who carried over. We expected 5 job placements and obtained 10 (200%). Successful closure after 90 days of employment was expected to reach 5 and we obtained that goal for 100%. The timeframe expectation was 6 months or less and Helen achieved a 3.9 month timeframe. Referrals to this department continue to be strong and we will monitor and adjust expectations accordingly should they continue.

Bozeman Office

This is also the first year we have tracked all the information pertaining to referrals and placements in the Bozeman area. This office works with both Vocational Rehabilitation and Veteran's Administration referrals. Our staff works part time and with the number of individuals referred during the year we had to hire another part time staff to assist. We had 30 referrals from Vocational Rehabilitation (twice our expectation); 15 referrals from the Veterans Administration (three times expected); and had 18 individuals who were in services last year carry over to this FY. Of those, 9 were placed (90% of expectation) and 6 successfully closed (60% of expectation) with a 4.2 month timeframe. We had three referrals from the Bozeman office for vocational evaluations through the Billings office and have been talking with the counselors about referring clients to the Community Based Assessment program which they have not done before. The additional part time staff we recently hired will concentrate on the VA extended evaluations and VR CBA's should we get this program going. Expectations will remain the same for the 2013-14 FY.

Community Based Assessments

This area includes individuals referred for short-term community work trials and is an excellent service to assess if an individual has the skills and requirements to be successful in a competitive community job. We always hope that every referral will enter and complete the program but find this is not the case. This year we had a total of 65 individuals complete their CBA's and move on to another area of service for a 57% success rate. Our goal is to have individuals who succeed and move on to other services participate in the program for three months or less and those who show us they are not ready for competitive community employment participates for less than two months. We achieved both of these goals with successful at 0.8 months and unsuccessful at 0.4 months. Our funding source normally allows 60 hours for a community assessment which works out to a three week period at 20 hours per week. This may vary with the severity of the disability and individual needs. We had a number of individuals start the program and drop out after one to a few shifts. Some find that the responsibility of showing up consistently for a job and doing the expected work is just not for them. The use of community assessments is a good tool and can save considerable time and state funds if an individual proves to be unready or unwilling to work.

In-house Job Readiness Training

This program is designed for individuals we feel could benefit from a more structured and supervised assessment program. Individuals who may be new to the workforce, have some pretty significant behavioral or mental health issues, or are uncertain of their ability to work due to physical issues are referred to this program. We noticed a significant drop in overall referrals as we obtained 14 new referrals and had 4 who were already in the program. Of these 18 we had 11 successfully complete the program and move onto job placement services for a 61% success rate. We had to terminate a number of individuals due to theft from our contracts, others for abusing drugs, and others who decided not to continue with the program. Referrals can be to our evening janitorial department as well as to Document Management Services and our woodshop. The average number of months in the program for a person receiving a program benefit was 1.5 months with our goal being 2.5 months or less. For persons not receiving a benefit the average was 0.6 months, which is within our goal of two months or less. We feel this type of an assessment is also very beneficial and gives both us and the vocational counselors useful information about an individual's needs.

Vocational Evaluation Services

Jennifer Schilling spent her first full year as our vocational evaluator. Jennifer has done an excellent job with the clients, evaluations, and report writing. She worked with 47 individuals and completed 35 evaluations. She had 8 individuals who either began the evaluation and did not finish or did not show up at all. Jennifer was able to complete her reports and get them submitted to the funding source in 11.6 days. Our expectation has always been 10 days and this is the closest we have come to meeting that timeframe in some time. Jennifer had referrals from our local VR office, the Bozeman VR office, and from private Worker Comp insurance offices. She runs a very efficient department and is to be commended for her efforts. Jennifer tracked how much time she spent testing and writing the reports and found that she spends a considerable amount of time which is not compensated by our funding sources. She is given a flat rate for an evaluation and report of 26 hours at \$52.46 per hour. At the end of FY 2012-13 she had recorded 117.5 additional hours for a total of \$6,164.05 in uncompensated time. We plan on addressing this issue with our funding sources. We have been told in the past to offer tests that will fit into the timeframe but feel we could obtain some beneficial information if we had a bit more time to work with individuals, especially those who tend to be quite slow during the testing process.

Supported Living Services

COR's supported living program continued to grow during the 2012-2013 fiscal year. Referrals for this program come from the State of Montana Developmental Disabilities Program and from Home and Community Based Services. The purpose of supported living services is to assist persons with disabilities to live as independently as possible in the community. Our goal to assist persons in the program complete 90% of their plan objectives were successfully achieved. In addition, we have an expectation that the average rating of independence for persons in the program will be a 2 or greater, as rated on the SL Quality Checkup form. This goal was achieved and the expectation will remain the same.

Personal/Social

In the Active Choices area, we had a goal to participate in 48 community outings throughout the year. We met this goal by participating in at least 48 outings; some outings were events that we participated in several times. These are reported every quarter to the case managers in a quarterly review. Active Choices tries to participate in at least 1 outing a week. Expectations will remain the same for next year.

Another expectation was to have 3 guest speakers over the year to provide in-services to our clients on different topics. We met this goal with exactly 3 guest speaker. This will remain the same for next year.