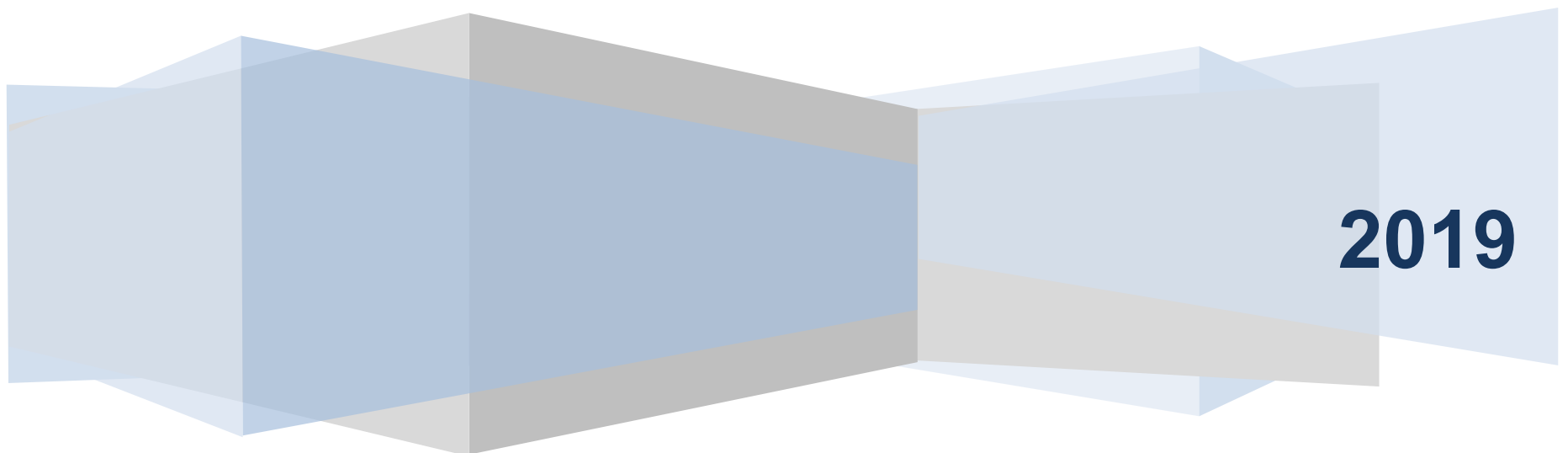




## OUTCOMES MEASUREMENT REPORT (Jan. 1st, 2019 – Dec. 31, 2019)



## Goodwill Industries of South Central California: 2019 Outcomes Measurement Report

### Executive Summary:

The foundation of Goodwill's mission is the fundamental belief that people want to work to provide a better life for themselves and their families. Slogans such as "We Believe in the Power of Work" and "A Hand-Up, Not a Hand-Out" were created as a communication tool to help the public understand that Goodwill supports an individual's right to work and prosper regardless of his/her barrier to employment.

This report will focus solely on the GISCC's work through the mission services department. Goodwill increases its value to the community by expanding services to those outside of Goodwill who also need assistance in increasing their employment skill set. In 2018 Mission Services completed their first full year providing services in Visalia. Demand from DOR has been increasing however they have not raised their payment rates since 2009, which has prevented further growth in this area.

Goodwill's Mission Service Departments primary focus in 2020 will continue to be "assessment & employment". The following report analyzes how well Goodwill delivered its mission services to the individuals it served throughout the year. This is not expected to change until after the main part of the California Minimum Wage Act is completed in 2022.

### Introduction:

In 2013, Goodwill closed the downtown Bakersfield store and training center. To continue its goal of providing public services GISCC started to provide services to the State of California's Department of Rehabilitation (DOR). The Mission Services department takes referrals from several DOR case workers and provides two primary services: Job Placements and Situational Assessments. Job Placements are working with participants to identify skillsets and match them with potential employers. The Mission Services staff identifies barriers, talks through options, works with potential employers, then advises the participants through the application process and provides direction through the first 90 days of the job. For Situational Assessments, participants are observed at worksites (including utilizing Goodwill's own stores) and then staff either recommends them to move to the Job Placement pipeline or move to more intensive services. There is a more intensive type of Situational Assessment called a Trial Work Experience which is longer and involves working through a previously known barrier. These types of assessments will not be analyzed because they are rare and GISCC did not perform a Trial Work Experience in 2019.

| EXTERNAL MISSION SERVICES (EMS)       |          |          |          |          |          |
|---------------------------------------|----------|----------|----------|----------|----------|
| DOR Services                          | Q1       | Q2       | Q3       | Q4       | 2019     |
| Client Community Placements (#)       | 5        | 14       | 14       | 23       | 56       |
| -Avg. Wage (\$/yr)                    | \$14,560 | \$25,040 | \$27,364 | \$16,200 | \$21,054 |
| -Avg. Hours (#/wk)                    | 23.3     | 28.6     | 34.9     | 24.7     | 28.1     |
| -90 Day Retention (%)                 | 37.2%    | 50.0%    | 52.2%    | 53.3%    | 48.2%    |
| Situational Assessments Performed (#) | 8        | 5        | 4        | 10       | 27       |
| Trial Work Experience Performed (#)   | 0        | 0        | 0        | 0        | 0        |

## Goodwill Industries of South Central California: 2019 Outcomes Measurement Report

| Client Community Placement Services |   |   |   |  |
|-------------------------------------|---|---|---|--|
| Quality Indicators                  | Measures  | 2018 Results  | 2019 Results  | Influencing Factors & Comments   |
| Effectiveness                       | I. Number of Placements   | I. 51   | I. 56   | Placements increased 2019. This is due to several factors including a healthy retail economy and the addition of an additional Mission Services employee.  |
| Efficiency                          | I. Average Length of time from intake to placement<br>II. Average Hours per week of placement<br>III. Average annual salary<br>IV. 90 Day Retention (%) | I. 184 days<br>II. 27.7<br>III. \$15,982<br>IV. 58.8% | I. 158 days<br>II. 28.1<br>III. \$21,054<br>IV. 48.2% | This is the 2 <sup>nd</sup> year that the department is tracking days from intake to placement. Average annual salary increased due to some large dollar placements for clients with bachelor's or master's degrees. |
| Satisfaction of Person Served       | I. % of respondents with favorable view on 1-5 scale<br>II. % of respondents that would recommend that would recommend services                         | I. 55.6%<br>II. 77.7%                                 | I. 80.0%<br>II. 80.0%                                 | Although we had higher survey results, we struggled to collect an adequate number of surveys, only 5 were returned for 56 placements.  |
| Satisfaction of Stakeholders (DOR)  | I. % of respondents with favorable view on 1-5 scale  | I. 100.0%   | I. 100.0%   | DOR continued to be satisfied with our performance as a vendor.  |

**Summary:** DOR raised rates for the first time in 10 years in July 2019. In response to this, an extra employee was added to the Mission Services to perform situational assessments. This freed up our Visalia based job placement specialist to take on more cases. Also, there were internal issues in the Kern County in the 3<sup>rd</sup> Quarter which led to a drop in referrals. Those issues seemed to be resolved in the 4<sup>th</sup> quarter.

**Areas in Need of Improvement:** Staff is still struggling with receiving responses to our survey, the department was able to obtain only 5 surveys out of 56 placements (8.9%). Retention is also a low spot, however this is indicative of the low skill labor market since passage of the minimum wage act. Researchers at the University of Washington have theorized that the \$15 minimum wage has helped middle skilled workers with extra income but has reduced available hours for lower skilled workers.

## Goodwill Industries of South Central California: 2019 Outcomes Measurement Report

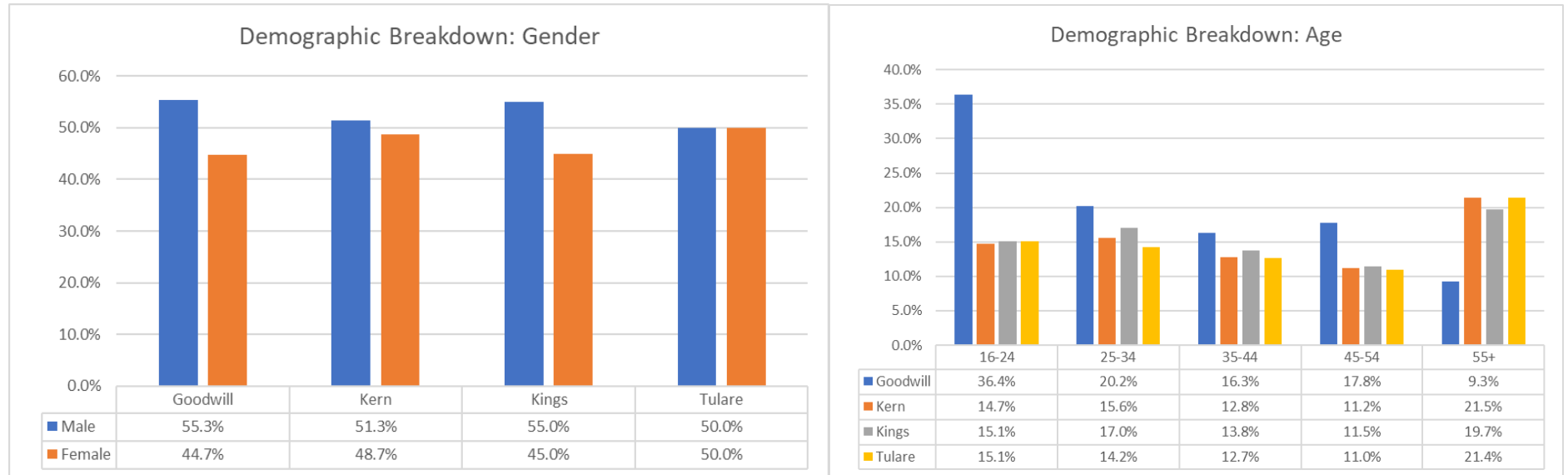
| Situational Assessments            |   |                       |                        |   |
|------------------------------------|---|-----------------------|------------------------|---|
| Quality Indicators                 | Measures  | 2018 Results          | 2019 Results           | Influencing Factors & Comments  |
| Effectiveness                      | I. Number of Assessments  | I. 63                 | I. 27                  | Assessments were down significantly in 2019 due to internal issues at the DOR office. These issues have been resolved and ESA's have started again.                                       |
| Efficiency                         | I. Timeliness of completion of assessment (intake to submittal).  | I. 17 days            | I. 6.2 days            | The mission services exceeded the 2019 goal of 14 days. 6 days from intake to submittal is acceptable internally and for DOR.   |
| Satisfaction of Person Served      | I. % of respondents with favorable view on 1-5 scale<br>II. % of respondents that would recommend that would recommend services | I. 55.6%<br>II. 77.7% | I. 100.0%<br>II. 90.9% | This is the first year where ESA's have a separate satisfaction survey. We received 11 surveys for 27 assessments (40.7%).  |
| Satisfaction of Stakeholders (DOR) | I. % of respondents with favorable view on 1-5 scale  | I. 100.0%             | I. 100.0%              | These satisfaction surveys are combined with the surveys in the placement areas. These will be combined going forward as DOR counselors refer both placement and assessment participants. |

**Summary:** The overall assessments were down due to decreasing the department head count from 3 in 2018 to 2 for most of 2019. There were also internal issues at the Kern County DOR Office. The Office went through two management changes in 2019. With the help of our employment specialist, it looks like these issues have been resolved. ESA referrals started to increase in Q4.

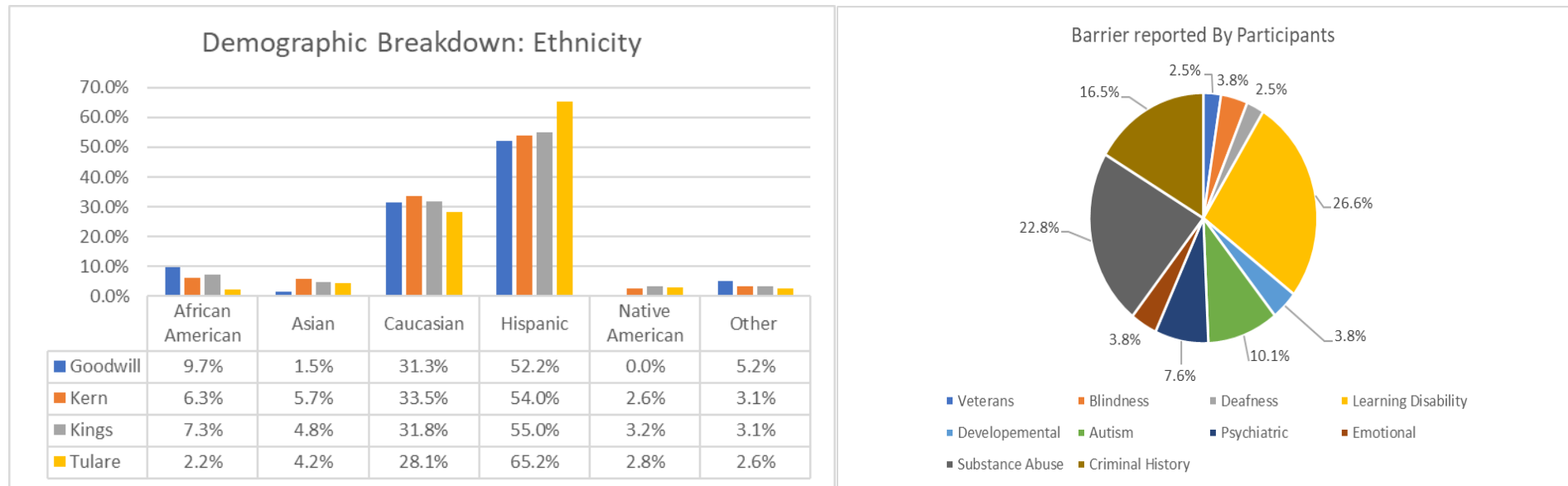
**Areas in Need of Improvement:** The overall number of ESA's need to increase back to 2018 levels. With the recent hiring of an ESA specialist in the northern territory we are already starting to increase the number of ESA's performed. Staff has seen an increase in ESA requests in Kern County. Senior Administration is monitoring the situation and if there is consistent demand will explore the hiring of an additional ESA specialist.

## Goodwill Industries of South Central California: 2019 Outcomes Measurement Report

### Service Access:



\*Note: Kern County, Kings County, and Tulare County demographic information obtained from latest U.S. Census Bureau figures.



## Goodwill Industries of South Central California: 2019 Outcomes Measurement Report

### Summary:

-Gender breakdowns trend heavily towards men. Although the 3 counties that we serve have more men than women, our data skews above those averages. Since services are provided to referred participants, Mission Services cannot change any of our procedures to address this imbalance. In 2019, staff requested a response on this issue. DOR stated that they do not consider it to be an issue, but they do not currently analyze gender results.

-Age breakdowns tend to be younger than the demographic averages, while this may be view as skewed, it follows unemployment rates. Unemployment rates are generally higher for those on the younger end of the spectrum, fall over time, and then increase for those 55+. Our participant breakdown follows this trend.

-Race & Ethnicity Breakdowns generally follow the breakdowns in each of the counties we serve.

**Areas in Need of Improvement:** Overtime, staff with specific training needs to be added to address clients with specific barriers such as substance abuse or a criminal background.

### **V. Other Services:**

TIL Program: The TIL program is a post-secondary educational experience for adults who have developmental/intellectual disabilities. The program provides instruction, training, and support and career skills necessary for students to live a productive and normalized lifestyle. Through regular employment and a Chevron grant funded program, Goodwill employs several TIL students who are a valuable part of the Taft team. Through employees and community service participants (CSP's), GISCC helped 18 people through this program.

Community Services Participants (CSP): GISCC provided opportunities for 139 community service participants in 2019. CSP's are referred to Goodwill from numerous agencies and court ordered services.

### **VI. Conclusion:**

In 2020, GISCC will continue to focus on refinement of existing services in addition to better record keeping regarding statistics and satisfaction surveys. Any expansion of the program will be incremental. Currently, senior administration is monitoring demand from the Kern County DOR office to evaluate if an ESA specialist should be added.