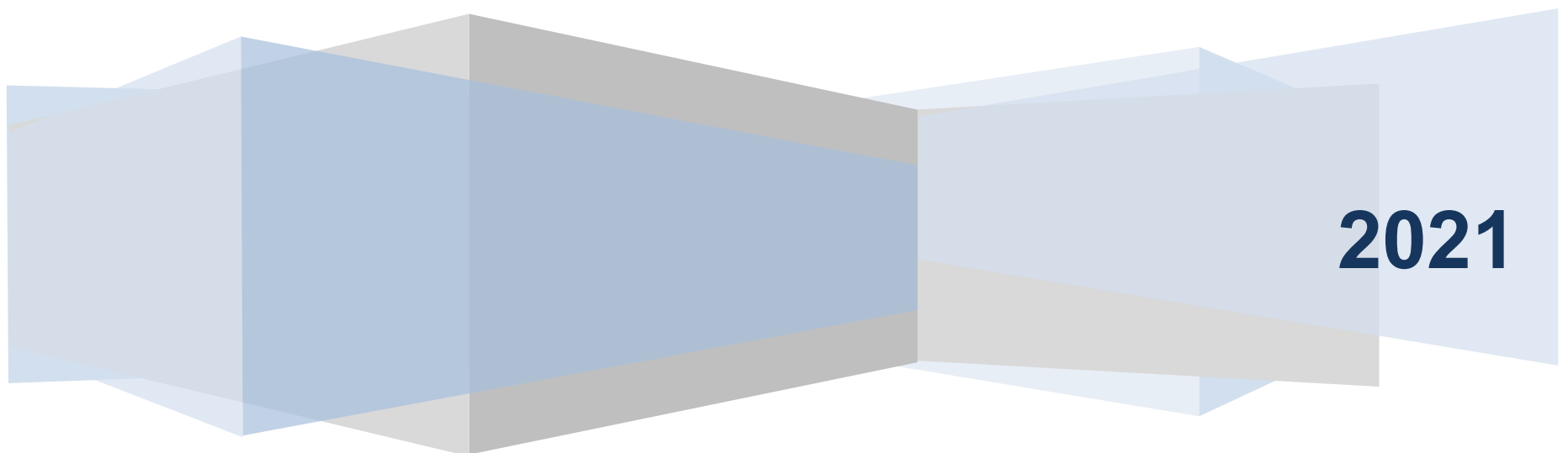




## OUTCOMES MEASUREMENT REPORT (Jan. 1st, 2021 – Dec. 31, 2021)



## Goodwill Industries of South Central California: 2021 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 their 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. In 2021, meeting with clients remained primarily in the virtual space as delta and omicron strains of the coronavirus were present. Also, DOR staff worked from home which caused inefficiencies in sourcing participants.

Goodwill's Mission Service Departments primary focus in 2022 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 2021.

EXTERNAL MISSION SERVICES (EMS)					
DOR Services	Q1	Q2	Q3	Q4	2021
Client Community Placements (#)	7	12	12	7	38
-Avg. Wage (\$/yr)	\$14,683	\$27,063	\$27,163	\$29,529	\$25,268
-Avg. Hours (#/wk)	15.0	35.9	35.7	30.5	31.0
-90 Day Retention (%)	66.7%	27.8%	88.9%	49.4%	58.2%
Situational Assessments Performed (#)	6	8	9	5	28
Trial Work Experience Performed (#)	0	0	0	0	0

## Goodwill Industries of South Central California: 2021 Outcomes Measurement Report

Client Community Placement Services				
Quality Indicators	Measures	2020 Results	2021 Results	Influencing Factors & Comments
Effectiveness	I. Number of Placements	I. 28	I. 38	Placements increased in 2021 as the economy recovered from coronavirus related closures. Despite increases in openings, many participants were apprehensive to entering the workforce given the pandemic.
Efficiency	I. Average Length of time from intake to placement II. Average Hours per week of placement III. Average annual salary IV. 90 Day Retention (%)	I. 250 days II. 25.9 III. 18,550 IV. 45.6%	I. 186 days II. 31.0 III. \$25,268 IV. 58.2%	There was a reduction in time from intake to placement. The current Mission Services team has been in place for a couple of years, and they are making improvements to efficiency. Average hours, average salary, and retention were all up. Staff feels this is reflective of a tight labor market.
Satisfaction of Person Served	I. % of respondents with favorable view on 1-5 scale II. % of respondents that would recommend that would recommend services	I. 100.0% II. 100.0%	I. 100.0% II. 100.0%	We received 10 surveys back for placements for a 26.3% response rate. Feedback was overwhelmingly positive. On a 1-5 scale no score was lower than a 4.
Satisfaction of Stakeholders (DOR)	I. % of respondents with favorable view on 1-5 scale	I. 100.0%	I. 100.0%	DOR continues to be satisfied with our performance as a vendor.

**Summary:** The overall number of cases was up as the economy opened up. Persistent coronavirus concerns contributed to holding back some growth. Participants unease about joining the workforce can vary based on different covid-variant surges.

**Areas in Need of Improvement:** The overall number of job placements needs to increase but is highly dependent on the pandemic subsiding. Staff has made improvements in almost all other areas.

## Goodwill Industries of South Central California: 2021 Outcomes Measurement Report

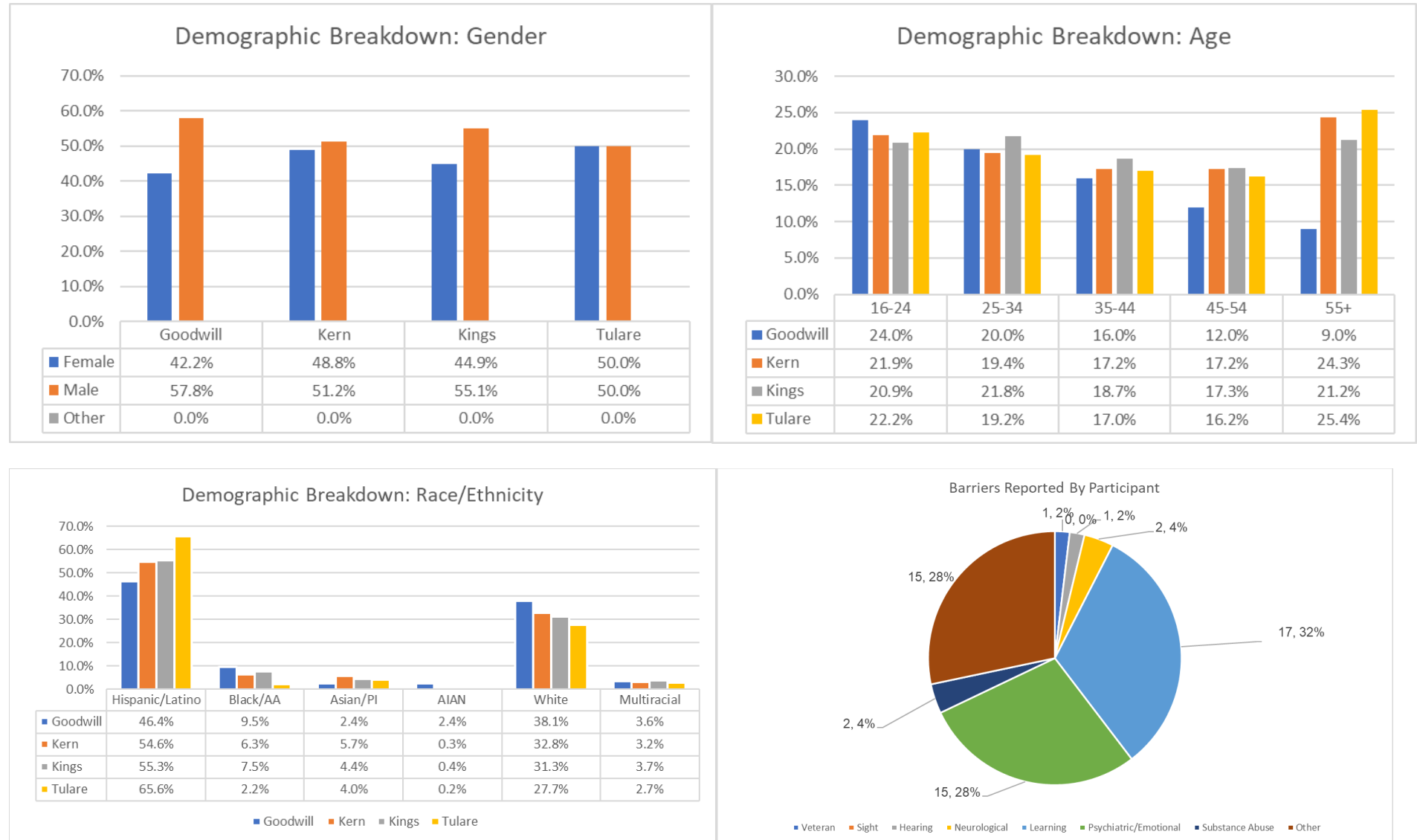
Situational Assessments				
Quality Indicators	Measures	2020 Results	2021 Results	Influencing Factors & Comments
Effectiveness	I. Number of Assessments	I. 21	I. 28	Assessments increased. 2021 was the first year the department had a full-time employee dedicated to assessments.
Efficiency	I. Timeliness of completion of assessment (intake to submittal).	II. 10.1 days	II. 10.0 days	Timeliness of completion remained the same and is under the 14-day goal.
Satisfaction of Person Served	I. % of respondents with favorable view on 1-5 scale II. % of respondents that would recommend that would recommend services	I. 100.0% II. 100.0%	I. 100.0% II. 100.0%	We received 5 surveys for 21 assessments (17.9%). ESA surveys are harder to collect because they are one off meetings instead of ongoing relationships.
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 as DOR counselors refer both placement and assessment participants.

**Summary:** Assessments increase due to a full-time staff member being dedicated for this assignment. There was also a push late in the year to increase assessments from Kern DOR in addition to Visalia DOR. Communication with DOR had its challenges as their staff worked from home the majority of the year.

**Areas in Need of Improvement:** ESA growth is still a priority to maximize the department's effectiveness. Most referrals are from Visalia DOR. A request has been made to Kern DOR to increase the frequency of referrals to justify the hiring of another specialist. Management has not seen a consistent enough referral stream to consider his option.

## Goodwill Industries of South Central California: 2021 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: 2021 Outcomes Measurement Report

### Summary:

-Gender breakdowns trend heavily towards men. However, this is the most equal distribution among gender that staff has witnessed in the last 3 years.

-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. Since the services are referral based the department does not have many tools to rectify any issues. Staff can press DOR to analyze their own processes.

**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, The program was suspended in 2020 and did not start back up well into 2021. 5 participants were able to access the program in 2021. The program averages 20-25 per year and staff is hoping to be near that number in 2022.

Community Services Participants (CSP): GISCC provided opportunities for 7 community service participants in 2021. CSP's are referred to Goodwill from numerous agencies and court ordered services. Typically, CSP's number in the hundreds each year. But due to COVID-19 restrictions we have not taken any CSP's since March.

### **VI. Conclusion:**

In 2022, GISCC will try to make up for lost ground in 2020. Placements and assessments were interrupted, and the department is projecting that the job market will not go back to some semblance of normalcy until mid-year. The start and stop nature of 2021 also prevented getting back to normal for the TIL Program and CSP's. Goodwill will meet in early 2022 to evaluate current program offerings and will consider moving to programs that expand our mission.