

GULFSTREAM GOODWILL INDUSTRIES, INC. - PROGRAM EVALUATION OBJECTIVE CHART

PROGRAM: Employment Services						
OBJECTIVE	MEASURE	WHO APPLIED TO	TIME OF MEASURE	DATA SOURCE	TARGET / BENCHMARK	RESULTS 2020
Results of Services (Effectiveness):						
Maximize participant satisfaction	Number of participants satisfied with services	All participants completing program	At exit from program	Quality Assurance Survey or telephone follow-up interview	Average rating of 4 on a 1-5 scale	4.9
Service Access						
Maximize # successfully placed into community employment	Number of participants who obtain a community based job	All participants who are job placed	At job placement	ETO Placement Report	400	120
Resources Used (Efficiency):						
Minimize time in program	Number of days in program before placement	All Employment Services participants successfully completing program	At job placement	ETO Placement Report	90 Days	113 Days
Satisfaction Persons Served (Experience)						
Maximize earnings of participants successfully job placed	Hourly wage of those job placed	All participants who are job placed	90 days after job placement	ETO Placement Report	\$9.00	\$11.77
Satisfaction of Stakeholders (Experience)						
Maximize referral agent satisfaction	Number of referral agents satisfied with services	All referral agents	Annually	Quality Assurance Surveys	Average rating of 4 on a 1-5 scale	N/A
Business Function Indicator						
Maximize employer satisfaction	Number of employers satisfied with services	All employers	Annually	Quality Assurance Surveys	Average rating of 4 on a 1-5 scale	5.0

GULFSTREAM GOODWILL INDUSTRIES, INC. - PROGRAM EVALUATION OBJECTIVE CHART

Analysis of Results

Strengths:

The Employment department reported average wage earnings \$2.77 over the target of \$9.00 per hour. Additionally, participant satisfaction is noted at 4.9 out of 5 and employer satisfaction is a 5 out of 5 rating.

Impact of Extenuating/Influencing Factors:

The Employment department did sunset services and continued to follow existing program participants with services into 2020. Furthermore, a private contract with Vocational Rehabilitation also concluded in the 2nd Quarter of 2020; hence job placements decreased from the annual target.

Comparative/Competitive Performance:

Wages earned averaged \$11.77 for 2020 while in comparison to 2019 it was reported at \$10.84; indicating a steady increase.

Emerging/Sustaining Trends and Causes:

Participant time in program is an emerging trend; participants at times require additional support when employed and this lengthens time in program.

Areas Needing Improvement:

The Employment Services Referral Agent satisfaction is an area needing improvement. With the Quality Assurance department recruiting for a Manager position, this will alleviate the lack of surveys and data.

Action Plan to Address Improvements Needed:

Recruiting and hiring of a Quality Assurance Manager will address the lack of Referral Agent data.

Results of Prior Actions Plans Implemented:

Employment Consultants worked to maintain wrap-around services while the participants graduated from the program.

GULFSTREAM GOODWILL INDUSTRIES, INC. - PROGRAM EVALUATION OBJECTIVE CHART

PROGRAM: Supported Employment						
OBJECTIVE	MEASURE	WHO APPLIED TO	TIME OF MEASURE	DATA SOURCE	TARGET / BENCHMARK	RESULTS 2020
Results of Services (Effectiveness):						
Maximize participant satisfaction	Number of participants satisfied with services	All participants completing program	At exit from program	Quality Assurance Survey or telephone follow-up interview	Average rating of 4 on a 1-5 scale	N/A
Service Access						
Maximize % of persons who retain employment	% of persons employed 6 months or longer	All persons placed in Supported Employment	6 months after initial employment	Personnel Records	70%	50%
Satisfaction Persons Served (Experience)						
Maximize # of persons served	Number of persons employed in S.E. or Community Contracts	All employees in S.E. or Community Contracts	Annually	Personnel Records	150	15
Business Function Indicator						
Maximize referral agent satisfaction	Number of referral agents satisfied with services	All referral agents	Annually	Quality Assurance Surveys	Average rating of 4 on a 1-5 scale	N/A
Maximize employer satisfaction	Number of employers satisfied with services	All employers	Annually	Quality Assurance Surveys	Average rating of 4 on a 1-5 scale	5.0

GULFSTREAM GOODWILL INDUSTRIES, INC. - PROGRAM EVALUATION OBJECTIVE CHART

Analysis of Results

Strengths:

Employer satisfaction noted as 5 out of 5 rating.

Impact of Extenuating/Influencing Factors:

The impact of the COVID-19 pandemic on programs and employers lack of hiring participants.

Comparative/Competitive Performance:

A noted decline can be determined from 2019 comparison of persons job placed; 2019 = 58 and 2020 = 15.

Emerging/Sustaining Trends and Causes:

Sustaining trend of employment retention of 50%, under the target of 70%.

Areas Needing Improvement:

Participant satisfaction needed, however the program did not resume services until June 2021.

Action Plan to Address Improvements Needed:

When programs reopened, participant Quality Assurance surveys are secured at program exit/graduation.

Results of Prior Actions Plans Implemented:

The agency suspended searching for additional funding until the COVID-19 pandemic was not an immediate threat.

GULFSTREAM GOODWILL INDUSTRIES, INC. - PROGRAM EVALUATION OBJECTIVE CHART

PROGRAM: Transitions (Programs Operated 1/1/20 to 3/15/20)						
OBJECTIVE	MEASURE	WHO APPLIED TO	TIME OF MEASURE	DATA SOURCE	TARGET / BENCHMARK	RESULTS 2020
Results of Services (Effectiveness):						
Maximize participant satisfaction	Number of participants satisfied with services	All participants in program	Annually	Quality Assurance Surveys	Average rating of 4 on a 1-5 scale	N/A
Service Access						
Maximize % of persons in Supported Employment	% of persons who transfer to services with an EC or start work in the community	All participants in program	Annually	ETO	10%	0%
Resources Used (Efficiency):						
Maximize % of persons achieving goals that align with Support Plan Outcomes	% of persons who complete PDP goals related to Support Plan goals	All people in Program 3 months or longer	Annually	Monthly PDP Progress Reports	80%	15%
Satisfaction Persons Served (Experience)						
Maximize referral agent satisfaction	Number of referral agents satisfied with services	All referral agents	Annually	Quality Assurance Surveys	Average rating of 4 on a 1-5 scale	N/A

GULFSTREAM GOODWILL INDUSTRIES, INC. - PROGRAM EVALUATION OBJECTIVE CHART

Analysis of Results

Strengths:

The Transitions program is a Person Centered Program that highlights participant's assets and strengths.

Impact of Extenuating/Influencing Factors:

Due to the COVID-19 pandemic the program was suspended beginning in March of 2020.

Comparative/Competitive Performance:

The Transitions program did resume services in November of 2020 and slowly regained momentum as we recruited more participants into a safe environment. The comparison to previous year's performance metrics is difficult to assess as the census still remained low once the program reopened.

Emerging/Sustaining Trends and Causes:

Trends noted included: low staffing levels due to hiring economy, less participants in program, and lack of Quality Assurance department.

Areas Needing Improvement:

Areas needing improvement include: Participant Satisfaction Quality Assurance, Referral Agency Quality Assurance, Supported Employment, and Maximizing Support Plan goals. Additionally, staffing levels remained at a lower rate due to the difficulties presented in hiring of quality candidates.

Action Plan to Address Improvements Needed:

Annual Quality Assurance townhall-like meetings are scheduled within all programs and Referral Agency Quality Assurance surveys are emailed annually as well. Gulfstream Goodwill has employed a Quality Assurance Manager to assess the survey results, review the data, and present any trends noted during Leadership Meetings. Supported Employment services has resumed as of 2022.

Results of Prior Actions Plans Implemented:

The prior year showed a steady increase in marketing of the Transitions program with projected growth, however the COVID-19 pandemic halted efforts and the program.

GULFSTREAM GOODWILL INDUSTRIES, INC. - PROGRAM EVALUATION OBJECTIVE CHART

PROGRAM: Residential						
OBJECTIVE	MEASURE	WHO APPLIED TO	TIME OF MEASURE	DATA SOURCE	TARGET / BENCHMARK	RESULTS 2020
Results of Services (Effectiveness):						
Maximize participant satisfaction	Number of participants satisfied with services	All participants completing program	At exit from program	Quality Assurance Survey or telephone follow-up interview	Average rating of 4 on a 1-5 scale	4.4
Service Access						
Minimize time to housing	Average time from program intake to housing	All participants who are housed	Measured upon entering housing	Client Track	10 days	7.25 Days
Satisfaction Persons Served (Experience)						
Maximize earnings of participants successfully job placed	Hourly wage of those job placed	All participants who are job placed	At placement into employment	Client Track	\$9.00	\$11.35

GULFSTREAM GOODWILL INDUSTRIES, INC. - PROGRAM EVALUATION OBJECTIVE CHART

Analysis of Results

Strengths:

Minimizing the wait from program entry until placed in housing stands at just over 7 days on the average. This is still ahead of GGI's 10 day goal. YOY wage rate increase of \$0.70 per hour.

Impact of Extenuating/Influencing Factors:

Participant satisfaction moderately decreased from 4.6 to 4.4. This is attributed to COVID's impact on speed of service.

Comparative/Competitive Performance:

2020 data reflected 7.25 days to housing while 2019 stated 3.5 days to housing; somewhat indicative of housing crisis trends and increased rental requirements.

Emerging/Sustaining Trends and Causes:

An apparent emerging trend is an increase in hourly wages earned from prior year, possibly due to COVID-19 and employer's needs to increase wages to match cost of living demands.

Areas Needing Improvement:

All areas a meeting established targets.

Action Plan to Address Improvements Needed:

N/A

Results of Prior Actions Plans Implemented:

N/A

GULFSTREAM GOODWILL INDUSTRIES, INC. - PROGRAM EVALUATION OBJECTIVE CHART

PROGRAM: Re-Entry BTAF						
OBJECTIVE	MEASURE	WHO APPLIED TO	TIME OF MEASURE	DATA SOURCE	TARGET / BENCHMARK	RESULTS 2020
Results of Services (Effectiveness):						
Minimize criminal behavior of program participants	% of participants who are not convicted of a crime while in the program	All participants who were enrolled in the program	At the end of the program year	RENEW & ETO Data Base, Master List	less then 40%	32.58% 29 of 89 youth served received a new charge while enrolled in the program
Service Access						
Maximize participants enrollment in school or placed in employment upon release from DJJ	% of participants who are placed in education or employment	All participants who enrolled in the program during grant year	At the end of the program year	ETO & Master List	70%	76.92% 50 of 65 new enrollments were placed in education or employment upon release
Satisfaction Persons Served (Experience)						
Maximize participant satisfaction	Number of participants satisfied with services	All participants completing program	At exit from program	Quality Assurance Surveys	Average rating of 4 on a 1-5 scale	4.6

GULFSTREAM GOODWILL INDUSTRIES, INC. - PROGRAM EVALUATION OBJECTIVE CHART

Analysis of Results

Strengths:

Committed case managers, good support system internally. Staff being able to adapt to changes.

Impact of Extenuating/Influencing Factors:

COVID changed the way we provided services when there was no face to face contact due to pandemic. Virtual contact was established for interacting with participants, funding was provided to purchase cell phones and tablets with capability to virtually provide case management. Items needed were purchased online and delivered to the participant.

Comparative/Competitive Performance:

Less youth were getting sent to DJJ as a community effort to avoid youth being in a facility during a pandemic.

Emerging/Sustaining Trends and Causes:

Youth and families were engaged more with virtual methods. Parenting with A Purpose parent session had better participation from parents as they were able to go home after work and jump on a call vs. coming to the office for these sessions.

Areas Needing Improvement:

Funder database is quite extensive and requires quite a lot of time to input needed information

Action Plan to Address Improvements Needed:

Community partners with funder established a committee and reviewer to do focus groups to improve system

Results of Prior Actions Plans Implemented:

Analysis was done with all community partners from an outside agency who partnered with the county

GULFSTREAM GOODWILL INDUSTRIES, INC. - PROGRAM EVALUATION OBJECTIVE CHART

PROGRAM: Intensive Home Detention						
OBJECTIVE	MEASURE	WHO APPLIED TO	TIME OF MEASURE	DATA SOURCE	TARGET / BENCHMARK	RESULTS 2020
Results of Services (Effectiveness):						
Minimize criminal behavior of program participants	% of participants who are not convicted of a crime while in the program	All participants who were enrolled in the program	At exit from program	Justice Services Logic Models, Annul CBA Reports& ETO Data Base, Master List	70%	92% 135 youth in the program did not get a new charge while enrolled out of 147
Maximize % who complete program successfully	% of participants who complete the program successfully	All participants who have actively participated in the program	At exit from program	Justice Services Logic Models, Annul CBA Reports& ETO Data Base, Master List	70%	83% 122 youth successfully completed the program out of 147
Service Access						
Minimize additional contact with the criminal Justice system	# of participants who do recidivate	All participants enrolled in the program	At the end of the program this includes all youth served for the year	Dashboard Report	70%	92.30% 144 of 156 served did not touch justice system while enrolled
Satisfaction Persons Served (Experience)						
Maximize participant satisfaction	Number of participants satisfied with services	All participants completing program	At exit from program	Quality Assurance Surveys	Average rating of 4 on a 1-5 scale	4.6

GULFSTREAM GOODWILL INDUSTRIES, INC. - PROGRAM EVALUATION OBJECTIVE CHART

Analysis of Results

Strengths:

Community relationships with our partners, Department of Juvenile Justice DJJ in particular. Having a good relationship with DJJ and attending weekly staffing's for each youth on the case load allows the agencies to work together to overcome barriers in successfully assisting the youth to be successful. Also Case managers that are dedicated to working with the youth to develop goals to keep them focused on the objectives to complete each goal that the youth has committed to achieving.

Impact of Extenuating/Influencing Factors:

This year was during the beginning of COVID and adjustments had to be made to accomplish the goals of this program. In order to monitor youth three times a week with an unannounced visit the case managers utilized virtual unannounced visits. To make sure the youth was in fact home during these virtual visits, the case manager would ask the youth to step outside and show them the address so they were sure the youth was home as court ordered. The community also adjusted to virtual court attendance.

Comparative/Competitive Performance:

This year was the first full year of the new DRAI score used as the assessment measure by DJJ to determine the level of supervision that would be court ordered which would place them in Intensive Home Detention if they scored a 12.

Emerging/Sustaining Trends and Causes:

COVID made us think outside the box on how to complete the intake documents with the parents. During COVID more parents had access to virtual methods which allowed the case manager to interact with the parents on a more consistent basis.

Areas Needing Improvement:

Case managers understanding the new DRAI scores (*new process) and how to determine the level of supervision

Action Plan to Address Improvements Needed:

Training was held by the Director of Justice Services to review the new DRAI process and how it determines the court order.

Results of Prior Actions Plans Implemented:

Case Managers were able to understand the new process and follow the court order for supervision

GULFSTREAM GOODWILL INDUSTRIES, INC. - PROGRAM EVALUATION OBJECTIVE CHART

PROGRAM: Justice Services						
OBJECTIVE	MEASURE	WHO APPLIED TO	TIME OF MEASURE	DATA SOURCE	TARGET / BENCHMARK	RESULTS 2020
Results of Services (Effectiveness):						
Minimize criminal behavior of program participants	% of participants who are not convicted of a crime while in the program	All participants who were enrolled in the program	At exit from program	Dashboard Report from RENEW data base, ETO and Master List	less than 20%	16.66% Only 14 of the 84 served recidivated while enrolled in the program
Service Access						
Maximize participants staying employed over 90 days after release from incarceration	% of participants who stay employed over 90 days after release from incarceration	All participants who have actively participated in the program and closed successful	At exit from program	ETO reports/RENEW database	75%	80.65% 25 of 31 closed successful stay employed over 90 days after incarceration
Satisfaction Persons Served (Experience)						
Maximize participant satisfaction	Number of participants satisfied with services	All participants completing program	At exit from program	Quality Assurance Surveys	Average rating of 4 on a 1-5 scale	4.7

GULFSTREAM GOODWILL INDUSTRIES, INC. - PROGRAM EVALUATION OBJECTIVE CHART

Analysis of Results

Strengths:

Seasoned Case Managers, relationships with employers who hire returning citizens with criminal history. Services that include basic necessities and transportation resources

Impact of Extenuating/Influencing Factors:

COVID changed the way we provided services when there was no face to face contact due to pandemic. Virtual contact was established for interacting with participants, funding was provided to purchase cell phones and tablets with capability to virtually provide case management. Items needed were purchased online and delivered to the participant.

Comparative/Competitive Performance:

SMART Reentry program allowed funding to provide On The Job Training upon release from incarceration along with cognitive behavior therapy. Goodwill provided OJT opportunities in our retail stores and warehouse

Emerging/Sustaining Trends and Causes:

If a participant is placed in employment upon release from incarceration they are more likely to stay on track with personal goals and become self-reliant

Areas Needing Improvement:

Funder database is quite extensive and requires quite a lot of time to input needed information

Action Plan to Address Improvements Needed:

Community partners with funder established a committee and reviewer to do focus groups to improve system

Results of Prior Actions Plans Implemented:

Analysis was done with all community partners from an outside agency who partnered with the county