



**FY 2020
Program Evaluation
Results**

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1) General Summary

A. Introduction

This report will summarize activities and outcomes of programs operating within Huntsville Rehabilitation Foundation (HRF) doing business as Phoenix. It is intended to give an accurate picture of the year's activities and serve as a planning tool. The report is offered to meet accreditation requirements as well as reporting requirements of referral sources, the Huntsville Rehabilitation Foundation Board of Directors and the community at large.

B. Specific Program Overview

Counties Served:

Madison, Jackson,

Cullman, Morgan, Limestone, Marshall (Tennessee Valley)

Marion, Winston, Walker, Lauderdale, Franklin and Colbert (Tri-County)

Vocational Evaluation (Comprehensive Vocational Evaluation Services)

Current Staff

Samantha Baugher, Program Coordinator

Stephen Davis, Case Manager

Melba Tate, Case Manager

Services Offered:

- Comprehensive Vocational Assessment
- Microsoft Office Assessment
- College Prep Assessment
- Educational Services: Career Assessment

Adjustment Services (Employee Development Services)

Current Staff

Samantha Baugher, Program Coordinator

Treaver Blowe, Employment Specialist/Job Coach

Services Offered:

- Basic Work Skills Training and Work Hardening
- Job Preparation Services
- Intense support and training to include interpersonal skills, communication skills, attendance, work performance, physical stamina, work behaviors, grooming/hygiene, job retention skills, employer expectations, workplace accommodations, assertiveness, interviewing and listening skills.
- Situational assessments

Partners with Industry (Community Employment Services)

Current Staff:

Madison County

Rachel Mason, Program Coordinator

Pat Pope, Case Manager

Janella Morgan, Employment Specialist/Job Coach

Kayla Meklemburg, Employment Specialist/Job Coach

Tennessee Valley, Tri-County

Cieara Hitt, Team Lead

Jessica Dyson, Case Manager

Heather Lee, Employment Specialist/Job Coach

Jackson County

Mike Harrison, Program Coordinator

Sonja Kirby, Case Manager

Services Offered:

- Job Readiness / Placement / Follow-up
- Job Coach Services
- Community Employment Services
- Administrative Experience (Admin Tract)
- Paid Work Experiences

Milestones (Employment Supports)

Current Staff

Madison County

Rachel Mason, Program Coordinator

Pat Pope, Case Manager

Kayla Meklemburg, Employment Specialist/Job Coach

Janella Morgan, Employment Specialist/Job Coach

Tennessee Valley, Tri-County

Cieara Hitt, Team Lead

Jessica Dyson, Case Manager

Heather Lee, Employment Specialist/Job Coach

Services Offered:

- Milestones / Supported Employment
- Job Coach Services
- Employer Work Incentives

Educational Services

Current Staff

Madison County

Samantha Baugher, Program Coordinator

Melba Tate, Case Manager

Earl Grilliot, Case Manager

Jackson County

Mike Harrison, Program Coordinator

Sonja Kirby, Case Manager

Tennessee Valley/Tri-County

Cieara Hitt, Team Lead

Jessica Dyson, Case Manager

Services Offered:

- Job Exploration and Counseling
- Smart Wok Ethics
- Work based learning experiences
- Workplace and College Tours
- Money Management Skills
- Counseling for post-secondary education
- Workplace readiness
- Instruction in self-advocacy
- Job readiness training
- College Prep
- Accessing Transportation
- JETS (Job Readiness Immersion)
- Career Interest Inventory
- Driver's Permit Training

Employee Support Services (Organizational Employment)

Current Staff

Veronica Averhart, Program Coordinator
Danielle Sykes, Case Manager
Jay Cavender, Case Manager
Treaver Blowe, Employment Specialist/Job Coach
Jackualyn Deanes – AbilityOne Coordinator

Services Offered:

- Case Management for Phoenix Employees
- Job Coaching for Employees
- Employee Assistance to all staff and employees of Phoenix
- Ability One Employee Certification
- Referral source for various community partners.
- Job Placement Services

C. Community/Professional Affiliations

Phoenix continues to be active in the local community and continues to promote professional growth by encouraging membership in professional organizations. This section notes staff involvement over the past year as well as historical involvement:

ACCSES

Alabama A & M Rehabilitation Counselor Education Advisory Board, Board Member
Alabama Association of Multicultural Rehabilitation Concerns
Alabama Association for Persons in Supported Employment, Board Member
Alabama Association of Rehabilitation Facilities, Board Member
Alabama Board of Examiners in Counseling
Alabama Counseling Association
Alabama Non-Violent Offenders Organization
Alabama Rehabilitation Association, Board Member
Athens Limestone Family Resource Center
Auburn Transition Conference
Autism Society
Bulldog Life
Alabama State Black Chamber of Commerce

CARF surveyor
 Chamber of Commerce (Athens, Cullman, Decatur, Hartselle, Huntsville Madison County & Limestone)
 Chamber of Commerce Foundation (Huntsville Madison County), Board of Directors
 Career Center (Decatur, Hanceville)
 Cullman Area Autism and Special Needs Networking Group
 Cullman Career Center planning committee
 Down's Syndrome Society
 EPIC (Exceptional People in Community, Inc.), Board Member
 Family Services Center Board Member
 Governor's Committee on Employment for People with Disabilities
 (Madison, Cullman, Morgan, Limestone, Jackson Counties)
 House of the Harvest
 Human Rights Committee and Behavior Plan Review Committee
 Huntsville Madison County Better Business Bureau
 Huntsville Madison County Mental Health Center
 Leadership Greater Huntsville
 Madison City Disability Advisory Board
 MS Society Leadership Class, Past Graduate
 National Rehabilitation Association
 NASHRM, SHRM
 New Hope Care Center, Board Member
 North Alabama Mental Health Coalition
 Outrun Hunger, Founding Member
 PALS – President/Chair
 Parachute Industry Association
 Partners for Athletes and Leaders in Schools, Vice President
 Phoenix House
 Prevention of Elder Abuse and Criminal Exploitation (PEACE) Coalition
 Psi Chi Professional Psychology Board
 Rotaract Club
 Rotary Club
 Source America, Current National Board Member
 Southern Disability Foundation, Board Member
 UNCF, Member, Annual Sponsor, Past Chairman, Huntsville Committee
 United Cerebral Palsy Board Member
 United Way Executive Directors Association
 United Way Leadership Social Services graduates
 Volunteers of America
 Walker County Area Community Foundation
 Walter Jones Annual Turkey Bowl
 WHNT – United Way news segment
 Wheels4Working Transportation Coalition, Member/Huntsville Madison County Transportation Coalition

D. Community Outreach

Public Relations and Community Education continued as an organizational focus for FY20. During this year, Phoenix participated in numerous presentations and hosted numerous groups. The following is a summary of those activities and an estimated number of those involved in the activities:

2nd Chance Radio Show
Ability Career Fair
Alabama A&M University dinner
Athens Limestone County Chamber of Commerce Coffee Events
BUDS events
Cullman County Chamber monthly meeting
Doing Business with NASA Seminar
East Limestone High School Parent Night
EPIC events
Governor's Job Fair
Grants to Other Non-Profits Event
Hartselle High School Parent Open House
Huntsville Hospitality luncheon – guest speaker
Huntsville's Jazz in the Park kickoff event (Phoenix sponsor) – approximately 30 attendees
Huntsville Kiwanis Club
Jazz in the Park Kickoff event
Leadership Huntsville Madison County Connect events
Legislative Panel Update – approximately 30 attendees
Mayoral Proclamation for National Disability Employment Awareness Month
Meetings/Presentations with Decatur City Schools and Limestone County Schools
NASA Dinner – approximately 50 attendees
NCSE – 898 Panel Subcommittees
Not One More Alabama Walk
Partnership for a Drug Free Community Event
Quarterly Step-Up Meeting (Athens)
Senior Sprint Career Fair, Jaycee Community Building – approximately 75 students
Sponsorship of space for SHRM training classes
Sponsorship for Turkey Bowl, GrowCove Playground, CARE Center afterschool program, The Pathfinder substance abuse program, Merrimack Hall
State officials visits – Sam Ghivan, Mac McCutcheon, Paul Lee
Transition Expo for Decatur ADRS and school systems
Transition Expo for Jasper ADRS and school systems
Tri-System Transition Expo at Calhoun Community College – 100 participants and Phoenix staff
UNCF Gala Dinner
USA Patriot Softball Sponsor
Walter Jones Turkey Bowl

E. Certifications

The following illustrates current certification and educational attainment of Phoenix programmatic staff and management:

- Bachelor's Degrees-18
- Master's Degrees-14
- CRC-3
- CVE-1
- CESP-2
- Collaborative Special Education Teaching License-1
- CPI (Crisis Prevention) - 1
- Licensed Professional Counselor-1
- Certificate of Gerontology -1
- Post Graduate Certificate of Contemporary Theory in Addictive Behavior -1
- Post Graduate Certificate in Mental Health Services-1
- Smart Work Ethics – 5
- Qualified Developmental Disabilities Professional - 1

F. Employer Placement Sites

The following reflects the employers and their respective counties that provided consumer employment and assessment during FY20:

Athens	Direct Home Care Hampton Inn McDonalds Pet Depot Publix Staples State Farm Taco Bell Tuesday Mornings Walmart
Cullman	Applebee's Bennett Tires Buetner Brothers Classy Lady CiCi's Pizza Cracker Barrell Cullman Regional Medical Center Dollar General Dunkin Donuts Fancher Educational Services Jack's Link's NARE Home Medical North AL Wholesaler Publix Ross Topre America Walmart West Rock Yutaka
Decatur	AL Cleaning Services A&K Heavenly Homes Academy Sports

American Thrift Store
Arby's
Automation at Russell Forest
Autozone
Barrios
Big Lots
Burning Tree Country Club
Bradford Health
Captain D's
Carmike 10
Cici's pizza
Center for Developmentally Disabled
Chuck E Cheese
City of Decatur Parks and Recreation
Cooks Pest Control
Country Inn Suites
Cracker Barrel
Decatur General West
Decatur Mall
Decatur Morgan Hospital
Decatur Nursery
Double Tree
EPSCO
Family Dollar
Functional Pathway
General Electric
Green Matters
Gutter Guard
Hardees
Havoline Oil Express
Health Care Services
Holloway's Meat Market
J Lodge
Jack's
J&S Homes
Jimson Manufacturing
Kohls
Kroger
LaQuinta Inn
Lewisgoetz
Little Caesars
Lowe's
Lyons HR
Matsu
McDonalds
Murray Guard
NARCOG
Neely Vending
Oh Bryans Steak House
National Packaging Company
Papa Murphy's Pizza
Perry Company
Pilot Travel Center
Pizza Hut
Publix
Quality Inn

	<p>River City Ross Ruby's Cleaning Service Russell Forrest Products Quality Inn Sally's Beauty Supply Steak Out Steele Case Summit Tree Stands TN Valley Training Center Walmart Wayne's Farms Wendy's Woodbridge Apartments</p>
Hartselle	<p>Busche Machinery Cracker Barrel Hartselle Library Jack's Log Cabin and Tea Slate Security</p>
Huntsville	<p>A-1 Cleaning Service 50 Taters Ability Plus Agile Services AIDB Alorica AMC Angela's Daycare Ark of Madison County Baron Services Baumhower's Blue Plate Café Bobbie Brown Make up Bradford Health Services Branch Services, LLC Brookshire Health Care Buffalo Rock Burger King (Hazel Green) Candlewood Suites CASA Gardens CASA of Madison County Chevron Chicken Salad Chick Cinram Chicken Salad Chick Coast Corporate Selections Crestwood Hospital Dollar General Market Donato's Pizza Downtown Rescue Mission Downtown Rescue Thrift Store Dunkin Doughnuts Earth Fare Earth Link</p>

EFI Janitorial
Embassy Suites
Huntleigh at Epsco
Express Personal
Fairfield Inn
Friends of Rescue
Gs4 Security Services
H&M
Hampton Inn
Hardees
Harris Home for Children
Heavenly Janitorial
Hilton Garden Inn
Holiday Inn Holy Family School
Home Goods
Home 2 Suites
Huddle House
Huntsville Airport
Huntsville City Schools
Huntsville Humane Society
Huntsville Madison County Senior Center
Iron Mountain Solutions
Jack's
Jason's Deli
JC Penny
J.I.T. Military Sales
Kelly Services
Kohl's
Kroger (Drake, Hwy 72 West, Logan, and Oakwood)
Krystal's
Lake Regional Medical
Landrum Janitorial
Lewter's Hardware
Little Caesar's Pizza
Lowe's
Lyons H.R
Madison City Senior Center
Madison Thrift Store
Marshall's
Monaco Pictures
New Hope Elementary School
Onin Staffing
Reed's Contracting
Phoenix
Polaris
Popeyes Louisiana Kitchen
Publix
Raytheon
Residence Inn
Richard's Lighting
Rolo's Café
Rolling Pet Vet
Ross Dress for Less
Restore Care
S3
Sanmina SCI

	<p> Scottsboro Auto Sales Securitas Security Engineers SCIC Shaggy's Tacos Sigmatech Skyline Performance Sneed's Cleaners Stanlieo's Stevarino's Sonic Spherion Taco Bell TARCOG Target Thrive at Jones Farm Ted's Barbecue T.J Maxx Town Place Suites Trinity Child Development Center UAH United Cerebral Palsy Us. Space & Rocket Center Valley Hill Country Club Valley View Rehab Center Volunteers of America Wal-Mart Walton's Southern Table Wendy's The Westin Hotel & Spa Whitesburg Baptist Center Will Technology Wyle CAS YMCA – Southeast TruGreen Zaxby's </p>
<p>Jackson County</p>	<p> AutoZone Barfield Health Care Beaulieu of America Buccaneer Rope Burger King Bruce's Foodland B&B Cleaning Services Chevron Cloverdale Manor ColorMasters LLC Culinary Services Dollar General Econo Lodge </p>

	<p> Elwood Staffing Engineered Floors G4S Secure Solutions Goodwill Goose Pond Colony Resort Hardees Haymon Homes Heritage Wire Harness Highlands Medical Center Huddle House Imperial Aluminum Krystal L&L Lumber Largen, inc. Little Caesar's Lozier Corporation Madison County School System Manpower Staffing Maples Industries Mitchell Plastics Mohawk Industries Murphy USA NCI Manufacturing Oral Arts Dental Laboratories Papa John's Pizza Patrick's Lumber Pilgrim's Pride Corporation Polymer Industries ResourceMFG Quality Inn Rosewood Manor Security Engineers Surge Staffing Taco Bell The Children's Place Tri-County Group Homes Wal-Mart Supercenter Wendy's Zaxby's </p>
<p>Tri County Area</p>	<p> American Thrift America Wholesale Books C.R Gibson Warehouse Store - Jasper Al Dollar General Store - Parish Gary's Mobile Homes Goody's Hough Rd Walmart Huntsville Hospital Jack's Mc Donald's – Jasper Professional Transport Repair- Haleyville Ridgewood Health Services SITEL Walmart - Florence Walmart-Jasper </p>

G. Training Summary

Phoenix hosted numerous trainings throughout the year. The following reflects the in-house staff and consumer trainings conducted or sponsored (See individual Training Competency Forms for out of facility trainings attended by staff):

STAFF

Phoenix Mission, Vision and Values, Corporate Compliance and Ethics (Amy Patterson) – March 2nd, 2020

Diversity – September 2020

*Not reflected are numerous security clearance, cyber security, equipment, Safety (Email, LINK and Classroom Presentations), technical and OSHA related trainings conducted by various operating divisions of Phoenix.

PROGRAMMATIC TRAINING - provided in daily programmatic activities (Adjustment, Job Readiness and Educational Services):

Grooming/Hygiene

Transportation

Personal Management

Medication Management

Job Accommodations

Job seeking

Interviewing

Sexuality in the Workplace

Application Completion

Time Clock Use

Workplace Safety

Shuttle Riding and Safety

Substance Abuse

Personal Hygiene

Conflict Management- (Resolving conflict, responding to conflict, etc.)

Workplace Bullying

Personal Space (Boundaries)

Change (Adjusting to & Adapting to Change)

Following Directions

Attention to Task

What Makes a Good Employee (Characteristics & Traits)

Positive Attitude

Problem solving, creative thinking

Personal Appearance

Work Ethics

Resume Building

Money Management

JETS (Job Exploration Training)

Application Completion

Interviewing

Time Clock Use

Workplace Safety

What Makes a Good Employee?

Personal Appearance

Post-secondary education

Work Ethics

Smart Work Ethics

Personal strengths
Personal stressors
Recognizing values in others and self
Ethics/Commitment/Honesty/Integrity
Attendance/Punctuality/Dependability/Responsibility
Digital footprint
Gossip
Appearance/Dress Code
Hygiene/grooming
Personal space
Body language
Rapport
Listening skills/Following and giving directions
Problem solving/Making effective choices
Creative thinking
Initiative
Self-advocacy
Goal setting
Time management
Emotional intelligence/Impulse control

Educational Services

Career Assessment
Money management
Verbal and Nonverbal Communication
Networking
Time and Stress Management
Social Media
Community Resources
Healthy Relationships
Work/Home Balance
Self Determination
Independent Living
What makes a good boss?
Problem solving and critical thinking skills
Mock Interviews
Job Retention and Advancement
Intermediate and Practical Money Skills
Job Exploration
Workplace and College Tours

2) PROGRAM EVALUATION / PROGRAM OUTCOME SUMMARY

A. Overview

The Commission on Accreditation of Rehabilitation Facilities (CARF) has provided a framework around which our program evaluation system has been developed. The CARF publication, Program Evaluation: A First Step states: "Program evaluation measures outcomes rather than effort and thus needs to be supplemented by appropriate process measures to permit appropriate managerial action.... Program evaluation typically focuses on the total program and examines aggregate data in order to account for what happens to all persons as a result of the rehabilitation services offered. Program evaluation does not reflect the application of specific concepts rather the degree to which all persons achieved benefits described in the program objectives, at some point in time after cessation of services. The point in time must be soon enough to support an assumption that the services account for the benefits, and late enough to support an assumption that the benefits are stable and enduring." Beginning in 1979, the Vocational Development Program implemented program evaluation. The system began based on the approach used by Walker and Associates, Minneapolis, Minnesota and through ongoing modification has reached its present format. The system is currently based on the organization's strategic plan, which addresses specific outcome goals and objectives. By utilizing the MBO content of the strategic plan and the outcome focus of the current Program Evaluation System, Phoenix Vocational Services is able to assess and achieve continuous quality improvement. The current Program Evaluation process includes a formal analysis of:

- Program Effectiveness (Program Outcomes)
- Program Efficiency (Financial Performance / Overall Quality)
- Process Integrity (Overall Quality)
- Program Access
- Customer Satisfaction (Consumer Feedback, Referral Source Evaluation, Employer Satisfaction Survey)
- Community Return (Dollars Spent versus Dollars Returned)
- Demographics

These various analyses provide the main component of the overall Program Evaluation System. Included is information related to process (process integrity) but the primary emphasis is on outcomes, which include program effectiveness, program efficiency, program access, customer satisfaction and community return. It is assumed that satisfactory results in the above areas reflect satisfactory programming. It is also assumed that satisfaction must be consistent throughout the customer base to have validity. The approach is multi-dimensional and includes several different measures, which are synthesized and reported quarterly and yearly. This approach conforms to CARF guidelines and is the result of continual analysis and modification. Major elements of the system are:

- Agency Mission (purpose) Statement
- Definitions
- Measures
- Consumer Demographics

The primary purposes, resulting specific objectives and resulting 2020 outcomes of our system are as follows:

Goals	Results
1. To improve program effectiveness by increasing # closed to Employment in the Milestones program:	
Overall closed to employment – 310 (community and Phoenix)	Not Achieved (293)
Closed via AbilityOne Coordinator – 100	Achieved (131)
Closed via Milestones Huntsville to employment - 32 Closed via Milestones Tenn. Valley to employment -13	Not Achieved (27) Not Achieved (2)
Closed via Milestones Tri-County to employment - 4	Not Achieved (3)
Closed via Career Services Huntsville – 115	Not Achieved (107)
Closed via Career Services Tennessee Valley – 36	Not Achieved (14)
Closed via Career Services Tri County – 10	Not Achieved (4)
2. Maintain Accreditation	
Maintain Ability One compliance at 75% or above	Achieved – 79.58% (Sept. 2020)
Maintain CARF Accreditation	Achieved - Received 3 year accreditation in December 2018
3. To increase program efficiency / process integrity	
Maintain unit cost below \$3000	Achieved (\$1,772)
Maintain Record Review score above 90%	Achieved (91%)
Maintain community return at above \$2.2 million	Achieved (\$2.6 million)
4. To improve program access	
Maintain # served in Career Services at 250 or above	Not achieved (217)
Maintain # served in Milestones at 53 or above	Not Achieved (51)
Maintain # of services provided through Educational Services at 900	Not Achieved (827)
Maintain ADRS Referral Source Satisfaction in regard to referral-service initiation timeframe	Achieved
5. To improve customer satisfaction	
Maintain at least 95% consumer satisfaction	Achieved (96%)
Improve Referral Source Responses to >50	Not achieved (8)
Maintain referral source satisfaction of at least 95%.	Achieved (96.7%)
Maintain at least 90% the number of referring counselors who “felt that the services available at Phoenix meet all the needs for a Community	Not Achieved (89%)

Based Rehabilitation Program”

Obtain employer satisfaction of at least 90% (Tell Phoenix)

Achieved (94%)

B. Program Effectiveness

Summary

Total Served and Closed.....640
 Only outcome desired was Completion of Service...390
 Remaining Served.....246
 Employed.....67% (162)
 Unsuccessful Outcomes...41% (124) [Self termination 33% (41), Medical 9% (11) Other/Circumstantial 58% (72)]

Total Positive Outcomes 86% (552)

By Employment Outcome

	FY16	FY17	FY18	FY19	FY20
Served / Employed Phoenix (referred by ADRS)	83	20	2	26	13
Non ADRS consumers placed in Phoenix employment	-	48	90	123	131
Served / Employed Community	196	199	138	160	131
Total Closed Employed Milestones	28	36	36	39	31
Total Served / Closed to Employment	307	255	176	177	162
Total Leaving Phoenix to Competitive Employment	13	13	8	11	7

By Referral Source

ADRS

Total Served and Closed.....640

Ranking by ADRS Referring Counselor by total number of services provided:**

Huntsville/Jackson County

- 1) Boyd 126
- 2) Perno 102
- 3) Robinson 78
- 4) Williams 67
- 5) Chandler 66
- 6) Gurley 45
- 7) Foster 38
- 8) James 33
- 9) Wright 24
- 10) Lawson 12
- 11) Morris 7
- 12) Dodd 6

Tennessee Valley

1) Cain	41
2) Marshall	24
3) Walker	23
4) Jackson	16
5) Mitchell	3
6) Orum	3

Tri-County

1) Miles	6
2) Robinson	4
3) Ray	3
4) Kipp	3
5) Franks	3

Ranking by ADRS Referring Counselor by total positive closures by Employment Retention and Closures and VE's:**

Huntsville/Jackson County

1) Williams	53
2) Perno	32
3) Gurley	28
4) James	21
5) Boyd	20
6) Robinson	18
7) Wright	17
8) Foster	13
9) Lawson	6
10) Chandler	6
11) Dodd	5
12) Morris	3

Decatur

1) Marshall	13
2) Walker	8
3) Jackson	5
4) Mitchell	3
5) McDonald	3
6) Cain	3
7) Orum	2

Tri-County

1) Hayes	7
2) Miles	6
3) Ray	2
4) Robinson	2
5) Kipp	2

Ranking by ADRS Referring Counselor by total positive closures - Milestone 4's:**

Huntsville

1) Gurley	9
2) Robinson	9
3) Boyd	8
4) Chandler	8
5) Foster	5

- 6) Wright 4
- 7) Lawson 3
- 8) Perno 2

Decatur

- 1) Marshall 1

Jasper

- 1) Ray 2
- 2) Hayes 1
- 3) Franks 1

*Outcome numbers reflect persons closed in FY 2020, which were actually served from 7/2019 – through 9/2020. Outcomes are typically measured at closure period as determined by the referral source unless it is determined that a different time period is more representative of the actual outcome as measured by CATS. Employment outcomes reflect a period 90 days after placement. Reporting data is based on a selected time period. Any additions to data after sample time frame will alter results. Error of measurement is estimated at +- 5.

**Data Source Intacct based on billing

C. Program Efficiency / Service Access

Phoenix Vocational Services ended the year in a financially solvent position. 640 consumers were provided programs in 2020. This figure will be used as the basis of an efficiency measure calculated by dividing FY20 Community Cost (dollars expended by referring agencies plus dollars donated) by consumers served.

Yearly Average Consumer Cost Comparison (ACCC)

<u>FY14*</u>	<u>FY15*</u>	<u>FY16*</u>	<u>FY17*</u>	<u>FY18*</u>	<u>FY19*</u>	<u>FY20*</u>
\$2,606	\$2,673	\$2,563	\$1,623	\$1,349	\$1,751	\$1,773

Efficiency measures also addressed timeliness of final reports. This measure is derived from referral source satisfaction surveys. Measures indicated a 92% timeliness of report generation.

Service Access is defined as the time between referral and enrollment. As with report timeliness, this measure is derived from referral source satisfaction surveys. Measures indicate a 96% of enrollments occurring within acceptable time periods from admission

D. Process Integrity

Case Record Review / Quality Assurance Summary

>200 cases were reviewed. The objective of Case Record Review is twofold. First, it is to provide feedback to staff on case file condition to facilitate immediate corrective action. Secondly, it is to identify problem trends or system issues, which are dealt with through proactive training or other organizational or strategic interventions. Cases are reviewed at several points along the life of a program. This continuous process improvement format has drastically improved overall case file status. A score of 90% is thus offered based on analysis of problems cited versus potential problems as this year's score. The measure for this outcome is calculated by the percentage of satisfactory responses compared to the total possible responses on Case Record Review Form.

See quarterly Program Evaluation reports for specific outcomes.

E. Customer Satisfaction

Consumers

353 consumer and staff assessments were returned for 2020. The following summarizes the responses:

93% were pleased with their programs

95% left with a clear idea of their personal work-related strengths and limitations including job skills and accommodations they need

86% knew what their next step would be and what kind of support they would need/receive

93% felt their program manager and other staff helped them make vocational plans

98% were very involved in decision making about their programs

100% understood recommendations from their program manager

97% felt they were treated with dignity and respect by the program managers and staff

93% felt their time was well used

95% would recommend HRC services to other individuals with disabilities and their families

90% found all aspects of their program accessible

99% were satisfied with their referring Counselor / Case Worker

Specific comments are available in previously published Quarterly Reports.

Referral Source:

Feedback was solicited quarterly from referral sources for 2020. The following is a summary of that obtained:

100% felt that HRF staff were responsive to their needs and dealt with them in a professional and courteous manner.

100% felt that that persons referred to HRF were satisfied with the services received

89% felt that the services available at HRF meet all the needs for a Community Based Rehabilitation Center.

100% felt that the costs for services were reasonable and appropriate.

89% felt that services provided were appropriate in content and duration.

Specific comments are available in previously published Quarterly Reports

F. Community Return

In 2020, 162 persons were employed with an average wage of at least \$10.57 per hour at an average of 30.3 hours per week. Below is the annual amount in wages:

\$2,697,962

Estimating an average federal, state and local tax rate of 29.8%, these individuals will contribute to the tax base:

\$809,992

15.3% Social Security contribution:

\$412,788

It is estimated that 33% of these 162 persons, are receiving or are eligible to receive public assistance. At an average payment of \$400 per month, this equates to a potential yearly reduction of:

\$256,608

Total Yearly Community Contribution:

\$1,473,388

G. Demographics

The following will summarize program participant information and program activity outcomes for FY20. The information is intended to identify program strengths, weaknesses and trends to analyze overall service impact to assure program quality, relevance and ongoing improvement.

Program Participation Analysis

	FY16	FY17	FY18	FY19	FY20
# persons receiving services in at least one program area	683	989	1129	896	640
# persons gaining competitive Employment	307	255	176	177	162
Average Competitive Salary gained	\$11.05	\$10.04	\$9.79	\$9.68	\$10.57

	FY16	FY17	FY18	FY19	FY20
Vocational Evaluation	254	251	122	93	66
Adjustment Services	148	82	64	75	27
Milestones/ Supported Employment	58	77	76	84	51

Placement Services	332	345	214	259	217
Educational Services (# of services provided)	-	-	784	543	827

Program Participant Descriptors

	FY16	FY17	FY18	FY19	FY20
Male	56%	57%	58%	57%	53%
Female	44%	43%	42%	43%	47%
Black	38%	39%	40%	41%	38%
White	60%	59%	58%	58%	60%
Hispanic	1%	1%	1%	0%	1%
Other	1%	1%	1%	1%	1%
Age 15 and under	2%	0%	3%	1%	1%
Age 16-21	31%	40%	47%	32%	30%
Age 22-44	44%	33%	30%	40%	44%
Age 45 and above	24%	27%	20%	27%	25%
Have Visual Impairment	1%	1%	1%	<1%	<1%
Have Hearing Impairment	1%	1%	1%	0%	<1%
Have Orthopedic / Physical Impairment	12%	9%	12%	11%	8%
Have Mental Illness	30%	28%	26%	31%	33%
Have Drug / Alcohol Addiction	4%	6%	5%	4%	5%
Have Drug Addition/Mental Illness	5%	4%	3%	5%	5%
Have Intellectual Developmental Disorder	6%	4%	4%	5%	3%
Have a Specific Learning Disability	30%	31%	35%	32%	28%
Have a Traumatic Brain Injury	<1%	<1%	<1%	<1%	<1%
Have Other Health Conditions	8%	12%	<1%	3%	7%
Have No Disability	0%	0%	<1%	<1%	<1%
Have Autism	4%	4%	5%	5%	7%
Have Multiple Disabilities	0%	0%	<1%	<1%	2%

H. Analysis / Action Taken/ Extenuating Circumstances

First and foremost, FY2020 has been an interesting year, full of challenges surrounding the COVID-19 pandemic. This national pandemic has influenced every way of life possible. Individuals with disabilities are no exception to facing their fair share of challenges during this time. People with intellectual and developmental disabilities are likely to display more than twice as many health problems as the general population and are predisposed for negative outcomes due to COVID-19. Moreover, people with developmental disabilities who contracted COVID-19 were nearly twice as likely to die. This information is being taken from a study completed by Shaun Heasley on July 13, 2020.

Here at Phoenix, the staff, employees and consumers have shifted our way of doing business and providing services due to the pandemic. At the beginning of the pandemic, many of our staff worked from home, while some were laid off. Our manufacturing team shifted their efforts around the community need for mask production. We were approached by local health care systems as the surrounding areas experienced a shortage in masks. For several months, many of our manufacturing employees spent their time producing face masks to be used by professionals in our community. Our government services team ramped up cleaning and sanitation efforts in response to the Garrison's request. When the decision was made for staff and employees to return back to the office, we maintained a work from home policy and implemented mask wearing and social distancing guidelines. Additionally, we increased our sanitation efforts.

Earlier this year, our primary referral source Alabama Department of Rehabilitation Services was essentially closed for approximately two and a half months. When offices opened back up, referrals were slow to almost non-existent for an additional month. We found that many consumers wanted to be placed on hold due to health concerns and many businesses experienced a hiring freeze as the uncertainty of the pandemic progressed. Because school systems closed, our Educational Services teams provided virtually no services from April-September with the exception of our JETS program running out of two counties.

When comparing many of our numbers this year to FY19, there are several noteworthy points to be made:

- 162 individuals were placed into community employment during FY20 versus 177 during FY19. Our placement teams are to be commended. They faced extraordinary challenges and still managed to place almost the same amount as the year prior.
- Our Milestones Huntsville team was only 4 closures away from meeting their goal. This team experienced a decrease in referrals which made it difficult to obtain their goal. However, they worked diligently with the individuals on their caseload and provided quality services.
- Our Educational Services teams were only short 73 services provided to reach their goal. This is also extraordinary considering the impact of the pandemic on school systems.
- Due to the pandemic, community events, involvement, sponsorships, etc. were down this year as compared to year's past.
- Responses and feedback provided by our referral source was also low this year. The responses that were received indicated a 96.7 satisfaction rate regarding services provided.
- The number of individuals placed into employment status on Phoenix contracts through our AbilityOne Coordinator was 131. The goal was 100. Hiring on Phoenix contracts continued

through the pandemic which aided in the attainment of this goal.

- Each year we measure “total positive outcomes” related to services provision. This means the service the consumer received was in line with the goals identified by the counselor and the consumer. This year’s total positive outcomes are the same as last year.
- We continue to experience issues in our Tennessee Valley/Tri County departments. This year, we have restructured the department, eliminating the Program Coordinator position, promoting one of our case managers to a Team Lead and laying off an Employment Specialist/Job Coach. The continued decrease in referrals coupled with pandemic impacts has been difficult to overcome.
- Responses received through “TellPhoenix” showed a 96% satisfaction rate. TellPhoenix is a mechanism for customers to provide feedback to the company. Many of these comments come from people employed on Redstone Arsenal and surrounding areas. Remarks provided usually center around the performance of custodians, security receptionist, grounds maintenance workers mail room clerks and administrative assistants. Even though the pandemic caused the majority of Redstone Arsenal employees to begin teleworking, our services were still needed, and our employees rose to the occasion.
- Case Record Review proved that overall, files were in good condition. There were isolated occurrences that were handled during each quarterly review process.
- Demographics of consumers are similar to years passed.
- This year marked the 30th Anniversary of the signing of the American’s with Disabilities Act and the 75th Anniversary of National Disability Employment Awareness Month. Phoenix joined with the nation in celebrating these events. We participated in the following: WJOU 2nd Chance radio show, published the Phoenix Advocate highlighting these anniversaries, partnered with the city and the Mayor of Huntsville who proclaimed the month of October as National Disability Employment Awareness Month, and we hosted a virtual conference highlighting the two anniversaries, the employment of people with disabilities, our employees and the impact COVID-19 has had on this population.
- A summary of grievances was provided and reviewed. There were no trends noted. Our Human Resource Department maintains records and documentation related to each grievance filed.

I. Goals for FY 2021

6. To improve program effectiveness by increasing # closed to employment:

Overall closed to employment – 310 (to include both community employment at Phoenix employment)

Via AbilityOne Coordinator - 110

Via Career Services Huntsville - 115

Via Career Services Tennessee Valley - 15

Via Career Services Tri County -5

Via Milestones Huntsville close (MS4) - 28

Via Milestones close Tennessee Valley (MS4) - 7

Via Milestones close Tri County (MS4) - 4

7. Maintain Accreditation

Maintain Ability One compliance at 75% or above

Maintain CARF Accreditation

8. To increase program efficiency / process integrity

Maintain unit cost below \$3000

Maintain record review score above 90%

Maintain community return at above \$2.2 million

9. To improve program access

Maintain # served in Career Services at 250 or above

Maintain # served in Milestones at 53 or above

Maintain # of services provided through Educational Services to 900

Maintain ADRS Referral Source Satisfaction in regard to referral-service initiation timeframe

10. To improve customer satisfaction

Maintain at least 95% consumer satisfaction

Improve Referral Source Responses to >30

Maintain referral source satisfaction of at least 95%.

Maintain at least 90% the number of referring counselors who “felt that the services available at Phoenix meet all the needs for a Community Based Rehabilitation Program”

Obtain employer satisfaction of at least 90% (Tell Phoenix)