2013
OUTCOMES MEASUREMENT & MANAGEMENT SYSTEM REPORT

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Executive Summary

Goodwill Industries uses an Outcome Measurement System to evaluate the quality of its workforce development services. The system measures program effectiveness, efficiency, and customer satisfaction and waiting times. Outcome measures are refined annually based on program goals and objectives, various funding agency requirements and CARF standards. Information is used to ensure programs are viable and the highest quality services are being provided to meet community needs. Programs which fail to meet goals are assigned corrective action plans to improve quality.

Most programs are meeting the goals and objectives according to the system. Corrective action plans have been created to remedy program shortcomings and will be monitored throughout 2014. The number of people served increased some in 2013. Goodwill operations subsidized workforce development service by $ 497,349 in 2013.

Program Findings

- The total number of persons served was up 11%. This increase can be attributed to the addition of youth services through a subcontract with Cuesta College.
- The primary customer of our services continues to be people below federal poverty levels and those job seekers who are unemployed or under employed..
- Major sources of referrals come from Workforce Investment Act (WIA)-One Stop Career Centers and self referrals into program activities provided by the career centers.
- Consumer ethnicity is consistent with local population trends compared to the US Census Data.
- Gender is primarily female 56% and male 44%.
- The age category of our customers is primarily 17-24, (55%).
- Geographically we served more people (70%) in San Luis Obispo than any other county, which is consistent with the trends in operations from 2012.
- Skills training program enrollments were declining in early 2012; however, by the end of the year tours and enrollments were steadily increasing.
- Customer satisfaction is high and for the most part all programs met program goals.
- Job Placement rates have improved in many areas including skills training.
- Impact of Federal Sequestration and shutdown.

This report is available online at www.shorelineworks.org & www.scgoodwill.org

I. Introduction/Methodology

The purpose of this Outcome Measurement System Report is to evaluate the effectiveness, efficiency, characteristics of the person served, and customer satisfaction for each of Shoreline's programs in 2013. This report details for consumers and public the positive outcomes Goodwill made in the lives of the people we served.

There are five major components of the Outcome Measurement System:

1. Written policy on outcomes that clarify to the Board of Directors, administration, staff members, funding sources, and consumers - the purpose, responsibilities, and expected achievements of the outcomes measurement system and the mechanisms for reporting the information provided by the system.

2. Actual effectiveness, efficiency, satisfaction, and characteristic measures were defined during our Strengths, Weaknesses, Opportunities, Service Access, and Threats (SWOT), analysis and modified annually to meet new expectations.

3. Sharing the results of this system through monthly reporting system and by annually publishing the information in periodicals and in reports to the board and our various constituencies.

4. Using the information for continual quality improvement through a plan to improve outcome measures that did not meet goals.

5. Data was retrieved from Shoreline's Outcomes Measurement System, Data System Action Forms, Budget Variance Reports and Consumer Feedback Questionnaires.

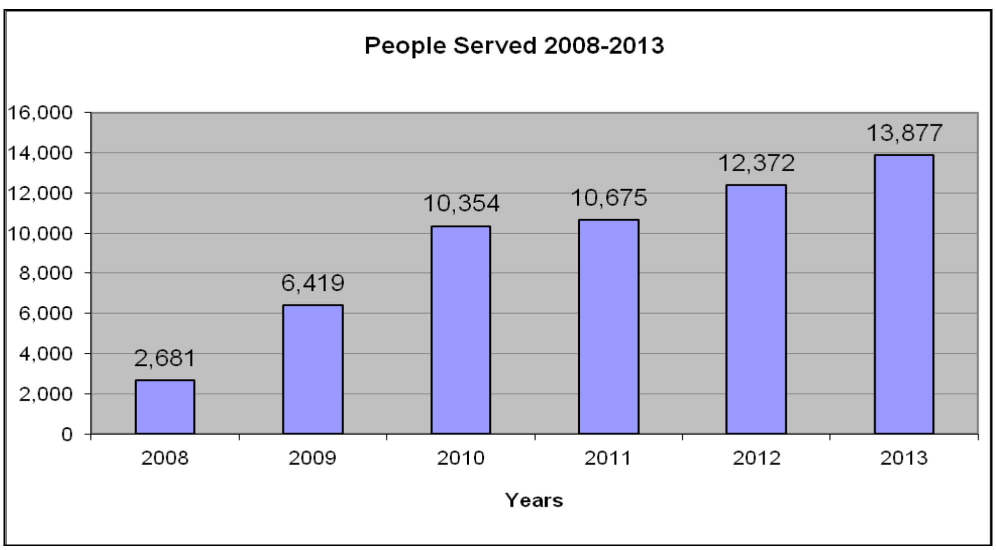
This report along with recommendations for quality improvements is submitted to the board, senior staff, funding sources, and line staff. The line staff and administration continue to be responsible for making improvements to services so we can better serve our customers' needs.

II. Characteristic and Demographics of the Persons Served

Shoreline Workforce Development Services (SWDS) tracked the following characteristics and Demographics of the person served:

1. Consumer Population

The total number of people served in 2013 was 13,877 compared with 12,372 in 2012, an increase of 11%. Economic factors, high unemployment, and reduced hiring by employers due to the Great Recession were the major reasons for the increased numbers of people served. In 2013, Shoreline continued to concentrate on services to populations that were self referred as a result of increased contract services. The results of these contractual efforts enabled SWDS to expand services greatly. In 2014, Shoreline will continue to focus on self referrals to our Career Centers as well as seeking and obtaining contracts to support services in the community.



2. Consumer Population by Need*

The general reasons people seek services from Shoreline are as follows:

- Job Seekers who lack employment or unemployment, 93%
- Welfare to Work (CalWorks /TANF), 5%.
- People with disabilities, 1%.
- All other categories, 1%.

3. Source of Referrals*

The general sources of people referred to Shoreline are referred as follows:

Source	2013	2012	Change
Self Referrals	12,798	11,218	1,580
TANF Programs	694	695	-1
Regional Occupational Programs	56	79	-23
Santa Cruz & Monterey Co. One Stops	168	220	-52
Pvt. W/C Counselors	2	5	-3
DoR	62	42	20
EDD	0	1	-1
VA	80	112	-32
NEG	13	0	13
SS	4	0	4

4. Consumer Population by Ethnicity*

As with previous years, Shoreline's referrals closely mirror our population as to ethnicity. There was an increase of 3% in the percentage of Latino participants served.

- Caucasians, 63%
- Latino, 27%
- African Americans, 3%
- Asians, 3%
- Native Americans, 3%
- Decline to state 1%

5. Consumer Population by Gender*

Shoreline continued to serve more women (56%) than men (44%) in 2013, 7771 vs. 6106.

6. Consumer Population by Age*

Age Groups	%	Number
17-24	55	7632
25-34	15	2081
35-44	10	1388
45-54	10	1388
Over 55	10	1388

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7. Consumer Population by Geographic Source*

The table below illustrates where clients report their home address.

County	2013	2012	% Total Geographic
Santa Cruz	1807	2114	14%
Monterey	2284	2597	16%
SLO	9786	7661	70%
Other Co.	0	2	0%
Total	13,877	12374	

8. Surplus (Deficits) & E/R by Programs/Geographic Source

The table below illustrates where Surplus revenue or deficits were created as well as the E/R ratio by county for **direct service**. (Does not include administrative overhead or housing cost) Overall, program Surplus in 2013 were $312,680 compared to a deficit of $115,827 in 2012. 85% of the program costs are for staff.

County	2013 Total Surplus $	2012 Total Surplus $	Change By $	2013 E/R	2012 E/R
Santa Cruz	381,650	(85,516)	467,199	80 %	105%
Monterey	(90,591)	(19,464)	(110,055)	120 %	102 %
SLO	25,621	(10,847)	36,468	98%	100%

9. Revenue per Person Served

Report illustrates the revenue per person served based on funds generated from a variety of sources either from contracts, tuition or the sale of services in key programs. The amount of dollars received does not necessarily reflect the cost borne by Goodwill to provide these services.

Programs	Numbers served	Total Revenue $	Revenue per person served $
All Programs	13,877	3,742,297	270
SLO One Stop Career Centers	9792	1,746,009	178
WIA Programs Santa Cruz & Monterey Co.	86	537,756	6253
JSW & WEX & SEP Programs	675	697,144	1033
Cosmetology	183	556,768	3042
Culinary	15	94,880	6325
Office Career Programs	29	68,327	2356

10. Cost per Person Served

This table illustrates the cost per person served based on cost applied in key programs.

Programs	Numbers served	Total Expense $	Cost per person served $
All Programs	13,877	4,239,646	360
SLO One Stop Career Centers	9792	1,720,358	176
WIA Programs Santa Cruz & Monterey Co.	86	482,382	5609
JSW & WEX & SEP Programs	675	648,637	961
Cosmetology	183	590,923	3229
Culinary	15	102,368	6825
Office Career Programs	29	67,581	2330

11. Cost/Revenue Comparison

Using the data from tables the table above this information provides a side by side comparison of cost and revenue by per persons served.

Programs	Numbers served	Cost per person served $	Revenue per person served $
All Programs	13,877	306	270
SLO One Stop Career Centers	9792	176	178
WIA Programs Santa Cruz & Monterey Co	86	5,609	6,253
JSW & WEX & SET Programs	675	961	1,033
Cosmetology	183	3,229	3,042
Culinary	15	6,825	6,325
Office Career Programs	29	2,330	2,356

III. Outcome Data System Components by Individual Programs

1. One Stop Business and Career Centers - San Luis Obispo County

Total Number Served- 9792 vs.7663 in 2012
Effectiveness Measure-

1) To maximize the number of goals obtained via the contract requirement, meet 90% of the goals
Result: Objective met, 97% of the contract goals were met.

Efficiency Measure-

1) To measure Expense to Revenue Ratio & Revenue per case.
Goal: E/R 100%
Result: Objective met. E/R was 98%

Satisfaction Measure-

1) To achieve an average score of 80% satisfactory or higher rating in all areas of consumer satisfaction survey.

Result: Objective met. 99% of the clients reported being satisfied with the services.

Service Access-

Results: There was no waiting or wait list in this program.

2. Comprehensive Vocational Evaluation Services

Total Number Served- 32 vs. 34 in 2012.
Effectiveness Measure-

1) To maximize the number of referral questions answered by the vocational evaluators per the referral form, achieve 90%.
Results: Objective met. Evaluation staff answered more than 95% of the referral questions.

Efficiency Measure-

1) To measure Expense to Revenue Ratio & Revenue per case, achieve 100% E/R.
Result: Objective met. Vocational evaluation expense to revenue ratio was 82%.

Satisfaction Measure-

1) To achieve an average score of 80% satisfactory rating in all areas of consumer satisfaction survey.

Result: Objective met. Customer satisfaction score was; 100% satisfied;

Service Access-

Results: There was minor waiting in vocational evaluation services due to the part-time nature of the program operating only one week a month. Most clients are seen within three weeks of the referral.

3. Employment Skills Training Services

Total Number Served-248 vs. 183 in 2012

School of Cosmetology

Total Number Served 183 vs. 193 in 2012

Effectiveness Measures-

Yearly Outcome Results	2013	2012	2011
1) To achieve a course completion rate of 65%			
Overall	71%	86%	77%
Cosmetology	74%	85%	77%
High School Cosmetology	63%	91%	82%
Esthetician	81%	89*%	33%
2) To place 70% of the program graduates			
Cosmetology	61%	83%	54%
Estheticians	33%	66%	0%
3) 70% of the students will pass the State License Examination			
Cosmetology*	73%	70%	78%
Esthetician	100%	93%	0%

Results: Job placement continues to be a problem in the esthetician program which could be caused by under reporting or poor labor market.

2014 Corrective action: A plan for follow up and tracking will be followed by the program manager to better count job placements.

Efficiency Measure-

1) To measure Expense to Revenue Ratio & Revenue per case.

Goal: 90% or less

Results: Not met. Expense to revenue ratio was measured at 106%.

2014 Corrective action: Track expenses better and improve sales of services. Carefully monitor staffing patterns and reduce hours as needed to meet the requirements of a lower student body and changing hours of operations. Increase tuition and services cost. Carried over from 2013.

Satisfaction Measure-

1) To achieve an average score of 60% or higher, in excellent rating and 80% satisfactory in all areas of consumer satisfaction.

Results: Objective met. Student satisfaction in Cosmetology was rated at 98% and Client satisfaction was rated at 100%.

Service Access-

Results: The waiting times decreased this year compared to 2012 where there were 173 people awaiting training for Cosmetology and 386 awaiting entrance into Esthetician.

There were 82 people awaiting esthetician enrollment at the end of 2013.

There were 215 people awaiting cosmetology enrollment at the end of 2013.

Office Careers Santa Cruz County:

Total Number Served- 29 vs. 34 in 2012

Effectiveness Measures-

Yearly Outcome Results	2013	2012	2011
1) To achieve a course completion rate of 85%.	**79%**	**91%**	85%
2) To place 80% of the program graduates.	57%	80%	43%
3) To maximize benefits for graduates (50%)	NR	NR	NR
4) To maximize the ratio of starts to tours (60%).	80%	50%	73%
5) To increase earnings by $1.00 per hour.	+$.87	-$1.14	-$ .11
6) To have 100% of students pass the Computer Proficiency Examination (CPE)	100%	100%	100%

Results: Most objectives met; Job Placement of graduates continues to be very problematic.

<u>2014 Corrective action:</u> To improve the course placement rate, the instructor in conjunction with the Program Director will evaluate and implement additional early student interventions for students in danger of dropping out or not seeking employment. <u>ALL students will receive an internship or work experience</u>. Additional staffings will be provided to clients to direct student's interest towards job placement. The instructor will incorporate job placement activities into the Curriculum. Carried over from 2013.

Efficiency Measure-

1) To measure Expense to Revenue Ratio & Revenue per case.
   Goal: 80% or less

Results: Objective not met. Expense to Revenue ratio was 98%.
<u>2014 Corrective action:</u> Look for cost cutting measures such as reducing textbook cost and increase enrollments.

Satisfaction Measure-

1) To achieve an average score of 80% or higher, in excellent rating in all areas of consumer satisfaction.

Results: Objective met. Customer satisfaction was measured at 91% excellent; 8% Satisfied; less than 1% stated needs improvement.

Service Access-

Results: There was less no waiting list in the office careers program this year.

<u>Culinary</u>

Total Number Served- 36 vs.46 in 2012
Effectiveness Measures-

Yearly Outcome Results	<u>2013</u>	<u>2012</u>	<u>2011</u>
1) To achieve a course completion rate of 85%.	100%	100%	85%
2) To place 80% of the program graduates.	50%	71%	36%
3) To maximize benefits for graduates (50%)	NR	NR	NR
4) To maximize the ratio of starts to tours (60%).	95%	95%	84%
5) To increase earnings by $1.00 per hour.	$.37	-$.37	$ .93
6) 75% of the students will pass the Serving Safe Food Certification test	100%	100%	100%

Results: Objective not met. To improve the job placement rate the instructor will better engage employers in the Community and actively work with job placement staff in Salinas. The instructor will also input job placement into the curriculum.

Efficiency Measure-

1) To measure Expense to Revenue Ratio & Revenue per case.

Goal: 90% or less

Results: Objective not met. Expense to revenue ratio was 108%

2014 Corrective action: Instructor will increase and actively market referral sources; advertising for weddings and conferences.

Satisfaction Measure-

1) To achieve an average score of 80% or higher, in satisfactory or excellent rating in all areas of consumer satisfaction.

Results: Objective met. Consumer satisfaction was rated at; 84% excellent and 16% satisfied.

2) To achieve an above average score (4.0 or above) for conferences

Results: Objective generally met. Consumer satisfaction was rated as stated below:

Yearly Facility Customer Satisfaction Results	2013 Exc	2012
1) Food	**77%**	**66%**
2) Facility.	100%	100%
3) Staff	100%	100%
(Scale of 1-5 5= excellent)		

Service Access-

Results: There was no waiting list to start the culinary program.

4. *Community Employment Services – Santa Cruz & Monterey Counties*

SANTA CRUZ COUNTY

Job Search Workshop Program Santa Cruz County (JSW)

Total Number Served- 343 vs. 351 in 2012

Effectiveness Measure-Total

1) To maximize the number of job placements-achieve a 30% job placement rate per county contract.
Result: Objective met. 46% of the participants closed cases were placed into competitive employment.

Efficiency Measure-

1) To measure Expense to Revenue Ratio & Revenue per case.
Goal: E/R 100%
Result: Objective met. The expense to revenue ratio was 100%.

Satisfaction Measure-

1) To achieve an average score of 80% meeting most "areas of expectations" for consumer satisfaction survey.
Result: Objective met. Customer satisfaction was rated at 99%.

Service Access-

Results: There was no waiting or wait list in this program.

Work Experience Program Santa Cruz County (WEX/SMART HIRE)

Total Number Served- 332 vs. 274 in 2012.

Effectiveness Measures-

1) WEX Cases: to maximize the number of participants entering unsubsidized employment to achieve a 50% placement rate.
Result: Objective met achieved an 84% placement rate.

1) Maximize the number of participants enrolled into the work experience program within 30 days to achieve a 70% entered rate.

Result: Objective. The staff enrolled 80% referrals into WPR activities within 30 days.

Efficiency Measure-

1) To measure Expense to Revenue Ratio & Revenue per case. Achieve a 100% E/R.
Results: Objective met. Expense to Revenue ratio was 78%.

2) To ensure that clients entering into unsubsidized employment achieve an average wage of $ 9.50.
Result: Objective met. The program achieved an average entry rate of $9.68 per hour.

Satisfaction Measure-

1) To achieve an average score of 80% satisfactory rating in all areas of consumer satisfaction survey.
Result: **Objective met.** Customer satisfaction was rated at over 90%.

Service Access-

1) To contact 90% of the clients referred for work experience within 10 days from point of first referrals.

Results: Objective met. 90% of the clients were contacted within 10 days of being referred to the program.

On the Job Training Program Santa Cruz County (OJT)

Total Number Served- 20 vs. 46 in 2012 OJT intensive

Effectiveness Measure-Total

1) To maximize the numbers of job placements and achieve an 83% job placement rate per Santa Cruz County's WIB contract requirement.

Result: Objective was met 87% of the OJT completed participants were placed.

Efficiency Measure-

1) To measure Expense to Revenue Ratio & Revenue per case.
Goal: E/R 100%
Result: Objective not met. The expense to revenue ratio was 121%. This was caused by sequestration.
2014 Corrective action: Ensure BVR expenses are accurately accrued.

Satisfaction Measure-

1) To achieve an average score of 80% satisfactory or excellent rating in all areas of consumer satisfaction survey.
Result: Objective met. Customer satisfaction was rated at over 90%.

Service Access-
Results: There was no waiting or wait list in this program.

Career Center Santa Cruz

Total Number Served- 642 vs. 683 in 2012
Effectiveness Measure-
1) To maximize the numbers of customers served with job placement services in the Neighborhood Career Center serve 400 people.
Result: Objective met. 642 individuals were served.

Efficiency Measure-
1) To measure Expense to Revenue Ratio & Revenue per case.
Goal: E/R 100%
Result: Objective met. E/R was 100%

Satisfaction Measure-
1) To achieve an average score of 80% satisfactory or higher rating in all areas of consumer satisfaction survey.
Result: Objective met. Customer satisfaction was rated at over 97%.

Service Access-
Results: There was no waiting or wait list in this program.

MONTEREY COUNTY

Career Center Salinas

Total Number Served- 2088 vs. 1311 in 2012
Effectiveness Measure-
1) To maximize the numbers of customers served with job placement services in the Neighborhood Career Center to serve 500 people.
Result: Objective met. 2088 individuals were served.

Efficiency Measure-

1) To measure Expense to Revenue Ratio & Revenue per case.
Goal: E/R 100%
Results: Objective met.

Satisfaction Measure-

2) To achieve an average score of 80% satisfactory or higher rating in all areas of consumer satisfaction survey.

Result: Objective met. Client satisfaction was rated at over 90%.

Service Access-

Results: There was no waiting or wait list in this program.

On the Job Training Program Monterey County (OJT)

Total Number Served- 44 vs. 94 in 2012 in OJT intensive

Effectiveness Measure-Total

1) To maximize the numbers of job placements-achieve a 100% job placement rate per Monterey County's WIB contract requirement.

Result: Objective met. 92% of completions were placed.

Efficiency Measure-

1) To measure Expense to Revenue Ratio & Revenue per case.
Goal: E/R 98%
Results: Objective not met. Expense to Revenue ratio was 125%. This was caused by sequestration.
2014 Corrective action: Ensure BVR expenses are accurately accrued.

Satisfaction Measure-

1) To achieve an average score of 80% satisfactory or excellent rating in all areas of consumer satisfaction survey.
Result: Objective met. Client satisfaction was rated at over 90%.

Service Access-

Results: There was no waiting or wait list in this program.

V. Customer Satisfaction

Shoreline has developed customer satisfaction feedback questionnaires for each program area. At the end of a program participants were asked to complete a satisfaction questionnaire. These forms were sent to administration for tally.

The survey questionnaires asked consumers to rate their perceptions about length of time for services received, quality of services, professionalism and helpfulness of the staff. This also gave them an opportunity to give additional feedback concerning the perception of the quality of services.

In most programs, the overall customer satisfaction objectives were achieved. The results of the customer satisfaction are communicated to the Board of Directors, administration, staff, customers, and various publics by the distribution of this report. The marketing and public relations department publishes information annually on selected outcomes.

In 2013, Shoreline staff surveyed stakeholders and businesses in the OJT and One Stop Programs as a relative sample of our total employer and referral sources. Survey results from employers and referring agents were very high with excellent levels of customer satisfaction. A detail of these results is contained in the outcomes binder which is available by request.