

**Program Evaluation—Adult Services Habilitation  
Quarterly Management Report--2006**

| Objectives   | Measures/<br>Data Source   | Time of<br>Measure   | Obtained By  | Goal | Outcome                 |                         |                         |                         |
|--|--|----------------------|--|------|-------------------------|-------------------------|-------------------------|-------------------------|
|  |  |                      |  |      | 1 <sup>st</sup><br>qtr. | 2 <sup>nd</sup><br>qtr. | 3 <sup>rd</sup><br>qtr. | 4 <sup>th</sup><br>qtr. |
| <p><b>Effectiveness</b><br/>Maximize percentage of individuals who maintain*, improve or achieve their PSP objectives.</p> <p>*represents no change or &lt; 5% decrease in percentage.</p> | <p>Percent of individuals who show progress, maintain or achieve their PSP objectives.</p> <p>PSP audit</p>  | <p>Quarterly</p>     | Habilitation Manager<br>Adult Activity Services<br>Areas 23 & 24 | 60%  | 62%                     | 67%                     | 64%                     | 71%                     |
|  |  |                      | Habilitation Manager<br>Seniors Services                         | 70%  | 65%                     | 69%                     | 79%                     | 66%                     |
|  |  |                      | Habilitation Manager<br>Community Based Services                 | 70%  | 90%                     | 85%                     | 90%                     | 95%                     |
|  |  |                      | Industrial Systems Manager                                       | 70%  | 77%                     | 80%                     | 76%                     | 77%                     |
| <p><b>Efficiency</b><br/>Maximize the percentage of individuals who participate in community based activities.</p>   | <p>Percent of individuals who go on community based activities.</p> <p>Community based report and Supervisory listing of alternate work community trips.</p> <p>*Duplication may occur in percentage of individuals participating in Explore activities and spontaneous trips.</p> | <p>Quarterly</p>     | Habilitation Manager<br>Adult Activity Services *                | 75%  | 29%                     | 68%                     | 58%                     | 61%                     |
|  |  |                      | Habilitation Manager<br>Seniors Services *                       | 75%  | 69%                     | 83%                     | 92%                     | 100%                    |
|  |  |                      | Nursing Coordinator—Adult<br>Activity Services Area 12*          | 50%  | 16 %                    | 0%                      | 75%                     | 36%                     |
| <p><b>Satisfaction</b><br/>Maximize client satisfaction with adult services habilitation programs.</p>   | <p>Percent of individuals who express satisfaction with services</p> <p>Adult Services Survey</p>  | <p>Semi-annually</p> | Adult Services Director  | 100% | 93%                     | 87%                     |                         |                         |

**Program Evaluation—Adult Services Production  
Quarterly Management Report 2006**

| Objectives  | Measures/<br>Data Source   | Time of<br>Measure | Obtained By                | Goal        | Outcome   |                         |   |                         |
|---|--|--------------------|----------------------------|-------------|---|-------------------------|---|-------------------------|
|   |  |                    |                            |             | 1 <sup>st</sup><br>qtr.   | 2 <sup>nd</sup><br>qtr. | 3 <sup>rd</sup><br>qtr.   | 4 <sup>th</sup><br>qtr. |
| <b><i>Effectiveness</i></b>   |  |                    |                            |             |   |                         |   |                         |
| Maximize the number of individuals with piece rate averages of 25% and above. | Number of individuals with piece rate averages of 25% and above.<br>Piece rate report.   | Quarterly          | Industrial Systems Manager | 100         | 73  | 88                      | 31  | 25                      |
| Maximize the number of successful corrective/preventive actions closed.       | Number of corrective/preventive actions issued.<br>Corrective Action Report              | Semi Annually      | Adult Services Director    | 100% closed | 4 issued so far in 2006—3 have been closed. An additional 3 corrective actions from 2005 were closed.                 |                         | 3 corrective actions were issued in the second half. Two were closed by the end of the year. One is still in process. |                         |
| Minimize the number of major/minor findings in internal and external audits   | Number of findings   | Semi Annually      | Adult Services Director    | 0 findings  | 3 minor/1 major finding in our internal audit-all have been corrected.  |                         | 0 findings in the external audit. There was 1 area of concern and 2 opportunities for improvement.                    |                         |
| Maximize the number of continuous improvement projects issued /closed         | Number of projects issued.<br>Continuous Improvement Project Form                        | Semi Annually      | Adult Services Director    | 100% closed | 4 continuous improvement projects issued in 2006—2 have been closed. An additional 6 from 2005 were closed this year. |                         | 2 continuous improvement projects were issued in the second half. Both were closed by the end of the year.            |                         |
| <b><i>Efficiency—See Marketing Page.</i></b>                                  |  |                    |                            |             |   |                         |   |                         |
| <b><i>Satisfaction</i></b>  |  |                    |                            |             |   |                         |   |                         |
| Maximize satisfaction of all customers.                                       | Percent of all businesses who express satisfaction with services.<br>Satisfaction Survey | Annually           | Industrial Systems Manager | 100%        | NA  | 100%                    | NA  | NA                      |
| Achieve quality expectations for all customers.                               | Non error rate for all customers—<br>customer log  | Quarterly          | Adult Services Director    | 0 errors    | 0 errors  | 0 errors                | 1 error   | 1 error                 |

**Program Evaluation—Adult Services—Employment Services  
Quarterly Management Report 2006**

| <b>Objectives</b>  | <b>Measures/<br/>Data Source</b>   | <b>Time of Measure</b> | <b>Obtained By</b>          | <b>Goal</b> | <b>Outcome</b>                 |                                |                                |                                |
|--|--|------------------------|-----------------------------|-------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
|  |  |                        |                             |             | <b>1<sup>st</sup><br/>qtr.</b> | <b>2<sup>nd</sup><br/>qtr.</b> | <b>3<sup>rd</sup><br/>qtr.</b> | <b>4<sup>th</sup><br/>qtr.</b> |
| <b>Effectiveness</b>   |  |                        |                             |             |                                |                                |                                |                                |
| Maximize the percentage of individuals earning above \$5.75/hour.              | All individuals employed during quarter/ Marketing Report and Community Employer List                    | Quarterly              | Employment Services Manager | 55%         | 50%                            | 43%                            | 43%                            | 46%                            |
| Maximize the percentage of individuals maintaining jobs for more than 60 days. | All individuals placed more than 60 days/Marketing Report and Community Employer List                    | Quarterly              | Employment Services Manager | 85%         | 92%                            | 95%                            | 89%                            | 88%                            |
| Maximize the average number of hours worked per week.                          | All individuals employed during quarter/Marketing Report and Community Employer List                     | Quarterly              | Employment Services Manager | 20 hrs.     | 19 hrs.                        | 19 hrs.                        | 19 hrs.                        | 20 hrs.                        |
| Maximize the percentage of individuals placed with benefits.                   | All individuals employed during quarter/Marketing Report and Community Employer List                     | Quarterly              | Employment Services Manager | 37%         | 34%                            | 28%                            | 31%                            | 40%                            |
| <b>Efficiency</b>  |  |                        |                             |             |                                |                                |                                |                                |
| Minimize the average number of months in development.                          | All individuals placed in quarter/ RSC Authorizations/ Reports Job Development List                      | Quarterly              | Employment Services Manager | 3 mths.     | 2 mths.                        | 3 mths                         | 4 mths.                        | 4 mths.                        |
| Minimize the average number of development hours used for placement.           | All individuals placed in quarter/ RSC Authorizations/ Reports Job Development List                      | Quarterly              | Employment Services Manager | 15 hrs.     | 12 hrs.                        | 7 hrs.                         | 13 hrs.                        | 16 hrs.                        |
| Minimize the average number of job coaching hours used.                        | All individuals completing job coaching within the quarter/Job Coaching Report                           | Quarterly              | Employment Services Manager | 45 hrs.     | 39 hrs.                        | 29 hrs.                        | 32 hrs.                        | 23 hrs.                        |
| Minimize the cost per individual receiving services.                           | Financial Data Base  | Annually               | Business Manager            | \$6423      | \$5269                         | _____                          | _____                          | _____                          |
| <b>Satisfaction</b>  |  |                        |                             |             |                                |                                |                                |                                |
| Maximize client satisfaction with Employment Services.                         | All individuals utilizing Employment Services/Employment Services Satisfaction Survey                    | As placed              | Employment Services Manager | 97%         | 100%                           | 88%                            | 100%                           | 100%                           |
| Maximize satisfaction of all employers.  | Percent of all employers who express satisfaction with Employment Services/ Employer Satisfaction Survey | Annually               | Employment Services Manager | 93%         | _____                          | 91%                            | _____                          | _____                          |

**Program Evaluation—Adult Services Marketing  
Quarterly Management Report 2006**

| Objectives  | Measures/<br>Data Source                          | Time of<br>Measure | Obtained By  | Goal                             | Outcome                 |                         |                         |                         |
|---|---|--------------------|--|----------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|   |   |                    |  |                                  | 1 <sup>st</sup><br>qtr. | 2 <sup>nd</sup><br>qtr. | 3 <sup>rd</sup><br>qtr. | 4 <sup>th</sup><br>qtr. |
| Maximize the number networking opportunities at Chamber of Commerce events, service clubs and other civic organizations | Number of events attended                         | Semi-annually      | Marketing Representative   | 24 events                        | 33                      |                         | 36                      |                         |
|   | Marketing report                                  |                    | Job Developer—RSC  | 8 events                         | 9                       |                         | 6                       |                         |
|   |   |                    | Job Developer—non RSC  | 8 events                         | 16                      |                         | 10                      |                         |
| Offer tours of the Industries buildings to interested groups and individuals  | Number of tours taken<br>Marketing report         | Quarterly          | Marketing Representative   | 5 tours                          | 9                       |                         | 10                      |                         |
| Increase gross revenue for Marimor Industries, Inc.   | Totals for each quarter                           | Semi-annually      | Marketing Representative   | Gross revenue \$310,000 per half | \$256,043               |                         | \$280,086.00            |                         |
|   | Financial report                                  |                    |  | New revenue \$100,000 per half   | \$25,601.72             |                         | \$36,405.85             |                         |
| Maximize the number of potential customers contacted and bids placed.   | Number of customers contacted<br>Marketing report | Semi-annually      | Marketing Representative   | 325 contacted                    | 361                     |                         | 457                     |                         |
|   |   |                    |  | 30 bids                          | 42                      |                         | 29                      |                         |
| Maximize media coverage for the agency  | Total of events covered<br>Marketing report       | Semi-Annually      | Marketing Representative   | 1 event monthly                  | 6 events                |                         | 6 events                |                         |
| Update TV and radio spots on an annual basis  | Completion of update<br>Marketing report          | Monthly            | Marketing Representative   | 100%                             | 100%                    |                         | 100%                    |                         |
| Update web site with marketing information  | Number of updates<br>Marketing report             | Annually           | Marketing Representative<br>Job Developer-RSC<br>Job Developer-non RSC | 1 time                           | 0                       |                         | 1                       |                         |
| Maximize the number of customized employment opportunities for clients  | Number of jobs developed                          | Semi-annually      | Job Developer-RSC<br>Job Developer-non RSC                             | 36 jobs                          | 38                      |                         | 27                      |                         |
| Maximize the number of hours spent in job development   | Total number of hours                             | Semi-Annually      | Job Developer—RSC  | 420 billable hours               | 287.5                   |                         | 313.75                  |                         |
|   | Marketing report                                  |                    | Job Developer—non RSC  | 300 documented hours             | 262                     |                         | 302.25                  |                         |

## DEMOGRAPHIC INFORMATION

### Statistics by Race/Gender

| Race          | Male |      | Female |      |
|---------------|------|------|--------|------|
|               | 2005 | 2006 | 2005   | 2006 |
| Asian/Pacific | 0    | 0    | 1      | 2    |
| White         | 178  | 177  | 159    | 161  |
| Black         | 36   | 38   | 14     | 16   |
| Hispanic      | 3    | 1    | 0      | 0    |
| Unknown       | 0    | 0    | 1      | 2    |
| Other         | 3    | 2    | 0      | 0    |

### Statistics by Age/Disability

| Age   | Total |      | Other |      | Mild |      | Moderate |      | Severe |      | Profound |      |
|-------|-------|------|-------|------|------|------|----------|------|--------|------|----------|------|
|       | 2005  | 2006 | 2005  | 2006 | 2005 | 2006 | 2005     | 2006 | 2005   | 2006 | 2005     | 2006 |
| 15-19 | 12    | 16   | 1     | 0    | 5    | 4    | 5        | 7    | 1      | 3    | 0        | 0    |
| 20-24 | 48    | 51   | 4     | 3    | 13   | 16   | 23       | 20   | 5      | 8    | 3        | 4    |
| 25-29 | 57    | 55   | 8     | 9    | 15   | 14   | 21       | 20   | 5      | 6    | 8        | 6    |
| 30-34 | 34    | 38   | 3     | 4    | 10   | 11   | 12       | 15   | 6      | 4    | 3        | 4    |
| 35-39 | 37    | 38   | 2     | 3    | 17   | 13   | 9        | 10   | 4      | 6    | 5        | 6    |
| 40-44 | 41    | 34   | 2     | 3    | 16   | 15   | 11       | 11   | 7      | 2    | 5        | 3    |
| 45-49 | 44    | 40   | 3     | 1    | 11   | 11   | 21       | 16   | 3      | 6    | 6        | 6    |
| 50-54 | 42    | 50   | 3     | 4    | 18   | 19   | 11       | 15   | 4      | 5    | 6        | 7    |
| 55-59 | 39    | 39   | 3     | 3    | 17   | 18   | 8        | 8    | 6      | 5    | 5        | 5    |
| 60-64 | 20    | 17   | 3     | 1    | 6    | 6    | 5        | 4    | 5      | 5    | 1        | 1    |
| 65-69 | 9     | 9    | 2     | 4    | 2    | 1    | 1        | 2    | 1      | 1    | 3        | 1    |
| 70-74 | 7     | 7    | 1     | 1    | 4    | 3    | 1        | 1    | 1      | 1    | 0        | 1    |
| 75-79 | 4     | 3    | 0     | 0    | 1    | 0    | 2        | 2    | 0      | 0    | 1        | 1    |
| 80-85 | 1     | 2    | 0     | 0    | 1    | 2    | 0        | 0    | 0      | 0    | 0        | 0    |

## COMMENTS

### Habilitation

#### Effectiveness

**First Half:** As far as achieving PSP objectives, percentages were achieved in all but one service area. Seniors Services were somewhat low both quarters. Declining health for many individuals is a major contributing factor.

**Second Half:** Each service area achieved their goal in showing progress, maintaining or achieving PSP (now known as G&O) objectives at least one quarter in the second half. Seniors Services was the single area not to achieve their goal both quarters, and they fell short of that goal by only 4% in the 4<sup>th</sup> quarter. Aging and behavioral issues and many significant changes in terms of staff and people served in the areas contributed to this decrease. It is expected that as everyone becomes accustomed to these changes and staff learn how best to work with the individuals new to the areas that percentages will increase again.

#### Efficiency

**First Half:** This was our first winter since moving back to Ada Road and into Marimor School. Staffing, weather, transportation availability and an increase in the needs of the people served in these areas contributed to the decrease in outings. The Seniors areas did exceed our goal in the second quarter, and this is due to a change in our definition of an outing. Anytime staff take individuals out of the room where their area is located, whether it is going on a walk on the Ottawa Metro Park walking path or visiting people in another building, it is considered an outing since the individual is leaving the space they spend a majority of the time in day services. Until staffing stabilizes, these “trips” will continue to be classified outings. Another factor affecting the number of outings planned is the increase in the number of intergenerational and collaborative activities Adult Services staff and school staff are planning and implementing. These activities are extremely beneficial socially to both the adults and the children and require the same or more time and coordination as outings into the community. We will consider tracking these activities in addition to outings in the future. Adult Activities Services Area 12 have struggled with staffing issues with two different staff leaving the unit and one new staff coming in. There is still one open position being staff with a substitute. It takes some time to know the individuals well enough to be sure that the needs are met before changing the environment with an outing. Efforts have improved to get individuals on outings with the better weather in the 3<sup>rd</sup> quarter. Weather is always a major concern for outings since the individuals are medically fragile.

#### **Second Half:**

The percentages for the field trips for the individuals served in Adult Activities Services Area 12 for the 4 quarters averaged 42.3% which did not make the goal for 50% desired. This will be an on-going goal for 2007. Adult Activities Services Area 12 staff were able to get some outings accomplished prior to the decline of the weather. Weather is always a major concern for outings since the individuals are medically fragile. Adult Activity Services Areas 23 & 24 completed outings with 58% and 61% of the individuals in the two areas during the 3<sup>rd</sup> and 4<sup>th</sup> quarters respectively, falling short of their goal in both quarters. Transportation and staff availability, as well as general health concerns, continue to hinder the completion of outings for these areas. It is recommended that they begin tracking outings similarly to Seniors Service areas (now included in the Adult Activity Area service areas); that is, walks to other areas to provide social interaction opportunities should be included in their numbers. Whenever they do get a chance to be out in the community, they seem to enjoy it a great deal.

#### Satisfaction

**First Half:** Client satisfaction was a bit lower than the 100% hoped for. Reasons for the lower satisfaction were basically dependent upon what kind of work was going on in the workshop, whether or not an individual was hired for the community job he/she desired or if they were on a waiting list for a change of service.

**Second Half:** A few trends indicated people want more/different work, and it's too cold in the workshop. We continue to strive to bring more work in; however, we also encourage people to consider Supported Employment if they want to work consistently. The warehouse door is an issue and a corrective action was assigned to solve the problem.

## **Production**

### **Effectiveness**

**First Half:** The change in contracts had an impact on the percentages of individuals with piece rates over 25%. The mats that we complete for Cooper Farms take more time and have multiple steps. We are seeing some improvement over the first quarter of this year and we are hoping for additional improvement the longer we have this project.

**Second Half:** Cooper Farms ended in August 2006, which had a tremendous impact on our piece rates. Small jobs came and went, which did not give a lot of consistency & more training was needed. This resulted in lower piece rates for many individuals. The corrective actions and continuous improvement projects have had good results. We will be changing this goal to look at the time needed to close out the projects. Our external audit with SAI global indicated 0 findings. One are of concern and two opportunities for improvement have been addressed.

### **Efficiency**

**First Half:** The Marketing Representative met with Cooper Farms in reference to our turkey mat progress. Overall, they were very impressed with the building of the mats and the quantities we are producing. This has been one of our larger contracts so far this half.

**Second Half:** As stated, the Cooper Farms turkey mat project ended in August. This was not a result of our work, as Cooper was happy with this project. However, their customer wanted a different product. We are in good standing with our current customers. When long term jobs are secured and everyone becomes accustomed to the new jobs number should increase again.

### **Satisfaction**

**First Half:** Our customer satisfaction survey was 100% satisfaction!

### **Second Half:**

We are in good standing with our contract customers. One complaint in the 3<sup>rd</sup> quarter resulted in discussion about communication. The customer was happy with the result. One complaint in the 4<sup>th</sup> quarter about a security issue in Secure Shred resulted in stepped up security and police involvement.

## Employment Services

### Effectiveness

**First Half:** The percentage of individuals earning above \$5.75 an hour decreased the second quarter this year. There were many contract site placements during this time, with the Lima City Parks beginning again. The contract sites normally pay at \$5.15 per hour, although these are very good learning experiences. The percentage of individuals maintaining jobs for more than 60 days decreased the first quarter, from fourth quarter 2005. We are still above our 85% optimum goal. Eleven people either quit or were terminated during this time, although seven of them did move on to other jobs within a month. The percentage of individuals placed with benefits also decreased during the second quarter. This is again related to all the contract site placements where benefits are not available.

**Second Half:** The percentage of individuals earning above \$5.75 per hour either remained the same or increased the second half. The overall goal of 55% was not met however for the year. We have many more people than we have ever had at contract sites which normally pays minimum wage. This is however great work experience for them. During the year, we had 33 individuals working at 10 contract sites. Retail and service industry positions also typically pay less than \$5.75 per hour, and we have had quite a few placements in that field. We continue to look for and strive for better paying positions. Individuals maintaining jobs for more than 60 days did decrease the second half, although we did exceed our yearly goal. This decrease is due to the City Parks ending for the season and also several people have quit or were laid off. Many of those people are back on the job development list currently. The amount of people placed with benefits did increase the second half, although did not quite meet our goal. Benefits are not available for minimum wage jobs normally, which we have had quite a few of recently. If the individuals need a job with benefits such as medical, we always try to find that.

### Efficiency

**First Half:** The average months in development did increase during the second quarter, although we were still at our goal of placement in three months. There were several people through RSC that had been in development 5-10 months, and we did place them during that timeframe, which brought the number down slightly. The number of hours needed for job development also increased the first quarter. This was again mainly due to a couple other RSC individuals that quite a few hours were used before being successfully placed.

**Second Half:** The average number of months in development did increase during the second half; however the annual average was 3.2 months which is fairly close to our goal. The average number of hours to place someone was below the optimum goal, although the second half was up. This increase the second half largely had to do with several individuals who were placed that had been in job development for some time.

### Satisfaction

**First Half:** Client satisfaction decreased during the second quarter of 2006. One individual stated that he did not obtain a job within his vocational goal (he said he wanted to work on cars). However his goal was building trades through RSC. Also employer surveys were done this half. There were only three employers that had any concerns and those were addressed.

### Second Half:

Client satisfaction continued to increase the second half and we did meet our goal of 97% for the year.

## Marketing

**First Half:** The RSC Job Developer billed 287.5 hours during this period. RSC hours authorized during this period were 480.5. The RSC Job Developer will continue to work diligently on increasing this amount. The Non-RSC Job Developer billed a total of 262.0 hours during the 1<sup>st</sup> half of 2006. This was an increase over the 196.25 hours documented during the 2<sup>nd</sup> half of 2005. The Non-RSC Job Developer will also continue working on increasing this amount.

The Marimor Industries, Inc. Marketing Representative was able to submit 42 bids to customers the first half of 2006, which resulted in 18 new jobs from five new customers. However, the frequency and of these new jobs combined with our traditional customer base was not enough to meet the goals for new and gross revenue. Local plant closings and layoffs eliminated some possible contracts that were in discussion, while increasing energy costs and the downturn in the American automotive industry made increased in house work difficult to obtain. The Marketing Representative will continue to prospect for new customers who may fit our service, and explore new programs for Marimor Industries.

### **Second Half:**

The RSC job developer did not meet the stated goal of attending 8 networking/Chamber activities. He will continue to work on that goal in 2007. The job developers also did not obtain 36 jobs this half. There was a decline in placements around the holiday season, but they will continue to try and obtain this goal. Also the RSC developer did not meet his quota of billable hours in job development. Part of this has to do with the fact that this developer is also teaching some JSST classes that are not billed under job development. This developer is also doing some follow along with RSC consumers for consistency in services. This also can take away from his job development. He will continue to try and reach this goal.

The Marimor Industries, Inc. Marketing Representative made 457 contacts with employers in the second half of 2006. The contacts resulted in 29 bids with 20 of those being accepted. Three bottle sleeving jobs from Pandora Mfg. resulted in a substantial amount of increased production and revenue in the last three months of the year. This work aided in generating revenues \$24,043.00 over the first half totals.

Local manufacturing and growth declined throughout the year. Efforts were made to expand MII's market area, but fluctuating and increasing energy costs, especially during the third quarter of the year, made expansion difficult. These factors weighed heavily in falling short of the stated goals in total and new revenue generated.

The document destruction division, Secure Shred, continued to grow and proves to be a needed and profitable service. The increase of material from this service helped drive Management Staff to research the feasibility of providing alternative services, such as electronic media destruction. This study is on-going at the present time.

One of the more substantial changes in the second half of 2006 was the shift in MII advertising. New radio and television spots were created that involved a great amount of input and creativity of the clients and staff, alike. Ideas and individuals from various areas collaborated to provide the complete image of Marimor and helped develop the tag line, *Many Possibilities, Endless Capabilities*.

## **Demographics**

The changes in demographics from 2005-2006 indicate fairly constant numbers within each age group, and the many of the changes that did occur were primarily because of movement to a different age group. There were no indications that changes to services programs are needed because of demographics.

### **Information obtained and submitted by:**

Katherine Burnett, Nursing Coordinator

Melodie Conley, Employment Services Manager

Terrence Heminger, Marketing Representative

Carrie Kruse, Habilitation Manager

Dennis Powell, Industrial Systems Manager

Jeff Ducey, Job Developer

Tammy Smith, Job Developer

Angela Herzog, Adult Services Manager