



**SURVEY OUTCOME**

**Three-Year Accreditation**

**CARF**  
**Survey Report**  
**for**

**Goodwill Industries of  
Santa Cruz, Monterey,  
and San Luis Obispo  
Counties, Inc. dba  
Shoreline Workforce  
Development Services**

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**CARF INTERNATIONAL**

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## Organization

Goodwill Industries of Santa Cruz, Monterey,  
and San Luis Obispo Counties, Inc. dba Shoreline  
Workforce Development Services  
350 Encinal Street  
Santa Cruz, CA 95060

## Organizational Leadership

John T. Collins II, M.P.H., Senior Vice President

## Survey Dates

May 7–9, 2007

## Survey Team

Mike Townsend, Administrative Surveyor

Clint M. Bolser, Program Surveyor

Jim Doyle, Program Surveyor

## Programs/Services Surveyed

Employment Services: Community Employment Services: Job Development  
Employment Services: Community Employment Services: Job Supports  
Employment Services: Community Employment Services: Job-Site Training  
Employment Services: Comprehensive Vocational Evaluation Services  
Employment Services: Employment Services Coordination  
Employment Services: Employment Skills Training Services

## Previous Survey

April 1–2, 2004  
Three-Year Accreditation



## Survey Outcome

Three-Year Accreditation  
Expiration: March 2010

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# SURVEY SUMMARY

## **Goodwill Industries of Santa Cruz, Monterey, and San Luis Obispo Counties dba Shoreline Workforce Development Services has strengths in many areas.**

- Enthusiastic personnel with a diversity of expertise and experience are dedicated to the enhancing the quality of life for persons with challenging barriers. Staff members focus on producing positive outcomes for persons served, and they are committed to providing quality care and individualized services. Many staff members have been with the organization for years, which is a benefit to the persons served and Goodwill and results in an effective and cohesive team.
- Management and staff members have developed strong relationships with persons served, employers, funding sources, referral sources, and community members.
- Goodwill has developed a comprehensive accessibility plan that helps guide enhancements to accessibility to services. The organization is complimented for implementing corrective actions that have resulted in greater access to its programs and services.
- Goodwill maintains a comprehensive data collection and outcomes management system that provides a management tool that is used extensively to enhance the effectiveness, efficiency, and quality of services and to plan strategically.
- It is evident that the rights of persons served are respected and protected by staff members. A high level of dignity and respect is given to persons served.
- Goodwill's comprehensive health and safety program helps to ensure that persons served, staff members, volunteers, and visitors have a safe environment in which to conduct their business. Goodwill has implemented measures that, along with a shift in California regulations, have resulted in a dramatic decrease in its workers' compensation incident rate.
- Human resource policies and practices appear sound and comprehensive. The personnel performance evaluation tool rates the employee's performance relative to the attainment of goals outlined in the outcomes measurement system.
- The dedicated board of directors provides direction and leadership to the organization. The members of the board promote a positive image for the organization within the local community.
- The organization has a strong commitment to diversity and culturally competent services.
- Goodwill has a sound strategy for the improvement and growth of the organization. Its future plans are based on a blueprint developed by the strategic planning process.
- Goodwill appears to enjoy a position of financial stability. Financial systems and practices are in place and have contributed to financial health. Goodwill's comprehensive risk management plan is designed to reduce vulnerability in many areas.
- Goodwill continues to demonstrate its ability to maintain services in line with the current labor market for job placement services and training programs to best serve persons served. Through continual communication with the employers and persons served in the community, Goodwill has been able to modify the curricula of its programs to meet the needs of the employers hiring

in fields relevant to the respective training programs. In addition, Goodwill has added and discontinued training programs as the labor market and the needs of its persons served change. The organization is complimented for its quality working relationship with vendors.

- The organization's diverse training programs enhance skills for individuals seeking employment.
- Goodwill does an outstanding job working with employers throughout the community to assist with their hiring needs. A large number of employers have used the organization to fill various types of positions, and employers indicate how responsive Goodwill has been to any request made and the appropriateness of all the candidates submitted. In addition, the employers comment how extensive the follow-up has been by Goodwill to ensure that all new employees are doing well and do not require any additional supports in their positions.
- The organization is complimented for its philosophy of empowering individuals seeking employment to be responsible and accountable for seeking job openings, scheduling interviews, and obtaining competitive employment.
- The instructors at Goodwill show a high level of dedication to teach students the curriculum as well as to ensure that all students master the program well enough to excel in their respective fields to work beyond an entry-level position.

**In the following areas Goodwill Industries of Santa Cruz, Monterey, and San Luis Obispo Counties dba Shoreline Workforce Development Services demonstrates exemplary conformance to the standards.**

- The organization clearly demonstrates that it responds to the diversity of its stakeholders with respect to culture and language. Goodwill is commended for its efforts to strengthen relations with the Latino community.
- The organization has established an extraordinary business and training concept at the Marina campus. The organization has a quality culinary and office skills training program along with two conference centers and a chapel.

**Goodwill Industries of Santa Cruz, Monterey, and San Luis Obispo Counties dba Shoreline Workforce Development Services should seek improvement in the areas identified by the recommendations in the report. Suggestions given do not indicate nonconformance to standards but are offered as consultation for further quality improvement.**

On balance, Goodwill demonstrates a strong commitment to the CARF standards. Persons served, employers, and referral and funding sources express a high degree of satisfaction with the quality of services provided by the organization. Goodwill has a long history of creating innovative and effective services to help meet community needs along the central coast of California. The organization has demonstrated an ability to grow and develop strong programs, and it continues to demonstrate flexibility and responsiveness to changing needs. Based on the systems and processes developed by the organization, it is likely that persons served will continue to achieve positive outcomes. Goodwill is already addressing the issues noted herein and, in the process, is developing organizational strengths through the appropriate use of its resources. The organization has the capacity and willingness to address the opportunities for improvement noted in this report. The administration and staff members have demonstrated that they build on their strengths and are constantly striving to upgrade all aspects of the organization. Encouragement is provided to continue to improve upon the fine record of providing quality outcomes for the persons served.

Goodwill Industries of Santa Cruz, Monterey, and San Luis Obispo Counties, Inc. dba Shoreline Workforce Development Services has earned a Three-Year Accreditation. The administration and staff members are complimented for the positive efforts they have made on behalf of persons served, and they are encouraged to continue to use their resources to advance the independence of persons served.

## **SECTION 1. BUSINESS PRACTICES**

### **Criterion A. Input from Stakeholders**

#### **Principle Statement**

CARF-accredited organizations continually focus on the expectations of the persons served and other stakeholders. The standards in Criterion A direct the organization's focus to soliciting, collecting, analyzing, and using input from all stakeholders to create services that meet or exceed the expectations of the persons served, the community, and other stakeholders.

#### **Key Areas Addressed**

- Ongoing collection of information from a variety of sources
  - Analysis and integration into business practices
  - Leadership response to information collected
- 

#### **Recommendations**

There are no recommendations in this area.

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### **Criterion B. Accessibility**

#### **Principle Statement**

CARF-accredited organizations promote accessibility and the removal of barriers for the persons served and other stakeholders.

## **Key Areas Addressed**

- Written accessibility plan(s)
  - Status report regarding removal of identified barriers
  - Requests for reasonable accommodations
- 

## **Recommendations**

There are no recommendations in this area.

## **Consultation**

- It is suggested that Goodwill enhance the readability of its accessibility plan by creating action grids for all areas of accessibility that are similar to the one it uses to assess and report on efforts to enhance architectural accessibility.
- 

# **Criterion C. Information Management and Performance Improvement**

## **Principle Statement**

CARF-accredited organizations are committed to continually improving their organizations and service delivery to the persons served. Data are collected and information is used to manage and improve service delivery. The dynamic nature of continuous improvement in a CARF-accredited organization sets it apart from other organizations providing similar services. CARF-accredited organizations share and provide the persons served and other interested stakeholders with ongoing information about their actual performance as a business entity and their ability to achieve optimal outcomes for the persons served through their programs and services.

## **Key Areas Addressed**

- Information collected, analyzed, and used to address critical customer needs
  - Accurate and consistent information collection
  - Proactive performance improvement
  - Performance information shared with all stakeholders
  - Written technology and system plan
- 

## **Recommendations**

There are no recommendations in this area.

## Consultation

- Goodwill has several measures of service access. The organization is encouraged to more clearly outline its targets for the number of individuals on its waiting list.
- 

## Criterion D. Rights of Persons Served

### Principle Statement

CARF-accredited organizations protect and promote the rights of the persons served. This commitment guides the delivery of services and ongoing interactions with the persons served.

### Key Areas Addressed

- Meaningful communication of rights
  - Commitment to diversity
  - Policies promote rights of persons served
  - Complaint, grievance, and appeals policy
  - Annual review of complaints
- 

### Recommendations

There are no recommendations in this area.

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## Criterion E. Health and Safety

### Principle Statement

CARF-accredited organizations maintain accessible, healthy, safe, and clean environments through both external and internal safety reviews and personnel commitment to this philosophy.

### Key Areas Addressed

- One annual external inspection
- Self-inspections twice a year
- Emergency procedures, including evacuation, tested/analyzed annually
- Access to emergency first-aid resources
- Competency of personnel in safety procedures

- Defined system for reporting/reviewing critical incidents
  - Infection control plan
  - Transportation requirements, if applicable
- 

## **Recommendations**

### **E.2.a.(1)**

Goodwill has had comprehensive external safety and health inspections at all of its locations during the last year. However, external inspections were not conducted during 2004 and 2005. It is recommended that Goodwill ensure that safety and health inspections are conducted by a qualified external authority on an annual basis.

### **E.6.a.(1)**

Goodwill conducts tests of all its emergency plans on a regular basis except for its plans to deal with a bomb threat. The organization should conduct tests of all emergency procedures at least once a year.

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## **Criterion F. Human Resources**

### **Principle Statement**

CARF-accredited organizations demonstrate that they value their human resources. It should be evident that personnel are involved and engaged in the success of the organization and the persons they serve.

### **Key Areas Addressed**

- Adequate staffing
  - Verification of background/credentials
  - Recruitment/retention efforts
  - Personnel skills/characteristics
  - Annual review of job description/performance
  - Policies regarding students/volunteers, if applicable
- 

## **Recommendations**

### **F.3.c.**

Goodwill does not identify or analyze turnover trends in personnel. The organization should demonstrate identification of any trends in personnel turnover.

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## Criterion G. Leadership

### Principle Statement

CARF-accredited organizations identify leadership that embraces the values of accountability and responsibility to the individual organization's stated mission. The leadership demonstrates corporate social responsibility.

### Key Areas Addressed

- Leadership structure
  - Leadership guidance
  - Corporate responsibility
  - Corporate compliance
  - Commitment to diversity
- 

### Recommendations

#### G.4.a.(2)

#### G.4.a.(5)

Goodwill has codes of ethical conduct. It is recommended that the organization expand its codes to also relate to marketing activities and human resources.

### Exemplary Conformance

#### G.3.a.

#### G.3.g.

The organization clearly demonstrates that it responds to the diversity of its stakeholders with respect to culture and language. Goodwill is commended for its efforts to strengthen relations with the Latino community, including recruiting Spanish-speaking instructors and creating additional culinary and cosmetology training programs for non-English speaking students. Goodwill Industries International has recognized Goodwill as a leader in this area.

### Consultation

- The organization is encouraged to continue with its efforts to recruit members who are representative of the cultural makeup of the communities served and who also bring the requisite skills to the organization.
  - The board of directors is encouraged to develop and utilize a self-assessment tool that measures the effectiveness of the board as a whole as well as the individual members.
-

## Criterion H. Legal Requirements

### Principle Statement

CARF-accredited organizations comply with all the legal and regulatory requirements of federal, state, provincial, county, and city entities.

### Key Areas Addressed

- Compliance with all legal/regulatory requirements
- 

### Recommendations

#### H.2.a. through H.2.d.

Goodwill should have written procedures to guide personnel in responding to subpoenas, search warrants, investigations, and other legal action. The organization's attorney may be able to assist with the creation of these policies.

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## Criterion I. Financial Planning and Management

### Principle Statement

CARF-accredited organizations strive to be financially responsible and solvent, conducting fiscal management in a manner that supports their mission, values, and annual performance objectives. Fiscal practices adhere to established accounting principles and business practices. Fiscal management covers daily operational cost management and incorporates plans for long-term solvency.

### Key Areas Addressed

- Budget(s) prepared, shared, and reflective of strategic planning
- Financial results reported/compared to budgeted performance
- Organization review
- Fiscal policies and procedures
- Annual review of service billing records, if applicable
- Review of fee structure, if applicable
- Annual outside review/audit, if applicable
- Written risk management plan
- Adequate insurance coverage
- Policies regarding safeguarding funds of persons served, if applicable

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## **Recommendations**

### **I.7.a. through I.7.b.(3)**

Goodwill bills for services provided. However, it does not conduct reviews of a representative sample of cases comparing billings to services provided. The organization should conduct a quarterly review of a representative sampling of records of the persons served to document that dates of services provided coincide with billed episodes of care, determine that the bills accurately reflect the services that were provided, and identify necessary corrective action.

## **Consultation**

- The organization is encouraged to refine its system used to allocate indirect costs to its various programs.
- 

# **SECTION 2. QUALITY INDIVIDUALIZED SERVICES**

## **A. Individual-Centered Service Planning, Design, and Delivery**

### **Principle Statement**

Improvement of the quality of an individual's services requires a focus on the person and/or family served and their identified strengths, abilities, needs, and preferences. The organization's services are designed around the identified needs and desires of the persons served, are responsive to their expectations, and are relevant to their maximum participation in the environments of their choice.

The person served participates in decision making, directing, and planning that affects his or her life. Efforts to include the person served in the direction or delivery of those services are evident. The service environment reflects identified cultural needs, practices, and diversity. The person served is given information about the purposes of the organization.

### **Key Areas Addressed**

- Services are person-centered and individualized
  - Persons are given information about the organization's purposes and ability to address desired outcomes
- 

## **Recommendations**

### **A.12.a. through A.12.e.**

It is recommended that Goodwill ensure that persons served and/or their legal representatives are involved in assessments of potential health and safety risks in the community, the decision to accept or reject those risks, identifying actions to be taken to minimize the risks, and identifying individuals responsible for those actions.

## Consultation

- Although the organization provides information to individuals and referring agencies when a person is found ineligible, it is suggested that it consistently provide a written statement on the ineligibility process in the admission and enrollment procedures section in the course catalog.
- 

## B. Records of the Persons Served

### Principle Statement

The organization maintains complete records and treats all information related to persons served as confidential.

### Key Areas Addressed

- Complete, confidential records are maintained
- 

### Recommendations

There are no recommendations in this area.

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## SECTION 3. EMPLOYMENT SERVICES

### Principle Statement

An organization seeking CARF accreditation in the area of employment services provides individualized services to achieve identified employment outcomes. The array of services in this section may include:

- Identification of employment opportunities and resources in the local job market.
- Development of realistic employment goals.
- Establishment of service plans to achieve employment outcomes.
- Identification of resources to achieve and maintain employment.
- Coordination of and referral to employment-related services.

The organization maintains its leadership role in the employment sector of the community by designing and continually improving its services based on input from the persons served and from employers in the local job market, and managing results of the organization's outcomes management system. The provision of quality employment services requires a continuous focus on the persons served and the personnel needs of employers in the organization's local job market.

## A. Employment Services Principle Standards

### Principle Statement

The standards in this section assert basic practices and capabilities that should be demonstrated by any organization seeking accreditation in the area of employment services.

### Key Areas Addressed

- Goals of the persons served
  - Personnel needs of local employers
  - Community resources available
  - Economic trends in the local employment sector
- 

### Recommendations

There are no recommendations in this area.

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## B. Employment Services Coordination

### Principle Statement

Through employment services coordination, an organization provides goal-oriented and systematic services to the person served through advocacy, coordination of services, and formation of linkages with community resources and services. Successful services coordination results in opportunities for the person served that meet his or her employment-related wants, desires, goals, and needs. Services coordination uses a holistic approach to providing these services that is individualized to each person.

### Key Areas Addressed

- Goal-oriented and systematic process of advocacy
  - Coordination of services
  - Formation of linkages with community resources and services
- 

### Recommendations

There are no recommendations in this area.

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## E. Comprehensive Vocational Evaluation Services

### Principle Statement

The process by which a person seeking employment, in partnership with an evaluator, learns to identify viable vocational options and develop employment goals and objectives. A vocational evaluator or vocational specialist provides or supervises the services. An accredited comprehensive vocational evaluation service is capable of examining a wide range of employment alternatives.

### Key Areas Addressed

- Vocational options
  - Employment goals
- 

### Recommendations

#### E.3.b.

Vocational evaluation plans should identify the assistive technology to be used in the evaluation process, as needed. The evaluation plan could be amended to include a section or statement as to how assistive technology will be addressed, whether any assistive technology will be needed, and how any necessary accommodations or assistive technology will be provided.

### Consultation

- Consideration could be given to including more direct statements in the plan of the vocational evaluation program as to what specific questions from the referral source should be answered in the evaluation process.
  - Although questions from the person served may be addressed in the development of the vocational evaluation program plan, this is not clearly outlined. It is suggested that the plan contain a specific area or section to highlight what questions the person may have or want addressed during the vocational evaluation.
  - It is suggested that the overall individualized purpose for each person's evaluation be addressed in a more clearly defined section or statement; for example, "The purpose of this evaluation is to...."
  - It is suggested that the recommendations in the vocational evaluation reports more clearly answer the questions asked by the referral source.
  - The evaluator is encouraged to have the persons served sign a statement or a separate form acknowledging that the recommendations were reviewed with them and were done so in a manner they understood.
-

## **G. Employment Skills Training Services**

### **Principle Statement**

Employment skills training services are organized formal training services that assist a person seeking employment to acquire the skills necessary for specific jobs or families of jobs.

### **Key Areas Addressed**

- Formal training services
  - Skills, attitude, and work behaviors development/reestablishment
- 

### **Recommendations**

There are no recommendations in this area.

### **Exemplary Conformance**

#### **G.1.**

Goodwill has established an extraordinary business and training concept at the Marina campus. The organization has a quality culinary and office skills training program along with two conference centers and a chapel. The organization leases the conference centers to private companies and groups to utilize for meetings, dinners, and retreats, while providing training to students in the office skills class and providing the food service through the culinary training program. The organization also utilizes the chapel in the business model by leasing it for weddings and town hall meetings, also having the culinary program providing the food.

### **Consultation**

- It is suggested that the organization expand its alternative formats available to students in all the skills training program. Examples of alternative formats could include Braille, videotapes, cassette tape/DVD, and large print.
- 

## **I. Community Employment Services**

### **Principle Statement**

#### **Job Development**

Successful job development concurrently uses assessment information about the person seeking employment to target the types of jobs available from potential employers in the local labor market. Typical job development activities include reviewing local employment opportunities and developing potential employers/customers through direct and indirect promotional strategies.

## **Job-Site Training**

Job-site training services vary according to the needs of the new employee and the complexity of the job. Training can include assisting the employee with performance on the new job task and helping the person to understand the job culture and industry practices and work behaviors expected by the employer. It may also include training the employer and coworkers to understand the training methods and accommodations needed by the worker.

## **Job Supports**

Ongoing job support services are activities that are employment-related and needed to promote job adjustment and retention. These services are based on the individual needs of the new employee.

## **Key Areas Addressed**

- Integrated employment choice
  - Integrated employment obtainment
  - Integrated employment retention
- 

## **Recommendations**

### **I.7.**

When job training is provided, it is recommended that the organization complete a work-site job task analysis. The work-site analysis could include job tasks to be performed and methods for teaching the tasks needed for the individual to be successful.

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# PROGRAMS/SERVICES BY LOCATION

## **Goodwill Industries of Santa Cruz, Monterey, and San Luis Obispo Counties, Inc. dba Shoreline Workforce Development Services**

350 Encinal Street  
Santa Cruz, CA 95060

Employment Services: Community Employment Services: Job Development  
Employment Services: Community Employment Services: Job Supports  
Employment Services: Community Employment Services: Job-Site Training  
Employment Services: Comprehensive Vocational Evaluation Services  
Employment Services: Employment Services Coordination  
Employment Services: Employment Skills Training Services

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## **Shoreline Neighborhood Career Center**

1252 North Main Street  
Salinas, CA 93906

Employment Services: Community Employment Services: Job Development  
Employment Services: Community Employment Services: Job Supports  
Employment Services: Community Employment Services: Job-Site Training  
Employment Services: Employment Services Coordination

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## **Shoreline Workforce Development Services**

880 Industrial Way  
San Luis Obispo, CA 93401

Employment Services: Community Employment Services: Job Development  
Employment Services: Community Employment Services: Job Supports  
Employment Services: Community Employment Services: Job-Site Training  
Employment Services: Employment Skills Training Services

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**Shoreline Conference Center**

249 Tenth Street  
Marina, CA 93933

Employment Services: Community Employment Services: Job Development  
Employment Services: Community Employment Services: Job Supports  
Employment Services: Community Employment Services: Job-Site Training  
Employment Services: Employment Services Coordination  
Employment Services: Employment Skills Training Services

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**Shoreline School of Cosmetology**

189 Walnut Avenue  
Santa Cruz, CA 95060

Employment Services: Employment Skills Training Services

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**Shoreline Workforce Development Services**

1111 Riverside Drive  
Paso Robles, CA 93446

Employment Services: Community Employment Services: Job Development  
Employment Services: Community Employment Services: Job Supports  
Employment Services: Community Employment Services: Job-Site Training  
Employment Services: Employment Skills Training Services

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