



*Our Business  
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A Division of Goodwill  
**SHORELINE**  
Workforce Development Services

**2008**  
**OUTCOMES MEASUREMENT &  
MANAGEMENT SYSTEM REPORT**

3/26/09

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## CONTENTS

Executive Summary.....	3
I. Introduction/Methodology.....	4
II. Characteristics of the persons served & referring agencies.....	5
III. Outcome Data System Components by Individual Programs.....	8
1. Employment Case Management/Service Coordination - Counseling and Case Management .....	8
2. Comprehensive Vocational Evaluation Services.....	9
3. Employment Skills Training Services.....	10
4. Community Employment Services.....	19
Santa Cruz County – Job Search Workshop (JSW) Work Experience (WEX) On The Job Training (OJT)	
Monterey County – Career Center Work Experience (WEX) On the Job Training (OJT) Certified Nursing Asst.(CNA)	
San Luis Obispo County – Work Experience(WEX) Independent Placement	
IV. Customer Satisfaction.....	27



## **Executive Summary**

Goodwill Industries uses an Outcome Measurement System to evaluate the quality of our workforce development services. The system measures the effectiveness, efficiency, and customer satisfaction aspects of our programs. Programs which fail to meet goals are assigned corrective action plans to improve quality. Outcome measures are refined annually based on program goals and objectives, various funding agency requirements and CARF accreditation. We use this information to ensure that we are providing the best quality programs needed by our community, or close programs when the service is no longer viable

**Most of Shoreline's programs are meeting the objectives of the Outcomes Measurement System. Corrective action plans have been created to remedy any shortcomings in programs not meeting objectives and will be monitored throughout 2009. The number of people served continued to rise in 2008. Shoreline was subsidized by \$ 400,609 from Goodwill operations.**

### **Characteristics of the Persons Served**

- The total number of persons served was up 2%. This increase can be attributed to the increased utilization of our neighborhood career center and County Career Centers.
- The primary customer of our services continues to be people below federal poverty levels.
- Major sources of referrals come from Workforce Investment Act-One Stop Career Centers, and self referrals due to program activities in the career centers.
- Consumer ethnicity is consistent with local population trends.
- Gender is primarily female (69%).
- The age category of our customers is primarily 17-34.
- Geographically we served more people in Santa Cruz (72%) than Monterey (23%) or San Luis Obispo (4%) counties.
- The Latino people served continues to be the highest ethnic population served. (48%).

### **Outcome Data Components by Program**

- The majority of the programs are meeting their annual quality assurance goals & objective.
- Programs not meeting annual goals have written quality assurance plans written that call for corrective action.
- Not meeting job placement goals is the most frequent reasons for skills training not meeting their goals.
- Programs not meeting efficiency goals are being assessed to determine if they should continue to be provided.
- Customer satisfaction is high and for the most part all programs met their program goals.



*This report is available online at [www.shorelineworks.org](http://www.shorelineworks.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 2008. This report details for consumers and public the positive outcomes Goodwill made in the lives of the people we served.

There are four 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 a reporting monthly 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.



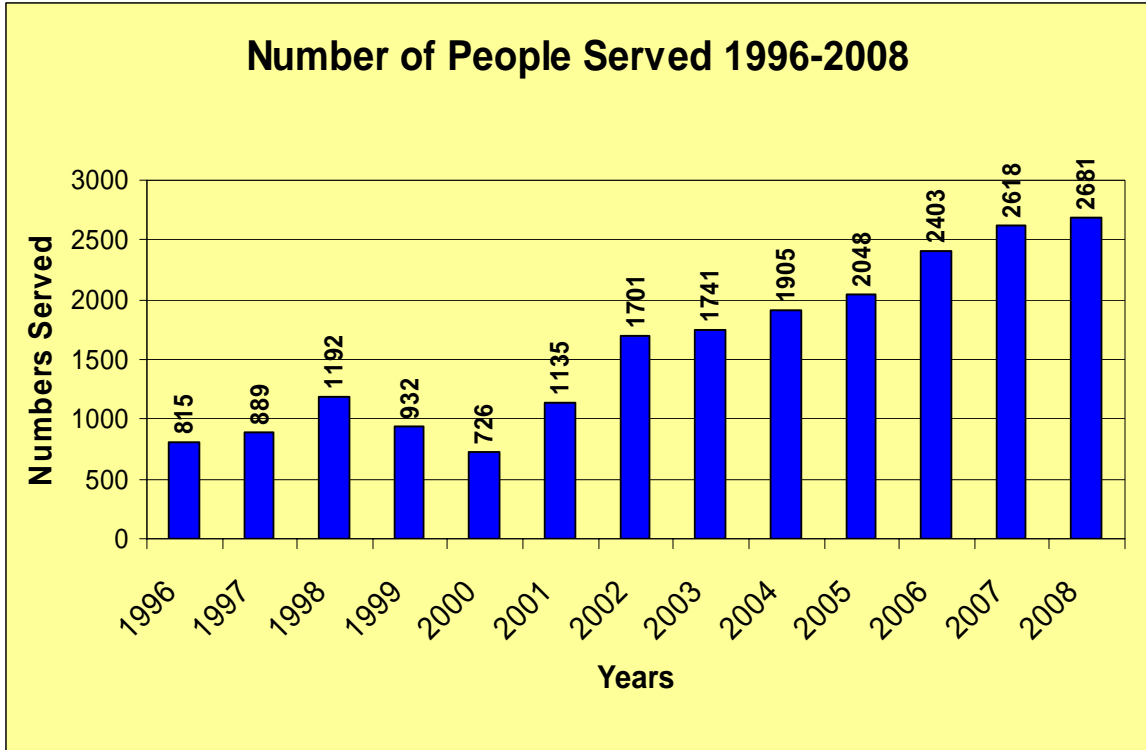
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## II. Characteristic and Demographics of the Persons Served

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

### **1. Consumer Population**

The total number of people served in 2008 was 2681 compared with 2618 in 2007, an increase of 2%. Referring agents continue to report large increases in the number of people needing services in 2008 compared to 2007 due to a continuing decline in employment opportunities and the continued change in this geographic areas' economic factor such as the move from manufacturing to service economy. Funding in many core programs such as DoR, workers compensation and WIA is being reduced at the state or federal levels; however, Shoreline has been effective in capturing its fair share of these dollars. In 2008, Shoreline continued to concentrate on services to populations that were self referred due to the increase in contract services.



## 2. Consumer Population by Need\*

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

- Employment barriers due to poverty (incomes below the federal guidelines and on some type of welfare program either, TANF or General Assistance), 35%.
- Disadvantaged individuals (due to poor education or in need of retraining), 12%.
- Individuals who are unemployed or under employed, 39%.
- Orthopedic, spinal and extremity disabilities, 3%.
- People with psychiatric and neuralgic disabilities, 3%.
- All other categories, 8%.

## 3. Source of Referrals\*

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

Source	2008	2007	Change	% Change	% Total ref.
Pvt. W/C Counselors	28	45	-17	-37%	1%
Ins Co.	21	44	-23	-52%	<1%



DoR	164	216	-52	-24%	6%
ROP	182	150	32	21%	6%
Santa Cruz Co. One Stop	1316	1563	-247	-16%	49%
Monterey Co. One Stop	116	72	44	61%	4%
SLO Social Service Dept	41	62	-21	-.34%	1%
SLO PIC	1	3	-2	-66%	<1%
DOL	2	3	-1	-33%	<1%
ETP	54	0	54	100%	2%
Self referrals	756	449	307	68%	28%

#### 4. Consumer Population by Ethnicity\*

As with previous years, Shoreline’s referrals closely mirror our population as to ethnicity. In descending order:

- Caucasians, 45%
- Latinos, 48%
- African Americans, 5%
- Asians, 2%
- Native Americans, >1%

2008 continued the trend for the majority of Shoreline’s clients are Latino/Latina.

#### 5. Consumer Population by Gender\*

Shoreline continued to serve more women (69%) than men (31%) in 2008, 1860 vs 821.

#### 6. Consumer Population by Age\*

17-24	29%	780
25-34	33%	896
35-44	20%	529
45-54	14%	368
55-64	4%	104
65-	≤1%	4

It should be noted that the number of clients has increased in the 17-24 bracket making the majority of clients being served in the 17-34 age range over the last two years of 25-44 age majority.

#### 7. Consumer Population by Geographic Source\*

The table below illustrates where clients report their home address.



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County	2008	2007	Change	% Change	% Total Geographic
Santa Cruz	1930	1848	82	4%	72%
Monterey	628	630	-2	<1%	23%
SLO	120	137	-17	-12%	4%
Other Co.	3	3	0	0%	≤1%
Total	2681	2618	63	2.4%	

### 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 cost) Overall, including administrative overhead cost, Shoreline had a programs deficit in 2008 of \$ 400,609 compared to a deficit of \$ 31142 in 2007. 73% of the costs are for human resources.

County	2008 Total Surplus	2007 Total Surplus	Change By \$	2008 E/R	2007 E/R
Santa Cruz	24,410	\$79,194	-54,784	97%	92%
Monterey	41,286	\$41,729	443	93%	93%
SLO	<198,122	-\$22,984	-176,138	238%	110%
Total	-132,426	-\$31,142	-230,479	120% **	100.1%



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\*Percentages stated are a percentage of total referrals N=2681

\*\* Total department E/R, which includes H & O and administrative cost

### III. Outcome Data System Components by Individual Programs

#### *1. Employment Case Management/Service Coordination- Counseling & Case Management*

Total Number Served = 22 vs 28 in 2007 (-6 cases)

Effectiveness Measures-

1) Full Rehabilitation Cases: to maximize the number of job placements and achieve a 50% placement rate. Maximize the number of case closures for consumers unable to be competitively placed.

**Result: Objective not met.** In 2008 Case Management services placed 9% of the clients referred for job placement into either full time or part time competitive placement.

**2009 Corrective action plan:**



**Note- The program is being phased out and a limited number of clients are being served.**

Efficiency Measure-

1) To measure Expense to Revenue Ratio & Revenue per case. Achieve a 100% E/R.

**Result:** Not met. The expense to revenue of direct cost for Counseling and Case Management was 155%.

**2009 Corrective action plan:** Continue to shift cost to OJT, CNA, WEX and other programs, close program at the end of 2009.

2) To increase case management revenue billing an average of 90 hours per month.

**Result:**

Corrective Action: None as the new laws have limited any referrals.

Satisfaction Measure-

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

**Result: No feedback was reported.**

Service Access-

**Results:**

There was no waiting time in the program.

## ***2. Comprehensive Vocational Evaluation Services***

Total Number Served- 133 vs. 142 in 2007, the total number decreased 6% due to a decrease in evaluations, CPE testing by the career center and the career assessment workshop testing are combined with the work experience program.

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 98% of the referral questions.

Efficiency Measure-

1) To measure Expense to Revenue Ratio & Revenue per case, achieve 100% E/R.

**Result: Not met.** Vocational evaluation expense to revenue ratio was 105%.

**2009 Corrective action plan:** Closely evaluate program, shift cost as needed.



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; 81% excellent; 15% satisfied; 4% needs improvement.

Service Access-

**Results:** There was no waiting or wait list in vocational evaluation services. Most clients are seen within two weeks of the referral.

**3. Employment Skills Training Services**

Total Number Served- 410 vs. 410 in 2007

**School of Cosmetology**

Total Number Served 213 vs. 209 in 2007 (+4 students; +1%)

Effectiveness Measures-

	<b>Yearly Outcome Results</b>		
	<u>2008</u>	<u>2007</u>	<u>2006</u>
1) To achieve a course completion rate of 65%	68%	80%	83%
Cosmetology	62%	73%	83%
High School Cosmetology	86%	81%	81%
Esthetician	25%	93%	86%
Note – The Esthetician graduates are scheduled to complete in 2009.			
2) To place 70% of the program graduates.			
<b>Cosmetology</b>	<b>48%</b>	<b>2%</b>	<b>47%</b>



**Estheticians** 100% 28% 15%

3) 70% of the students will pass the State  
 Of California's License Examination

<b>Cosmetology</b>	<b>85%</b>	<b>80%</b>	<b>58%</b>
<b>Esthetician</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

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 111%.

**2009 Corrective action: Track expenses better and improve sales of services. Reduce staff as needed through attrition or by lay off if revenue and E/R doesn't improve by June 2009.**

**School of Cosmetology (continued)**

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. Consumer satisfaction in Cosmetology was rated at 55% excellent; 37% satisfactory; 8% needs improvement.**

**Consumer satisfaction in Esthetician was rated at 25% excellent; 48% satisfactory; 28% needs improvement.**

Service Access-

**Results:** The waiting times were significantly decreased this year probably due to the poor economy.



There were 160 people awaiting esthetician enrollment at the end of 2008.

There were 110 people awaiting cosmetology enrollment at the end of 2008.

**Office Careers Santa Cruz County:**

Total Number Served- 44 vs. 34 in 2007 (10 students; 29%)

Effectiveness Measures-

	<b>Yearly Outcome Results</b>		
	<u>2008</u>	<u>2007</u>	<u>2006</u>
1) To achieve a course completion rate of 85%.	83%	86%	91%
2) To place 80% of the program graduates.	40%	36%	38%
3) To maximize benefits for graduates (50%)	84%	50%	27%
4) To maximize the ratio of starts to tours (60%).	58%	67%	43%
5) To increase earnings by \$1.00 per hour.	\$5.06	\$4.00	\$3.50
6) To have 100% of students pass the Computer Proficiency Examination (CPE)	100%	100%	100%

**2009 Corrective action plan goal # 2:** To improve the course placement rate, the instructor in conjunction with the placement staff will evaluate and implement additional early student interventions for students in danger of dropping out or not seeking employment. 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 2007.

Efficiency Measure-

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

Goal: 80% or less

**Results: Objective met.** Expense to Revenue ratio was 47%.

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 87% excellent; 13% Satisfied.

Service Access-

**Results:** There was a two month waiting list in the office careers program.

### **Office Careers Monterey County**

Total Number Served- 54 vs. 56 in 2007 (-2 students; -3%)

Effectiveness Measures-

#### **Yearly Outcome Results**

	<u>2008</u>	<u>2007</u>	<u>2006</u>
1) To achieve a course completion rate of 85%.	69%	62%	68%
2) To place 80% of the program graduates.	44%	80%	89%
3) To maximize benefits for graduates (50%)	70%	67%	0%
4) To maximize the ratio of starts to tours (60%).	53%	88%	78%
5) To increase earnings by \$1.00 per hour.	-\$ .35	-\$ .42	\$ .21
6) To have 100% of students pass the Computer Proficiency Examination (CPE)	100%	100%	100%

### **Continued -Office Careers Monterey County**

**2009 Corrective action plan goal #1:** To increase course completion rate the instructor will continue to evaluate the commitment of incoming students during the vocational services plan process. To improve the course placement rate, the instructor in conjunction with the placement staff will evaluate and implement additional early student interventions for students in danger of dropping out or not seeking employment. 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 2007.

Efficiency Measure-

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



Goal: 80% or less

**Results: Objective met.** Expense to revenue ratio was 64%.

Satisfaction Measure-

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

**Results: Objective met.** Customer satisfaction was measured at 77% excellent; 22% Satisfied; 1% needs improvement.

Service Access-

**Results:** There was no waiting period in the Marina office careers program.

**Office Careers San Luis Obispo**

Total Number Served- 28 vs. 22 in 2007 (+6 students; +27%)

Effectiveness Measures-

	<b>Yearly Outcome Results</b>		
	<u>2008</u>	<u>2007</u>	<u>2006</u>
1) To achieve a course completion rate of 85%.	82%	85%	60%
2) To place 80% of the program graduates.	35%	43%	55%
3) To maximize benefits for graduates (50%)	40%	30%	80%
4) To maximize the ratio of starts to tours (60%).	44%	53%	72%
5) To increase earnings by \$1.00 per hour.	\$1.16	\$1.00	\$2.66
6) To have 100% of students pass the Computer Proficiency Examination (CPE)	100%	100%	100%

**Office Careers San Luis Obispo (Continued)**

**2009 Corrective action plan goal # 1:** To increase job placements, the instructor and job placement staff will work more closely to ensure that students are introduced to an increased number of potential employers through personal or telephone contact by placement staff. Carried over from 2007

**2009 Corrective action plan goal # 2:** The instructor will work on screening applicants and do follow up with them to see if there is interest.

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 181%



**2009 Corrective action plan goal # 1: Staff will focus on increasing the number of students enrolled while watching the cost to provide services.**

Satisfaction Measure-

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

**Results: Objective met.** Consumer satisfaction was rated at 80% excellent; 19% satisfactory; 1% needs improvement.

Service Access-

**Results:** There was no waiting in the San Luis Obispo office careers program.

**Office Careers Paso Robles**

**The program was closed due to poor performance in 2007 and 2008.**

Total Number Served- 11 vs.18 in 2007 (-7 students; -38%)

Effectiveness Measures-

	<b>Yearly Outcome Results</b>		
	<u>2008</u>	<u>2007</u>	<u>2006</u>
1) To achieve a course completion rate of 85%.	90%	67%	63%
2) To place 80% of the program graduates.	40%	60%	71%
3) To maximize benefits for graduates (50%)	50%	30%	33%
4) To maximize the ratio of starts to tours (60%).	--	83%	100%
5) To increase earnings by \$1.00 per hour.	-\$2.02	\$1.56	\$3.26
6) To have 100% of students pass the Computer Proficiency Examination (CPE)	100%	100%	100%

Efficiency Measure-

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

Goal: 80% or less

**Office Careers Paso Robles (Continued)**

Satisfaction Measure-

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

**Results: Objective met.** Consumer satisfaction was rated at; 67% excellent, 22% satisfactory, 11% needs improvement.

Service Access-

**Results:** There was no waiting in the Paso Robles office careers program.

**Truck Driving Academy San Luis Obispo**

Total Number Served- 12 vs.0 in 2007

Effectiveness Measures-



**Yearly Outcome Results**

	<u>2008</u>
1) To achieve a course completion rate of 85%.	77%
2) To place 80% of the program graduates.	0%
3) To maximize benefits for graduates (50%)	0%
4) To maximize the ratio of starts to tours (60%).	-
5) To increase earnings by \$1.00 per hour.	-
6) To have 100% of students pass the DMV Licensing	-

**2009 Corrective action plan goal # 1: The course will be monitored closely as it was only opened in the third quarter of 2008.**

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 200%**

**2009 Corrective action plan goal # 1: The course will be monitored closely to ensure it is improving.**

Satisfaction Measure-

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

**Results: Objective met.** Consumer satisfaction was rated at; 100% excellent (one rating)

Service Access-

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

**Culinary**

Total Number Served- 32 vs.30 in 2007 (+2 students; +6%)

Effectiveness Measures-

	<b>Yearly Outcome Results</b>		
	<u>2008</u>	<u>2007</u>	<u>2006</u>
1) To achieve a course completion rate of 85%.	64%	86%	94%
2) To place 80% of the program graduates.	71%	55%	60%
3) To maximize benefits for graduates (50%)	25%	43%	0%
4) To maximize the ratio of starts to tours (60%).	74%	96%	90%
5) To increase earnings by \$1.00 per hour.	\$.28	\$1.36	\$1.43
6) 75% of the students will pass the Serving Safe Food Certification test.	98%	100%	100%



**2009 Corrective action plan goal #1:** To increase job placements, the instructor and job placement staff will continue to work more closely to ensure that students are better prepared for employment and job search. Job placement staff will continue to maintain closer contact with program graduates

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 127%.**

**2009 Corrective action plan goal #1:** Track expense and improve sales of events. Determine staff needs by June 2009.

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; 96% excellent and 4% satisfied.

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

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

	<u>2008</u>	<u>2007</u>	<u>2006</u>
Food	4.3	4.7	4.3
Facility	4.08	4.1	4.6
Staff	4.86	4.85	4.9

(Scale of 1-5 5= excellent)

**Culinary (continued)**

3) To achieve an average score above 80% satisfied or higher from students completing the ServSafe seminar.

**Results: Objective met.** Consumer satisfaction was rated at 74% excellent and 26% satisfied.

Service Access-

**Results:** There was no waiting list to start the culinary program. A Culinary class that is taught in Spanish was also added to the schedule.



**Retail Occupations Training Santa Cruz & Monterey Counties**

Total Number Served- 16 vs. 28 in 2007 (-12 students; -42%)

Effectiveness Measures-

	<b>Yearly Outcome Results</b>		
	<u>2008</u>	<u>2007</u>	<u>2006</u>
1) To achieve a course completion rate of 75%.	87%	95%	70%
2) To place 30% of the program graduates.	57%	50%	0%
3) To maximize benefits for graduates (50%)	37%	43%	DNR
4) To maximize the ratio of starts to tours (60%).	64%	75%	61%
5) To increase earnings by \$1.00 per hour.	\$.18	-\$2.00	DNR

**2009 Corrective action plan goal # 1: No corrective action is being prescribed.**

Efficiency Measure-

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

**Results: Objective met. Expense to revenue ratio was 51%**

Satisfaction Measure-

- 1) To achieve an average score of 60% or higher, in excellent rating in all areas of consumer satisfaction.  
**Results: Objective met.** Consumer satisfaction was rated at 85% excellent, 11% satisfactory, 4% needs improvement.

Service Access-

**Results:** There was no waiting time in the retail training with the exception of two locations where the numbers of training slots were limited. Referring agents and prospective students were given the option of receiving training at alternative sites or remain on the waiting list and be enrolled on a first come first served basis. No prospective student waited longer than 90 days.

***4. Community Employment Services***

***Santa Cruz County / Monterey County / San Luis Obispo County***

**SANTA CRUZ COUNTY**

**Job Search Workshop Program Santa Cruz County (JSW)**

Total Number Served- 453 vs.470 in 2007 (-3%) in intensive workshops.

Effectiveness Measure-Total



1) To maximize the numbers of job placements-achieve a 26% job placement rate per county contract.

**Result: Objective met.** 28% of the closed cases were placed into competitive employment.

Efficiency Measure-

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

Goal: E/R 100%

**Result:** Goal met. The expense to revenue ration was 96%.

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 98%.

Service Access-

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

**Career Center Santa Cruz County**

One Stop Core Services Served 390 vs 714 in 2007

Encinal Street Served 339 vs 0 in 2007

Total Number Served 729 vs.714 in 2007 (+15 participants; +2%)

Effectiveness Measure-

1) To maximize the numbers of customers served with job placement services in the neighborhood Career Center serve 650 people.

**Result: Objective met.** 729 individuals were served. This is remarkable considering there were no services in July for the transition to the Encinal Street Career Center and Watsonville stopped providing core services.

Efficiency Measure-

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

Goal: E/R 100%

**Result: Objective met.** E/R was 100%

**Career Center Santa Cruz County (Continued)**

Satisfaction Measure-

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

**Result: Objective not met.**

**2009 Corrective Action Plan:** Career Center staff will be encouraged to survey all clients using the center in 2009.



Service Access-

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

**Work Experience Program Santa Cruz County (WEX)**

Total Number Served- 257 vs. 174 (+83, +47%)

Effectiveness Measures-

1) WEX Cases: to maximize the number participants into unsubsidized employment achieve a 50% placement rate from all closed cases.

**Result:** Achieved a 101% placement rate on closed cases.

2) Maximize the number of participants enrolled into work experience program within 45 days achieve a 70% entered rate.

**Result: Objective met.** The staff enrolled 83% referrals within 45 days.

Efficiency Measure-

1) To measure Expense to Revenue Ratio & Revenue per case. Achieve a 100% E/R.

**Result:** Achieved a 100% E/R.

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 \$10.64 per hour.

Satisfaction Measure-

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

**Result: Objective met.** Excellent rating 74%; Satisfactory rating 25%; Needs Improvement <1%

Service Access-

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

**Results: Objective Meet.** 100% 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- 16 vs.0 in 2007 OJT intensive (+16 participants; 100%)

Effectiveness Measure-Total

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



**Result: Objective was not met as one participant was completed and placed; however, the contract period results carry over to the 2009 program year.**

Efficiency Measure-

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

Goal: E/R 98%

**Result: Objective met.** The expense to revenue ration was 94%.

Satisfaction Measure-

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

**Result: Objective not met.** Customer satisfaction was not rated.

**2009 Corrective action plan goal: Staff needs to ensure that customers are surveyed for satisfaction.**

Service Access-

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

## **MONTEREY COUNTY**

### **Career Center Salinas**

Total Number Served- 362 vs. 410 in 2007 (-48 participants; -11%)

Effectiveness Measure-

1) To maximize the numbers of customers served with job placement services in the neighborhood Career Center serve 250 people.

**Result: Objective met.** 362 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%

### **Career Center Salinas (Continued)**

Satisfaction Measure-

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



**Result: Objective not met. No clients were surveyed.**

**2009 Corrective Action Plan: Career Center staff will be encouraged to survey all clients using the center in 2009.**

Service Access-

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

### **Work Experience Program Monterey County (WEX)**

Total Number Served- 31 vs. 0 (+31, 100%)

Effectiveness Measures-

1) WEX Cases: to maximize the number participants into unsubsidized employment achieve a 50% placement rate from all closed cases.

**Result:** Achieved a 100% placement rate on closed cases. Two completed, two placed

4) Maximize the number of participants enrolled into work experience program within 45 days achieve a 70% entered rate.

**Result: Objective met.** The staff enrolled 82% referrals within 45 days.

Efficiency Measure-

1) To measure Expense to Revenue Ratio & Revenue per case. Achieve a 100% E/R.

**Result:: Objective met.** Achieved a 99% E/R.

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 \$10.20 per hour.

Satisfaction Measure-

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

**2009 Corrective action plan goal: Objectice not met. Staff needs to ensure that customers are surveyed for satisfaction.**

### **Work Experience Program Monterey County (WEX) (Continued)**

Service Access-

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



**Results: Objective Met.** 100% of the clients were contacted within 10 days of being referred to the program.

### **On the Job Training Program Monterey County (OJT)**

Total Number Served- 58 vs. 65 in 2007 in OJT intensive (-7 participants; -10%)

#### 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 not met.** 91% of completions were placed.

#### Efficiency Measure-

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

Goal: E/R 98%

**Result: Objective not met.** The expense to revenue ration was 99%.

**2009 Corrective action plan goal: Ensure that billing is done timely as the December revenue was based on estimates rather than actuals.**

#### Satisfaction Measure-

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

**Result: Objective met. 92% rated Excellent; 8% rated Satisfactory.**

#### Service Access-

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

### **Certified Nursing Assistant Grant (CNA)**

Total Number Served- 47 vs. 13 in 2007 in CNA (+34 participants)

#### Effectiveness Measure-Total

1) To maximize the numbers of job placements-achieve a 100% job placement rate per



EDD contract requirement.

**Result: Objective not met.** 89% of completions were placed.

Efficiency Measure-

- 1) To measure Expense to Revenue Ratio & Revenue per case.  
Goal: E/R 98%

**Result: Objective met.** The expense to revenue ration was 89%.

Satisfaction Measure-

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

**Result: Objective not met.**

**2009 Corrective action plan goal: Staff needs to ensure that customers are surveyed for satisfaction.**

Service Access-

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

## **SAN LUIS OBISPO COUNTY**

### **Work Experience Program San Luis Obispo County (WEX)**

**This program was closed due to budget cuts.**

Total Number Served- 32 vs. 31 (+1, +3%)

Effectiveness Measures-

- 1) WEX Cases: to maximize the number participants into unsubsidized employment achieve a 50% placement rate for all closed cases.

**Result: Objective Not Met.** 42% of the participants in the revised WEX program were placed into competitive employment or unreported.\*\*

### **Work Experience Program San Luis Obispo County (WEX) (Continued)**

- 2) Maximize the number of participants enrolled into work experience program within 45 days achieve a 90% entered rate.

**Result: Objective Meet.** The staff enrolled all referrals within 45 days.



Efficiency Measure-

1) To measure Expense to Revenue Ratio & Revenue per case. Achieve a 100% E/R.  
**Result:** E/R is 157%.

2) To ensure that clients entering into unsubsidized employment achieve an average wage of \$9.50.

**Result: Objective met. The average wage was \$ 9.62.**

Satisfaction Measure-

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

**Result: Objective not met. No feedback was reported.**

Service Access-

1) To keep 90% of the clients waiting to see a work experience ETS to no more than 10 days from point of first referrals.

**Results: Objective Meet.** 100% of the clients were contacted within 10 days of being referred to the program.

**\*\*The contract was not renewed as of 7/1/08 for this program.**

**Independent Job Placement San Luis Obispo**

Total Number Served- 17 vs. 10 in 2007 (+7 participants; +70%)

Effectiveness Measure-

1) To maximize the numbers of job placements-achieve a 50% job placement rate.

**Result:** 100% 2 completed and 2 were placed.

Efficiency Measure-

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

Goal: E/R 100%

**Result: E/R was reported at 110%**

**Independent Job Placement San Luis Obispo (Continued)**

**Corrective Action Plan:** The Job Placement Staff will continue to employ additional services such as work adjustment and situational assessment on clients seeking services



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to ascertain their commitment in job seeking. It is noteworthy that the E/R results continued to improve last year by engaging these methods and are trending positively.

Satisfaction Measure-

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

**Result: Objective met.** Consumer satisfaction rated as 100% satisfaction.

Service Access-

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

## IV. Customer Satisfaction



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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 is 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 2008, Shoreline staff surveyed employers and referring agents in the OJT program 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 each program area of the consumer satisfaction section of this report.