



Rising Above. Going Beyond.

Huntsville Rehabilitation Foundation, Inc. dba Phoenix

**FY 2023
Program Evaluation
Results**

Table of Contents

1. GENERAL SUMMARY

- A. Introduction
- B. Specific Program Overview
- C. Community Outreach and Professional Affiliations Summary
- D. Certifications
- E. Employer Placement Sites
- F. Training Summary

2. PROGRAM EVALUATION / PROGRAM OUTCOME SUMMARY

- A. Overview
- B. Program Effectiveness
- C. Program Efficiency / Service Access
- D. Process Integrity
- E. Customer Satisfaction
- F. Community Return
- G. Demographics
- H. Analysis / Action Taken / Extenuating Circumstances
- I. Goals

1) General Summary

A. Introduction

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

B. Specific Program Overview

Counties Served:

Madison, Jackson,
Cullman, Morgan, Limestone, Marshall
Marion, Winston, Walker

Vocational Evaluation (Comprehensive Vocational Evaluation Services)

Current Staff

Stephen Davis, Case Manager
Melba Tate, Case Manager

Services Offered:

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

Adjustment Services (Employee Development Services)

Current Staff

Janella Morgan, Program Coordinator
Treaver Blowe, Employment Specialist/Job Coach

Services Offered:

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

Partners with Industry (Community Employment Services)

Current Staff:

Madison County

Janella Morgan, Program Coordinator
Monica Ingram, Case Manager
Donesia Jolly, Employment Specialist/Job Coach

Western Counties

Cieara Hitt, Program Coordinator
Sue McCoy, Employment Specialist/Job Coach

Alicia Arce, Employment Specialist/Job Coach
Drew Graham, Employment Specialist/Job Coach

Jackson County

Sonja Kirby, Program Coordinator

Services Offered:

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

Milestones (Employment Supports)

Current Staff

Madison County

Janella Morgan, Program Coordinator
Monica Ingram, Case Manager
Donesia Jolly, Employment Specialist/Job Coach

Western Counties

Cieara Hitt, Program Coordinator
Sue McCoy, Employment Specialist/Job Coach
Alicia Arce, Employment Specialist/Job Coach
Drew Graham, Employment Specialist/Job Coach

Services Offered:

- Milestones / Supported Employment
- Job Coach Services
- Situational assessments

Educational Services

Current Staff

Madison County

Samantha Baugher, Case Manager
Melba Tate, Case Manager
Earl Grilliot, Case Manager

Jackson County

Sonja Kirby, Program Coordinator

Western Counties

Cieara Hitt, Program Coordinator
Sue McCoy, Employment Specialist/Job Coach

Services Offered:

- Job Exploration and Counseling
- Smart Wok Ethics
- Work based learning experiences

- Workplace and College Tours
- Money Management Skills
- Counseling for post-secondary education
- Workplace readiness
- Instruction in self-advocacy
- Job readiness training
- Job Shadowing
- Work experience and internship
- Accessing Transportation
- JETS (Job Readiness Immersion)
- Career Interest Inventory
- Driver's Permit Training
- Social Skills training
- Social Skills that work
- Anger Management
- Creating your best resume
- Financial Literacy

Employee Support Services (Organizational Employment)

Current Staff

Rachel Mason, Program Coordinator

Danielle Sykes, Case Manager

Jay Cavender, Case Manager

Jeralyn Hudson, Case Manager

Treaver Blowe, Employment Specialist/Job Coach

Jay Cavender, AbilityOne Coordinator

Services Offered:

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

C. Community Outreach and Professional Affiliations

Phoenix continues to be active in the local community and continues to promote professional growth by encouraging membership in professional organizations. This section notes vocational services staff and management team involvement over the past year:

100 Black Men Gala
 2nd Chance Radio Show
 2023 Paracycling World Cup
 2023 USA Patriots Amputee Softball Game
 AbilityOne
 ACCSES
 ACCSES 2023 Summer Conference
 ABOR Reverse Industry Day
 ADRS Children's Rehabilitation Services Fall Trunk or Treat
 Alabama A & M Black Tie Gala
 Alabama A & M Rehabilitation Counselor Education Advisory Board
 Alabama Association for Persons in Supported Employment

Alabama Association for Multicultural Rehabilitation Concerns
Alabama Association of Rehabilitation Facilities
Alabama Board of Examiners in Counseling
Alabama Counseling Association
Alabama Education Association
Alabama Rehabilitation Association
Alabama Rehabilitation Association and SERNA Annual Conference
Association of the United States Army, Redstone Chapter
Athens/Decatur School Presentation
Athens Limestone school system SPED luncheon
Autism Society
Bama Bully Rescue
Bulldog Life
Boys and Girls Club Volunteer
CARF Accredited Facility
CARF International Surveyor
Case Management Certification
Certificate in Nonprofit Human Resource Management
Certified Rehabilitation Counselor
Certified Vocational Evaluator
Chamber of Commerce (Athens, Cullman, Decatur, Hartselle, Huntsville Madison County & Limestone)
Charity Tracker
City of Huntsville Diversity, Equity and Inclusion, Strategic Advisory Board
Community Connections
City of Huntsville Office of DEI Jazz in the Park
City of Huntsville Engagement Academy Class
Community Kite Day with Kenny Anderson
Customized Employment Training Specialist
Dibbs
Diversity Roundtable, Leadership Greater Huntsville Focus
Doctor of Business Administration (in process)
Downtown Rescue Mission Volunteer
Dun and Bradstreet
Down's Syndrome Society
EPIC (Exceptional People in Community, Inc.)
Freedom Celebration Jackson County
Golf tournament participation for community organizations
Governor's Committee on Employment for People with Disabilities
Grassroots Advocacy Conference - SourceAmerica
(Madison, Cullman, Morgan, Limestone, Jackson Counties)
Greater Huntsville Humane Society
House of the Harvest
Huntsville Madison County Better Business Bureau
Huntsville Madison County Chamber of Commerce Member
Huntsville Madison County Chamber of Commerce Paracycling Planning Committee
Huntsville Madison County Chamber of Commerce Schools Update
Huntsville Madison County United Way
Huntsville Madison County Leadership Graduates
Huntsville Madison County Mental Health Center
Huntsville City, Madison County, Madison City Transition Expo
International Honor Society in Business
Madison City Disability Advisory Board
Madison City Hospital/Madison City Schools Work Based Learning Program
Madison Recreation Coach
Manna House Volunteer
Military Affairs Committee Co-Chair

National Council of SourceAmerica Employers (NCSE)
 National Rehabilitation Association
 NASHRM
 National Society of Leadership and Success
 Nonprofit Roundup for Leadership Greater Huntsville
 North Alabama Food Pantry
 North Alabama Governor's Committee
 North Alabama Hiring Expo
 Numerous tour groups that visited the facility for educational and informational purposes
 One Department, One Mission ADRS Training
 One Table Huntsville
 Parachute Industry Association
 Partners for Athletes and Leaders in Schools
 Phoenix House Board of Directors
 Randolph High School Community Nonprofit Day
 Redstone Arsenal Sergeant's Major Association
 Redstone Arsenal – Redstone Update event
 Redstone Regional Alliance (formerly Tennessee Valley Base Realignment and Closure Committee)
 Relaunch Job Fair
 SAM
 Society for Human Resources Management
 Society of Manufacturing Engineers
 SourceAmerica
 SourceAmerica Xforce Conference
 Southern Disability Foundation
 The Care Center, Board Member
 Veterans of Foreign Wars Member
 United Cerebral Palsy Board Member
 United Way Caring Cruises
 United Way Executive Directors Association
 United Way Leadership Social Services graduates
 Village of Promise Community Thanksgiving
 Virtual Celebration of NDEAM
 Volunteers of America
 Walter Jones Annual Turkey Bowl
 Wellstone Mental Health Monthly Meets
 Wheels4Working Transportation Coalition, Member/Huntsville Madison County Transportation Coalition
 WHNT News 19 Noon Show

D. Certifications

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

Bachelor's Degrees-19
 Master's Degrees-13
 CRC-3 (1 in process)
 CVE-2
 CESP-2
 Associate Licensed Counselor – 2
 Certificate of Gerontology -1
 Certified Public Accountant -1
 Collaborative Special Education Teaching License-1
 Diversity, Equity and Inclusion in the Workplace Certification - 2
 Licensed Professional Counselor-1
 Nonprofit Human Resources Manager Certification -1
 SHRM - CP
 Smart Work Ethics – 5

E. Employer Placement Sites

The following reflects the employers and their respective counties that provided consumer employment and assessment during FY23:

Western Counties	<p>5Boys Advanced Auto Parts AL DOT Amazon America's Thrift Store Bankston Motor Homes Capstone CARTS Chick Fil A Cinemark Cornerstone Great Beginnings Daycare Dutch QA Everyday Sunshine Fairview High School First Baptist Church Five Stones Research Friendship Church Hardees McDonalds Phoenix Piggly Wiggly Point Mallard Son's Supermarket Tatliek Vuteq Walmart Wayne Farms Wilkes Tire Zaxbys</p>
Huntsville	<p>A-1 Cleaning Service All Clean Alabama A&M Americas Thrift Store Arcarithms Bojangles Buffalo Rock Burger King CAVA Cinemark City of Huntsville Charley's Subs Chipotle Coast Crestwood Hospital Crisis Services of North Alabama DSI Security Diverivare Senior Center Dollar General Dollar General Market Downtown Rescue Thrift Store Exchange Redstone Arsenal First Light Senior Center</p>

	<p style="text-align: center;"> Fed-Ex Goodwill Grub Hub Harbor Freight HGT Global Home Depot Home Goods Huntsville City Schools Huntsville Hospital Liza- T&V Cleaning Services Logans Lowe's Madison Hospital Marshalls McDonald's Milestones Technology Northrop Grumman Information Systems O'Reilly's Pet Supplies Plus Phoenix Polaris Publix Redstone Retirement Village Rosie's Securitas Space and Rocket Center Spherion Sports Med Spur Taco Mama Target Distribution TARCOG Tazikis T.J Maxx Toyota Wal-Mart YMCA </p>
<p style="text-align: center;">Jackson County</p>	<p style="text-align: center;"> Allied Universal Security Services Bruce's Foodland CTS Excavating DAVISVINES Management Company DeKalb Ambulance Services Dermatology of North Alabama Engineered Flooring Innovations Family Dollar Gifford Construction Goodwill Highland's Health and Rehab Huddle House Huntsville Hospital Jackson County Salvage Jackson Hewitt tax services Johns Manville Krystals McDonalds </p>

	<p style="text-align: center;"> Mitchell Plastics Mr. Sam's Café Phoenix PPG Publix SafeTWeave Sanoh Seven-Fold Roofing Steel Plus Stevenson Street Dept Taylor Manufacturing The Children's Place Daycare Taylor Manufacturing United States Postal Services USG Walmart Wright's Masonary </p>
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F. Training Summary

Phoenix hosted numerous trainings throughout the year. The following reflects the in-house staff and consumer trainings conducted or sponsored (See individual training competency forms for out of facility trainings and employee specific trainings attended by staff):

STAFF

Americans with Disabilities Act: an Overview for Managers
Blood Borne Pathogens
Corporate Compliance and Ethics Training
Customized Support Employment Training
Defensive/Distracted Driving
Fire Suppression Training
Harassment and Retaliation – a case study
Harassment Retaliation – Handling the Complaint for Managers
Hazcom/SDJ
HIPAA – for Non-Medical Employers and Privacy Rule for Business Associates
Overcoming Unconscious Bias in the Workplace
Performance Evaluation and Competency Form Training
Promoting a substance-free workplace
SHRM Conference
Smithsonian Institution's Traveling Exhibition, The Bias Inside Us
Various SourceAmerica trainings specific to workgroups
Workplace Diversity, Equity and Inclusion in Action

*Not reflected are numerous trainings sent via email and conducted by various operating divisions of Phoenix and outside trainings.

PROGRAMMATIC TRAINING - provided in daily programmatic activities (Adjustment, Job Readiness and

Educational Services):

Grooming/Hygiene
Transportation
Personal Management
Job Accommodations
Job seeking
Interviewing
Sexuality in the Workplace
Application Completion

Time Clock Use
Workplace Safety
Shuttle Riding and Safety
Substance Abuse
Personal Hygiene
Conflict Management- (Resolving conflict, responding to conflict, etc.)
Workplace Bullying
Personal Space (Boundaries)
Change (Adjusting to & Adapting to Change)
Following Directions
Attention to Task
What Makes a Good Employee (Characteristics & Traits)
Positive Attitude
Problem solving, creative thinking
Personal Appearance
Work Ethics
Resume Building
Money Management

JETS (Job Exploration Training)

Application Completion
Interviewing
Time Clock Use
Workplace Safety
What Makes a Good Employee?
Personal Appearance
Post-secondary education
Work Ethics

Smart Work Ethics

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

Educational Services

Career Assessment
Money management
Verbal and Nonverbal Communication

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

2) PROGRAM EVALUATION / PROGRAM OUTCOME SUMMARY

A. Overview

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

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

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

Definitions
 Measures
 Consumer Demographics

The primary purposes, resulting specific objectives and resulting 2023 outcomes of our system are as follows:

Goals	Results
1. To improve program effectiveness by increasing # closed to employment:	
Overall closed to employment – 300 (community and Phoenix)	Achieved (300)
Closed via AbilityOne Coordinator – 110	Achieved (176)
Closed via Milestones Huntsville to employment - 28	Not Achieved (21)
Closed via Milestones Tenn. Valley to employment -7	Achieved (9)
Closed via Milestones Tri-County to employment - 4	Not Achieved (1)
Closed via Career Services Huntsville – 115	Not Achieved (66)
Closed via Career Services Tennessee Valley – 15	Not Achieved (11)
Closed via Career Services Tri County – 5	Achieved (1)
2. Maintain Accreditation	
Maintain Ability One compliance at 75% or above	Not Achieved (64%)
Maintain CARF Accreditation	Achieved - Received 3 year accreditation in December 2021
3. To increase program efficiency / process integrity	
Maintain unit cost below \$3,000	Achieved (\$2,589)
Maintain Record Review score above 90%	Achieved (92%)
Maintain community return at or above \$2.2 million	Achieved (\$2.9 million)
4. To improve program access	
Maintain # served in Career Services at 250 or above	Not achieved (126)
Maintain # served in Milestones at 53 or above	Achieved (60)
Maintain # of services provided through Educational Services at 800	Achieved (856)
Maintain ADRS Referral Source Satisfaction in regard to referral-service initiation timeframe	Achieved
5. To improve customer satisfaction	
Maintain at least 95% customer satisfaction	Achieved (98%)
Improve Referral Source Responses to >30	Achieved

Maintain referral source satisfaction of at least 95% Achieved

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

Obtain employer satisfaction of at least 90% (Tell Phoenix) Achieved (96%)

B. Program Effectiveness

Summary

Total Served and Closed.....392
 Only outcome desired was Completion of Service...209
 Remaining Served.....183
 Employed.....68% (124)
 Unsuccessful Outcomes...31% (57) [Self termination 37% (21), Medical 14% (8) Other/Circumstantial 49% (28)]

Total Positive Outcomes 67% (261)

By Employment Outcome

	FY21	FY22	FY23
Served / Employed Phoenix (referred by ADRS)	18	9	23
Non ADRS consumers placed in Phoenix employment	163	163	176
Served / Employed in Community	159	139	124
Total Employed Milestones	50	34	32
Total Leaving Phoenix to Competitive Employment	4	9	10

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

Huntsville/Jackson County

- 1) Foster
- 2) Gurley
- 3) Averso
- 4) Williams
- 5) McDonald
- 6) Boyd
- 7) Chandler
- 8) Redmon
- 9) Wright
- 10) James
- 11) Morris

Tennessee Valley

- 1) Shuford
- 2) Farrow

- 3) Reed
- 4) Jones
- 5) Gilder
- 6) Thompson
- 7) Richards
- 8) Greene

Tri-County

- 1) Ray
- 2) Harris
- 3) Pooler
- 4) Franklin

*Outcome numbers reflect persons closed in FY 2023, which were actually served from 7/2022 – through 9/2023. Outcomes are typically measured at closure period as determined by the referral source unless it is determined that a different time period is more representative of the actual outcome as measured by CATS. Employment outcomes reflect a period 90 days after placement. Reporting data is based on a selected time period. Any additions to data after sample time frame will alter results. Error of measurement is estimated at +- 5.

**Data Source Intacct based on billing

C. Program Efficiency / Service Access

Phoenix Vocational Services ended the year in a financially solvent position. 392 consumers were provided programs in 2023. This figure will be used as the basis of an efficiency measure calculated by dividing FY23 Community Cost (dollars expended by referring agencies plus dollars donated) by consumers served.

Yearly Average Consumer Cost Comparison (ACCC)

<u>FY21*</u>	<u>FY22*</u>	<u>FY23*</u>
\$2,407	\$2,600	\$2,589

Efficiency measures also addressed timeliness of final reports. This measure is derived from referral source satisfaction surveys and constant communication with counselors and ADRS liaisons/ASAs. We received feedback from counselors through our formal survey process as well as via email feedback and in person conversation. The feedback regarding the timeliness around invoice submission, progress reports and all other communication was satisfactory. There were a few isolated occurrences of progress reports and/or billing not being done within the month of service completion. Overall, counselors were pleased with the timeliness around services provided and billed for.

Service access is defined as the time between referral and enrollment. No issues were noted within this area.

D. Process Integrity Case Record Review / Quality Assurance Summary

>200 cases were reviewed. The objective of Case Record Review is twofold. First, it is to provide feedback to staff on case file condition to facilitate immediate corrective action. Secondly, it is to identify problem trends or system issues, which are dealt with through proactive training or other organizational or strategic interventions. Cases are reviewed at several points along the life of a program. This continuous process improvement format has drastically improved overall case file status. A score of 94% is thus offered based on analysis of problems cited versus potential problems as this year's score. The measure for this outcome is calculated by the percentage of satisfactory responses compared to the total possible responses on Case Record Review Form.

See quarterly Program Evaluation reports for specific outcomes.

E. Customer Satisfaction

Consumers

447 consumer and staff assessments were returned for 2023. The following summarizes the responses:

96% were pleased with their programs

98% left with a clear idea of their personal work-related strengths and limitations including job skills and accommodations they need

98% knew what their next step would be and what kind of support they would need/receive

98% felt their program manager and other staff helped them make vocational plans

99% were very involved in decision making about their programs

99% understood recommendations from their program manager

96% felt they were treated with dignity and respect by the program managers and staff

97% felt their time was well used

98% would recommend HRC services to other individuals with disabilities and their families

96% found all aspects of their program accessible

98% were satisfied with their referring Counselor / Case Worker

Specific comments are available in previously published Quarterly Reports.

F. Community Return

In 2023, 124 persons were employed with an average wage of at least \$14.43 per hour at an average of 32 hours per week. Below is the annual amount in wages:

\$2,977,428

Estimating an average federal, state and local tax rate of 21%, these individuals will contribute to the tax base:

\$625,259

15.3% Social Security contribution:

\$455,546

It is estimated that 33% of these 124 persons, are receiving or are eligible to receive public assistance. At an average payment of \$400 per month, this equates to a potential yearly reduction of:

\$196,416

Total Yearly Community Contribution:

\$1,277,221

This year, SourceAmerica partnered with Mathematica to study the socioeconomic impact of the AbilityOne Program. See below for information specific to the Huntsville Rehabilitation Foundation, Inc. dba Phoenix:

Total AbilityOne Footprint of Huntsville Rehabilitation Foundation, Inc.

- The AbilityOne Program generates \$2.66 to the federal government for every dollar spent on the program.
- Estimated direct benefits to the federal government resulting from AbilityOne Contracts facilitated by SourceAmerica ranged from \$103.7 million (lower bound) to \$516.6 million (upper bound) annually.
- The estimates for AbilityOne contracts facilitated by NIB ranged from \$1.2 million (lower bound) to \$21.7 million (upper bound).
- The AbilityOne Program also generated significant benefits to the federal government in terms of indirect impacts. The additional jobs via multiplier effects in the local economy generated between \$24.8 million (lower bound) and \$73.5 million (upper bound) in additional tax revenues.
- Source: Mathematica Socioeconomic Impact Analysis Evaluation Report

Line	Category	Estimated Average
A	Savings through reduced public benefits*	\$3,310,182.08
B	Additional tax revenue*	\$2,205,182.24
C	Total direct economic impact (A + B)*	\$5,515,364.32
D	Total indirect economic impact**	\$6,019,676.53
E	Total economic impact (C + D)	\$11,535,040.85

*Based on calculations developed by Mathematica: [Socioeconomic Impact Analysis Evaluation Report](#)

** Based on calculations developed by IMPLAN

Indirect impacts represent the increases in earnings from the rise in economic activity resulting from increased employment for people with disabilities.

Source: IMPLAN Software

Total impacts are based on ERS data

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SourceAmerica

Total AbilityOne Footprint in Alabama

Number of AbilityOne Employees	873
Current AbilityOne Contract Value	\$63,983,890.04



Line	Category	Estimated Average
A	Savings through reduced public benefits*	\$5,727,895.25
B	Additional tax revenue*	\$3,915,219.87
C	Total direct economic impact (A + B)*	\$9,643,115.11
D	Total indirect economic impact**	\$10,323,510.00
E	Total economic impact (C + D)	\$19,966,625.11

*Based on calculations developed by Mathematica: [Socioeconomic Impact Analysis Evaluation Report](#)

** Based on calculations developed by IMPLAN

Indirect impacts represent the increases in earnings from the rise in economic activity resulting from increased employment for people with disabilities.

Source: IMPLAN Software

SourceAmerica®, anAbilityOne® Authorized Enterprise.

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SourceAmerica

G. Demographics

The following will summarize program participant information and program activity outcomes for FY23. The information is intended to identify program strengths, weaknesses, and trends to analyze overall service impact to assure program quality, relevance, and ongoing improvement.

Program Participation Analysis

	FY21	FY22	FY23
# persons receiving services in at least one program area	480	423	392
# persons gaining competitive Employment	144	139	124
Average Competitive Salary gained	\$11.11	\$12.52	\$14.43

	FY21	FY22	FY23
Vocational Evaluation	55	29	32
Adjustment Services	21	12	11
Milestones/ Supported Employment	67	63	66
Placement Services	186	153	126
Educational Services (# of services provided)	287	756	856

Program Participant Descriptors

	FY21	FY22	FY23
Male	56%	58%	53%
Female	47%	44%	47%
Black	37%	39%	42%
White	61%	59%	56%
Hispanic	1%	1%	0%
Other	1%	1%	2%
Age 15 and under	1%	0%	0%
Age 16-21	25%	32%	34%
Age 22-44	47%	46%	41%
Age 45 and above	28%	22%	25%
Have Visual Impairment	<1%	<1%	0%
Have Hearing Impairment	<1%	<1%	<1%
Have Orthopedic / Physical Impairment	9%	12%	7%
Have Mental Illness	33%	31%	37%

Have Drug / Alcohol Addiction	6%	4%	4%
Have Drug Addition/Mental Illness	5%	4%	5%
Have Intellectual Developmental Disorder	3%	3%	3%
Have a Neurodevelopmental Disorder	27%	29%	25%
Have a Traumatic Brain Injury	<1%	0%	0%
Have Other Health Conditions	7%	7%	8%
Have No Disability	<1%	0%	0%
Have Autism	9%	7%	9%
Have Multiple Disabilities	2%	0%	2%

H. Analysis/ Action Taken/ Extenuating Circumstances

COVID Impact and Information:

- Thankfully, this section is much smaller than in previous years. Although the virus continues to impact individuals, we are seeing a decrease in the cases throughout the organization.
- We slowly began conducting in-person meetings.
- Continued focus around preventative measures and sought the most current information published by the CDC.

Diversity, Equity, and Inclusion:

- Front line staff attended training through SourceAmerica Academy.
- Staff involvement on the City of Huntsville Diversity Equity and Inclusion Advisory Board and the City of Huntsville Office DEI Advisory Board Sub Committee on Disability.
- Sponsorship of City of Huntsville Office of DEI Jazz in the Park event.
- Sponsorship of Paracycling Event.

Regulatory Compliance:

- In July of 2022, Phoenix was visited by the AbilityOne Commission and SourceAmerica Regulatory Team for a compliance audit. There were deficiencies found.
- In October 2022, Phoenix submitted its Corrective Action Plan to SourceAmerica. This plan included steps that would be taken to increase the overall direct labor ratio hours.
- Additionally, during this fiscal year, the AbilityOne Commission ceased all regulatory reviews while making changes to the compliance regulations. This has left non-profit agencies (NPA) to “read between the lines” as to what is expected in the realm of compliance.
- In October 2022, Phoenix requested a limited ratio exception request, allowing us to operate below 75%.
- Secured a relationship with a neuropsychologist to ensure those without the means for diagnostic testing could obtain appropriate disability documentation and move in the path of seeking professional attention related to the diagnosis.
- Received a warning letter from SourceAmerica after we finished the first two quarters under ratio.
- Submitted proposed plan of action to SourceAmerica along with a standardized report that measures progress and is submitted to SA by the 5th of every month.
- Attended AbilityOne Documentation training and the public U.S AbilityOne Commission’s meetings regarding disability documentation and the changes to be made.

- Scheduled a PRESTA (pre-regulatory training) to be completed in November 2023 to assist with understanding the potential new regulations.
- Developed a phase in plan for Colorado contracts. SourceAmerica assisted in this process and the plan has been submitted to the AbilityOne Commission for approval.
- Applied for several grants through SourceAmerica to assist in the improvement of services.
- In constant communication with SourceAmerica and in attendance at all training courses where we can be advised of next steps.
- Closing out this fiscal year with improvements in our direct labor ratio hours.

Advocacy:

- Awarded the following organizations funds through our grants to other non-profits program: United Way of Madison County (35 programs), A Rich Financial Management, Inc., Alabama Nonviolent Offenders, Catalyst Sports, Catholic Center of Concern, Community Free Dental Clinic, Dad's Love Inc, Enable formerly CASA, EPIC, Family Services Center, Hope is Here, Huntsville Community Drumline, Idefy, Inc, InsideOut Studios, Intentional Faith, Madison County Special Olympics, Miracle League of Madison, Project Sweet Peas, Serenity Communities, The Care Center, Two Fish and United Cerebral Palsy. In addition to those listed, Phoenix sponsored numerous events and community activities that supported improving the quality of lives of individuals with disabilities.
- The Huntsville Madison County Chamber of Commerce announced that Huntsville/Madison County will be the host of a 2023 Para-Cycling Road Race World Cup. The event will bring 300+ athletes from 35-40 countries to compete across four days of racing in Cummings Research Park. Phoenix is a second-tier level sponsor and will be involved with the Local Organizing Committee. This will be a great opportunity for community involvement in an international event championing diversity, equity and inclusion and the power of the human spirit.
- Presented Chip Cherry, President and CEO of the Huntsville Madison County Chamber of Commerce and Erin Koshut with a Phoenix coin due to their contributions to individuals with disabilities by way of the U.S Paracycling Event.
- Attend the Second Chance Radio Show with Kenny Anderson to promote NDEAM. Additionally, meetings were held at Redstone Arsenal between Phoenix staff, SourceAmerica and key officials promoting the hiring of individuals with disabilities and the impact of the AbilityOne Program. Additionally, social media posts focused on NDEAM.
- Phoenix staff attended the SourceAmerica Grassroots Advocacy Conference and met face to face with elected officials. From this visit, we gained Congressman Dale Strong as an AbilityOne Champion.
- In May, Phoenix attended the SourceAmerica Annual Conference in Anaheim, California.
- Published quarterly newsletters, The Phoenix Advocate.
- Virtually attended The Hill Disability Summit sponsored by SourceAmerica.

Educational Services:

- Offered our summer JETS program in Madison, Athens and Scottsboro.
- Division wide we provided 856 services to high school students. This number increased (650) from the previous year.
- Taught classes at the following high schools: Madison County High School, Sparkman High School, Huntsville High School, Grissom High School, Columbia High School, Scottsboro High School, Woodville High School, Skyline High School, North Jackson High School, Sand Mountain High School, Pisgah High School, Section High School, Earnest Pruitt Center of Technology (EPCOT), Jasper High School, Elkmont High School, Ardmore High School, Fairview High

School, Lynn High School, Addison High School, Winston High School, Meek High School, Oakman High School, Dora High School, Carbon Hill High School, Cordova High School, Curry High School, Athens High School, East Limestone High School, Tanner High School, East Lawrence High School, Hartselle High School, Clements High School, Success Academy and homeschooling.

- The Huntsville City, Madison City and Madison County, Tri-County Transition Expo was held in November. Students, parents, teachers and counselors met for a one-day training that focused on service offerings, advocacy, employment and resources.
- Received a 3-year CARF accreditation for this program and the services offered.
- Added new classes to our curriculum: Anger Management, Creating Your Best Resume, AAA level Workplace Social Skills and Social Skills that Work.
- Classes taught in the Walker County area increased dramatically.

Partners with Industry and Supported Employment:

- We welcomed a new Program Coordinator in Madison County who has worked diligently to fully staff the Madison County job placement team. This department, along with supported employment has received its fair share of staff turnover.
- Said “goodbye” to a long time Phoenix employee. She was a job developer and a strong advocate for individuals with disabilities. Her skill set was unmatched!
- We continued to provide support through a Project Search like program with Madison Hospital and James Clemens High School. These students worked 12 weeks, and many have been offered employment with the hospital after the program ends. We provided constant job coaching support to these students.
- In April our Madison County placement team worked with United Ability in Birmingham, Horizon School and Disability Advocates to host a job fair at ADRS Huntsville.
- These programs received a 3-year CARF accreditation.
- Referrals and services provided out of the Decatur ADRS office.
- Welcomed two additional staff to support the Western Counties.
- Decided to cease providing services out of the ADRS Muscle Shoals office.

Vocational Evaluation:

- Referrals for this service were minimal.
- Continual marketing of this service as well as involvement in licensing boards is our focus for this service.

Employee Support Services:

- The ESS team continues to provide support and case management to over 450 individuals with disabilities. This year, our footprint expanded slightly with the addition of out of state contracts. We also began the hiring process for a case manager who resides in Colorado to be “boots on the ground” for that workforce.
- We also welcomed a new Program Coordinator in this area who accepted the compliance challenge head on. The entire ESS team has played an instrumental role in ensuring disability documentation is sufficient and providing quality case management services.
- Our AbilityOne Coordinator continues to screen qualified individuals and works closely with all projects to ensure their staffing needs are met.

- The ESS team continues to host the Green Team Interdisciplinary meeting. This meeting ensures that mission is met, all parties are working towards the same goal, objectives are being met and consumers are being served.

Medicaid Waiver:

- No referrals received yet.
- We renewed our contract with the Department of Mental Health in hopes of receiving referrals.

Analysis of Customer Satisfaction:

- Due to our efforts last fiscal year, we saw an increase in responses around feedback this year.
- We continue to utilize feedback forms, email communication, face to face meetings, SurveyMonkey and student forms to solicit feedback.
- Overall, we received very positive remarks from all of our stakeholders.

Miscellaneous:

- Corporate Compliance training was held during the February/March timeframe and was acknowledged monthly in the President's Report to the board of directors.
- There were four formal grievances filed, this is up from two in last fiscal year. There were no trends noted and each case was handled by our Human Resources department.
- We completed a comprehensive review of the company's compensation structure.
- A decision was made for the Alabama Association of Rehabilitation Facilities to become a chapter of Alabama Rehabilitation Association. AARF will continue to have its own board of directors but will operate under the ARA direction.
- The Department of Veterans Affairs accepted our flag costing package for a new base year plus four-year cycle and the AbilityOne Commission approved.
- Completed numerous organizational and consumer videos to be used for promotional and educational purposes.
- Reviewed the Affirmative Action Plan which affirmed good hiring and promotional practices.
- Ran a corporate United Way Campaign.
- Hired a case manager for our out-of-state contracts.
- ADRS Huntsville received building renovations to include, renovating the lobby, new HVAC system and roof.
- Hosted CARF visitors to perform AbilityOne Employee Satisfaction Surveys.
- Began a mobile line of shredding commercial contract and became NAID (National Association of Information Destruction) AAA certified.
- Expanded business to Buckley Space Force Base, Peterson Space force Base and Cheyenne Mountain Space Force Station.
- Distributed Holiday Gift Cards to the residents at Phoenix House.
- Received two free conference registrations for the SourceAmerica Xforce Conference due to our involvement in training via SourceAmerica Academy.
- Began the process of working with a new web designer to enhance, update and make the company website ADA compliant.
- Successfully completed an OFCCP audit.
- The board member assessment survey was completed with 11 out of 12 responses received. This information was gathered by Human Resources and given to the Board Chair for analysis.
- Standardized company email signature.
- Successfully and timely completed Open Enrollment for all employees.
- Received the CIMS/CIMS-GB Certification with Honors.

- Celebrated our 50th anniversary at our Annual Board of Directors Meeting in September.

I. Goals for FY 2024

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

Overall closed to employment – 300 (to include both community employment at Phoenix employment)

Via AbilityOne Coordinator - 115

Via Career Services Huntsville - 85

Via Career Services Tennessee Valley - 15

Via Career Services Tri County -5

Via Milestones Huntsville close (MS4) - 20

Via Milestones close Tennessee Valley (MS4) - 10

Via Milestones close Tri County (MS4) - 4

7. Maintain Accreditation

Maintain Ability One compliance at 75% or above

Maintain CARF Accreditation

8. To increase program efficiency / process integrity

Maintain unit cost below \$3000

Maintain record review score above 90%

Maintain community return at above \$2.2 million

9. To improve program access

Maintain # served in Career Services at 200 or above

Maintain # served in Milestones at 53 or above

Maintain # of services provided through Educational Services to 800

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

10. To improve customer satisfaction

Maintain at least 95% consumer satisfaction

Improve Referral Source Responses to >30

Receive feedback from at least one teacher from each high school per school year