FY 2024
Program Evaluation
Results

PHOENIX
Rising Above. Going Beyond.

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, Certified Vocational Evaluator
Rachel Mason, Certified Vocational Evaluator

Services Offered:

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

Adjustment Services (Employee Development Services)
Current Staff
Monica Ingram, 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
Monica Ingram, Program Coordinator
J'Nada Williams, Case Manager
Jazzmon Evans, Employment Specialist/Job Coach
Hollie Billions, Employment Specialist/Job Coach

Western Counties
Cieara Hitt, Program Coordinator
Sue McCoy, Case Manager
Alicia Arce, Employment Specialist/Job Coach
Drew Graham, Employment Specialist/Job Coach
Parris Murry, 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
Monica Ingram, Program Coordinator
J'Nada Williams, Case Manager
Jazzmon Evans, Employment Specialist/Job Coach
Hollie Billions, Employment Specialist/Job Coach

Western Counties
Cieara Hitt, Program Coordinator
Sue McCoy, Case Manager
Alicia Arce, Employment Specialist/Job Coach
Drew Graham, Employment Specialist/Job Coach
Parris Murry, Employment Specialist/Job Coach

Services Offered:

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

Educational Services
Current Staff

Madison County
Monica Ingram, Program Coordinator
Samantha Baugher, Case Manager
Earl Grilliot, Case Manager

Jackson County
Sonja Kirby, Program Coordinator

Western Counties
Cieara Hitt, Program Coordinator
Sue McCoy, Case Manager

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
Katrina Moore, Case Manager
Treaver Blowe, Employment Specialist/Job Coach
Jeralyn Hudson, 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
AbilityOne
ACCSES
ADRS Children's Rehabilitation Services Fall Trunk or Treat
Alabama A & M Black Tie Gala
Alabama A & M Rehabilitation Counselor Education Advisory Board
Alabama A & M Psychology Department Board Member
Alabama A & M Student Class Agent
Alabama Association for Persons in Supported Employment
Alabama Association for Multicultural Rehabilitation Concerns
Alabama Association of Rehabilitation Facilities: Treasurer
Alabama Board of Examiners in Counseling
Alabama Counseling Association
Alabama Education Association
Alabama Rehabilitation Association
Alabama Rehabilitation Association and SERNA Annual Conference
American Counseling Association
Association of the United States Army – Community Partner/Member
Athens/Decatur School Presentation
Athens Limestone school system SPED luncheon
Autism Society
A-RESET Career and Resource Fair
Bama Bully Rescue
Bulldog Life
Camp ASCCA
CARF Accredited Facility
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
Community Outreach Partnership for employees
City of Huntsville Office of DEI Jazz in the Park
City of Huntsville Engagement Academy Class
Community Connections Speaking events
Community Kite Day with Kenny Anderson
Customized Employment Training Specialist
DHR Career Fair attendee

Dibbs
Disability Resource Network Event
Diversity Roundtable, Leadership Greater Huntsville Focus
Downtown Rescue Mission Volunteer
Dun and Bradstreet
Down's Syndrome Society
EPIC (Exceptional People in Community, Inc.), President
Everyday Sunshine – Board Member
Gold Star Family Appreciation Sponsor
Golf tournament participation for community organizations
Grassroots Advocacy Conference - SourceAmerica
Greater Huntsville Humane Society
Great Expectations Ministries Recovery Home hiring partnership
Hampton Cove Middle School Career Fair
HisWay Substance Abuse Treatment hiring partnership
House of the Harvest, Volunteer
Huntsville Madison County Better Business Bureau
Huntsville Madison County Chamber of Commerce Armed Forces Celebration Week
Huntsville Madison County Chamber of Commerce Consulting Member
Huntsville Madison County Chamber of Commerce Paracycling Planning Committee
Huntsville Madison County Chamber of Commerce Schools Update
Huntsville Madison County Chamber of Commerce Young Professionals Event
Huntsville Madison County United Way
Huntsville Madison County Leadership Graduates
Huntsville Madison County Mental Health Center
Huntsville City, Madison County, Madison City Transition Expo
Huntsville Rotary Club
Jackson County hiring partnerships
JePau Outreach Ministries
Juneteenth Festival – Big Springs Park
Leadership Social Services and Huntsville Madison County speaking engagements
Lincoln Village Ministry, Volunteer
Madison City Hospital/Madison City Schools Work Based Learning Program
Manna House Volunteer
Mental Health Caribbean Qarnival Event
Military Affairs Committee, Co-Chair
Military Police Regimental Association Member
Multiple Sclerosis Walk Participant
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 Hiring Expo
Numerous tour groups that visited the facility for educational and informational purposes
Order of Eastern Stars, Member
One Department, One Mission ADRS Training
Parachute Industry Association
Partners for Athletes and Leaders in Schools

Pell City Rotary Club Speaker
Phoenix House Board of Directors
Phoenix Job Fari
Randolph High School Community Nonprofit Day
Redstone Arsenal Sergeants Major Association
Redstone Arsenal – Redstone Update event
Redstone Regional Alliance
Relaunch Job Fair
Rocket City Rescue
Rotary Memorial Golf Tournament Corporate Sponsor
SAM
Society for Human Resources Management (membership and conference attendance)
Society of Manufacturing Engineers
SourceAmerica
SourceAmerica Xforce Conference attendance
Southern Disability Foundation
Step up meetings – Athens/Limestone County
The Care Center, Board Member
Veterans of Foreign Wars Flag Ceremony
Veterans of Foreign Wars Member
United Cerebral Palsy Past Board Member
UCP partnership for counseling services
UCP hiring partnership
USA Patriots Amputee Softball Game Presenting Sponsor
U.S Paralympics Cycling Sponsor
United Way Caring Cruises
United Way Executive Directors Association
United Way Leadership Social Services graduates
Volunteers of America
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:

Doctorate Degree - 1
Master's Degrees-9
Bachelor's Degrees-12
Behavioral Health Workforce Training Program - 1
CARF Surveyor – 2
CESP-2
Case Management Certification - 2
Certificate of Gerontology -1
Certified Adult Mental Health First Aid - 3
Certified Vocational Evaluator – 2
Certified Rehabilitation Counselor - 3
ChatGPT for nonprofits - 1
Collaborative Special Education Teaching License-1

Licensed Professional Counselor-1
Nonprofit Human Resources Manager Certification -1
Plan Sponsor Council of America Certified Plan Sponsor Professional - 1
SHRM – Certified Professional
Smart Work Ethics – 5

E. Employer Placement Sites

The following reflects the employers and their respective counties that provided consumer employment and assessment during FY24:

Western Counties	5Boys Apparel Ability Go ADPH AL Dot AMC Autozone Bankston Motor Homes Blue Ribbon Shoes Brookshire Healthcare Center CARTS Chicken Salad Chick Chick-fil-a Cinemark Cracker Barrel Crumble Cookie Decatur Parks and Recreation Direct Interactions Domino's Dutch QA EveryDay Sunshine Express Bath Express employment professionals Folsom Center

	Friendship Church
	GE
	Goldton
	Goodwill
	HDT Global
	Homes 2 Suites
	Huntsville Hospital
	Hyosung
	Jack's
	Lowes
	Marco's Pizza
	Mar-Jac
	Mazda Toyota
	McDonald's
	McLellan
	MGR Exams
	O'Reilly's
	Oral Arts
	Outback
	Papa Murphys
	Piggy Wiggly
	Publix
	R&L Carriers
	River City Center
	Slim Chickens
	Son's Grocery
	St Johns the Baptist school
	Steelcase
	Target Distribution

	Tatitlek Security TJ Maxx Vuteq Walmart Wayne Farms Whataburger Wilks Tires Woody Anderson Ford Zaxby's
Huntsville	Academy Sports and Outdoors Advantage Solutions America's Thrift Store Arcarithm Auto Zone Belks Department Store Chugach Cinemark Bridgestreet and XD Crestwood Hospital Diversicare Elwood Staffing Goodwill Outlet Hampton Cove Animal Hospital Hampton Cove Animal Hospital Heritage Elementary School Huntsville City Schools Jacobs Engineering Kroger Lane Bryant

	Madison Hospital Marshalls Mellow Mushroom Phoenix Publix Robin Rents Ross Space and Rocket Center Stars & Stripes Taco Bell Target Tazikis TJ Maxx
Jackson County	Allied Universal Security Services As Close As Family Beranal Landscaping Cloverdale Manor CTS Excavation, LLC Dairy Queen DSI Security Highland's Health and Rehabilitation Hill's Tree Service Huddle House Jack's Family Restaurant Johns Manville Krystal's

	Ladybug's Daycare McCurdy Animal Hospital Mr. Green Thumb's Lawn Care Mr. Sam's Café Rosewood Manor Sanoh America Southern Estates Assisted Living Steel Plus Surge USPS Wal-Mart

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
Disability Fundamentals
Fire Suppression Training
First Aid: Automated External Defibrillator
First Aid: CPR
Harassment and Retaliation
HIPAA – Privacy Essentials
Mental Health First Aid
Overcoming Unconscious Bias in the Workplace
Performance Evaluation and Competency Form Training
Promoting a substance-free workplace
Sexual Harassment
Various SourceAmerica trainings specific to workgroups
Workplace Diversity, Equity and Inclusion

*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:

PHOENIX
Rising Above. Going Beyond.

Goals and results

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

Overall closed to employment – 300 (to include both community employment at Phoenix employment)
- ✓ Achieved – 108 ADRS referred individuals and 200+ Phoenix employed

Via AbilityOne Coordinator – 115
- ✓ Achieved – 200+

Via Career Services Huntsville – 85
- ✓ Not achieved - 68

Via Career Services Tennessee Valley – 15
- ✓ Achieved - 19

Via Career Services Tri County -5
- ✓ Not achieved - 1

Via Milestones Huntsville close (MS4) - 20
- ✓ Not achieved - 13

Via Milestones close Tennessee Valley (MS4) - 10
- ✓ Achieved - 12

Via Milestones close Tri County (MS4) - 4
- ✓ Not achieved – 1

2. ***Maintain Accreditation***

Maintain Ability One compliance at 75% or above
- ✓ Achieved – 75.43%

Maintain CARF Accreditation
- ✓ Achieved – will be visited by CARF December 2024/ January 2025 timeframe

3. ***To increase program efficiency / process integrity***

Maintain unit cost below $3000
- ✓ Achieved - $1,195

Maintain record review score above 90%
- ✓ Achieved – 90%

Maintain community return at or above $2.2 million
- ✓ Achieved - $3,041,737

4. ***To improve program access***

Maintain # served in Career Services at 200 or above
- ✓ Not achieved - 191

Maintain # served in Milestones at 53 or above
- ✓ Achieved - 54

Maintain # of services provided through Educational Services to 800
- ✓ Achieved – 1,213

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

5. ***To improve customer satisfaction***

Maintain at least 95% consumer satisfaction
- ✓ Achieved - 95.5%

Improve Referral Source Responses to >30

- ✓ Not achieved – however, we receive feedback from referring counselors through case conference process.

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

- ✓ Achieved

B. Program Effectiveness

Summary

Total Served and Closed through employment efforts (referred by ADRS): 231
Only outcome desired was Completion of Service: 46
Remaining Served: 185
Employed: 58% (108)
Unsuccessful Outcomes: 42% (77) [Self termination 38% (29), Medical 6% (5) Other/Circumstantial 56% (43)]

Total Positive Outcomes 67% (154)

By Employment Outcome

	FY22	FY23	FY24
Served / Employed Phoenix (referred by ADRS)	9	23	47
Non ADRS consumers placed in Phoenix employment	163	176	200+
Served / Employed in Community	139	124	108
Total Employed Milestones	34	32	45
Total Leaving Phoenix to Competitive Employment	9	10	19

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

Huntsville/Jackson County

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

Tennessee Valley
1) Farrow
2) Richards
3) Greene
4) Thompson
5) Reed
6) Horton
7) Jones
8) Jackson
9) Marshall
10) Gilder

Tri-County
1) Cagle
2) Pooler
3) Ray

*Outcome numbers reflect persons closed in FY 2024, which were actually served from 7/2023 – through 9/2024. 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. 1166 consumers were provided programs in 2024. This figure will be used as the basis of an efficiency measure calculated by dividing FY24 Community Cost (dollars expended by referring agencies plus dollars donated) by consumers served.

Yearly Average Consumer Cost Comparison (ACCC)

FY22*	FY23*	FY24*
$2,600	$2,589	$1,195

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 conditions 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 in 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

194 consumer and staff assessments were returned for 2024. The following summarizes the responses:

95% were pleased with their programs

90% 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

100% were very involved in decision making about their programs

100% understood recommendations from their program manager

100% felt they were treated with dignity and respect by the program managers and staff

98% felt their time was well used

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

99% found all aspects of their program accessible

97% were satisfied with their referring Counselor / Case Worker

Specific comments are available in previously published Quarterly Reports.

F. Community Return

In 2024, 108 persons were employed with an average wage of at least $15.93 per hour at an average of 34 hours per week. Below is the annual amount in wages:

$3,041,737

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

$638,764

15.3% Social Security contribution:

$465,385

It is estimated that 33% of these 108 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:

$171,072

Total Yearly Community Contribution:

$1,275,221

G. Demographics

The following will summarize program participant information and program activity outcomes for FY24. 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

	FY22	FY23	FY24
# persons receiving services in at least one program area	423	392	401
# persons gaining competitive Employment	139	124	185
Average Competitive Salary gained	$12.52	$14.43	$15.93

	FY22	FY23	FY24
Vocational Evaluation	29	32	27

Adjustment Services	12	11	15
Milestones/ Supported Employment	63	66	69
Placement Services	153	126	191
Educational Services (# of services provided)	756	856	1,213

Program Participant Descriptors (ADRS referred)

	FY22	FY23	FY24
Male	58%	53%	58%
Female	44%	47%	42%
Black	39%	42%	41%
White	59%	56%	57%
Hispanic	1%	0%	0%
Other	1%	2%	2%
Age 15 and under	0%	0%	1%
Age 16-21	32%	34%	21%
Age 22-44	46%	41%	48%
Age 45 and above	22%	25%	30%
Have Visual Impairment	0%	0%	<1%
Have Hearing Impairment	<1%	<1%	<1%
Have Orthopedic / Physical Impairment	12%	7%	10%
Have Mental Illness	31%	37%	42%
Have Drug / Alcohol Addiction	4%	4%	3%
Have Drug Addiction/Mental Illness	4%	5%	5%
Have a Neurodevelopmental Disorder	29%	25%	21%
Have a Traumatic Brain Injury	0%	0%	0%
Have Other Health Conditions	7%	8%	9%
Have No Disability	0%	0%	0%
Have Autism	7%	9%	8%

Have Multiple Disabilities	0%	2%	2%

H. Analysis/ Action Taken/ Extenuating Circumstances

Diversity, Equity, and Inclusion:

- Front line staff attended training through SourceAmerica Academy.
- Staff involvement on the City of Huntsville Diversity Equity and Inclusion Office.
- Sponsorship of City of Huntsville Office of DEI Jazz in the Park event.
- Sponsorship of Paracycling Event.
- Celebrated National Disability Employment Awareness Month. The theme was "Advancing Access and Equity" which highlighted the importance of acknowledging and recognizing people with disabilities and ensuring they have all they need to be successful.
- Also celebrated 50 years of the Rehabilitation Act.

Regulatory Compliance:

- Overall agency compliance was a top priority this fiscal year. We ended the year in compliance at 75.43%. We should officially close out our corrective action plan within Q1 FY25.
- We received formal, written approval from the Commission to utilize Neurogenesis to assist with adequate disability documentation.
- We continue to see new and revised policies published by the Commission that provide further guidance around compliance.
- Continuing to attend applicable trainings around compliance.

Advocacy:

- Awarded the following organizations funds through our grants to other non-profits program: United Way of Madison County (35 programs), Phoenix House, TLC Recovery House, Hope Is Here, AbilityPlus Inc, People First of Alabama, AIDS Action Coalition (Thrive), The Riley Center, First Stop, Madison County Special Olympics, Catalyst Sports. In addition to those listed, Phoenix sponsored numerous events and community activities that supported improving the quality of lives of individuals with disabilities.
- Continued support of the Huntsville Madison County Chamber of Commerce announced that Huntsville/Madison County Para-Cycling Event.
- Phoenix staff attended the SourceAmerica Grassroots Advocacy Conference and met face to face with elected officials.
- In May, Phoenix attended the SourceAmerica Annual Conference in Orlando, Florida.
- Published newsletters, The Phoenix Advocate.
- Congressman Dale Strong was presented with the AbilityOne Champion Award while he visited our facility.

- We hosted Senator Tuberville's Chief of Staff, informing him of the AbilityOne program, Phoenix's mission and the individuals we serve.
- Attended the SourceAmerica Veterans Reception on Capitol Hill and met with the entire Alabama delegation.

Educational Services:

- Offered our summer JETS program in many Northern Alabama counties.
- Division wide we provided 1,213 services to high school students. This number increased (856) 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.

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.
- 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.
- These programs received a 3-year CARF accreditation.
- Referrals and services provided out of the Decatur ADRS office increased.

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 have had our Colorado case manager in place for over a year and he has done an excellent job.
- 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 the mission is met, all parties are working towards the same goal, objectives are being met and consumers are being served.
- This department assisted in meeting our compliance goal for the year!

Analysis of Customer Satisfaction:

- Responses remain about the same as last 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 our stakeholders.

Miscellaneous:

- Received two free conference registrations for the SourceAmerica Xforce Conference due to our involvement in training via SourceAmerica Academy.
- Successfully and timely completed Open Enrollment for all employees.
- 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 13 formal grievances filed this year. There were no trends noted each case was handled by our Human Resources department.
- We said goodbye to our CEO and the search process began for his replacement. We named a new CEO in September, and he rescinded his offer in October. Therefore, we are continuing the search process.
- Our CFO resigned earlier in the year, and we are working with an accounting consulting firm to ensure processes and procedures are being met.
- 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.
- Completed numerous organizational and consumer videos to be used for promotional and educational purposes.
- Ran a corporate United Way Campaign.
- Terminated our mobile line of shredding commercial contract.
- Hosted several educational events, including a Reverse Job Fair, and numerous tours.
- Grew our commercial contract portfolio.
- Added custodial contracts in Fort Bliss, Texas.
- Received accolades for our service on the Peterson and Cheyenne Mountain custodial contracts.

- Manufacturing had a successful ISO audit that yielded zero non-conformities and two opportunities for improvement.
- Manufacturing partnered with AIDB to sew over 20,000 pillowcases.
- The flag department sets a company record and ships 10,368 flags to the VA in one month.
- Front line supervisors across the organization began receiving Mental Health First Aid training, providing them with the skills and equipment needed to diffuse situations appropriately.

I. Goals for FY 2025

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