

.....

Performance Measurement and Management 2020

Published: January 2020 Revised 10/2020, 1/2021, 3/2021

(Alternative format available upon request)

Capabilities is an LLC, filing as a C-Corp, and owned by Karen & Bill Blumhorst. Below is a list of our branches as of December 31, 2019:

- 124 South Front Street, St. Marys, Ohio 45885 419.394.0003
- 507 Richland Ave, Suite 300, Athens, OH 45701, 740.249.4217
- 24759 US Highway 23 South, Circleville, Ohio 43113 740.500.6129
- 1343 Woodman Drive, Dayton, Ohio 45432 937.223.8004
- 655 Fox Run Road, Suite D, Findlay, Ohio 45840 419.424.9367
- 1119 East State Street, Fremont, Ohio 43420 567.280.4372
- 840 East Fifth Street, Marysville, Ohio 43040 419.778.7333
- 8620 North County Road 25A, Suite 105, Piqua, OH 45356 937.615.6336
- 110 Boggs Lane, Suite 255, Springdale, Ohio 45246
- 1210 Celina Road, St. Marys, Ohio 45885 (Driver Education and Adult Day Support only)
- 5241 Southwyck Boulevard, Suite 108A, Toledo, Ohio 43614 419.867.8367
- 9072 Ohio River Road, Wheelersburg, Ohio 45694 720.529.1967

Management Report of Customer-Driven Service and Business Outcomes

Capabilities is committed to continually improving our organization, our desired business outcomes, and service delivery on the strategic and tactical levels to the persons we serve. To manage and improve service delivery, our data collection system is reliable, valid, complete, accurate, and analyzed as certified and cross checked by owner Karen and Katie Blumhorst and Business and Finance Leader, Gary Loach. Capabilities conducts an annual program review to reevaluate our programs, programs objectives, personnel responsibilities related to performance measurement and management. This data collection includes characteristics of persons served, local job markets, financial information, resource allocation, accessibility status reports, surveys, risk management, human resource activities, technology, health and safety reports, field trends including research findings, and service delivery. Capabilities Performance Measurement and Management report addresses the needs of the persons served, stakeholder needs, and business needs, allows for comparative analysis, and is used to set written business objectives, performance indicators, performance targets, written service delivery objectives, performance indicators, and performance targets. Our true asset is a satisfied customer and to achieve this we focus on providing incomparable service to achieve optimal outcomes. Capabilities measures business function performance indicators and service delivery performance indicators. Quality outcomes are guided by input and focus on effectiveness, efficiency, service access, and satisfaction of individuals receiving services and the other stakeholders. Each year a Performance Measurement and Management report and improvement plan is written to review, renew, and revise our strategy and tactics to achieve excellent 'stellar' discipline continuous improvement.

Mission_updated 7/2009, reviewed 1/2020

Capabilities will strive to provide people with differing abilities the maximum supports needed to successfully achieve and sustain their goals.

.....

2020 Programs / Services and their Objectives

Capabilities provides the following services (these descriptions are provided in the services handbook, in marketing brochures, and on the Capabilities website):

Community Employment Services

Our community employment services connect the dots between people and their career choices. This can include analyzing potential income in relation to existing benefits, getting ready for employment, helping people find job opportunities, figuring out transportation to the job, helping people learn their job, assisting people in keeping their job and/or assisting people succeed in their careers.

Job Development (Per Unit, Performance Based, Supported Employment), Career Planning – Job Development

Includes services provided by a job developer to assist persons to obtain suitable employment. Capabilities provides an engaged job development process that offers minimal support for the person to explore employment options, introduce their skills and talents to employers, and make job selection decisions. Capabilities mutually collaborates with employers to provide quality job candidates, accommodation recommendations and support their retention needs. In addition to satisfaction surveys, success in job placement is measured by the number of persons served who are successfully employed 90 days after the job coaching is completed. This is known as “Successful Closures”.

CARF Accreditation in Community Employment Services: Job Development (CES:JD)

Individual Employment Supports (on & off site)

Life-long job retention to supported employees. Service includes intermittent and continuous assistance as needed with self-advocacy, seeking promotions, increasing job tasks and/or navigating manager and procedural changes. In addition to satisfaction surveys, success is measured by the number of persons served who are successfully employed annually and documented using progressive Objectives in the documentation.

CARF Accreditation in Community Employment Services: Employment Supports (CES: ES)

On-the-Job Supports, Tier 3 for Performance Based and Supported Employment Job Development, and Individual Employment Supports – Job Coaching (on & off site), Tutoring

Skilled coaches train workers through task analysis, utilizing job site analysis, learning style and modality strength information, document progress, establish ongoing assessments, establish natural supports to foster independence and fade from direct employee training. Off-site training provides easily accessible support and training needed to succeed in today’s competitive and stressful work environments. In addition to satisfaction surveys, success in On-the-Job Supports is measured by the number of persons served who are successfully employed 90 days after the intensive on-the-job supports have been removed and the person is meeting employer/industry expectations. This is also known as “Successful Closures”.

CARF Accreditation in Community Employment Services: Employment Supports (CES: ES)

Activities of Daily Living

Specialized training from individualized plans in grooming, hygiene, shopping, socialization, traveling, budgeting, household tasks, assists in self-monitorization of behavior, etc., as it relates to vocational goals. Tutoring for GED or other testing needed to obtain/sustain employment. In addition to satisfaction surveys, success in Activities of Daily Living is documented in the summary section of the documentation in response to referral questions.

.....

Job Seeking Skills Training and Tier 1 for Performance Based and Supported Employment Job Development

Skilled training on how to obtain and network for a job in clients interest area, comprehensive professional resume composition, training in job applications and interview, positive self-image building, mock or videotaped interviews, and job-related problem solving. In addition to satisfaction surveys, success in Job Seeking Skills Training is measured in the objectives that are met and by the number of persons served who choose to explore permanent employment with or without the use of Job Development.

CARF Accreditation in Employee Development Services (EDS)

Summer Youth Work Experience & Summer Youth Career Exploration

Five (5) weeks in duration, twenty (20) hours per week, customized plan development, exploration, JSST, and work experiences. In addition to satisfaction surveys, success in Summer Youth Work Experience & Career Exploration is documented in the number of participants that complete this program.

Work Incentives Planning & Coordination (SSI/SSDI/additional resources)

A thorough and individualized analysis of the interaction and impact of SSI, SSDI, JFS, PERS, SERS, private disability plans, child support, subsidized housing, food stamps, etc. income on competitive employment. In addition to satisfaction surveys, success in Work Incentives Planning is measured by the number of participants and accurate reports developed.

Career Planning – Discovery (added officially in 1/1/2019)

State of the art Career Planning - Discovery allows an in-depth look at the person's life so there is a foundation for optimal transition focusing on what the person can do, their unique needs, strengths, talents, hobbies, preferences, personality, habits, interests, and potential accommodation needs and support needs. In addition to satisfaction surveys, success in Career Planning - Discovery is measured in the number of participants and accurate reports developed.

CARF Accreditation in Employment Planning Services (EPS)

Internships, Job Readiness Training (Project SEARCH)

This service follows a potential internship student through the exploration, interview, negotiation, and completion of paid or unpaid internships in real working practical environments that provide practical experience and knowledge in the chosen field of study. In addition to satisfaction surveys, success in Internships is measured by the number of persons served who choose to explore permanent employment with or without the use of Job Development.

General Office Clerk Training

This one on one training program at a Capabilities office provides hands on training in essential office reception duties. In addition to satisfaction surveys, success in General Office Skills Training is documented in the summary section of the documentation in response to referral questions.

Retail Sales Training

This service provides individualized training in the basic retail, customer service and functional cash register skills needed for today's competitive world. In addition to satisfaction surveys, success in these services are documented in the summary section of the documentation in response to referral questions.

.....

Community Integration Services

Our Community Integration services connect the dots between people and their community. We assist individuals in living integrated lives through community involvement and utilizing community resources. We operate both in group and individual settings to achieve individual goals.

Travel Training

Assessing a person's ability to travel independently and teaches appropriate social and technical skills needed to utilize public transportation. In addition to satisfaction surveys, success in General Janitorial Skills Training is documented in the summary section of the documentation in response to referral questions.

Adult Day Support – Community Club

Capabilities Community Club is a member led program that trains and reinforces skills that are critical to community integration and employment including self-advocacy, communication, and social interactions. Three tracks are defined that address the specific needs of people on varying employment paths: explorers, seekers, and workers. In addition to satisfaction surveys, success in the Community Club is measured in the number of member objectives that are achieved.

CARF Accreditation in Community Integration (COI)

Sign Language Interpreting

Interpreters allow fluid communication utilizing ASL, PSE and SEE. Success in Interpreting is measured using satisfaction surveys.

Driving Services

Our Driving Services connect the dots between people and their driver license. We offer programming to help people find out practicality and skills needed to drive, get their permit, test for their license and regain their license through remedial courses.

Driving Services – Assessments, Pre-Drivers Education, On the Road Drivers Training, First Time Drivers Course, Safety Course, Abbreviated Adult

In addition to satisfaction surveys, success in Driving Assessment is measured using the number of participants and accurate reports developed. Success in Pre-Drivers Education is measured in the number of participants who complete the training and also the number of students who obtain their permit. Success in On the Road Drivers Training & First Time Drivers Courses is measured in the number of students who receive their license.

Transition Services

Our Transition Services connect the dots between people and the definition of their career path. We offer assessments and exploration services to help people find careers. We balance the person's individual preferences, the availability of jobs in local markets, level of education needed for careers, and how much money people generally make in careers when helping people define their career paths. In addition to satisfaction surveys, success in Transition Services are measured in the number of member participants and the number of accurate reports produced.

Site Development for Community Based Assessments or Work Adjustments

Per referral and the direction of the person receiving services, a community based work site, job try out site, internship or work adjustment will be development, coordinated, implemented, and an exit staffing completed. In addition to satisfaction surveys, success in Site Development is measured in the number of sites developed.

Community Based Work Assessment (CBA) and/or Experience / Job Try Out

To motivate interest in potential employees about specific career interests, look at work adjustment issues or measure work productivity through a community based work site with a job coach on site at all times.

CARF Accreditation in Employment Planning Services (EPS)

Work Adjustment

This time-limited service uses individual work, or work-related activities, with the emphasis on establishing positive work skills. Work adjustment is provided in actual work settings and supervised by Capabilities staff.

CARF Accreditation in Employee Development Services (EDS)

Career Exploration & Career Planning – Career Exploration

To help a person receiving services determine what career they would like to pursue, Capabilities staff will help the person served investigate a variety of career paths available based on area need and individual interests and aptitude.

Job Shadowing/Labor Market Analysis/Informational Interviews -To assist a person receiving services in job goal choice through a series of job shadowing experiences, labor market analysis and/or informational interviews.

Job Skills Assessment- Customized assessment and intervention strategies of issues identified that job seeker has had issues with in past employment.

CARF Accreditation in Employment Planning Services (EPS)

Career Planning: Career Discovery

Career Discovery is a customized, comprehensive process to help an individual reveal how interests and activities of daily life may be translated into possibilities for integrated employment. Career Discovery results in identification of the individual's interests in one or more specific aspects of the job market; the individual's skills, strengths, and other contributions likely to be valuable to employers or valuable to the community if offered through self-employment; and conditions necessary for the individual's successful employment or self-employment. This service culminates in the development of a written career discovery profile summarizing the process, revelations, possible themes and recommendations for next steps which shall be used to develop the individual's vocational portfolio. Discovery assumes employability and a person cannot fail. Discovery is a thorough description of the job seeker. Discovery should reveal new information about the person or expand on existing information.

CARF Accreditation in Employment Planning Services (EPS)

Career Planning: Situational Observation and Assessment

Through practical, experiential, community integrated, paid work experiences the person's skills, work behaviors and vocational skills are assessed. Information gathered provides a context to further determine the skills or behaviors to be developed by the individual to ensure his or her success in their preferred work environment.

CARF Accreditation in Employment Planning Services (EPS)

Vocational Evaluation – Traditional, Expedited, Functional Limitations, and Goal

Professional evaluators will identify potential computer viability goals by measuring competency on an IMB compatible personal computer and a variety of Windows based software programs. One-on-one pre-assessment and post-assessment interviews with the person served.

CARF Accreditation in Comprehensive Vocational Evaluation Services (CVE)

Professional Training

Our Professional Training services connect the dots between people and education resources to work with people with differing abilities. Capabilities offers professional training and programs to people who are looking to serve people with disabilities. Capabilities representatives give accredited presentations to individuals and companies who can benefit from learning more about working with people with disabilities. In addition to satisfaction surveys, success in Professional Training is measured in the number of member participants.

Technology Services

Our Technology Services connect the dots between people and technology. We help individuals and businesses install, maintain, and/or troubleshoot network devices, computers, laptops, tablets, and general use programs and/or assistive technology. In addition to satisfaction surveys, success in Technology Services are measured in the number of member participants and the number of accurate reports produced.

Home site Suitability Assessment/Testing

Working from home causes its own challenges. During a four-week process, we assess consumer suitability to work from home.

On the Job Computer Assistance and Training

Assistance with installation of computers (both hardware and software), and computer modifications for various disabilities.

Computer, and/or Clerical Assessment / Testing

Professional evaluators will identify potential job placement goals and recommendations through customized ability and achievement testing as well as interest, values, personality, transferable skills, and career maturity inventories.

CARF Accreditation in Comprehensive Vocational Evaluation Services (CVE)

Computer Skills Training

This instructor-led individually structured service offered in an individual or small group setting will engage the learner in entry level keyboarding and computer skills to include the most up to date software including Microsoft Office Suite (Word, Excel, Power Point, Outlook, etc).

Personnel Responsibilities Related to Performance Measurement and Management

All Capabilities personnel providing direct services are responsible for gathering accurate data, participating in regular training and analyzing data, and overall performance quality. The management team, Caseload Facilitators/ Administrative Assistant team, Gary Loach (Business/Finance Leader), and Katie Blumhorst (Service Leader) are responsible for compilation of data and ensuring final data is analyzed and performance quality is accurate.

Capabilities data collection system

Collects data about the characteristics of the person served. These characteristics Includes the age, sex, disability, service provided, goal/outcome met, amount of time to achieve outcome, satisfaction of services of the persons serviced. The owner(s) of Capabilities are committed to continually improving Capabilities and the service delivery provided to persons served, who define quality, and the desired business outcomes. The owner(s) of Capabilities are also committed to continuously improving its overall service delivery at the strategic and tactical levels by establishing reliable, valid, and complete, outcomes measures and gathering accurate, and relevant information concerning expectations, effectiveness, efficiency, individuals' satisfaction, benefits of services, and person served characteristics. This information will guide management decisions in developing and modifying services and be gathered and interpreted for trends and areas needing improvement and then shared with pertinent parties at least once annually and modified if necessary.

Financial information

Capabilities financial information includes yearly budgets and reports, a yearly accountant review done by an outside source (Mark J. Cisco & Co, Certified Public Accountants), and quarterly accounts receivable.

Potential Accessibility and Barrier Plan

See Potential Accessibility and Barrier Plan.

2020 Progress made in the removal of identified barriers in the Potential Accessibility and Barrier Plan:

- Capabilities provided face coverings to staff and participants to be able to participate in services removing financial barriers of their purchase and environmental protection from the Coronavirus.
- Capabilities contacted participants that were in services within the last year to offer education on community supports and individually address environmental, attitudinal, financial, employment, communication, and technology barriers during the initial stay-at-home orders of Ohio's COVID-19 response.
- Capabilities provided hazard pay incentives to people providing community based services in the initial months of the spread of COVID-19 easing financial barriers for staff.
- Capabilities increased loaner laptop availability and computer training services removing communication and technology barriers as the world converted to video conferencing and remote communications.
- Capabilities provided additional training to staff on how to conduct virtual meetings and services removing communication and technology barriers.
- Capabilities installed barriers in vans allowing Capabilities to social distance riders and thus removing transportation barriers.

2020 Areas needing improvement and potential timelines for the removal of said barriers:

In 2020, we did not identify any accessibility and barriers needing improvements.

Resource allocation

Capabilities resources (budgets and personnel) are analyzed to ensure finances and personnel are available to perform planned actions to reduce any barriers. Outcomes are used to help allocate proper staffing needs.

Surveys

Surveys are done on a regular consistent basis to funding source, person served, and other stakeholders. The following is a compilation of survey quotes:

Quotes from Person Served:

“Did really well finding me a job. Helped me find a flashlight was useful. Yes, my job coach went the extra mile in helping solve problems.”

“They were there to help me find a job that suits me. They gave me good advice to make things easier for me.”

“You guys understand me at times....my old drivers instructor was nice but he was very rude at times and I would only drive for 30 minutes every two weeks, no marathons.”

“The weekly meetings, and the advice and knowledge about how to start really made me feel comfortable. [Job Developer] is so friendly and highly skilled. She always had a great answer to all my difficult questions.”

Quotes from Employees:

“I think Capabilities goes above and beyond for employees.”

“Capabilities has been very giving this year which I know staff has greatly appreciated! Thank You!”

“Very long year, but so grateful to have a job and company who cares about me.”

“Thank you for all of you have done for myself and family during this past year. I'm honored to be an employee of Capabilities.”

Quotes from Other Stakeholders:

“Accommodating, diligence, working quickly to get services going.”

“Communication, flexibility, services and promptness of returning emails and phone calls.”

“Capabilities has very devoted and patient staff members who are always available for assistants to both the employer and employee. They found great fits for what we needed and they both have worked out great.”

“You fill the need of people who are looking for a chance to succeed in the work place and also fill my needs of finding people who actually want to work.”

Risk Management

A Risk Management Report is completed yearly. See the Risk Management Plan:

“In 2020, Capabilities identified potential risks: Staffing and Succession Planning. Along with identifying these potential risks and their potential impact, the leadership of Capabilities identified ways to rectify or limit our exposures to these risks. Capabilities reduced the probability of loss in Staffing by focusing on consistent training: reducing travel areas for specialized services/increasing virtual services, managers evaluated training needs during probationary period reviews, and district leaders assisted in targeted training with seasoned staff. Capabilities avoided exposure and redacted probability of losses in Succession planning. We avoided exposure by developing interim/emergency plans for coverage of CEO and CFO positions, identified staff to mentor for operations team positions, detailed transition plans for the ownership, and encouraged managers and leaders to mentor staff for future manager and leader positions. We reduced probability of loss by including operations and leaders into the succession planning process and including external consultants in the development.”

Workforce Development and Management (Human Resource) Activities

Capabilities workforce development and management practices reflect our mission, culture, person-centered philosophy, performance measurement and management system, risk management plan, and strategic plan. In 2020, Capabilities focused our Human Resources Activities to align with our "we are all in" strategic planning by increasing work-life balance by decreasing the number of staff with over an average of 41 hours per week. Managers monitored staff overtime and worked to disperse work evenly throughout staff and not relying on a few people to the majority of the overtime.

Promotions and New Positions of mention are: New ODOT Lead and ODOT Maintenance with the award of the ODOT contract, New Driving Training Manager (Bryan Lynch), New HR Administrative Assistant (Carly Vosberg), Continued roll out of Job Coach Schedulers (Halee Ewing, Brittany Bowersock, Bethany Hertainstein). Certified Work Incentives Practitioner (Dawson Linn).

Capabilities welcomed 101 staff members throughout 2020, 48 people stayed with Capabilities for a new hire success rate of 47.52%

Capabilities added 24 new positions.

- 2 Driving Instructors in Cincinnati, 1 Driving Instructor for under 16 years of age in St. Marys
- 6 ODOT positions
- 2 Career Consultants - Job Coaches in Athens
- 1 Career Consultant - Job Developer in Cincinnati
- 1 Branch Manager in Cincinnati
- 1 HR Administrative Assistant
- 1 Community Consultant in Dayton
- 2 Career Consultants - Job Coaches in Findlay
- 1 Career Consultant - Job Developer in Findlay
- 1 Career Consultant - Job Coach in Fremont
- 1 Career Consultant - Job Coach in St. Marys
- 2 Career Consultants - Job Coaches in Toledo
- 1 Career Consultant - Job Developer in Toledo
- 1 Drivers Trainer administrative assistant



Workforce Composition

Total available positions remained decreased by 3 to 164 with 156 personnel and 8 open positions.

106 staff members are responsible for service delivery, 67.9% of all staff (equal to previous year)

Of this staff, below are the number of staff that work on each CARF programs/services seek accreditation:

Employment Planning Services (CX, CBA, Discovery) – 53

Comprehensive Vocational Evaluation Services (VE) – 2

Employee Development Services (JSST, Tier 1, WA) – 75

Community Employment Services (JD, OJS, Tier 3) - 75

27 staff members are responsible for oversight, 17.3% of all staff (one additional this year)

25 staff members are responsible for support, 16.0% of all staff (one additional this year)

Average seniority is 4.27 years.

Turnover: 86 people left out of an average of 157 employees or 54.8% (increasing from 48.3% during 2020)

Retention: 112 of 159 people stayed with Capabilities in 2020 or 71.8% (increasing from 69.2% during 2020)

8 people left Capabilities or their positions were eliminated due to COVID concerns: 1 JD, 3 Community Consultants, 2 Cleaning/Maintenance Positions, 2 Administrative Positions

These areas will continue to be monitored: People showing signs of disengagement, recruitment of the right people for long-term retention, reducing time between new hires initial contacts to the first day, reducing the timeframe between a staff person's last day and the new staff person's first day, quality of our human resources efforts and time, and payroll allocations.

For additional information see Human Resource Policies and Procedures and annual Workforce Analysis.

Technology Analysis Report

Capabilities utilizes technology in many forms to communicate, keep records and support how persons served and personnel achieve their goals and priorities. Current and future technology needs are evaluated by all staff and the management team. In 2020, in coordination with our strategic vision, we seized opportunities.

Technology to support efficient operations: In 2020, we utilize several forms of technology to support efficient operations. Items of note used during 2020 include:

- Server equipment replaced and acquired.
- Phone system upgraded to allow for mobile use of phone system.

Technology to support effective service delivery: In 2020, we utilize several forms of technology to support efficient service delivery. In 2020, Capabilities made several upgrades to software and hardware throughout the company. Items of note during 2020 included:

- Purchase and use of equipment to complete Enabling Technology contract with OOD

Technology to support Performance Improvement: In 2020, EasyCase, dbForge, and QuickBooks were used to track accountability of staff goals based on services completed throughout the year. These programs were also utilized to track individual as well as company financial and statistical performance. In 2020, we selected SetWorks to replace EasyCase and dbForge, but implementation is still in the future.

.....

Health and Safety Report

Annually, Capabilities completes an Emergency Procedures Performance Analysis, Health and Safety Training Plan Roles and Responsibilities and Health and Safety Yearly Training Plan. The Emergency Procedures Performance Analysis outlines the areas needing improvement, actions to be taken, results of performance improvement plan, and necessary education and training of personnel. CEO Karen Blumhorst evaluates all incident reports and completes OSHA logs tracking trends.

After a review of all incidents in 2020, it was discovered 24 incidents were regarding employees/facilities, 313 regarding persons served. There were no significant trends and all issues followed required procedures. Capabilities saw an increase of incident reports for persons served proportionate to the number of persons served and also increased due to covid concerns. There was a decrease in internal incident reports as there were less driving and more virtual services provided for the majority of the year. Additional yearly training will be provided to staff regarding de-escalation, COVID Protocols, and Safe Driving Techniques - assessing before getting in-vehicle, parking in safe well-lit areas away from populated areas, driving and deers, backing, and using mirrors. We continue to follow up with each staff person after each incident to go over prevention for the future with staff.

With regard to employees, there was no significant employee incident resulting in lost work time. Staff schedule times to monitor incoming incident reports. These staff people are responsible to track incidents, investigate immediate and specific training that will be targeted to the staff member. Health and Safety of persons served, personnel and other stakeholders are of paramount concern. Driving remains to be our biggest concern with health and safety. CPR and First Aid training were added as a requirement for all Career and Community Consultants. (This was also a requirement of Employment First and Supported Employment – Community services) See Health and Safety Policies and Procedures.

Strategic Planning

A strategic plan is completed yearly. See the Strategic Plan for 2020.

2020 Outcome Goal Results:



Financial Goal: Maintain six months in 2020 with a positive net income while maintaining two months with no more than a 5% loss.

Financial Results: Maintained nine months in 2020 with a positive net income and three months with no more than a 5% loss.



Facilities Goal: Invest in new office furniture in 2020

Facilities Results: Invested in new office furniture in St. Marys, Marysville, Cincinnati, and Circleville.



Program/Service Development Goal: Increase the percentage of income generated from resources such as Job and Family Services, local county board of disabilities and other contracts.

Program/Service Development Results: Increased contracts from 3.8% of income to 10.5% in 2020.



Program/Service Development Goal: Complete the Enabling Technology Contract through OOD.

Program/Service Development Results: Completed





Human Resources Goal: Achieve work life balance goals by decreasing the number of staff with over an average of 41 hours per week.

Human Resources Results: Capabilities reduced the percentage of staff with an average hours worked over 41 from 22% to 7.5%.



Succession Planning Goal: Implement an Employee Goal Management and Growth Tracking System.

Succession Planning Results: A Employee Goal Management and Tracking process was introduced to staff and implemented in the beginning of 2021.

Field trends, including research findings

Katie Blumhorst performs undirected viewing/ scanning continually through published articles, internet research, and involvement with APSE, OPRA and other trade organizations as well as active scanning for specific information. Customized Employment techniques were researched and staff training began in 2009 and continued through 2014 with RSC (now OOD) sponsored training through Griffin Hammis and internet-based training. Employment First was researched 2010 onward through 2019 and most staff members who provide direct service completed training specific to the initiative. In May of 2018 Ohio became a Technology first state and this solidified our commitment to expanding access to technology for 2019. Justin Blumhorst played an integral part in the technology efforts for Capabilities and Ohio through his participation in OPRA, APSE, ANCOR, OCALI, and Disability Cocoon, A Technology Movement. Side by Side training came to life at Capabilities through the preparation and hosting of our first conference in November of 2019 at Edison Community College where our Community Consultants learned side by side with adults with disabilities. Staff began to earn their Certified Employment Support Professional (CESP) in 2019. Capabilities reviewed its missions, vision/goals, principles, and values. Capabilities adjusted their vision/goals, principles and values to align with new branding and marketing plans. Other topics researched: Medicaid Supported Employment – Community, job retention/natural supports, changes to SB 160, federal tax credits, Affordable Care Act, various disabilities, resume development, nonviolent interventions, de-escalation, OSHA SDS changes, goal setting for training, and employee benefits. See additional details in Strategic Plan Considerations (includes service area demographics), budgets and financial reports, risk analysis report, which are written and reviewed at a minimum once yearly.


Service Delivery

This performance analysis is designed to support the actions and activities of Capabilities, is reviewed at least yearly by Capabilities owners and managers, and is communicated to support and guide our plan for continuous improvement of our integrated individual service delivery. Capabilities service delivery is based on accepted practice, best practices and standards for OOD, DoDD, BWC, the DOL “Skills to Pay the Bills” curriculum, Supported Employment, Customized Employment, Employment First and Technology First Initiatives. Service delivery is also addressed throughout our policies and procedures manual.

Business Need and Function Performance Indicators and Targets for Fiscal Year 2020

To improve business function, Capabilities will implement tools learned from the Avanula Way consulting (conduct 1440 meetings to hold effective and efficient meetings and achieve more goals by using the OpEx Scorecard to measure Key Performance Indicators).

Achieved at 100%.

Objective/Indicator/Target	To improve business function, Capabilities will implement tools learned from the Avanula Way.
Who does this apply to?	All teams. (Each branch, community consultants, driving instructors, HR, CFs, leaders)
Person(s) responsible for collecting data?	Beth Barr, District Leader
Source of data collection?	1440 tracking sheets, OpEx Scorecard
Performance Target	<ul style="list-style-type: none"> All staff will attend at least one 1440 meeting in a week appropriate to their role/team. OpEx Scorecard will be maintained and used throughout the year.
Performance target Achieved?	 <p>Achieved at 100%</p>
Procedures for keeping information confidential?	1440 and OpEx Scorecard stored on secured Capabilities Google Drive. Access to write in these files is granted by the manager for that team.
Action for improvement if target not met.	If target was not met, Capabilities would target teams that do not have 1440 scheduled or add additional OpEx Meetings.

Customer-Driven Service Delivery Performance Indicators for each program seeking accreditation and Targets for 2020: Effectiveness, Efficiency, Service Access Indicator, Satisfaction

Employment Planning Services (EPS)

Effectiveness Objective/Indicator/Target – To improve the effectiveness of Career Exploration services in 2020, Capabilities will increase the percentage of person served that complete the service to 85%. (listed on OpEx Scorecard KPI S1-2).

Who does this apply to? Career Exploration Service Providers, Branch Managers

Person(s) responsible for collecting data? Gary Loach, Business and Finance Leader

Source of data collection? 10% Sample Size, completed each quarter.

Performance target: 85% of people who complete CX services per quarter (# of Auth/ who complete the service)

Performance target Achieved? Yes, the percentage increased from 81% to 87.5%.





Procedures for keeping information confidential? Reports are maintained on Capabilities servers and access is limited to Capabilities employees.

Action for improvement if target not met: If the target is not met, Capabilities will market services during quarterly meetings and ask District Leaders to discuss locally with OOD staff.

Efficiency – To improve efficiency in Employment Planning Services, Capabilities job coaches will increase their average billable percentage to 70%. (listed on OpEx Scorecard KPI B13-5)

Who does this apply to? Career Consultants: Job Coaches

Person(s) responsible for collecting data? Gary Loach, Business and Finance Leader

Source of data collection? Bi-weekly timesheets and accounting timesheet summary sheets



Performance target: Average billable of 70% of all staff (including new staff in their probationary period) who have primary responsibilities in JCing

Performance target Achieved? No, achieved 68.5%

Procedures for keeping information confidential? Timesheets are maintained on Capabilities servers and access is limited to Capabilities employees.

Action for improvement if target not met: If the target is not met, Capabilities HR and managers will target individual people less than the target, RPBs will be added to 1440s for daily tracking, tracking would be changed to monitor monthly rather than quarterly.

Service Access Indicator – Capabilities is committed to providing services that are accessible and accommodating. In 2020, Capabilities will provide Career Discovery services in two additional counties.

Who does this apply to? Career Discovery participants, county board representatives/ SSAs, Career Consultants providing Career Discovery services, Branch Managers, District Leaders

Person(s) responsible for collecting data? Gary Loach, Business and Finance Leader

Source of data collection? Quarterly quickbooks statistics

Performance target: Percentage of income from waivers or county board funding will increase from 3.8% to 5%.



Performance target Achieved? Yes, Capabilities marketed to many additional counties and was able to provide services including Career Discovery. Capabilities exceeded the goal and increased the percentage of waiver and county board funding to 10.5% in 2020.

Procedures for keeping information confidential? Reports are maintained on Capabilities servers and access is limited to Capabilities employees.

Action for improvement if target not met: A different marketing strategy would be greeted and implemented.

Satisfaction – To achieve satisfaction, Capabilities will increase the number of Persons Served satisfied with services and the number of funding source representatives that refer more than \$10,000/ annually.

Who does this apply to? Funding Source Representatives, Career Consultants, Branch Managers, District Leaders

Person(s) responsible for collecting data? Gary Loach, Business and Finance Leader

Source of data collection? Quickbooks generated report sorted by the # of counselors

Performance target: # of VRCs who referred more than \$10,000/ annually would be over 125

Performance target Achieved? Yes, achieved at 127

Procedures for keeping information confidential? Surveys are maintained on Capabilities servers and access is limited to Capabilities employees.

Action for improvement if target not met: District Leader in specific areas will target counselors.





Community Employment Services (CES: JD, ES)

Effectiveness – To improve the effectiveness in Performance Based Job Development services, Capabilities will increase the successful closure rate.

Who does this apply to? Persons providing and receiving Performance Based Job Development Services

Person(s) responsible for collecting data? Gary Loach, Business and Finance Leader

Source of data collection? Report from EasyCase

Performance target: Increase percentage of people who maintained employment for at least 90 days from 63.20% to 65%.



Performance target Achieved? Achieved at 66.5%

Procedures for keeping information confidential? Reports are maintained on Capabilities servers and access is limited to Capabilities employees.

Action for improvement if target not met: District Leader in specific areas will target cases and look for trends.

Efficiency – To improve service efficiency of job development, Capabilities will increase the % of employers who hire at least two person served to more than 16.8%.

Who does this apply to? Persons providing and receiving job development procedures

Person(s) responsible for collecting data? Gary Loach, Business and Finance Leader

Source of data collection? EasyCase report

Performance target: Percentage of employers who have hired at least two person served maintained at 16.8%



Performance target Achieved? Not this year. Employer relationships were maintained to 13.8%

Procedures for keeping information confidential? Reports and Training Plans are maintained on Capabilities servers and access is limited to Capabilities employees.

Action for improvement if target not met: Marketing tools will be developed to create better employer partnerships.

Service Access Indicator – Capabilities will increase the number of CESP's on staff to 33. CESP's are eligible to accept Supported Employment Job Development services through OOD.

Who does this apply to? CESP's, staff with over 1 year of job development experience

Person(s) responsible for collecting data? Jane Huber, Human Resources Leader

Source of data collection? Human Resources spreadsheet

Performance target: Increase number of CESP's to 33



Performance target Achieved? No, we maintained the number of CESP's at 30, but did not increase.

Procedures for keeping information confidential? Reports are maintained on Capabilities servers and access is limited to Capabilities employees.

Action for improvement if target not met: Increase retention and staff training opportunities.

Satisfaction – To achieve satisfaction, Capabilities will increase the number of Persons Served satisfied with services and the number of funding source representatives that refer more than \$10,000/ annually.

Who does this apply to? Funding Source Representatives, Career Consultants, Branch Managers, District Leaders

Person(s) responsible for collecting data? Gary Loach, Business and Finance Leader

Source of data collection? Quickbooks generated report sorted by the # of counselors

Performance target: # of VRC's who referred more than \$10,000/ annually would be over 125



Performance target Achieved? Yes, achieved at 127

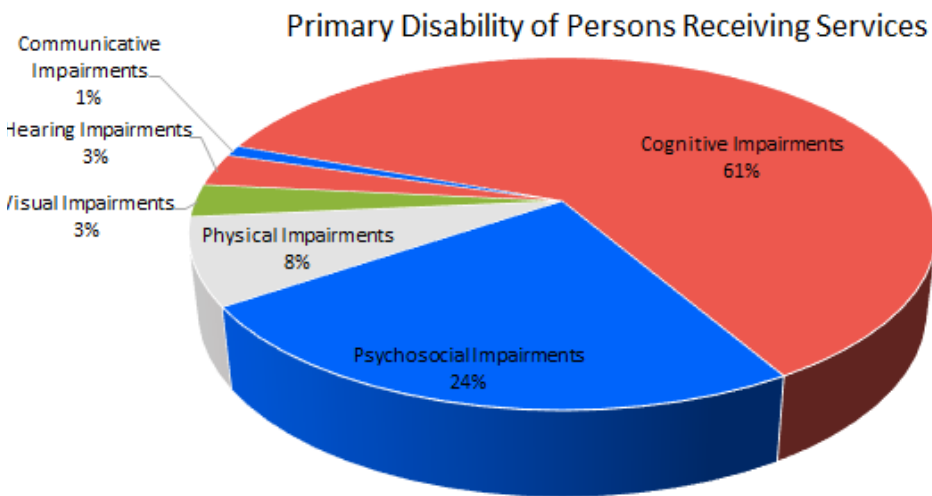
Procedures for keeping information confidential? Surveys are maintained on Capabilities servers and access is limited to Capabilities employees.

Action for improvement if target not met: District Leader in specific areas will target counselors.

Admission Criteria

The person served must be referred and funded by a state-funding agency. The person served must be determined to be able to benefit from services offered and is willing to receive services.

2020 Persons Receiving Services



Compared to last year these changes were seen:

Cognitive Impairments +9%

Psychosocial Impairments +22%

Physical Impairments +2%

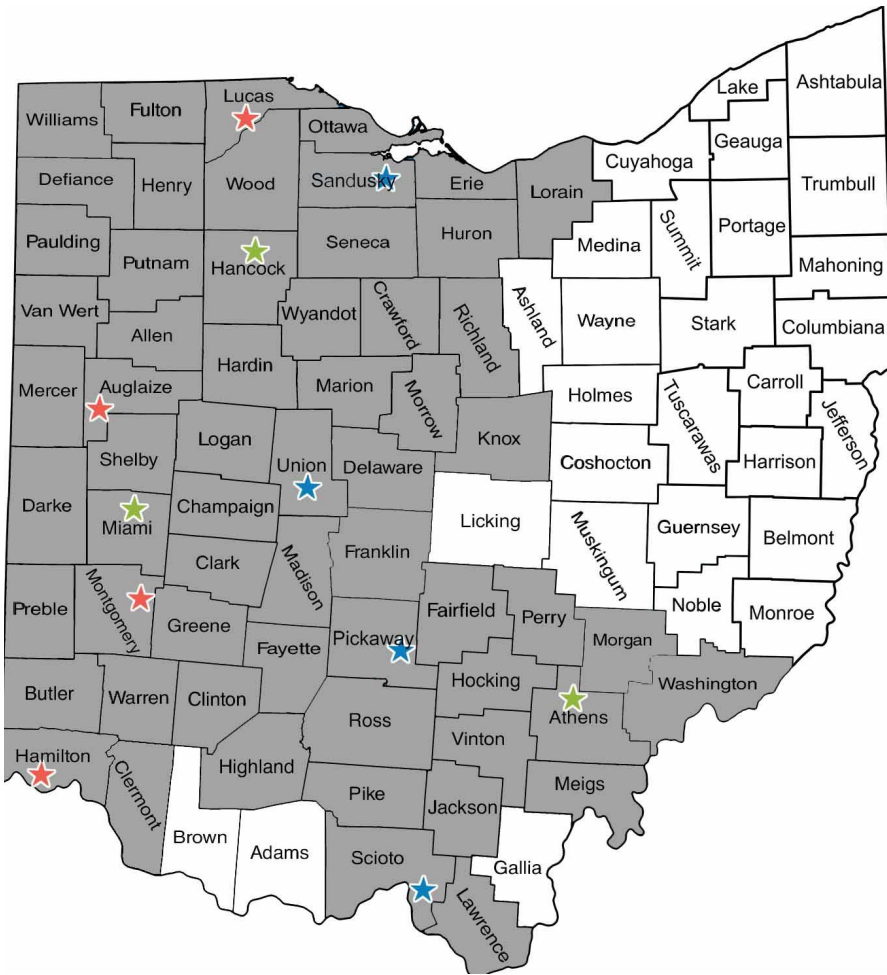
Visual Impairments -14%

Hearing Impairments -18%

Communicative Impairments -1%

Analysis:

In 2020 we saw an increase in psychosocial impairments and will increase training/awareness in this category. OOD also saw a decrease of participants with Visual and Hearing Impairments. It is thought that this population stepped out of services due to the pandemic.



Counties Served (at the end of 2020)

Customers

Opportunities for Ohioans with Disabilities
 Bureau of Workman’s Compensation
 County Boards of Developmental Disabilities
 Misc. School Districts and Private Pay Customers

Analysis:

As the pandemic continues, we are evaluating the value of virtual service delivery and see it’s momentum continuing for the right person with the right technology in Vocational Evaluation, Work Incentives Planning, Pre-Employment Transition Services, and Rehabilitation Technology. We are investing in remote services and looking to provide services throughout Ohio and in other states. For in person service delivery we are looking at opportunities for case expansion in Cincinnati, Marysville, Wheelersburg, Ross & Fairfield Counties.

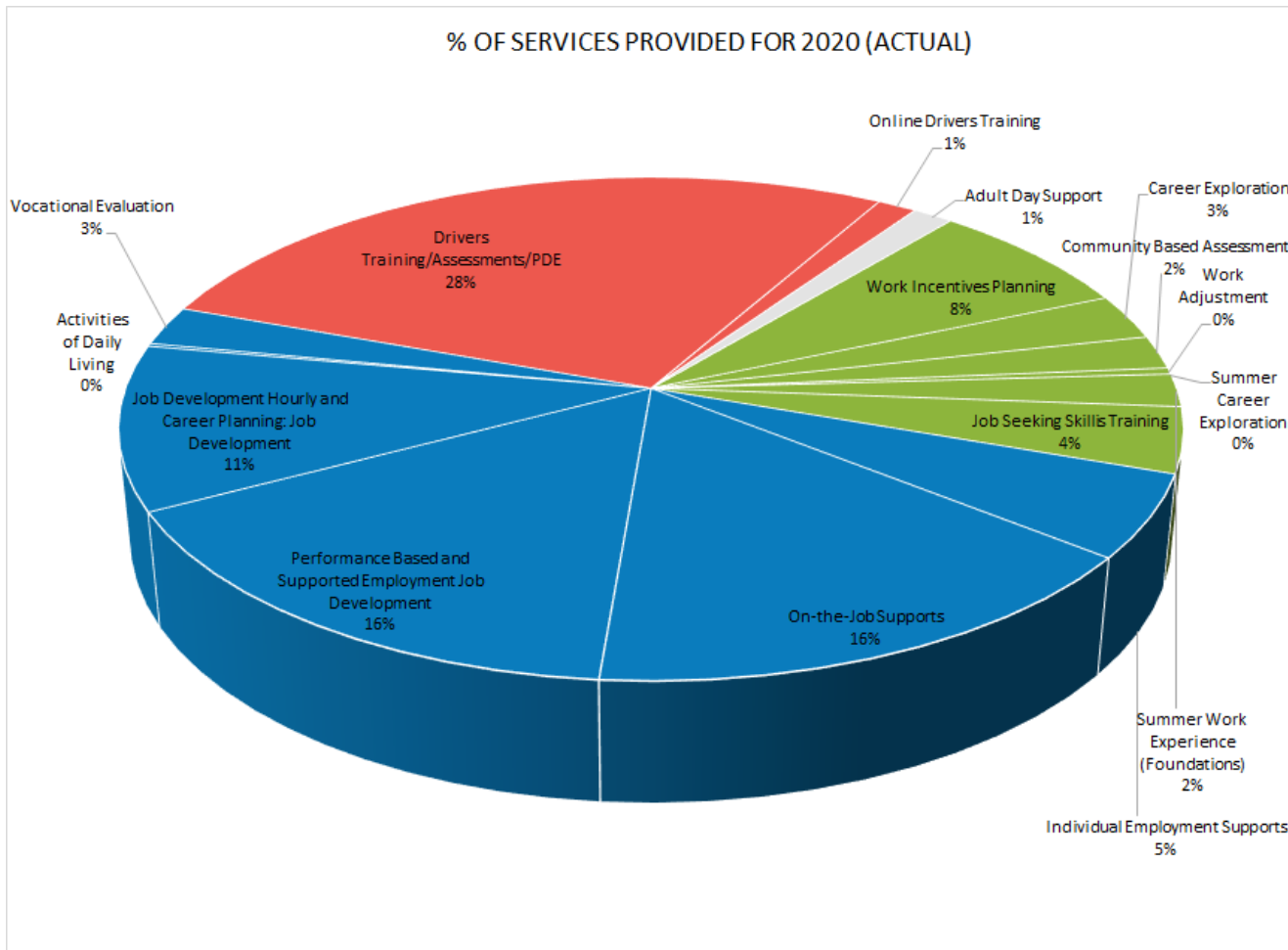
	Capabilities	Ohio Census Records 2019	Difference Compared to 2019
White	85.5%	81.7%	+2.8%
Black or African American	10.9%	13.1%	-1.8%
American Indian and Alaska Native	0.3%	0.3%	+/-0.0%
Asian	1.2%	2.5%	-0.9%
Native Hawaiian and Other Pacific Islander	0.1%	0.1%	+/-0.0%
Hispanic or Latino	2.0%	4.0%	-1.6%

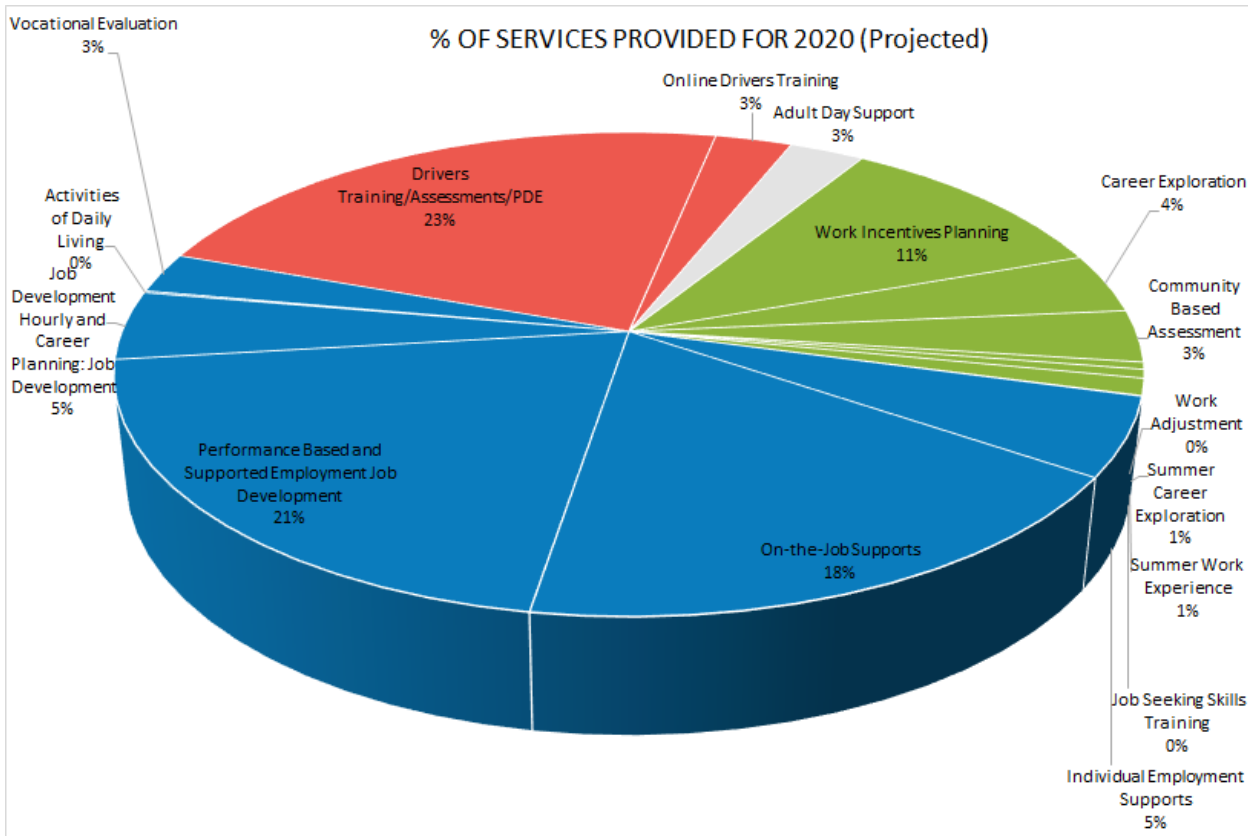
Analysis:

Capabilities saw its first deviation from census record percentages with regard to race/ethnicity. Operations teams evaluated Cultural Competency and Diversity Plans offering these suggestions to bring the race/ethnicity of person served back in alignment with the Ohio census: diversity training and conversations for staff, diversifying hiring and recruiting, increasing loaner and computer training opportunities for people with disabilities.

2020 Projection verses Results

As stated in the Performance Measurement and Management report for 2019, Capabilities made this projection for 2020: “In 2020, Capabilities projects we will serve 6.2% more people than the previous year.” In 2020, Capabilities served 2% less people in services. Due to the public health emergency brought on by the COVID-19 Pandemic, services were halted for a period of time while other services had a decrease in participation due to limitations.





2020 Overall Program Outcomes

Service	Persons Served	Persons Served 2019	Outcome
CES: Performance Based Job Development	568	694	83.5% Placement Rate 66.5% Closure Rate
CES: Supported Employment Job Development	177	176	88.1% Placement Rate 42.9% Closure Rate
CES: On-the-Job Supports	731	698	96% Completed/Not Cancelled
EPS: CBA	100	162	95% of Authorizations Completed
EPS: WA	19	29	100% of Authorizations Completed
Vocational Evaluations	119	121	98% of Authorizations Completed
EPS: Career Exploration	137	177	92% of Authorizations Completed



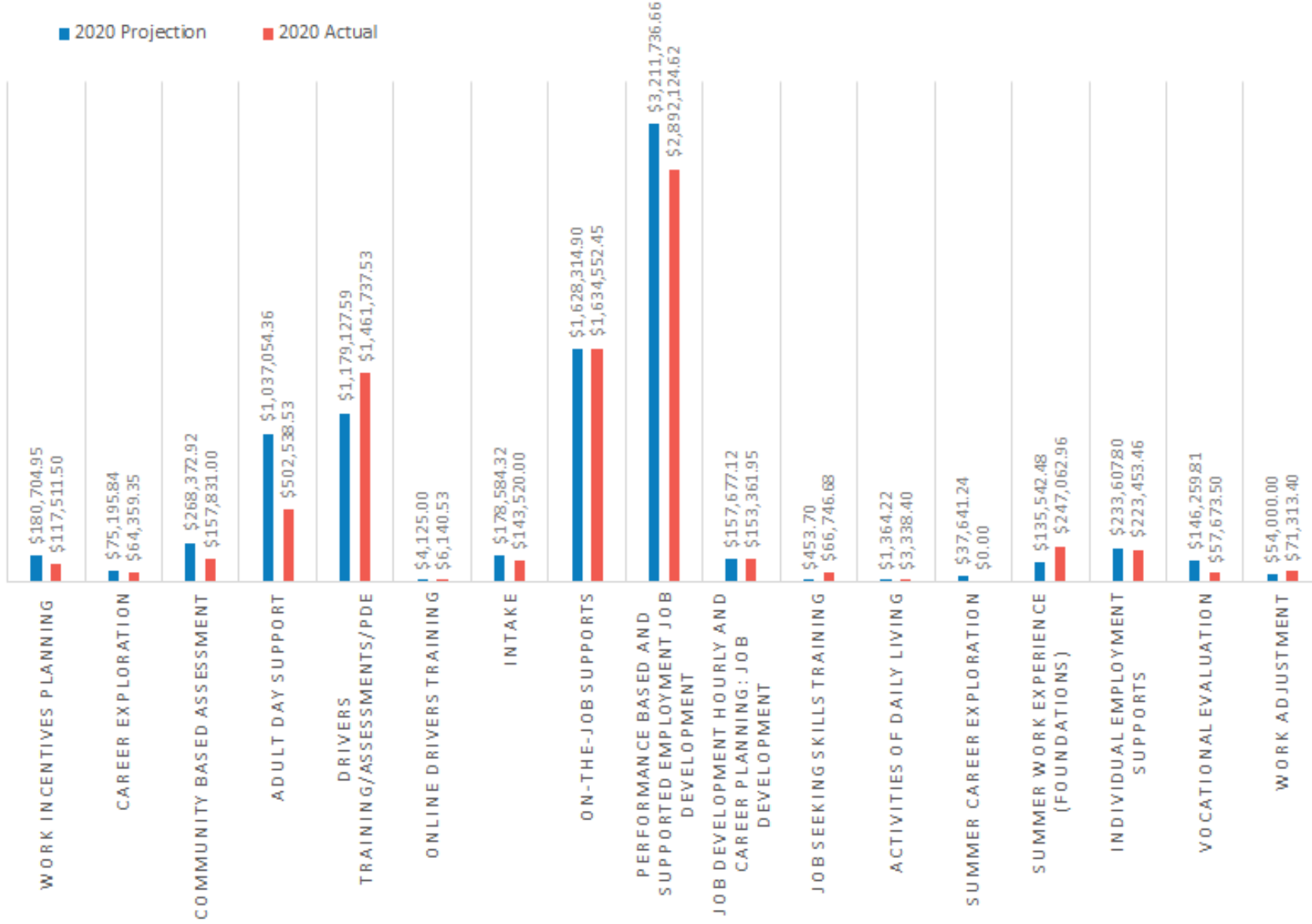
JSST	196	6	97% of Authorizations Completed
Tier 1 for Performance Base & Supported Employment	745	870	94% of Authorizations Completed
Drivers Training	590	467	75% of those who completed the serviced passed on their first attempt
Pre-Drivers Ed	565	381	75% received permit or passed online course
Driving Assessment	140	112	95% of Authorizations Completed
Work Incentives Plans	352	475	97% of Authorizations Completed

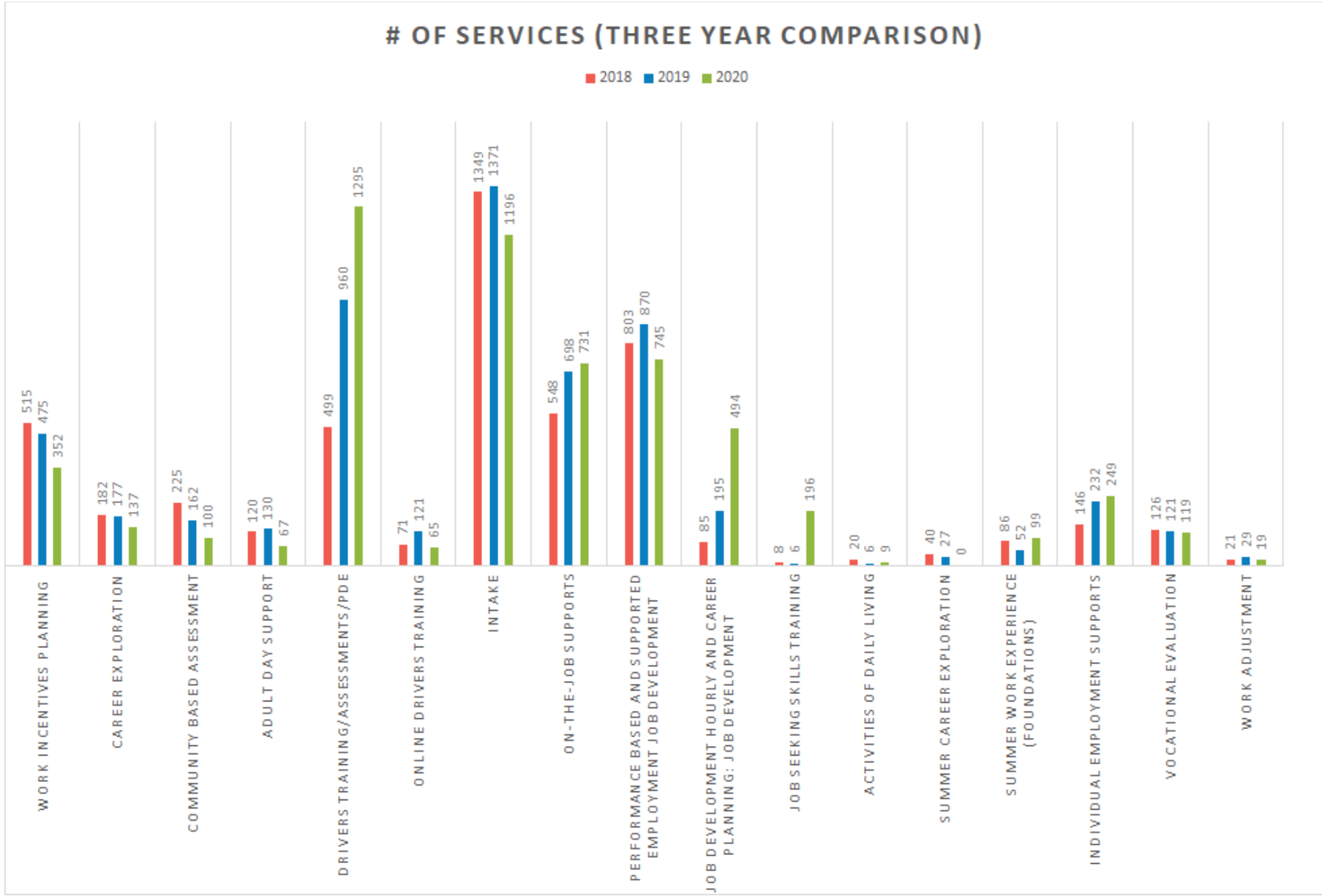
Analysis:

In 2020, services rapidly changed and were influenced by the pandemic. Decreases were seen in performance based job development, community based assessments, work adjustments, career exploration, tier 1, and work incentives planning. These were countered by increases in on-the-job supports, job seeking skills training, and drivers education. OOD continues to see a decrease in their referrals and Capabilities is expected an increase in assessment and evaluation services as people reenter the workforce.

REVENUE OF SERVICES (PROJECTION VS. ACTUAL)

■ 2020 Projection ■ 2020 Actual





OOD Scorecard

CAPABILITIES INC

Data Range: April 1, 2019 - September 30, 2020

WHO WE SERVE

People We Serve (by disability):	
Cognitive Impairments	40.60%
Communicative Impairments	1.47%
Hearing Impairments	2.22%
Physical Impairments	20.51%
Psychosocial Impairments	32.52%
Visual Impairments	2.68%

People We Serve (by race/ethnicity):	
American Indian or Alaskan Native	1.82%
Asian	1.03%
Black or African American	13.99%
Hispanic or Latino	2.46%
Native Hawaiian or Other Pacific Islander	0.20%
White	80.51%

Percent also reporting a secondary disability:	66.89%
---	--------

Male:	56.99%
Female:	43.01%

Transition:	42.32%
Non-Transition:	57.68%

JOB PLACEMENT SERVICE RESULTS

Top 10 Types of Jobs		
Job Type	Count	%
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	54	8.45%
Combined Food Preparation and Serving Workers, Including Fast Food	47	7.36%
Dishwashers	44	6.89%
Stock Clerks, Sales Floor	42	6.57%
Customer Service Representatives	36	5.63%
Food Preparation and Serving Related Workers, All Other	24	3.76%
Stock Clerks and Order Fillers	23	3.60%
Stock Clerks- Stockroom, Warehouse, or Storage Yard	22	3.44%
Maids and Housekeeping Cleaners	19	2.97%
Dining Room and Cafeteria Attendants and Bartender Helpers	18	2.82%
All Remaining Occupations	310	48.51%
Total Placements:	639	100.00%

OOD Impairment Category	
Most Significant Disability	54.15%
Significant Disability	44.76%
Disability	1.10%
Total	100.00%

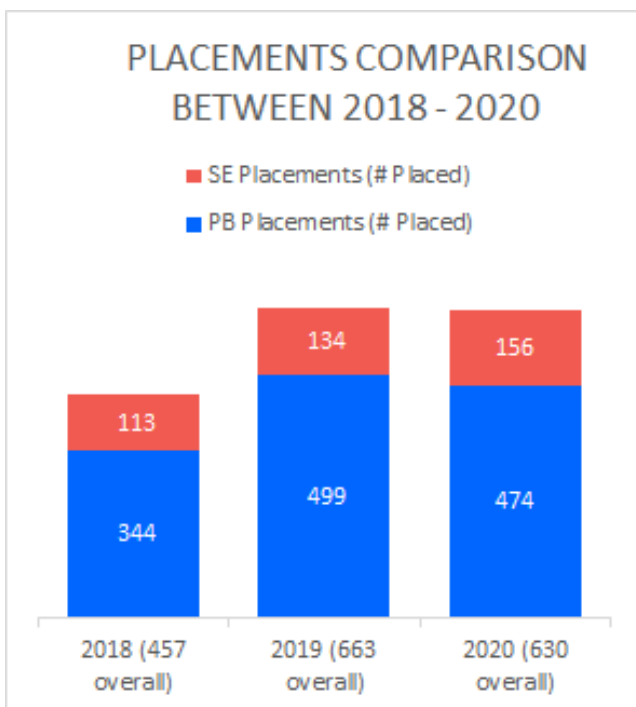
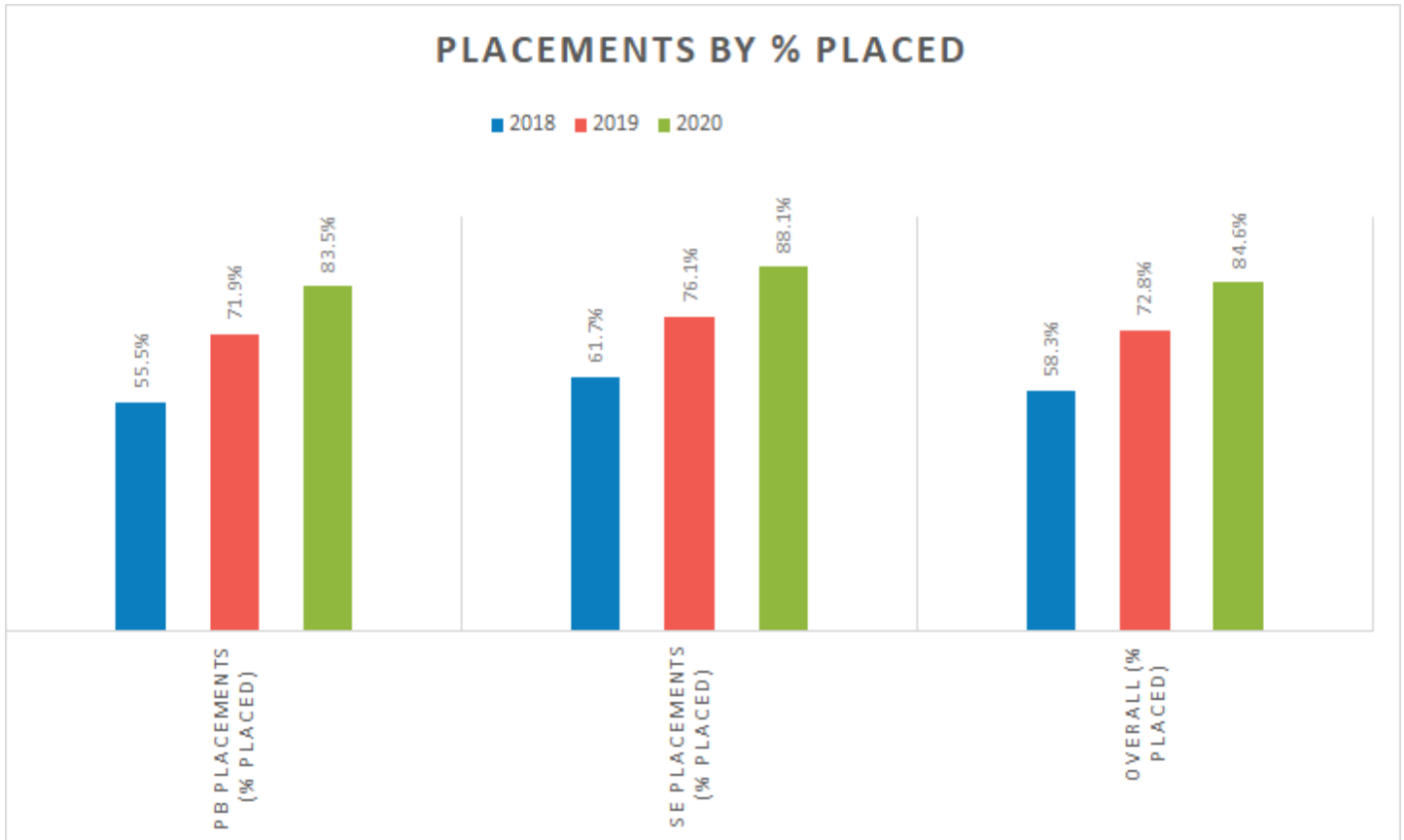
% of Successful Closures	
Provider	Statewide
54.34%	53.33%

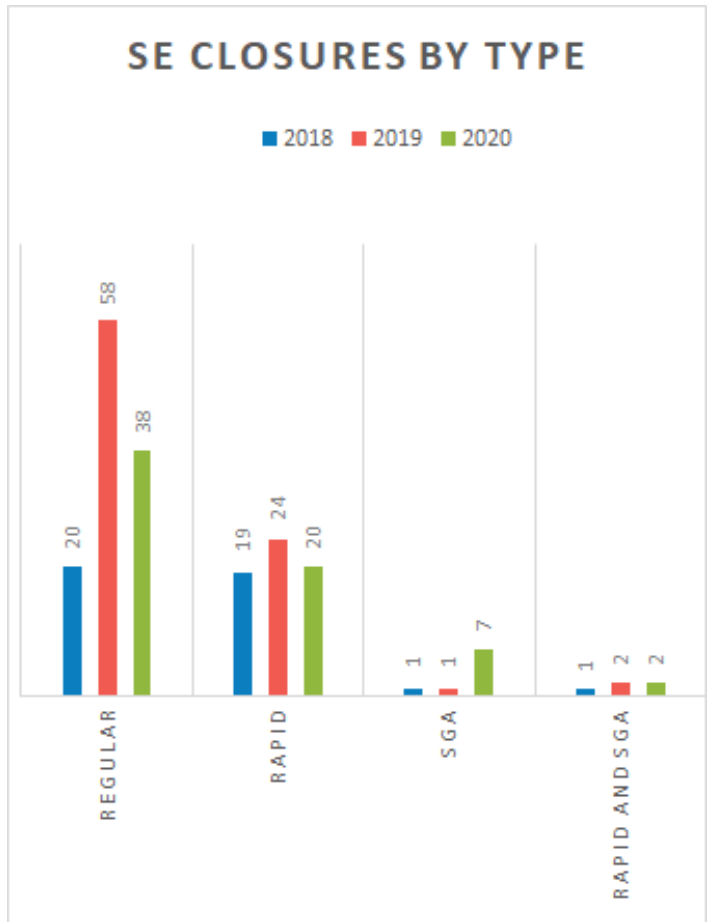
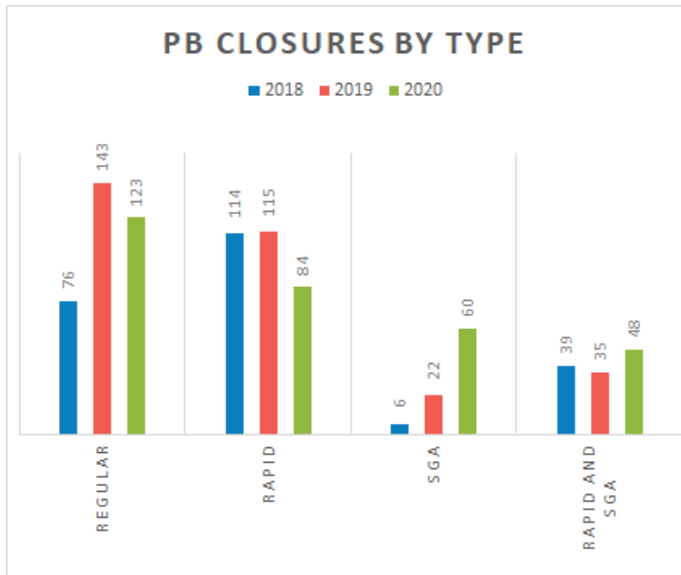
Median Length of Service			
Per Unit Basis		Performance Based	
Provider	Statewide	Provider	Statewide
160.00	160.00	104.00	108.00
units	units	days	days
274.00	315.00		
days	days		

	Job Placement Outcomes			
	Total		SSI/SSDI Beneficiaries	Non-SSI/SSDI Beneficiaries
	Provider	Statewide		
Median Hours per Week	22.00	24.00	20.00	25.00
Median Hourly Wage	\$9.65	\$10.00	\$9.33	\$10.00

Empowering Ohioans with disabilities through employment, disability determinations, and Independence.

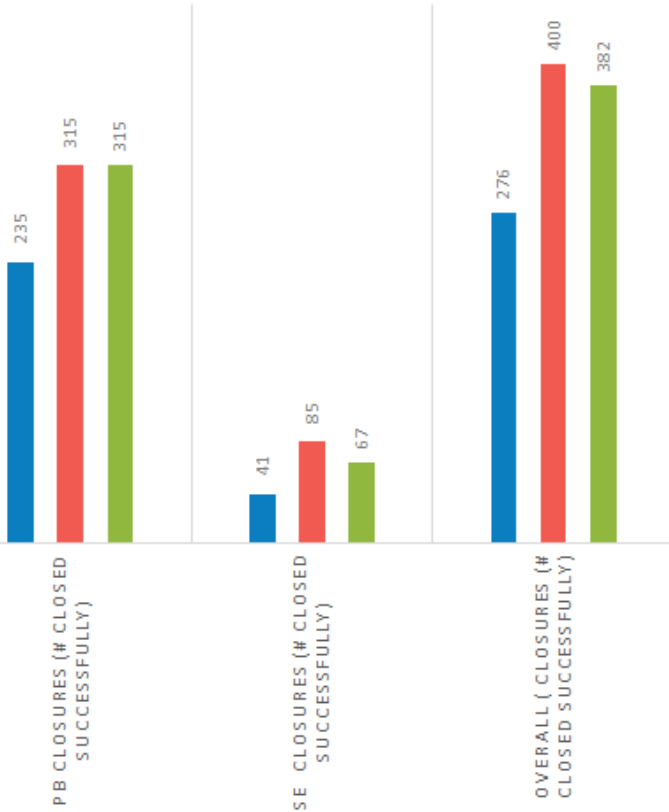
2020 Job Development Outcomes





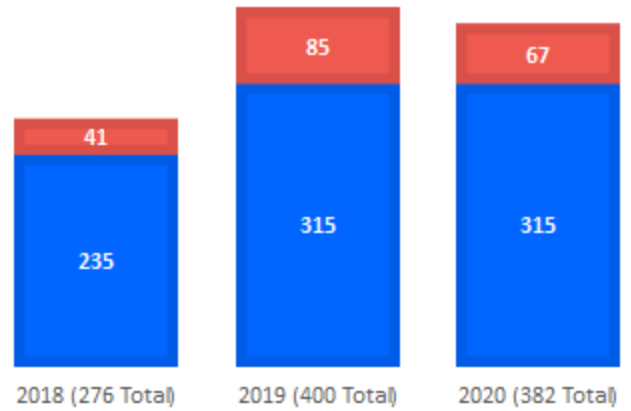
CLOSURES BY THE NUMBERS

■ 2018 ■ 2019 ■ 2020

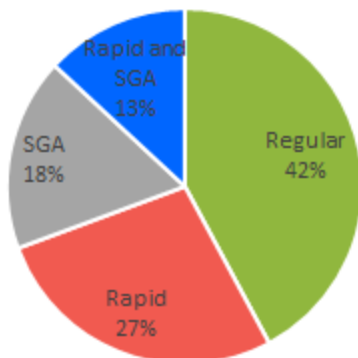


CLOSURES BY THE PERCENTAGE

■ SE Closures (# Closed Successfully)
■ PB Closures (# Closed Successfully)



All Closures by TYPE

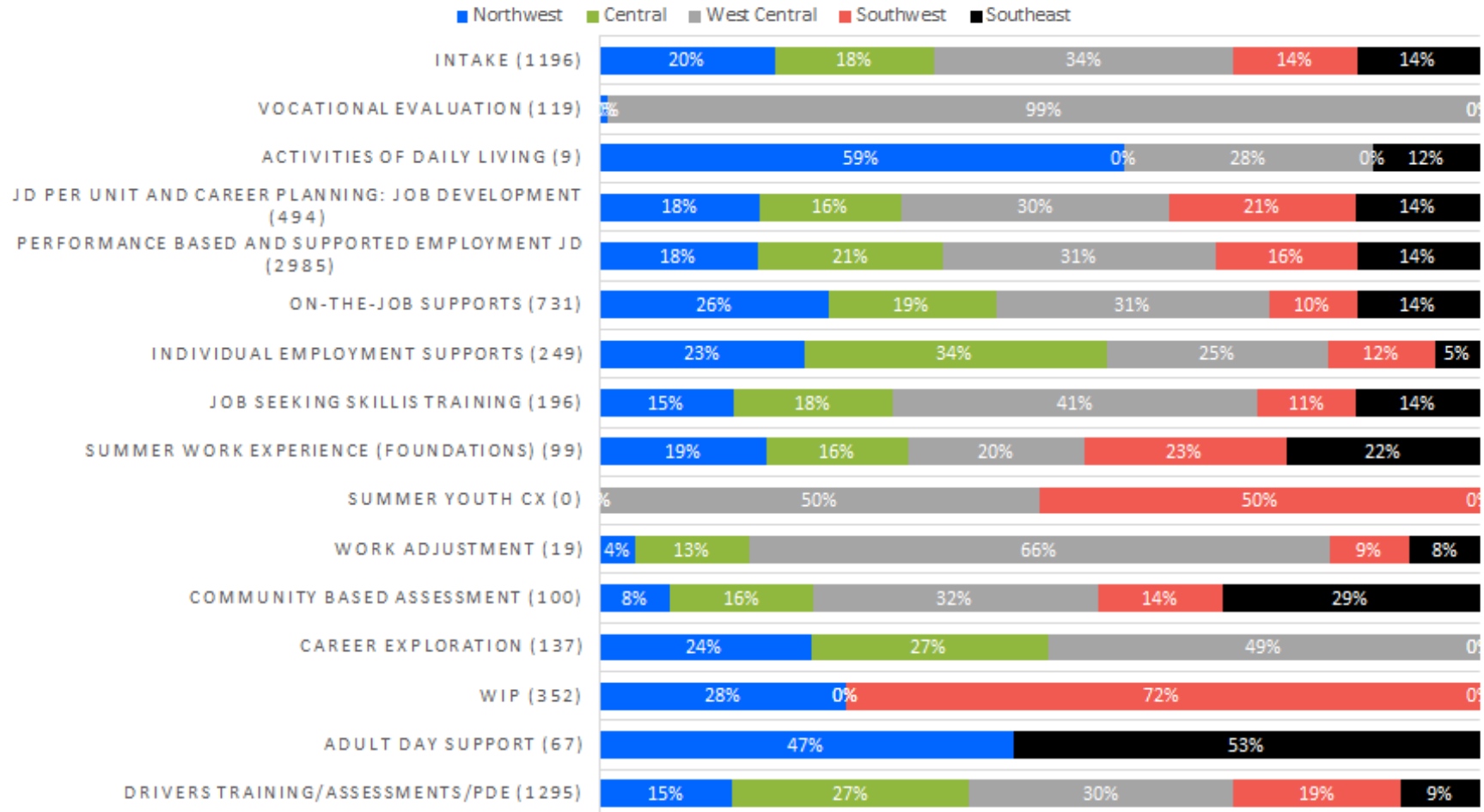


2020 Performance Based and Supported Employment Placements and Closures by Office and Area

	Tier I PB	Tier I SE	Tier II PB	Tier II SE	Total Tier II	Tier III PB	Tier III SE	Total Tier III
Fremont	46	15	29	12	41	10	0	10
Marysville	19	10	19	6	25	15	1	16
Circleville	52	22	50	20	70	30	9	39
Total	117	47	98	38	136	55	10	65
					0			0
Piqua	54	29	48	35	83	42	13	55
St. Marys	79	40	81	39	120	63	18	81
Total	133	69	129	74	203	105	31	136
					0			0
Cincinnati	36	9	35	3	38	23	1	24
Dayton	44	17	38	21	59	35	13	48
Total	80	26	73	24	97	58	14	72
					0			0
Athens	65	1	48	0	48	23	1	24
Wheelersburg	51	4	39	2	41	20	2	22
Total	116	5	87	2	89	43	3	46
					0			0
Findlay	56	4	45	1	46	23	0	23
Toledo	66	26	42	17	59	31	9	40
Total	122	30	87	18	105	54	9	63
					0			0
Company Total	568	177	474	156	630	315	67	382

	PB Placement %	SE Placement %	Combined Placement %	PB Closure %	SE Closure %	Combined Closure %
Fremont	63.0%	80.0%	67.2%	34.5%	0.0%	24.4%
Marysville	100.0%	60.0%	86.2%	78.9%	16.7%	64.0%
Circleville	96.2%	90.9%	94.6%	60.0%	45.0%	55.7%
Total	83.8%	80.9%	82.9%	56.1%	26.3%	47.8%
Piqua	88.9%	120.7%	100.0%	87.5%	37.1%	66.3%
St. Marys	102.5%	97.5%	100.8%	77.8%	46.2%	67.5%
Total	97.0%	107.2%	100.5%	81.4%	41.9%	67.0%
Cincinnati	97.2%	33.3%	84.4%	65.7%	33.3%	63.2%
Dayton	86.4%	123.5%	96.7%	92.1%	61.9%	81.4%
Total	91.3%	92.3%	91.5%	79.5%	58.3%	74.2%
Athens	73.8%	0.0%	72.7%	47.9%	-%	50.0%
Wheelersburg	76.5%	50.0%	74.5%	51.3%	100.0%	53.7%
Total	75.0%	40.0%	73.6%	49.4%	150.0%	51.7%
Findlay	80.4%	25.0%	76.7%	51.1%	0.0%	50.0%
Toledo	63.6%	65.4%	64.1%	73.8%	52.9%	67.8%
Total	71.3%	60.0%	69.1%	62.1%	50.0%	60.0%
Company Total	83.5%	88.1%	84.6%	66.5%	42.9%	60.6%

SERVICES PROVIDED BY DISTRICT



Personnel Responsibilities Accurate as of 1/1/2020

First Name	Last Name	Position	Office
Alexandra	Grieger	JC	Toledo
Allicia	Hill	JC-JD	Fremont
Amanda	Bowman	CF/Admin. Assit	Piqua
Amarea	Swanson	JC	Dayton
Amy	Montgomery	DI	Wheelersburg
Andrea	Klosterman	CX Coord	Piqua
Angela	Suchland (Weidner)	Manager	Community Club (SM)
Anthony	Cox	JC	Circleville
Ashleigh	Hernandez	JD	Toledo
Ashley	Parthermore (Keith)	Com Consultant	Community Club (Piqua)
Barbara	Dettenmayer	Admin Assist	Community Club
Belinda	Bockrath	Leader	St. Marys
Beth	Corrigan	JD	Circleville
Beth (Elizabeth)	Barr	Leader	Wheelersburg
Bethany	Hertenstein	JC	Dayton
Bethany	Wiles	JC	Cincinnati
Bill	Arnett	DI	Marysville
Bill	Dellinger	JD	St. Marys
Bill	Blumhorst	Owner	St. Marys
Brandye	Patterson	DI- reg ed	St. Marys
Brenda	Cook	JD	Wheelersburg
Brian "Drew"	Conde	DI	Athens
Brittany	Bowersock	JC	Piqua
Brittany	Carter	JC	Circleville



Bryan	Lynch	Manager	St. Marys
Carly	Vosberg	Admin Assist	Circleville
Carol	Widney	CF/Admin. Assit	St. Marys
Charles 'Eric'	Adams	DI	Cincinnati
Chava	Steele	ODOT Mtnce	Circleville
Chelsie	Howell	CF/Admin. Assit	Circleville
Cheryl	Wilson	Com Consultant	Community Club (Day)
Cheryl	Phillips	JC	Piqua
Christina	Dunn	DI	St. Marys
Christine	Tanner	JC	Findlay
Craig	Kisner	JC	Circleville
DaMarco	Hill	JC	Toledo
Dan	Sok	WIP	Dayton
Dani	Pernell	Admin Assist	Dayton
Daniel	Edmonds	JD	Cincinnati
Danielle	See	JC	Toledo
Dave	Grimm	CX	St. Marys
Davida	Lattimore	Leader	Dayton
Dawson	Linn	WIP	Cincinnati
Deanna	Springer	JC-JD	St. Marys
Deborah	Arledge	ODOT Lead	Circleville
Dennis	Rutter	JD	Piqua
Devyn	Starck	DI- reg ed	St. Marys
Ellen	Hilker	CF/Admin. Assit	Toledo
Eric	Temple	DI- reg ed	St. Marys
Erica C	Baker	CF/Admin. Assit	Athens



Evan	Toudy	JC	Cincinnati
Gabrielle	Cox	JC	Circleville
Gabrielle	Kamps	Manager	Athens
Gary	Loach	Leader	Toledo
Gene	Wilker	JD	St. Marys
Halee	Ewing (Smith)	CX	Circleville
Hope	Geglein (Curran)	Manager	Dayton
Jamie	Pittman	Cleaning/Maint	St. Marys
Jane	Huber	Leader	St. Marys
Janice	Kentner	Com Consultant	Community Club (Lima)
Jennifer	Kolb	JC	St. Marys
Jennifer	Bowersock	JC	St. Marys
Jenny	Lytle (Vagiar)	Manager	Circleville
Jeremy	Williams	ODOT Mtnce	Circleville
Jeremy	Sneed	CF/Admin. Assit	St. Marys
Jerrica	Swihart	CF/Admin. Assit	Findlay
Jerrie	Hartzell	JC	Piqua
Jessica	Hartley	CF/Admin. Assit	Wheelersburg
Jon	Rentz	JC	Findlay
Joseph	Scheidler	DI	Findlay
Joseph	Hodge	ODOT Mtnce	Circleville
Joy Beth	Romage	CF/Admin. Assit	Dayton
Judi	Martin	JC	St. Marys
Julia	Haehn	Leader	St. Marys
Justin	Blumhorst	Leader	St. Marys
Kaitlyn	Tracy	JD	Cincinnati

Karen	Keivens	JC	Toledo
Karen	Blumhorst	Owner	St. Marys
Kasey	Fundum	Manager	Toledo
Kathy	Ditson	Leader	Community Club
Kathy	Evers	Com Consultant	Community Club (SM)
Katie	Blumhorst	Leader	St. Marys
Keely	Blair	JC	Marysville
Keith	Manbeck	Com Consultant	Community Club (SM)
Kelly	Christopher	JD	St. Marys
Kelly	Loach	Manager	Toledo
Kristin	Brooker	JD	Fremont
Larry	Jacobs-Young	JC	Dayton
Laura	Henninger	JC-JD	Dayton
Lisa	Clark	JC	Findlay
Logan	Graham	JC	St. Marys
Luke	Salyer	DI	Fremont
Lynette	Snider	Leader	St. Marys
Mackenzie	Maynard	JD	Circleville
Macolm	Casey	JC	Piqua
Magen	Murdock	JD	Circleville
Marissa	Greve	JC	Marysville
Marsha	Guffey	JC	Fremont
Mary	Branson	JD	Athens
Mary	Gilliam	JC	Circleville
Mary	Myers	CF/Admin. Assit	St. Marys
Mataya	Bernholt	Helpdesk	St. Marys



Mathew	Spurlock	JD	Athens
Megan	Willingham (Dowell-Howko)	JC	Findlay
Melanie	Keeler-Black	JC	Toledo
Melissa	McNeil	JD	Findlay
Melissa	Cress	Com Consultant	Community Club (SM)
Melissa	Follis	Admin Assist	St. Marys
Michael	Sechrest	JC	Athens
Michel	Collins	JC	St. Marys
Michelle	Daniels (Louviere)	Manager	Findlay
Misty	Hill	DI	Circleville
Nakia	Williams	JD	Findlay
Nicole	Sesco	JC	Wheelersburg
Nicole	Isley (Massengale)	JD	Findlay
Paula	Pearson	Com Consultant	Community Club (Day)
Rachel	Wykoff	Manager	Fremont
Raymond	Karboroiak	DI	Findlay
Rebecca	Kratz	JD	Marysville
Renae	Parker	JC	Circleville
Renda	Finrock	JC	St. Marys
Rick (James)	Sheets	JC	Athens
Robert	Valentine	ODOT Lead	Circleville
Robin	Kline (Crowe)	JC	Toledo
Rochelle (Janie)	Andrews	Manager	Cincinnati
Ryan	Taylor	Accounting	St. Marys
Samuel	Linkugel	DI	Cincinnati



Sara	Katterheinrich	Leader	St. Marys
Sarah	Horne	JD	Athens
Scott	Fannon	DI	St. Marys
Sean	Sexton	Manager	Wheelersburg
Selma	Sherman	Admin Assist	Piqua
Shakea	Tanner	JC	Findlay
Shanice	Whitaker	Com Consultant	Community Club (Day)
Sharon	Smith	DI- reg ed	St. Marys
Shelby L.	Meadows	JD	Dayton
Shelli	Hill	Accounting	St. Marys
Shelly	Yoakam	JD	St. Marys
Shelly	Robson	Admin Assist	St. Marys
Sherry	Puckett	ODOT Lead	Circleville
Sonya	Adcock	JC	Fremont
Sonya	Erwin	JC	Athens
Stacey	Reeser	ODOT Lead	Circleville
Stephanie	Liss	JD	Fremont
Stephanie	Billow	JD	Fremont
Stephanie	Bockrath	Manager	Community Club (Piqua)
Tabitha	Dunlap	Com Consultant	Community Club (Lima)
Terrance	McGee	JD	Toledo
Tiffany	Carter	JC	Wheelersburg
Tina	Weber	JC	Piqua
Tina	Marinis	CF/Admin. Assit	Fremont
Todd	Spahr	JC	Dayton
Tracy	Beaver	JC	Athens



Tracy	Morris	Manager	Piqua
Trevor	Lincecum	DI	Wheelersburg
Valaree	Lambert	Manager	Athens
Vivian	Kilmer	Manager	St. Marys
Vonda	Demp	ODOT Lead	Circleville
Wendi	Saintignon	JD	St. Marys
William 'Bobby'	Gray	ODOT Mtnce	Circleville

Conclusions

Despite the global impact of the coronavirus pandemic in 2020, Capabilities achieved performance indicator targets in many areas and showed great agility. We sought consulting guidance in 2019 on how to generate and utilize our profits to reward staff, plan for the second generation of leadership, and hire smart. This work played an instrumental role in how we created and accomplished goals in 2020 and how we formulated goals for 2021. Work will continue on these goals that were not met in 2020: Increasing Job Coaches billable percentage, increasing the number of employers who hire multiple persons served, and increasing the number of CESP's. With no fee schedule changes expected and our strategic focus of being "in it together", we expect even more measured improvement in our quality.

Recommendations

Based on the results of this Performance Measurement and Management report, the recommendation is to establish Key Performance Indicators to measure our abilities to operate offices and services efficiently; invest in opportunities; make it easy for our employees to start, stay, and grow; our industry consulting; the satisfaction of those paying for services, safe vehicles, work tools; technology that enhances, getting results; and be accessible. Communication and collaboration with all resources will unite us in our achievements. In 2021, we will disperse the data collection to Capabilities leadership team allowing data to be collected quicker and be more responsive to the needs of each area.

2021 Overall Program Projections

In 2021, Capabilities projects we will serve 4.3% more people and have a 6.7% increase in revenue. This increase was an estimate based on the 9.8% financial increase averaged over the last 3 years. Our demographic spread is consistent with local census data. Our expertise in serving people with development, mental and physical disabilities is evident in the number of people we serve.

Recommended Objectives for 2021:

Business Need and Function – To improve business function, Capabilities will implement SetWorks database and documenting system.

Objective/Indicator/ Target for	Effectiveness	Efficiency	Service Access Indicator	Satisfaction
------------------------------------	---------------	------------	-----------------------------	--------------

<p>3a Employment Planning Services (EPS): Career Exploration, Community Based Assessments, Career Planning: Career Discovery, Career Planning: Situational Observation and Assessment</p>	<p>To improve the effectiveness of Career Exploration services, Capabilities will .(listed on OpEx Scorecard KPI)</p>	<p>To improve efficiency in Employment Planning Services, Capabilities. (listed on OpEx Scorecard KPI)</p>	<p>Capabilities is committed to providing services that are accessible and accommodating. In 2021, Capabilities will provide. (listed on OpEx Scorecard KPI)</p>	<p>To achieve satisfaction, Capabilities will (listed on OpEx Scorecard KPI)</p>
<p>3G Community Employment Services (CES): Job Development (per unit, Tier 2 Performance Based and Supported Employment, Career Planning: Job Development), Employment Supports (OJS, Tier 3, OJS-M)</p>	<p>To improve the effectiveness in Performance Based services, Capabilities will maintain a placement rate of Job Development Services over 80%. (listed on OpEx Scorecard KPI 17a)</p>	<p>To improve service efficiency of job development, Capabilities will maintain billable percentage rate of Job Coaches to over 70% (listed on OpEx Scorecard KPI 19a)</p>	<p>Capabilities will increase the number of CESP's on staff to 33. CESP's are eligible to accept Supported Employment Job Development services through OOD. (listed on OpEx Scorecard KPI 6a)</p>	<p>To achieve satisfaction, Capabilities Leaders will address less than 12 complaints from VRCs, SSAs, Person Served, Employer, or Parents per month. (listed on OpEx Scorecard KPI 7b)</p>