



PROGRAM EVALUATION PERFORMANCE MEASUREMENT & MANAGEMENT REPORT

I. Identifying Information

Agency: Community Interface Services (CIS)
Service: Supported Employment (SE)

Vendor #: HQ0390 & HQ0412
Report Period: July 1, 2024-June 30, 2025

II. Evaluation Design/Performance Measurement & Management System

An Evaluation Design/Performance Measurement & Management System has been developed as part of an ongoing evaluation/analysis program that meets internal agency Standards of Excellence and Service Design criteria, as well as guidelines from Department of Rehabilitation (DR), Commission for the Accreditation of Rehabilitation Facilities (CARF), and San Diego Regional Center (SDRC). The System guides the annual Program Evaluation process and is revised as needed. The Program Evaluation results guide agency decision making related to strategic planning, scope of services, resource allocation, modification of service delivery, staff training, marketing, and other areas as needed. The results for the noted Fiscal Year (FY) are analyzed and compared to the previous FY's results to assess performance, consider effects of extenuating circumstances, and set new goals for future improvement, and are communicated in an understandable manner to participants, family members, the governance authority, staff members, management, funders, and regulatory agencies. Careful consideration is given to format, content, timeliness, and accuracy. Outcome information is collected based on information available at the time of the report, aggregated, and analyzed at least annually. Data is gathered and kept for a minimum of three years from the report date. A director is responsible for training the Program Evaluation team; overseeing the collection, aggregation, and analysis of data; and ascertaining accuracy, completeness, reliability, validity, and timeliness of the data along with the SE/Human Resources /Individual Support Plan Supervisors, and Accountants.

III. Persons Served

Participants served during the FY were supported with job/paid internship development, and job/paid internship coaching. Those working in jobs were hired directly by their employer, earned at least minimum wage, and were eligible for all benefits available from their employer. Some participants were eligible to participate in the Paid Internship Program (PIP). Participants supported in the PIP were paid via a financial management service and received support from CIS, both funded by SDRC. Supports focused on locating opportunities in alignment with California's 'Employment First' Policy. An individualized, tailored, and person-centered approach was used to support participants to reach Competitive Integrated Employment (CIE) outcomes of "Real Work for Real Pay in the Real World." Supports included interest/skill exploration, resume/skill development, interview preparation, work ethic analysis, job/internship search assistance, communication, and career advancement exploration.

Number of People Served

Total served during FY: 97 (up slightly from 96 the previous FY)

Job Development (JD) only: 13 (up from 8)

Working in Individual Placement only (IP)/PIP: 75 (Down from 79 the previous FY)

Working in Group Placement (GP)/Individual Placement: 9 (GP supports ended by 12/31/24, 8 people transitioned from GP to IP between 11/1/24-12/31/24.)

Additional detail:

Started Jobs during year: 2
 Participated in Internship during year: 1

CIE Incentive Payments:

Eligible incentive payments are for placements in competitive integrated employment which met the following milestones; if the individual is still engaged in CIE after 30 consecutive days, an additional payment if the individual remains in CIE for six consecutive months and an additional payment if the individual remains in CIE for 12 consecutive months.

- 2 Met criteria for 30 Day job retention and integration;
- 4 Met 6 Month job retention and integration;
- 3 Met 12 Month job retention and integration.

PIP Incentive Payments:

Eligible incentive payments are for the placement of an individual in a paid internship opportunity if the individual remains in the paid internship after 30 consecutive days and an additional payment if the individual remains in the paid internship for 60 consecutive days from the date of placement.

- 1 Met 30 Day and 60 Day retention.

Supports

SE supports were provided by 93 dedicated job/internship developers, coaches, and supervisors. All have at least a high school diploma; many have higher levels of education and experience.

Characteristics/Demographics of Persons Served

Demographics (Information is gathered on participants for whom information is available at the time of the report.)	24-25 IP (JD/IP)	24-25 GP
Individuals	88	9
Sex		
Male	80%	56%
Female	20%	44%
Non-binary	0%	0%
Age		
18-24	6%	0%
25-39	61%	33%
40-54	26%	67%
over 55	7%	0%
Ethnicity		
Black or African American	6%	22%
Caucasian/White	66%	45%
Asian	2%	0%
Hispanic	22%	33%
Other	4%	0%
Highest Level of Education		
Did not graduate high school	6%	11%
High school graduation/completion	53%	67%
Attended some college	32%	22%
College degree	9%	0%
Diagnosis (may be multiple diagnoses)		

Demographics (Information is gathered on participants for whom information is available at the time of the report.)	24-25 IP (JD/IP)	24-25 GP
Ambulatory	100%	100%
Intellectual disability	57%	67%
Seizure disorder	13%	17%
Cerebral palsy	15%	8%
Autism	39%	0%
Mental illness	17%	8%
Other	16%	0%
Functional Capabilities		
Mobility - independently accesses transportation	99%	67%
Vocational - works 3 hours without direct support	97%	33%
Behavioral - meets employer behavior expectations	98%	89%
Communication - communicates wants/needs	93%	78%
Personal Care - independently meets hygiene needs	98%	100%
Academic - reads signs, employee policies, lists	92%	67%
Social- interacts appropriately with others	94%	100%

IV. Fiscal Year (FY) Results in Relation to Program Outcome Objectives

Categories of Measure	Outcome Objectives/Person or Position Responsible for Collecting Data	Applied To	Type of Measures	Target	Results
Effectiveness					
Placement	Maximize the % of participants working compared to total # of participants. /Director	All participants	% working compared to total served	75%	IP-87% GP-100% MET
Individual Outcomes	Maximize the % of ISP goals met. / Director/ISP Supervisor	All participants with goals ending in FY	% of goals achieved	80%	87% MET
Job Retention	Maximize length of time a participant is employed. /Director	All participants who worked in FY	Avg # of months on the job	Avg of 12+ months	IP-104 months GP-148 months MET
Earnings	Maximize the wage a participant earns. / Director	Participants working at end of FY	Avg wage per hour	Above minimum wage	IP-\$18/hr. GP-\$19.29/hr. MET
Quality	Locate quality jobs. /Director	All jobs found during FY	Quality Job Indicators	100%	100% MET
Efficiency					
Efficiency of business functions	Minimize completion time while ensuring accuracy. /Accountant	All participants who were billed during FY	Avg billing completion time/accuracy	Timely/ accurate bills	Bills on time; Accurate audits MET
Cost per unit of service	Minimize cost/service unit per funding unit. /Accountant	All participants billed in FY	Financial Statements	Breaks Even	Broke even MET
Access to Services					

Time to access services	Minimize the time to start services. / Director	All participants in FY who started job development	Approx. avg # of months from authorization to service start	Avg of approx. 1 month	IP-0 month GP-n/a MET
Time to Placement	Minimize the time to find a job. /Director	All participants who found jobs in FY	# of months from start of search to job	75% w/in 12 months	100% w/in 12 months; Avg - 8.92 months MET
Satisfaction					
Stakeholders	Maximize Satisfaction. / HR Supervisor	Stakeholders	%	90% Satisfaction	96% MET
Participants	Maximize Satisfaction. / HR Supervisor	SE Participants	%	90% Satisfaction	100% MET
Employers	Maximize Satisfaction. / HR Supervisor	SE Employers	%	90% Satisfaction	99% MET

Satisfaction Survey Detailed Results

Community Interface provides ample opportunities for participants and other stakeholders to give direct and open-ended input on services. Community Interface regularly seeks feedback regarding all aspects of service delivery at the Advisory, Safety, & Wellness Committee meetings and through satisfaction surveys made available to persons served, employers, family members, service providers, funders, SDRC, DR, and other stakeholders. Staff members distribute the surveys throughout the year, especially around participants' planning team meetings, and on request. Surveys are available for access anytime on the agency website. Satisfaction information was collected without distinction between IP and GP, results are inclusive of both programs. Input regarding the content of the satisfaction survey tools is also solicited annually.

Customer Satisfaction Surveys were completed by 38 of Community Interface's agency wide stakeholders, yielding the following results regarding Community Interface:

- 97% noted positive interactions with supervisors and administrators.
- 97% feel that CIS provides quality programs and services.
- 95% believed participants are satisfied with supports and services.

Some of the comments from customers were:

- "Your staff are dedicated and professional, always so supportive, patient and creative with their participants."
- "CIS staff are very professional and provide quality care with dignity and respect."
- "Very kind and resourceful."
- "CIS is a great program for my son."
- "...sends me regular text messages letting me know as far as how he's doing at work. Excellent open communication."

Questionnaires were completed by 11 SE participants, yielding the following results:

- 100% said that CIS has helped them live a better life.

- 100% said that CIS staff do a good job supporting them.
- 100% said they know how to access their CIS services and staff.

Some of the comments from participants/family members were:

- “I like this program they have helped me a lot.”
- “Patient and caring job coach.”
- “I like that everyone at CIS is always so friendly and willing to help when I need it!”
- “I found a great job I was looking for.”

Questionnaires were completed by 17 employers, yielding the following results:

- 100% noted they are happy with the employees who we support.
- 100% said that supports/services are provided at a time that is convenient.
- 100% said we did a good job educating them about our job seekers and our services.

Some of the comments from employers were:

- “Best job coach I've ever had the pleasure of working with. She truly cares about their success and checks in with management frequently.”
- “The job coaches are helping them be successful in their employment. They are always professional and willing to help.”
- “Staff are always friendly and helpful... assist to stay on task while he is working his shifts. They help him take his online trainings as needed, and he seems to understand the way that they phrase the trainings for him.”
- “They do an awesome job!”

Employers

SE-IP job and internship coaching services were provided at employers throughout San Diego County, including: Albertsons, Arco, Burlington Coat Factory, Calavera Hills Elementary School, Camp Pendleton Golf Course, Carlsbad Dove Library, Chaparral Honey, Costco, CVS Pharmacy, Department of Rehabilitation, Emmanuel Faith Church, Food 4 Less, Gelson's, Home Depot, Job Options Mess Halls (Camp Pendleton), La Costa Glen, Legoland, OES Equipment, Potter Jr. High School, Ralph's, Ross, San Diego County Health & Human Services, Diego Safari Park, Sea World, Sprouts, Stater Bros, Target, Vons, and Walmart. SE-GP services included 1 group at Walmart in Vista and groups at Mess Halls on Camp Pendleton.

Participant Exits and Post-Service Follow-Up Information

Due to a statewide change in funding methodology and a desire to provide more individualized services, CIS ceased providing Group Placement services as of December 31, 2024. Eight participants were assisted in transitioning from Group Placement supports to Individual Placement supports and remained employed at their same jobs. (Note that the funding methodology change was later postponed.)

Twenty people exited SE services for the following reasons:

- 8 exited GP and entered IP
- 12 stopped working
 - 3 people were terminated from their jobs (1 of the 3 from a Group Placement)
 - 1 person retired
 - 1 person was laid off

- 1 person stopped work to grieve the loss of a parent
- 3 people left their jobs to pursue other employment opportunities
 - 2 returned to CIS job development
- 1 moved to a different program outside of CIS for an internship
- 1 moved out of the area
- 1 had an internship that ended when expected

Attempts are made to gather post-service information regarding those who exit from SE services. Post exit conversations focus on participant's previous support and to confirm that the supports they previously received met their needs at the time, and their current support was meeting their needs as much as possible. Results were reviewed for the people reached. Most felt that services from CIS at the time were helpful, and that they benefited in some way from their services with CIS. Most were content with their current situation/services and were aware of how to reach out to the Regional Center for additional supports if they needed it.

Summary

Comprehensive Review of Results including Identified Extenuating and Influencing Factors

The Program Evaluation results indicate that Supported Employment Services overall continue to be provided successfully, and services are found to continue to implement the organization's mission and core values. Services provided during the year were funded by DR and SDRC, reflected internal standards of excellence, and were provided in accordance with respective service designs, CARF standards, and funder guidelines. Service provision is determined to be efficient, effective, and accessible. While the program remains fairly stable overall, a greater emphasis will be placed on intentional slow growth of the program with a focus on finding more people quality jobs. A variety of extenuating factors impacted the number of job placements during the FY including individual's limited work history, health issues, transportation restrictions, and personal circumstances. In addition, difficulty in retaining qualified job developers was an identified factor that influenced the reduction in the number of jobs secured this FY. The Paid Internship Program (PIP) offers an opportunity to meet participants' employment needs in a unique way, and it will continue to be pursued. The discontinuation of Group Placement services aligns with Community Interface Services' desire to emphasize individualized services so although the funding change that necessitated the decision has been delayed, CIS will continue to focus solely on Individual Placements.

Comparative Analysis including Identified Trends and Causes - Comparison to Previous Years Results, Actions Taken, and if Actions Achieved Intended Results

This year's results were compared to last year's and analyzed for gaps and opportunities, trends and causes, the impact of extenuating and influencing factors, and whether goals achieved the intended results. The following findings/planned follow up related to each Program Outcome Objective are noteworthy:

Effectiveness

- Placement: Job development remained slow during the year; however, two people found quality jobs within the identified goal of twelve months. Supports during this FY continued to focus on providing high-quality coaching for those two people who started their jobs and for all who had jobs. The high percentage of people working during the year compared to those served is noteworthy again this year. When comparing the number of jobs found during the FY to previous years, a downward trend was identified –

two jobs secured this FY, five jobs secured the previous year, and the year before that seven jobs were secured. The cause of the reduction in number of job placements is determined to be both extenuating circumstances related to the significant barriers that the people supported have in finding employment which are addressed at the individual level as well as influencing factors such as the lack of consistent, qualified job development supports due to turnover based primarily on pay related to limited funding, and job satisfaction due to the challenges of securing jobs for people with disabilities. Retaining skilled dedicated job developers has been difficult during the past few years, which heavily influences job development. Retaining job developers will be a key focus during the next FY and the overall approach to job development will be reviewed and improved. Several tenured staff members were provided with additional training related to job development in attempts to broaden the pool of qualified support agency-wide in this area, and recruitment efforts were focused and will continue to focus on hiring job developers with skills to secure jobs for people with significant challenges.

- Individual Outcomes: Participants overall achieved their identified outcomes similar to recent years and efforts will focus on supporting them to continue do so. A heavy emphasis is placed on providing ongoing training to all staff members on how to best support people to meet their desired outcomes. In addition, progress toward participant's goals is monitored closely and any challenges to progress are addressed as they are identified.
- Earnings: Wages continue to be above minimum wage on average for participants. Wages over the last several years have steadily increased as CA minimum wage increased. Job coaches will continue to work individually with participants to meet and exceed employer expectations so that pay increases and promotions can be accessed as desired.
- Job Retention: The length of time on the job was quite noteworthy again this year. Participants receiving GP had been on their jobs for an average of over 11 years before the funding change jeopardized their supports and potentially their jobs due to reduced funding for support hours. Months of collaboration working through this extenuating circumstance with each person, their employer, their funder and their whole team resulted in them successfully retaining their jobs with creative ongoing supports in place. Job retention supports including education for participant's about how to best meet employer expectations will continue to remain in place for all participants, and a strong focus will be placed on continuing to find jobs that are strong matches for participants. These are both identified causes of the noteworthy job retention times.
- Quality: Significant effort goes into ensuring that the jobs found and retained meet the agency established criteria for quality and meet the participants' needs and desires, and this area will remain a priority. All jobs were determined to meet the quality criteria as they have in the last several years.

Efficiency

- Efficiency of business functions remains satisfactory, as they did last year, and efforts to analyze and improve efficiencies will continue.
- Cost per unit of service broke even which is critical to ensure the funding available is adequate to support the program costs. Funding increases have been fairly minimal over the years although minimum wage has increased, and staff wages have increased in order to stay competitive to retain staff. Funding will continue to be analyzed. The proposed funding structure change for participants in GP would have impacted the ability to break

even, as such CIS worked closely with all involved to transition to a new plan that allowed this goal to continue to be met while providing the ongoing needed supports for each person to be successful.

Access to Services

- Time to access services: Participants who started services during the FY were able to access supports within a short period of time. Previous issues with inadequate staffing were resolved in many ways, turnover with job development staffing continued to be a barrier. Substitute staffing was provided when dedicated job developers were not available and additional training was provided as needed.
- Time to placement: Job development remains the main focus area for improvement in SE. A job development revitalization plan started during the past year and continues to be in place. The formal goal for time to placement was met this year as two people secured quality jobs during the year within 12 months. Plans are in place to support efforts to secure more than two people jobs next FY.

Satisfaction

- Satisfaction from all stakeholders continues to be high. Several people who exited SE were satisfied with CIS overall and continued to be served by CIS in other ways.

The previous year's goals were all met. Most actions taken achieved the intended results while one area partially achieved the intended results. Time to placement is intended to result in people finding jobs in an amount of time that meets their expectations and is part of a bigger picture intent to find more people jobs. This area requires additional focus and continued efforts to fully achieve the intended results. While a job development revitalization plan was implemented during the FY and two people secured quality jobs within the identified twelve-month goal, it was expected that more people would secure jobs. The plan would benefit from additional focus and revamping to improve results so more people secure employment within twelve months of starting their job search. Significant efforts will continue to be put toward job development, and it is expected that more jobs will be secured in the upcoming FY.

Plans for Improvement, Future Goals, and Action Plans

Community Interface plans to continue to provide the highest quality SE services possible in San Diego County. Future goals and outcome objectives for the program will remain largely the same as noted in the table above, with a focus on providing the best supports possible for those working and securing more quality jobs for participants.

- The job development revitalization plan will be formalized as of September 2025 with a committee created that is dedicated to establishing an improved job development staffing structure, effective procedures, individualized action plans and creative practices by the end of the FY. The 2025-2026 Job Development Revitalization Plan will be evaluated throughout the FY to assess success. Success will be job placement within twelve months for more participants in the 2025-2026 FY than in the 2024-2025 FY. While the overall Program Outcome for Time to Placement will remain the same as noted above, an additional goal is set to triple the number of jobs found to six during 2025-2026 FY.

Community Interface works hard to access opportunities that become available to enhance the employment related supports offered. Grant funds from prior years have provided specialized training to staff members in both customized and basic employment practices which continue to benefit those served. In addition, Community Interface has several certified Work Incentive

Benefit Counselors on staff, 7 newly certified, who are ready to provide support to people who are interested in employment, and who wish to have a better understanding of the impact that work can have on Social Security and related benefits, and make informed decisions about pursuing employment. The agency supported staff members to pursue training opportunities provided through the state's Quality Incentive Program that focuses on staff capacity-building to increase employment options available to people with intellectual/developmental disabilities. In previous years, 42 staff members obtained an Association of Community Rehabilitation Educators (ACRE) National Certificate of Achievement in Employment Services. The ongoing implementation of federal and state Employment First policies, the Workforce Innovation and Opportunity Rules, as well as the federal Home and Community-Based Services Waiver recommendations for community-based services continue to present much needed opportunities to our industry. A concerted effort has also been made to provide as many staff as possible with training on Person Centered Thinking and Planning with the goal of continuing to provide Supported Employment services in the most person-centered way possible. Community Interface remains poised to continue to explore any available opportunities to improve the quality of services provided.