

# Outcome Measurement Report

October 1<sup>st</sup> 2010 to September 30<sup>th</sup> 2011

## CHARACTER OF CASELOAD

Over the past year, NTI has served 118 individuals in Organizational and Community Employment. Ages served span from 18 to 91. Our largest age groups are 31-40 and 41-50. Most frequently noted barriers to employment are intellectual impairment (34%) and mental illness (32%) as compared to intellectual impairment (44%) and mental illness (25%) respectively in 2010.

Growth was seen in Placement services while the number receiving Supported Employment Services decreased considerably. This decrease was primarily due to the closure of an enclave at a local business. Number of participants in our Organizational Employment Production service decreased by 17% from last year's count. Fifty individuals received some form of Community Employment Services over the course of the year. When one includes those receiving services at Chippewa County Recycling and our janitorial contracts (community-based employment) this number jumps to 94. The overall trend has been reduced population in facility-based services and increases in services provided in the community. Comparison of employability barriers across services is detailed in **Figure 1**. Age distribution across services is outlined in **Figure 2**. These figures can be found at the end of this report. A description of each service is also attached.

## PRODUCTION

**PERSONS SERVED:** Total: 32 this year, 27 current, total year figure down from 40 last year. All-time high for the service was 116 persons served In 2001.

## RECYCLING

**PERSONS SERVED:** Total: 35 this year, 25 current. Slight increase again this year.

**DISCUSSION:** Ninety-five percent (95%) of training objectives of persons served were met, again above expectancy.

Persons served in NTI Production earned \$7,079 this year, this down from \$21,253 last year. There was much less work available this year. Due to our current population, we are limited in the types and amount of work that we can pursue. Much of the work that we typically obtained was over flow from local companies and the current economy essentially eliminates such work. In other cases, we have caught up with customer's backlogs of documents that required shredding. Conversion from postal service to e-mail and other "improvements" in the way business is done, often eliminate work we would otherwise have.

Advancement from Organizational Employment Production to Recycling will continue to increase in difficulty due to the severity of issues experienced by those still in Organizational Employment Production. There were no **permanent** advancements from service to service or to Community Employment. However, a few persons served in each area were temporarily involved with Community Employment for their 1st time this year. Add to that the fact that we have recently replaced a Community Employment Specialist and it takes some time to recognize skills and challenges of persons served with more severe barriers. Movement from Recycling into the greater community is to some extent hampered by Michigan's challenged economic condition but mostly because persons served prefer working at NTI -- according to comments on our satisfaction surveys.

**ORGANIZATIONAL EMPLOYMENT PRODUCTION AND RECYCLING**  
**Measures include Organizational Employment Production and Recycling**

GOAL: *	EXPECTED BENCHMARK	NUMBER MET/ACTUAL	COMPARISON	
			2010	2011
			(% of expected/benchmark)	
Total participant objectives attained	85%	39 of 41 (95%)	115%	112%
Vocational advancement % of persons in Production/Recycling	20% (13)	0 persons	65%	0%
Maximize earning rate of persons served (Previous year was \$5.72)	\$5.53 <sup>#</sup>	\$5.66	+21% <sub>F</sub>	+2% <sub>F</sub>
Minimize cost per dollar earned <sup>\$\$</sup> (previous year was \$2.53)	\$2.26 <sup>#</sup>	\$3.18	-3% <sub>F</sub>	+42% <sub>U</sub>
Participants entering services this year. Production -- Recycling	2 -- prod#. 11 -- rec.	3 -- prod. 14 -- rec	67% -- prod. 73% -- rec.	150% -- prod. 127% -- rec
Percent of identified barriers addressed (affect of barrier lessened to but not necessarily eliminated)	all	1/1 <sup>@</sup>	baseline	100%

<sup>\$\$</sup> Cost per dollar earned indicates the training and support cost expended for each dollar earned by persons served.

<sup>#</sup> Average over 2 years

<sup>@</sup> Extremely disruptive behavior

Currently, six persons served at Recycling are unfunded. For some, funded services have ended, others don't qualify or haven't met required earnings levels yet. With emphasis on Community Employment, some individuals are receiving Community Employment referrals or being directed elsewhere instead who might otherwise have been referred for services at Recycling.

A slight increase in earnings rate was noted in recycling over the average of the past 2 years, partly due to an increase in the prevailing wage rate. During the summer, a temporarily weekend shift was added at Recycling to manage a backlog of material requiring processing. Those hired off the street to fill production demands are not included in these figures. Income of persons served did show a slight decline, perhaps to a reduction in urgency when outside help was available. Cost per dollar earned is the cost of providing training and support divided by the amount earned by persons served. We see a rather large increase in that cost, due primarily to reduced availability of work in NTI Production in conjunction with severity of challenges to those served -- measured against fixed costs. There were 3 new participants referred to Production and 14 new participants in Recycling. One barrier to services was presented by an individual with severe behavioral difficulties who was referred for work and training at Recycling. Additional supervision was arranged and a modified workstation was provided. This individual's parents have expressed sincere appreciation for NTI's efforts in supporting their son and for the improvements they have seen at home since he has begun working.

**FOLLOW-UP ON LAST YEAR'S RECOMMENDATIONS:** Currently we are seeing a slight increase in referral of individuals with rather severe barriers to employment. Rudyard and Sault Ste. Marie Special-Education Service Centers are again identifying individuals for whom communication, self control and social skills are much better taught in a work setting than at school or home. Entering through Rehabilitation Assessment, they gain exposure to our production area and our supervisors come to know them while providing valuable input to the Rehabilitation Assessment. Often, these individuals return for long-term services.

**RECOMMENDATIONS:** Even with the slight increase in referrals, limited numbers of persons served and lack of sufficient available work continue to challenge our ability to continue providing paid, vocational training services to individuals who require a specialized work setting. Despite relatively successful Community Employment efforts. We believe that this service will continue to have value for persons with serious challenges for sometime in the future. Locating a sufficient amount of appropriate work is most likely the first step as many other persons served only work part-time and would probably appreciate additional work and income. Hopefully we will never be forced to turn someone down because we can no longer provide the service they need. At one time, NTI provided prevocational services to individuals with relatively severe barriers. Occasionally, some graduated to other services who probably wouldn't have done so without that experience. For others, stimulation provided by variety of individuals and surroundings was noted to be appreciated. Perhaps we should discuss this with referral agencies as an alternative to the services they offer.

It has also been suggested that we investigate unmet training needs related to the hospitality industry such as maids, laundry room attendants and other staffing needs. A certificate curriculum could be adapted from similar existing programs may be of interest to other clientele, funding agencies and local employers while expanding options for those currently served.

**ORGANIZATIONAL EMPLOYMENT CONSUMER and GUARDIAN COMMENTS:** "NTI is very important to my brother. When working, he feels really good about himself." "Stevie really helps me." "I'm doing good at recycling." "I'm pleased with the staff and help my daughter has at NTI." "I'm doing really good at Recycling." "Training on new jobs is important as long as they are at NTI." "Getting a community job is not important if I understand correctly that this means a job outside of NTI." "With regard to "a chance to work for money" answer -- "Oh yeah."

## **JANITORIAL TRAINING**

**PERSONS SERVED:** 34 for the year, 31 current

**DISCUSSION:** A new deicer spreader was purchased to increase consistency and accuracy of placement of deicer. Also, a new piece of equipment was obtained for maintenance of a recently installed rubber floor at the International Bridge Plaza.

High government wage rates continue to allow a number of persons served to become financially independent-- (stopping or reducing dependance on Social Security cash benefits). This can result in significant outcome based financial support for our services through the Social Security Administration's Ticket-to-Work program. The primary purpose of Ticket-To-Work is to encourage organizations like ours to assist individuals in replacing their Social Security cash benefit with real wages, should they choose to become financially independent.

In keeping with our mission and requirement to satisfy the 75% "disabled labor" standard to maintain the government contracts under the AbilityOne set-aside, we need to identify individuals with barriers to employment to perform work who are interested and able, given necessary accommodations, to perform available work. Most job seekers would rather not tell you that they had issues, making this search rather difficult.

**FOLLOW-UP ON LAST YEAR'S RECOMMENDATIONS:** Last year's efforts to recruit individuals with barriers to employment who could be cleared and work in our Janitorial Training Service met with limited success. Targeted marketing using some information provided by the Ticket-to-Work program, MRS referrals and a few self referrals helped us increase our numbers for the year.

**RECOMMENDATIONS:** Continue efforts to locate and employ individuals with barriers to employment who have interests and capabilities appropriate to involvement on the Locks or Bridge contracts. We intend to continue direct mailings based upon lists of persons served provided through our involvement with the Ticket-to-Work program, and hope that our newest MRS counselor will locate and refer individuals who might benefit from this work.

**JANITORIAL TRAINING CONSUMER COMMENTS:**

- "I love my job. I get along with everyone I work with."
- "I would rather work at the Visitors Center, the Davis Building is too quiet." When asked -- "I want to continue to work with NTI instead of community employment."
- "I like the bosses."

**JANITORIAL TRAINING\***

GOAL:	EXPECTED BENCHMARK	NUMBER MET/ ACTUAL	COMPARISON	
			2010	2011
			(% of expected/benchmark)	
Maximize number served	35 persons	34 persons	94%	97%
Total participant objectives attained	70%	32/44	76%	73%
Maximize earning rate of persons served (Previous year was \$13.73/hr )	\$13.67/hr**	\$13.57/hr	+5% F	-1% U
Minimize cost per dollar earned \$\$ (previous year was 66¢)	61¢**	71¢	+11% U	+16% U
Participants entering services this year.	3	5	66%	166%

F= favorable change U = unfavorable change

\* Includes the visitors center figures.

\$\$ Cost per dollar earned indicates the training and support cost expended for each dollar earned by persons served.

\*\* Average over last 3 years

## JANITORIAL CONTRACTS

CONTRACTS	DAYS / WEEK	AM	PM
Hiawatha Behavioral Health	5	0	X
Bridge Plaza	7	X	X
Economic Development Corp	3		X
Sault Locks_	5 summer/7 winter	X	X
Sault Locks Visitors Center (summer only)	7 (summer)	X	X
Train Station	1		X
Customs and Border Control Station	1	X	
Michigan State Police Post	2		X
Hiawatha National Forest Rangers Office	1		X
Aggressive Manufacturing Innovations	2		X

Miscellaneous janitorial services are also bid and provided upon request including one time cleaning floor maintenance, carpet shampooing and window cleaning.

## COMMUNITY EMPLOYMENT SERVICES (CES)

**PERSONS SERVED:** Job Exploration 7(-2)\*, Job Coaching 11(-15), Job Development 18 (+1), Placement 21 (4), Follow along 15 (-2)      **\*yearly total (change from last year)**

**DISCUSSION:** Community Employment received 7 more referrals this year than last. Over the past 11 years we have averaged 70 persons served per year with a high of 89, 6 years ago. Job Development and Placement were the only 2 services to increase in enrollment.

Average hours worked increased from 13 hours per week to 15.4 per week. Average working CES participant wage was \$7.75 per hour with minimum wage at \$7.40/hour. This average does not include those placed in NTI's janitorial or Visitors Center services. As noted in the previous table, NTI Janitorial and Visitors Center wages are much higher.

Of the 15 placements that matured to one month during the measurement period, 14 were employed at the end of that month. Of the 15 persons served whose placements matured to 4 months, 14 were employed at the end of that period. One individual was hospitalized for emotional issues unrelated to work, prior to completing her 1st month of employment, thus affecting both measures.

Seven more individuals were referred to Community Employment Services this year than last. This mostly is a result of a new MRS counselor who authorized Job Development services for a number of individuals.

The only barrier to service identified was difficulty obtaining transportation. The problem was solved in this case. However with such a large, rather sparsely populated service area, lack of transportation is a familiar problem with no lasting solution in sight. NTI and the local transportation authority work closely together to meet as many common needs as possible.

Fourty-five employers remain open to accepting new persons served by NTI including 5 added this year.

**FOLLOW-UP ON LAST YEAR'S RECOMMENDATIONS:** A number of new Job Exploration and Placement sites were used this year. Increased involvement with the local school system has already occurred since the arrival of a new Community Employment Specialist. She recently worked with a number of local schools through a grant designed to encourage incorporation of health education in the classroom. Springing from that position, and other previous involvement with Malcolm school personnel, a Job skills class has been developed. Hopefully this will evolve into a long-term relationship. We expect that her involvement as a Chamber Ambassador (Redcoat) may open doors to other area businesses.

**RECOMMENDATIONS:** No specific recommendations are suggested by this year's outcomes. Fostering growth of our relationships with local schools, new MRS counselors and local businesses should prove a good use of our newfound talent.

**COMMUNITY EMPLOYMENT SERVICES (CES)**

<b>GOAL:</b>	<b>EXPECTED BENCHMARK</b>	<b>NUMBER MET/ACTUAL</b>	<b>COMPARISON</b>	
			<b>2010</b>	<b>2011</b>
			<b>(% of expected/benchmark)</b>	
Number served (maintain previous year's count)	57	50	106%	88%
Average hours worked	15 hrs./wk	15.4 hrs./wk	87%	103%
Job retention, 1 month	100%	14 of 15 (93%)	100%	93%
Job retention, 4 months	90%	14 of 15 (93%)	100%	93%
Maximize earning rate of persons served (Previous year was \$7.55 ) #	\$7.50/hr**	\$7.75/hr.	+1% F	+4% F
Minimize cost per dollar earned \$\$ (previous year was \$1.54)	\$1.61**	\$1.62	+1% U	+1% U
Participants entering services this year. (10 last year)	12	17	Initial review	+42%
Number of barriers to service identified	baseline	1	-----	1 barrier
Percent of identified barriers addressed (affect of barrier lessened to but not necessarily eliminated)	all	1/1	-----	100%

# Excludes those working at Visitors Center @\$15.26. 5 persons served there would severely skew the average.

\$\$ Cost per dollar earned indicates the training and support cost expended for each dollar earned by persons served. Hard figures were used whenever possible. When estimates were necessary, they were based on current wages, schedules and weeks of employment over the period measured.

\*\* Average over last 2 years

**PARTICIPATING EMPLOYERS  
2010-2011**

<u><b>Employers Maintained</b></u>		<u><b>NTI Community-based employment opportunities:</b></u>
Atore Oil & Propane Bayliss Public Library Big Lots BP Pickford Market Burger King Chippewa County Animal Shelter Chippewa County Health Department Chippewa County Service & Supply Detroit Die Family Dollar Family Video Glen's Guidos Habitat Restore Hearthside JoAnn Fabrics Kinross IGA Kmart	Little Caesars Lockside Golf & Grill Matheny's Landscaping McDonald's Ashmun McDonald's Riverview Michigan Commission for the Blind Parker's True Value Hardware Penny's Kitchen Pizza Hut Rudyard BP Rudyard Collision Sault Area Public Schools Save-A-Lot Soo SuperValu Tech Optics Tendercare Up North Used Books Upward Bound Varsity Grill Wal-Mart Wendrik Truss Whiskey River Building Supply	International Bridge Plaza Corp of Engineers (Soo Locks) Visitor Center (Soo Locks) Vending Off-site Custodial Services USDA Forest Service  <p align="center"><u><b>New Employers</b></u></p> Wendy's Karl's Cuisine War Memorial Hospital Kinross Urgent Care Westbridge Apartments  <p align="center"><u><b>Employers Lost</b></u></p> None  <p align="center"><u><b>Business Closed</b></u></p> None

**CONSUMER, GUARDIAN COMMENTS:**

"I miss Jackie -- Jamie helps." "I like my job coach -- she helps me."

**REHABILITATION ASSESSMENT**

**PERSONS SERVED:** 4

**DISCUSSION:** Michigan Rehabilitation Services and Eastern Upper Peninsula Intermediate School District referred two individuals, one from Sault Ste. Marie and the other from the Rudyard Service Center. One other individual was a self referral requesting services through Ticket-to-Work. One evaluation was not completed as the individual withdrew from services. All 3 of the individuals who completed evaluation, returned to NTI for other services.

**FOLLOW-UP ON LAST YEAR'S RECOMMENDATIONS:** Completion times ranged from 11 to 15 days. Perhaps it should be noted that all customers reported that they were fine with the report time.

**RECOMMENDATIONS:** There was some difficulty with collecting intake paperwork from referral sources. School reports, MRS funding authorizations and basic application forms each interfered with at least one report. Funding counselor position, in flux last year, has been established and should be solid this year. Packets are available by e-mail and closer contact will be kept with Special Education Coordinators. we should see an improvement this coming year.

Actually, since the end of the fiscal year we have identified the issues involved and we believe we have a remedy in place. The Transition Coordinator will deliver application packets in conjunction with materials already provided to parents and Rehabilitation Director will establish direct communication with teachers involved rather than using administrative channels.

### REHABILITATION ASSESSMENT

GOAL:	EXPECTED BENCHMARK	NUMBER MET/ ACTUAL	COMPARISON	
			2010	2011
(% of expected/benchmark)				
Positive completion	100%	3/4	100%	75%
Counselor regards as helpful	100%	3/3	100%	100%
Minimize completion time	(7 business days)	0/3 tests (Ave. 13 days)	28%	0%
Percent of identified barriers addressed (affect of barrier lessened to but not necessarily eliminated)	all	100% #	new measure	100%

# Difficulty obtaining intake paperwork for scheduling

### JOB EDUCATION AND TRAINING (JET)

**JOB EDUCATION AND TRAINING (JET):** Job Education and Training (JET), once known as Work First, is provided under contract with Michigan Works. Four full-time and one part-time staff assist individuals in becoming independent from publicly funded financial and other assistance programs by helping them obtain gainful employment. Many of the rules, conditions and directives under which JET operates are dictated on a statewide basis. NTI's services have rather consistently outpaced state average. In fact, our cost per employment, at \$1313 per employment was the lowest in the state this year.

### JOB EDUCATION AND TRAINING (JET) Compared to Michigan Average

Goals	Michigan Average	NTI	Percent of Michigan Average	
			2010	2011
Percent of those attending who achieve full time employment Attending = 497	Total percentage for Michigan (33.0%)	221 44.4%	144%	135%
Percent of those attending who remain employed after 90 days Attending = 497	Total percentage for Michigan (14.1%)	96 19.3%	118%	137%
Cost per Employment <sup>1</sup>	\$2,786	\$1,313	55% <sub>F</sub>	47% <sub>F</sub>

**Note:** Individuals in more than one JET program are counted only once.  
Figures from Welfare Reform monthly report for October 1, 2010 to September 30, 2011.

<sup>1</sup> Cost per employment is defined as total cumulative expenditures excluding **supportive services** expenditures divided by the number of JET program participants who entered employment. **Supportive services** are purchases made on behalf of the individual to facilitate job search and employment.

## BUSINESS OPERATIONS

Maintenance of a sound financial condition is a prerequisite to accomplishment of any mission. Northern Transitions, Inc. is currently on sound financial footing, which is based for a large part on business operations other than training fees.

GOALS	EXPECTED BENCHMARK	NUMBER MET/ ACTUAL	COMPARISON	
			2010	2011
(% of expected/benchmark)				
Financial Stability Assets/Liabilities = current ratio	Current Ratio 3 or higher <sup>1</sup>	10	100%	100%
Overall Cost per Dollar Earned <sup>2</sup> training & support costs/wages of persons served	Reduction from the previous two- year average \$1.28	\$1.21	-\$0.07 F	-\$0.05 F

1 A "current ratio" of 3 is generally accepted as an indicator of strong financial condition. (Higher is better)

## ACCESSIBILITY

Organizations such as ours have a responsibility to improve the community's understanding of accessibility issues . The organization and each individual associated with it should recognize problems, suggest solutions and provide information at every opportunity. Public speaking, community involvement and provision of good examples facilitates acceptance of individuals with barriers to employment and community access.

**DISCUSSION:** One temporary physical accessibility problem was noted -- power off on front automatic doors. Upon investigation it was found that the evening janitorial crew was turning the power off to clean the entrance way and forgetting to turn it back on. A few minutes of education corrected the problem.

With regard to community awareness of NTI and its place in the community, Rehabilitation Director presented a general introduction to NTI and its services to the Multipurpose Collaborative Body-- about 20 representatives of local health, education and human services agencies. It is also noteworthy that our esteemed Director and a long-term Training Supervisor took Second Place in the United Way Chili Cookoff fundraiser this year.

On recent trip, Rehabilitation Director took the opportunity to stay in a "handicapped accessible" hotel room. Accommodations included multiple modality smoke and fire alarms, a wheelchair accessible shower, including low mount/handheld showerhead and grab bars all around. However, no electrical outlets and only one towel hook was within reach. Spoke with the manager on the way out, passed on observations and suggested that he contact a local Center for Independent Living and ask them to try it out.

**DONE:**

- Accessibility survey developed through SurveyMonkey, March 2011 with link from our website. No one has accessed the survey to date. The intention of the survey was twofold: to assess NTIs accessibility on a number of dimensions and to introduce those who reviewed the survey to an expanded view of accessibility. Anyone wishing to take the survey could use the links from our website or go to <http://www.surveymonkey.com/s/YSFHJ2R>.
- Pressure to open bathroom doors rechecked and adjusted
- Began writing text only version of website.
- Partly due to NTI staff suggestion, Corps of Engineers has lowered a section of the Information counter at the Sault Locks Visitors Center, one of our AbilityOne contract sites.
- Review of policies and procedures is ongoing including making sure that no policy or procedure discriminates with regard to disabilities.
- Rehabilitation Director addressed the Chippewa County Multipurpose Collaborative Body regarding NTIs services.

**RECOMMENDATIONS:**

- Complete revision of website based on accessibility assessment.
- Will review possible physical accessibility improvements if/when remodeling or updating is planned.

**ACCESSIBILITY**

ACCESSIBILITY GOALS	EXPECTED BENCHMARK	NUMBER MET/ACTUAL	COMPARISON	
			2010	2011
			(% of expected/benchmark)	
N T I physically accessible	Accommodations for all internal barriers found *	1 of 1	100%	100%
Improve community awareness of N T I and its services	2 promotional activities	2	150%	100%

\* Barriers requiring extensive building modifications are deferred for consideration in conjunction with future related remodeling activities.

**REVIEW OF INELIGIBLE PERSONS**

NTI did not deny services to any referral this year.

Fifteen people called this year to express interest in Ticket-to-Work services. Twelve of them decided not to pursue services when it was pointed out that they would eventually lose their Social Security benefits due to income (the purpose of the service). One other individual was okay with losing his benefits but required medical and educational support that we couldn't provide. In every case, it was suggested that individuals consider contacting Michigan Rehabilitation Services or calling us back should they decide to reenter the workforce.

Two of the individuals contacting us regarding Ticket actually began and are still receiving services.

## SATISFACTION OF PERSONS SERVED

Primary outcomes expected from each service have been identified. Recognizing that individuals attend for different sets of reasons, persons served and guardians are asked two questions: **"How important is this outcome to you?" (Importance)** and **"How well did we do on these outcomes"? (Satisfaction)**. This sharpens the satisfaction measure by avoiding random answers from individuals to whom a particular objective may not apply.

### ORGANIZATIONAL EMPLOYMENT SERVICES PERSONS SERVED and GUARDIANS (See Figure 5)

**Importance** -- Seventy-two (72) individuals, persons served and guardians combined, responded to the survey. Desired outcomes are listed in order of importance as identified by respondents. In fact, this order is nearly identical to last year.

**Satisfaction** 100% of those responding to the satisfaction survey indicated satisfaction with NTI's services with regard to all objectives that they found important.

Benefits provided by NTI	Importance	Satisfaction
Work I feel proud of	97%	100%
Training to work well with others	94%	100%
Easy access to services	94%	100%
A chance to work for money	90%	100%
Training on new kinds of jobs	82%	100%
Help getting a community job	54%	100%

### COMMUNITY EMPLOYMENT SERVICES PERSONS SERVED and GUARDIANS

Twenty-five (25) surveys were completed by Community Employment Services participants and guardians. Desired outcomes are listed in order of importance as identified by respondents.

Benefits provided by NTI	Importance	Satisfaction
Feeling more confident	100%	100%
Easy access to services	96%	100%
Developing good work skills	96%	100%
Maintaining my job	92%	100%
Expanding interests and options	84%	100%
Obtaining a community job	80%	95%
Developing job seeking skills	40%	100%

**Satisfaction** 100% of those responding to this survey indicated satisfaction with NTI all objectives that they found important with the singular exception of "obtaining a community job" which satisfied 95% of those valuing that objective.

## FUNDING AGENCY SATISFACTION

Three funding source representatives returned written satisfaction surveys and three others were contacted by phone. Service quality, range of services, interactions with NTI's staff and accessibility received good to excellent ratings from five of them. One unsigned survey was returned with mediocre marks but no comments, making it impossible to discuss the issues or explore possible corrective action.

## REHABILITATION ASSESSMENT PERSONS SERVED & PARENTS

Surveys returned indicated satisfaction with evaluation process and results. Also, all three individuals completing Rehabilitation Assessment have returned for additional services.

## FOLLOW-UP AFTER COMPLETION OF SERVICES

Efforts were made to contact a number of individuals whose cases were closed this year. Two were reached directly, and a third returned our message. Inactive phone numbers and address changes, hampered follow-up attempts. Those reached were positive, rating professionalism and dedication of staff, and quality of services as good to excellent. All stated that they appreciated services received.

## SUMMARY OF RECOMMENDATIONS & PROGRESS

**ORGANIZATIONAL EMPLOYMENT:** Even with the slight increase in referrals, limited numbers of persons served and lack of sufficient available work continue to challenge our ability to continue providing paid, vocational training services to individuals who require a specialized work setting, despite relatively successful Community Employment efforts. We believe that this service will continue to have value for persons with serious challenges for sometime in the future. Locating a sufficient amount of appropriate work is most likely the first step as many other persons served only work part-time and would probably appreciate additional work and income. Hopefully we will never be forced to turn someone down because we can no longer provide the service they need.

At one time, NTI provided prevocational services to individuals with relatively severe barriers. Occasionally, some graduated to other services who probably wouldn't have done so without that experience. For others, stimulation provided by variety of individuals and surroundings was noted to be appreciated. Perhaps we should discuss this with referral agencies as an alternative to the services they offer.

It has also been suggested that we investigate unmet training needs related to the hospitality industry such as maids, laundry room attendants and other staffing needs. A certificate curriculum adapted from similar existing programs may be of interest to other clientele, funding agencies and local employers while expanding options for those currently served.

**JANITORIAL TRAINING:** We continue to require additional persons served who would be able and willing to work at the Locks or Bridge contracts, particularly in the winter months when outdoor work is critical and time-limited (snow removal & deicing sidewalks). We intend to continue direct mailings based upon lists of persons served provided through our involvement with the Ticket-to-Work program, and hope that our newest MRS counselor will locate and refer individuals who might benefit from this work.

**COMMUNITY EMPLOYMENT SERVICES:** No specific recommendations are suggested by this year's outcomes. It would appear that the coming year will be an interesting and productive one with or without specific recommendations.

**REHABILITATION ASSESSMENT:** We have had some difficulty obtaining required intake paperwork from schools, funding agencies and families. All center around communication or staffing issues, which the Transition Coordinator, and I believe have been solved. Address application delays are aggressively in the future and continue to minimize completion time.

**ACCESSIBILITY:** No immediate needs were identified in terms of physical accessibility to buildings or services. Any updating or remodeling of facilities will include consideration of accessibility issues. Reasonable accommodations will continue to be developed and provided as accessibility issues are identified or reported. Efforts to improve accessibility of our website will continue.

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Date