

**CARF
Survey Report
for

Goodwill
Industries of
South Central
California**

Organization

Goodwill Industries of South Central California
4901 Stine Road
Bakersfield, CA 93313

Organizational Leadership

Sheryl Chalupa, President/CEO
James Lambert, Chief Financial Officer
Jake Slayton, Chief Operating Officer

Survey Dates

March 2-4, 2016

Survey Team

Bruce Milburn, B.S., Administrative Surveyor
Denise O. Coleman, Program Surveyor
Richard P. Lakatos, Program Surveyor

Programs/Services Surveyed

Affirmative Business Enterprise
Community Employment Services: Job Development
Employment Planning Services
Governance Standards Applied

Previous Survey

March 6-8, 2013
Three-Year Accreditation

Survey Outcome

Three-Year Accreditation
Expiration: April 30, 2019



Three-Year Accreditation

SURVEY SUMMARY

Goodwill Industries of South Central California has strengths in many areas.

- The organization's board of directors is composed of an active and involved group of community leaders who clearly understand and support its mission and their fiduciary and governance roles. The board is very involved with strategic planning, risk management, and reviewing organizational outcomes. Board members express a high level of satisfaction with the services being provided. Minutes of board meetings are maintained in detail and can be used for reference on action taken or action to be taken. There are functioning committees. The board sets policies, provides direction and stability, promotes community support and awareness, and empowers the CEO to manage the daily operations.
- The leadership team is experienced, dedicated, and committed to the clients' needs; is supportive of growth; and appears to work well as a cohesive, mission-focused team.
- The organization's financial affairs appear to be complete, and there is detailed reporting to the board of directors. Sound financial planning has supported the organization's mission of serving the unique needs of the community and barriers to services. The annual audit is completed by an independent accounting firm.
- Goodwill Industries of South Central California's staff members have a good balance of tenure and newness to provide best-practice services to the clients. The organization is highly visible in the communities it serves and is well regarded by the clients and funding sources. The organization places a priority on developing positive relationships with community members, which is evident based on many long-term relationships that have been developed.
- The organization's leadership is very active in the community as evidenced by the number of senior staff members who are active in community service organizations.
- The organization has a very detailed and effective corporate compliance program that ensures that sound business practices are utilized.
- Staff members have received training on a variety of safety topics, and the organization appears to have adequate staff members trained in basic first aid and CPR. First aid kits are well equipped with appropriate first aid supplies, and an active safety committee meets on a regular basis.
- Goodwill Industries of South Central California has excellent policies, procedures, and systems to support the business operations and services that are provided by the organization. It is noteworthy that the organization has a complete and comprehensive policy and procedures manual.
- Actions have been taken to address the recommendations from the previous CARF survey. This demonstrates a strong commitment to the CARF standards.
- Goodwill Industries of South Central California is commended for its responsiveness to the clients' needs and willingness to change directions as needed. This is indicated by the shift the organization recently made in the workforce development program. The former plan was hire, train, and promote out to other jobs in the community. Now the organization is committed to hire, train, and promote up within its own organization. This is facilitated through the organization's human resource department by utilizing individual career plans and providing training to increase promotion potential.

- Goodwill Industries of South Central California has recently created a success center at its main site in Bakersfield. This is a staffed center with numerous computer stations that are available to the organization's employees for training and increasing computer skills and is also available to the community. In addition, the organization plans to provide computer stations for employee use in its stores throughout its territory to facilitate training and provide enhanced opportunities.
- The organization has a dedicated management team that is focused and committed to the organization's mission. The team works well together in sharing ideas and looking at ways to provide greater success for the organization and employees in its stores.
- The recent hiring of a dedicated trainer to provide a variety of management training for staff members will provide upward mobility for staff members and create more movement within each store. This movement should enable the organization to further its plan of promoting up within the organization.
- Clients working in the organization's stores report that they feel valued by the store managers and supervisors, enjoy their work, and express that it is a real team approach.
- Managers and supervisors in the stores express great satisfaction in working for the organization and in the support and training they receive from management. They are very pleased about the additional training available, and they feel that they have excellent promotional opportunities within the organization.
- Goodwill Industries of South Central California has a strong community focus. In addition to hiring full-time employees in its stores, many of the stores provide additional training opportunities for others in the community. The organization provides clients involved through the welfare-to-work program and AARP opportunities to work and train in several of its stores. In the Taft store, young clients with intellectual and developmental disabilities participating in the transition to independent living programs through Taft College have opportunities to enhance their job skills through Goodwill Industries of South Central California. There are also several store employees who receive job coaching services through other services providers in the community.
- All of the organization's stores are well organized, clean, and inviting to customers. It is evident that the store staff members and management take great pride in providing a positive shopping experience for customers. In addition, the warehouse, donation, and production areas of each store is clean and uncluttered and provides a pleasant work environment for clients in those areas of each store.
- Goodwill Industries of South Central California is commended for its commitment to not only paying minimum wage and above, but for its continuous efforts to increase wages for the clients. The organization is further commended for providing a comprehensive benefit and leave package for all employees within the organization. Clients interviewed spoke very highly of the value of the benefits and especially of receiving paid vacation time.
- The organization has developed comprehensive business and marketing plans that support its mission and focus on workforce development. The plans are integrated into the strategic plan for the organization, providing a well-defined plan as the organization moves forward.
- The organization has skilled, experienced, and stable staff members who are committed to providing quality services to clients with disabilities and other barriers to employment. The staff members are recognized for their resourcefulness, dedication, and responsive manner by which they help the clients.

- Staff members appear to be well connected, be involved in the community, and actively participate in a number of community groups, including the local chamber of commerce, the Society of Human Resource Management®, HR Logic, and Helping Incorporate Reliable Employees (HIRE), which is a committee of service agency representatives who are working collaboratively to promote the employment of persons with disabilities.
- Referral and funding source personnel are highly praiseworthy of the staff and services of Goodwill Industries of South Central California and applaud the staff members' strong community connections and the networking rapport with employers that has resulted in the successful placement and retention of a significant number of clients.
- Situational assessment and work adjustment services are recognized for their thorough and on-target reporting, which provides quality feedback and progress on the clients' readiness for employment.
- In addition to its retail stores, the organization has developed strong working relationships with a number of employers, including two other retail establishments and a florist, where Goodwill Industries of South Central California is able to conduct situational assessments for referred clients. These employers are very supportive of this arrangement and some have even extended offers of employment to clients who did well.
- The clients seem to appreciate the services provided and the results that are achieved. In addition, clients feel that the staff members are helpful, are caring, and show a sincere concern for their well-being and progress.
- The organization's success center is open to anyone in the community who is seeking help in finding a job. The center has eight internet-connected computers and an available staff member to assist clients with their job search, including résumé preparation, online job searches, completing online applications, and interview preparation. Clients using the success center truly appreciate the center and the beneficial help they receive with getting a job. Some of them even came back with a spouse, relative, or friend who is also looking for employment.

Goodwill Industries of South Central California should seek improvement in the areas identified by the recommendations in the report. Consultation given does not indicate nonconformance to standards but is offered as a suggestion for further quality improvement.

On balance, Goodwill Industries of South Central California continues to fulfill its mission to provide work opportunities and skills development to clients with barriers to employment. There are policies and procedures in place that are reviewed and updated on a regular basis. These policies and procedures help guide the organization's various operations and functions. The clients and other stakeholders appear very satisfied with the services and have a number of opportunities to provide input. The organization uses a well-developed outcomes management system and strategic plan on which to base decisions and make improvements in service delivery. The services, documentation, and practices clearly indicate that these conditions have been ongoing and will be likely maintained or improved. The positive attitude and receptivity to the suggestions and recommendations that were offered instill confidence that the results of this survey will be used to further improve organizational and service quality.

Goodwill Industries of South Central California has earned a Three-Year Accreditation. The board of directors, administration, and staff members are recognized for their efforts in maintaining conformance to the standards. The organization is encouraged to use this report to continue to enhance and improve its overall operations. The organization is further encouraged to stay abreast of changes made to the CARF standards and continue to use them to provide quality services.

SECTION 1. ASPIRE TO EXCELLENCE[®]

A. Leadership

Description

CARF-accredited organizations identify leadership that embraces the values of accountability and responsibility to the individual organization's stated mission. The leadership demonstrates corporate social responsibility.

Key Areas Addressed

- Leadership structure
 - Leadership guidance
 - Commitment to diversity
 - Corporate responsibility
 - Corporate compliance
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Recommendations

There are no recommendations in this area.

Consultation

- It is suggested that the role of the compliance officer be transferred from the CEO to another member of the leadership team. The organization is encouraged to ensure that staff members know who the corporate compliance officer is.
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B. Governance

Description

The governing board should provide effective and ethical governance leadership on behalf of its owners'/stakeholders' interest to ensure that the organization focuses on its purpose and outcomes for persons served, resulting in the organization's long-term success and stability. The board is responsible for ensuring that the organization is managed effectively, efficiently, and ethically by the organization's executive leadership through defined governance accountability mechanisms. These mechanisms include, but are not limited to, an adopted governance framework defined by written governance policies and demonstrated practices; active and timely review of organizational performance and that of the executive leadership; and the demarcation of duties between the board and executive leadership to ensure that organizational strategies, plans, decisions, and actions are delegated to the resource that would best advance the interests and performance of the organization over the long term and manage the organization's inherent risks. The board has additional responsibilities under the domain of public trust, and as such, it understands its corporate responsibility to the organization's employees, providers, suppliers, and the communities it serves.

Key Areas Addressed

- Ethical, active, and accountable governance
 - Board composition, selection, orientation, development, assessment, and succession
 - Board leadership, organizational structure, meeting planning, and management
 - Linkage between governance and executive leadership
 - Corporate and executive leadership performance review and development
 - Executive compensation
-

Recommendations

B.5.a.(2)

Governance policies should address executive leadership development and evaluation, including individual performance versus target, if applicable.

Consultation

- It is suggested that the board continue with its plans to add two additional individuals to the board of directors.
-

C. Strategic Planning

Description

CARF-accredited organizations establish a foundation for success through strategic planning focused on taking advantage of strengths and opportunities and addressing weaknesses and threats.

Key Areas Addressed

- Strategic planning considers stakeholder expectations and environmental impacts
 - Written strategic plan sets goals
 - Plan is implemented, shared, and kept relevant
-

Recommendations

There are no recommendations in this area.

D. Input from Persons Served and Other Stakeholders

Description

CARF-accredited organizations continually focus on the expectations of the persons served and other stakeholders. The standards in this subsection direct the organization's focus to soliciting, collecting, analyzing, and using input from all stakeholders to create services that meet or exceed the expectations of the persons served, the community, and other stakeholders.

Key Areas Addressed

- Ongoing collection of information from a variety of sources
 - Analysis and integration into business practices
 - Leadership response to information collected
-

Recommendations

There are no recommendations in this area.

Consultation

- It is suggested that satisfaction questionnaires include a place where the responder can sign. This could be noted as optional.
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E. Legal Requirements

Description

CARF-accredited organizations comply with all legal and regulatory requirements.

Key Areas Addressed

- Compliance with all legal/regulatory requirements

Recommendations

There are no recommendations in this area.

F. Financial Planning and Management

Description

CARF-accredited organizations strive to be financially responsible and solvent, conducting fiscal management in a manner that supports their mission, values, and annual performance objectives. Fiscal practices adhere to established accounting principles and business practices. Fiscal management covers daily operational cost management and incorporates plans for long-term solvency.

Key Areas Addressed

- Budget(s) prepared, shared, and reflective of strategic planning
 - Financial results reported/compared to budgeted performance
 - Organization review
 - Fiscal policies and procedures
 - Review of service billing records and fee structure
 - Financial review/audit
 - Safeguarding funds of persons served
-

Recommendations

There are no recommendations in this area.

G. Risk Management

Description

CARF-accredited organizations engage in a coordinated set of activities designed to control threats to their people, property, income, goodwill, and ability to accomplish goals.

Key Areas Addressed

- Identification of loss exposures
- Development of risk management plan
- Adequate insurance coverage

Recommendations

There are no recommendations in this area.

H. Health and Safety

Description

CARF-accredited organizations maintain healthy, safe, and clean environments that support quality services and minimize risk of harm to persons served, personnel, and other stakeholders.

Key Areas Addressed

- Inspections
 - Emergency procedures
 - Access to emergency first aid
 - Competency of personnel in safety procedures
 - Reporting/reviewing critical incidents
 - Infection control
-

Recommendations

H.7.c.(1) through H.7.d.

Although unannounced tests of all emergency procedures are being conducted on a regular basis at all locations, it is recommended that all of these tests be analyzed for performance that addresses areas needing improvement, actions to be taken, results of performance improvement plans, and necessary education and training of personnel. This should be evidenced in writing, including the analysis.

H.13.a.(1)

H.13.a.(2)

Although comprehensive health and safety inspections by a qualified external authority are now occurring at all locations, this has not consistently been accomplished since the last CARF survey. It is recommended that comprehensive health and safety inspections be conducted at least annually by a qualified external authority.

Consultation

- Although there are evacuation routing charts posted throughout, it is suggested that they clearly identify the location of the person viewing the chart. The organization is encouraged to note the direction, such as north, south, east, and west, on the evacuation charts.
-

I. Human Resources

Description

CARF-accredited organizations demonstrate that they value their human resources. It should be evident that personnel are involved and engaged in the success of the organization and the persons they serve.

Key Areas Addressed

- Adequate staffing
 - Verification of background/credentials
 - Recruitment/retention efforts
 - Personnel skills/characteristics
 - Annual review of job descriptions/performance
 - Policies regarding students/volunteers, if applicable
-

Recommendations

There are no recommendations in this area.

Consultation

- It is suggested that all forms in the personnel files that have a place for a date and signature be signed and dated or marked as not applicable. It is suggested that employees be encouraged to comment in the section on their job description where there is space for employee comments. There could be an additional space to capture informal satisfaction and any concerns or future plans of the employees. It is also suggested that the organization add a space to note that the job description was reviewed with the employee during the annual review and whether or not there were any changes needed in the job description based on the current job.
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J. Technology

Description

CARF-accredited organizations plan for the use of technology to support and advance effective and efficient service and business practices.

Key Areas Addressed

- Written technology and system plan
- Written procedures for the use of information and communication technologies (ICT) in service delivery, if applicable
- Training for personnel, persons served, and others on ICT equipment, if applicable

- Provision of information relevant to the ICT session, if applicable
 - Maintenance of ICT equipment in accordance with manufacturer recommendations, if applicable
 - Emergency procedures that address unique aspects of service delivery via ICT, if applicable
-

Recommendations

There are no recommendations in this area.

K. Rights of Persons Served

Description

CARF-accredited organizations protect and promote the rights of all persons served. This commitment guides the delivery of services and ongoing interactions with the persons served.

Key Areas Addressed

- Communication of rights
 - Policies that promote rights
 - Complaint, grievance, and appeals policy
 - Annual review of complaints
-

Recommendations

K.2.b. through K.2.c.(5)

K.2.d.(1)

Although the organization's employee handbook notes that no employee shall be subject to any form of abuse, neglect, humiliation, retaliation, financial, or other exploitation, it is recommended that all clients, including those in employment planning and job development, be informed of these same rights, including the additional right to privacy. In addition, it is recommended that clients be informed of their right to receive pertinent information in sufficient time to facilitate their decision making.

K.3.a.(1) through K.3.c.

Although there are a couple of areas in the employee handbook that refer to reporting misconduct of others, either directly to a supervisor or through the hotline provided by the organization, and places that inform employees that reporting will not result in retaliation, the handbook does not specifically address grievances. It is recommended that the organization implement a policy and written procedures by which the clients may formally complain to the organization that specifies that the action will not result in retaliation; how efforts will be made to resolve the complaint; levels of review, which include availability of external review; timeframes that are adequate for prompt

consideration and result in timely decisions for the clients; procedures for written notification regarding the actions to be taken to address the complaint; the rights and responsibilities of each party; and the availability of advocates or other assistance. The organization should make complaint procedures and, if applicable, forms readily available to the clients that are understandable to the clients. In addition, the organization should document formal complaints received.

K.4.a. through K.4.b.(3)

A written analysis of all formal complaints should be conducted annually that determines trends, areas needing improvement, and actions to be taken.

L. Accessibility

Description

CARF-accredited organizations promote accessibility and the removal of barriers for the persons served and other stakeholders.

Key Areas Addressed

- Written accessibility plan(s)
 - Requests for reasonable accommodations
-

Recommendations

There are no recommendations in this area.

M. Performance Measurement and Management

Description

CARF-accredited organizations are committed to continually improving their organizations and service delivery to the persons served. Data are collected and analyzed, and information is used to manage and improve service delivery.

Key Areas Addressed

- Information collection, use, and management
 - Setting and measuring performance indicators
-

Recommendations

There are no recommendations in this area.

N. Performance Improvement

Description

The dynamic nature of continuous improvement in a CARF-accredited organization sets it apart from other organizations providing similar services. CARF-accredited organizations share and provide the persons served and other interested stakeholders with ongoing information about their actual performance as a business entity and their ability to achieve optimal outcomes for the persons served through their programs and services.

Key Areas Addressed

- Proactive performance improvement
 - Performance information shared with all stakeholders
-

Recommendations

There are no recommendations in this area.

SECTION 2. QUALITY INDIVIDUALIZED SERVICES AND SUPPORTS

A. Program/Service Structure

Description

A fundamental responsibility of the organization is to provide a comprehensive program structure. The staffing is designed to maximize opportunities for the persons served to obtain and participate in the services provided.

Key Areas Addressed

- Services are person-centered and individualized
- Persons are given information about the organization's purposes and ability to address desired outcomes
- Documented scope of services shared with stakeholders
- Service delivery based on accepted field practices
- Communication for effective service delivery
- Entrance/exit/transition criteria

Recommendations

A.20.a.

A.20.b.

It is recommended that the organization establish a policy that identifies whether or not it has any role related to medications that are used by the clients in the programs seeking accreditation, including whether or not it directly provides medication monitoring or medication management.

Consultation

- Although the entrance criteria for each program/service are gleaned throughout the mission services procedures manual, it is suggested that this information be organized and listed in one area so that it is clearly identified and documented.
 - It is suggested that the organization develop and have available a release by which the client can authorize, if he or she agrees, that certain information be allowed to be released to employers or significant individuals that can benefit the client.
 - It is suggested that, in addition to having the release state a time limit of 365 days, the client also have the ability to revoke this.
-

B. Individual-Centered Service Planning, Design, and Delivery

Description

Improvement of the quality of an individual's services/supports requires a focus on the person and/or family served and their identified strengths, abilities, needs, and preferences. The organization's services are designed around the identified needs and desires of the persons served, are responsive to their expectations and desired outcomes from services, and are relevant to their maximum participation in the environments of their choice.

The person served participates in decision making, directing, and planning that affects his or her life. Efforts to include the person served in the direction or delivery of those services/supports are evident.

Key Areas Addressed

- Services are person-centered and individualized
 - Persons are given information about the organization's purposes and ability to address desired outcomes
-

Recommendations

B.5.b.(2)

B.5.b.(3)

A coordinated individualized service plan should identify specific measurable objectives and the methods/techniques to be used to achieve the objectives.

B.6.a.**B.6.b.**

When there is a need for assistive technology or reasonable accommodations, it is recommended that this be addressed in the plan.

Consultation

- In addition to summarizing the results of the services, it is suggested that the summary also include any helpful recommendations that were provided to the client.
-

D. Employment Services Principle Standards

Description

An organization seeking CARF accreditation in the area of employment services provides individualized services and supports to achieve identified employment outcomes. The array of services and supports may include:

- Identification of employment opportunities and resources in the local job market.
- Development of viable work skills that match workforce needs within the geographic area.
- Development of realistic employment goals.
- Establishment of service plans to achieve employment outcomes.
- Identification of resources and supports to achieve and maintain employment.
- Coordination of and referral to employment-related services and supports.

The organization maintains its strategic positioning in the employment sector of the community by designing and continually improving its services based on input from the persons served and from employers in the local job market, and managing results of the organization's outcomes management system. The provision of quality employment services requires a continuous focus on the persons served and the personnel needs of employers in the organization's local job market.

Key Areas Addressed

- Goals of the persons served
 - Personnel needs of local employers
 - Community resources available
 - Economic trends in the local employment sector
-

Recommendations

There are no recommendations in this area.

Consultation

- In addition to posting available job opportunities in the organization's success center, it is suggested that the center also make available current labor market information, such as projected outlooks of various jobs and information on the fastest growing occupations. It is also suggested that the center have a community resource section where individuals can obtain information for other related needs such as food, clothing, shelter, rent/utility assistance, and physical or mental health.
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SECTION 3. EMPLOYMENT AND COMMUNITY SERVICES

Description

An organization seeking CARF accreditation in the area of employment and community services assists the persons served through an individualized person-centered process to obtain access to the services, supports, and resources of their choice to achieve their desired outcomes. This may be accomplished by direct service provision, linkages to existing generic opportunities and natural supports in the community, or any combination of these. The persons served are included in their communities to the degree they desire.

The organization provides the persons served with information so that they may make informed choices and decisions. Although we use the phrase *person served*, this may also include *family served*, as appropriate to the service and the individual.

The services and supports are arranged and changed as necessary to meet the identified desires of the persons served. Service designs address identified individual, family, socioeconomic, and cultural preferences.

Depending on the program's scope of services, expected results from these services/supports may include:

- Increased inclusion in community activities.
- Increased or maintained ability to perform activities of daily living.
- Increased self-direction, self-determination, and self-reliance.
- Self-esteem.
- Housing opportunities.
- Community citizenship.
- Increased independence.
- Meaningful activities.
- Increased employment options.
- Employment obtained and maintained.

- Competitive employment.
- Employment at or above minimum wage.
- Economic self-sufficiency.
- Employment with benefits.
- Career advancement.

A. Employment Planning Services

Description

Employment planning services are designed to assist a person seeking employment to learn about employment opportunities within the community and to make informed decisions. Employment planning services are individualized to assist a person to choose employment outcomes and/or career development opportunities based on his or her preferences, strengths, abilities, and needs. Services begin from a presumption of employability for all persons and seek to provide meaningful information related to planning effective programs for persons with intervention strategies needed to achieve the goal of employment.

Employment planning uses some type of employment exploration model. This may involve one or more of the following:

- Situational assessments.
- Paid work trials.
- Job tryouts (may be individual, crew, enclave, cluster, etc.).
- Job shadowing.
- Community-based assessments.
- Simulated job sites.
- Staffing agencies/temporary employment agencies.
- Volunteer opportunities.
- Transitional employment.

Some examples of quality outcomes desired by the different stakeholders of these services include:

- Work interests are explored and identified.
- Recommendations for employment options are appropriate.
- Employment planning reports lead to job goals.
- Transferable work skills and employment barriers are identified.
- Benefits planning is included.

- Services are timely in their delivery.
- Services are cost-effective.
- Individuals served understand recommendations that are made.
- Individuals served identify desired employment outcomes.

Key Areas Addressed

- Employment opportunities within the community
 - Informed decision-making by participants
 - Referrals to services to implement employment plan
-

Recommendations

There are no recommendations in this area.

Consultation

- It is suggested that the organization expand its development of situational assessment work sites to include other job possibilities.
 - In addition to helping the clients identify appropriate job goals, it is suggested that the organization's situational assessments also provide clients with current labor market information such as the projected outlook of openings for these specific jobs and identify the requirements needed to secure employment in these field.
-

C. Community Employment Services

Description

Community employment services assist persons to obtain successful community employment opportunities that are responsive to their choices and preferences. Through a strengths-based approach the program provides person-directed services/supports to individuals to choose, achieve, and maintain employment in integrated community employment settings.

Work is a fundamental part of adult life. Individually tailored job development, training, and support recognize each person's employability and potential contribution to the labor market. Persons are supported as needed through an individualized person-centered model of services to choose and obtain a successful employment opportunity consistent with their preferences, keep the employment, and find new employment if necessary or for purposes of career advancement.

Such services may be described as individual placements, contracted temporary personnel services, competitive employment, supported employment, transitional employment, mobile work crews, contracted work groups, enclaves, community-based SourceAmerica[®] contracts, and other business-based work groups in community-integrated designs. In Canada, employment in the form of bona fide volunteer placements is possible.

Individuals may be paid by community employers or by the organization. Employment is in the community.

Job Development

Description

Successful job development concurrently uses assessment information about the strengths and interests of the person seeking employment to target the types of jobs available from potential employers in the local labor market. Typical job development activities include reviewing local employment opportunities and developing potential employers/customers through direct and indirect promotional strategies. Job development may include facilitating a hiring agreement between an employer and a person seeking employment. Some persons seeking employment may want assistance at only a basic, informational level, such as support for a self-directed job search.

Some examples of the quality outcomes desired by the different stakeholders of these services include:

- Persons obtain community employment.
- Employment matches interests and desires of persons.
- Wages, benefits, and hours of employment achieved as desired.
- Average number of hours worked per week increases.
- Average number of hours worked per week meets the desires of the person served.
- Full-time employment with benefits.
- Job retention/length of employment.
- Potential for upward mobility.
- Self-sufficiency.
- Integration.
- Responsive services.
- Safe working conditions.
- Cost-effective for placement achieved.
- Reasonable length of time from referral to placement.
- Employers satisfied with the services.

Key Areas Addressed

- Integrated employment choice
 - Integrated employment obtainment
 - Employment provided in regular business settings
 - Integrated employment retention
 - Provides career advancement resources
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Recommendations

There are no recommendations in this area.

H. Affirmative Business Enterprise

Description

Affirmative business enterprises are designed to provide significant economic benefits to their employees in a businesslike, integrated setting. Wages are at or above minimum wage and a benefits package is provided for all employees. Business enterprises may be provided as many different business models, including franchises, manufacturing settings, and community businesses such as stores, restaurants, and other commercial or social enterprises.

In order for a program to seek accreditation as an affirmative business enterprises, all employees must be paid minimum wage or higher.

Some examples of the quality results desired by the different stakeholders of these services include:

- Employment.
- Earnings and benefits.
- Increased skills.
- Career development.
- Employment in an integrated environment.
- Meaningful work.
- Opportunities to feel valued.

Key Areas Addressed

- Provides economic benefits
- Provides employment in businesslike setting
- Provided in different business models

Recommendations

There are no recommendations in this area.

PROGRAMS/SERVICES BY LOCATION

Goodwill Industries of South Central California

4901 Stine Road
Bakersfield, CA 93313

Affirmative Business Enterprise
Community Employment Services: Job Development
Governance Standards Applied

Goodwill Industries Coffee Road Store

3025 Coffee Road
Bakersfield, CA 93312

Affirmative Business Enterprise

Goodwill Industries East Hills Store

2671 East Oswell Street
Bakersfield, CA 93306

Affirmative Business Enterprise

Goodwill Industries Northwest Bakersfield Store

13121 Rosedale Highway
Bakersfield, CA 93314

Affirmative Business Enterprise

Goodwill Industries Olive Drive Store

1115 Olive Drive
Bakersfield, CA 93308

Affirmative Business Enterprise
Community Employment Services: Job Development
Employment Planning Services

Goodwill Industries Rosedale Store

9935 Rosedale Highway
Bakersfield, CA 93312

Affirmative Business Enterprise

Goodwill Industries White Lane Store

6051 White Lane
Bakersfield, CA 93309

Affirmative Business Enterprise

Goodwill Industries Delano Store

902 Main Street
Delano, CA 93215

Affirmative Business Enterprise

Goodwill Industries Hanford Store

426 West Lacey Boulevard
Hanford, CA 93230

Affirmative Business Enterprise

Goodwill Industries Lemoore Store

161 West Hanford-Armona Road, Suite A
Lemoore, CA 93245

Affirmative Business Enterprise

Goodwill Industries Porterville Store

910 West Henderson Avenue
Porterville, CA 93257

Affirmative Business Enterprise

Goodwill Industries Taft Store

411 Finley Drive
Taft, CA 93268

Affirmative Business Enterprise

Goodwill Industries Tulare Store

1832 East Tulare Avenue
Tulare, CA 93274

Affirmative Business Enterprise