



Job Connection, Inc.
Connecting People to Work & Community

2005-2006
Annual Report
Job Connection, Inc.
Connecting People to Work & Community

Our VISION

Job Connection, Inc. will be well known for excellence in the execution of services provided to clients, employers, and our community.

Job Connection, Inc. will expand and deliver flexible services, which command and exceed the expectations of valued stakeholders.

We will use a holistic approach to offer growth for adults with barriers to employment and the community.

Our MISSION

Enhancing lives by connecting people to work and community, and helping people with disabilities to live meaningful and productive lives.

Board of Directors (2005-2006)

Donovan Kelly, President

Jean Bradford, Vice President

Bernice Korwald, Secretary

Rita Schilling, Treasurer

Joni Michels

Pam Bailey

Director's Note.

This has been an interesting year. We are in the process of a massive system redesign in our contract that provides most of the funding for people with developmental disabilities. We are both hopeful and leery about that change. Job Connection started off as a contractor with the Division with a low yearly fee. As a result of that we have always been expected to provide services for less than other corporations received for the same set of services. While we were able to do this for many people we were limited in the amount of support that we could offer. We are hopeful that the new system will allow us to offer services to people with higher support needs. We are leery because in this process the state is making many other changes that may limit our flexibility and ability to be as responsive as we have been in the past. We are continuing to work with the administration to make a workable system for us and for the people we serve. Please keep your fingers crossed for us.

The economy is rolling along and employers need workers. That is a great thing for Job Connection. We have always had great employers in Billings and now they really need us.

Have a great year and we hope to see you at our next celebration.

Rita Schilling

During the past fiscal year we have accomplished many of our strategic plan objectives in our quest to meet our two main goals. Our two goals that will move Job Connection into the future are:

“To protect, maintain and grow our viability as a business in our community, region and state.”

and

“To maintain a high level of customer care and satisfaction through growth and change of services.”

In our Annual Report as well as our Strategic Plan, we have broken down our objectives into six strategies:

Strategies and Objectives

Financial & Management Strategy

To acquire stable, broad based, financial and non-financial resources to support the programs and growth envisioned in this strategic plan as well as to develop and maintain an effective, active, and informed Board of Directors whose governance and support role helps the achievement of Job Connection's mission

Human Resource Strategy

To attract and retain qualified staff that will enhance services and activities

Infrastructure & Technology Strategy

To increase the operational management efficiency and effectiveness of Job Connection

Marketing Strategy

To increase the visibility and community awareness of Job Connection and to make sure that Job Connection is properly recognized for its achievements and closely identified as a premier provider to people with developmental disabilities

Network & Collaboration Strategy

To attain closer communication with other agencies in order to maximize community involvement and ensure increased coordination and collaboration among similar service providers.

Program Performance & Planning Strategy

To guarantee that we meet the needs of our constituencies and that all programs provide the highest level of service to our clients

Each of the above strategies is achieved through actions that are specific, measurable, achievable, realistic and time bound. The following are our achievements in these areas.

Achievements

Finance and Management

This fiscal year brought a new opportunity to Job Connection through a cooperative arrangement with the YMCA. They were in need of someone to operate their snack bar. In further discussion we agreed to not only operate the snack bar but to also start a coffee business in the lobby area of the YMCA. These two business areas afforded us the opportunity to have a community based assessment for clients interested in this type of



work as well as expand Job Connection's name in the community. Some of our reserve funds were spent in order to set up these business expansions.

In making our business more effective, this year was a banner one in regards to developing and training at over 25 different community based assessment sites (CBA's). CBA's are not intended to be a permanent placement but are a temporary learning experience. We knew we needed to increase our effectiveness in this area as a result of input from VR counselors.

The following are a list of Businesses that have generously allowed us to come into their work place and train a client to do one of their jobs. This facilitates in finding a good match and eventually a placement for a client. Many of these businesses have offered the job as a permanent placement.

American Diabetes Association
Back Porch Deli
Billings Health and Rehabilitation
Burger King
Chuck E. Cheese
Cold Stone Creamery
Comfort Inn
Crystal's Day Care
Dollar Tree
Dollar Tree (Heights)
Gainan's
Golden Corral
Goodwill

Granite Peak Veterinary Hospital
Jan's IGA
Job Connection, Inc
Kelly Inn
Mailing Technical Services
Mustard Seed
O'Hara's Restaurant
Target (West)
Target (Heights)
Therapeutic Riding Academy
Wal-Mart
Wendy's

Our staff did a wonderful job at recruiting a variety of employers and job descriptions for people to try. s.

Vocational Rehabilitation dollars have continued to increase through this fiscal year. This was due to an increase in client load as well as more accurate tracking with our staff time with the use of a scheduling and documentation system. Our EE dollars also increased due to expansion in that system.

Income from grants was primarily from in-kind donations and gifts. We have a silent auction at our Annual Celebration in which items were donated. This raised money to help offset the cost of the Celebration. Businesses throughout the community also donate food for social gatherings, tickets for sporting events and free passes for cultural events.

Income from our DD contract was up slightly because of a small increase in client numbers. At the beginning of the new fiscal year our region will be included in the new rate system. Our company is slated to have an increase but we will be limited by a 5% stop gap and the flexibility to move \$'s to clients as needs change may be impacted. It won't be until July of 2007 that we really know how this system will impact us. The design and rules are still being revised and is dependent on added funding by the 2007 legislative session.

We have made it one of our objectives to keep our staff more informed and engaged in the well-being of Job Connection. During monthly staff meetings, information on the new rates system and how it is projected to affect our company is discussed. We have a rise in our staff's stress level but also their business understanding as a result. As a result of studying the utilization of mileage we have been able to make some changes and reduce this expenditure. This gives us more funds to support other areas. We are taking on a grant to administer the bus passes for the DD Division.

Our Board continues its investment strategy to plan for the long term needs of JCI.

Quarterly meetings of JCI's Board of Directors enables staff to enlighten inform and discuss all things that we do at JCI. The board on the other hand has actively been engaged in creating policy and supporting our mission.

Human Resources

Job Connection continues to be a leader in staff retention in Human Services. This is a result of good pay, benefits, bonuses, great working environment and flexibility. At the end of this past fiscal year we were able to give of staff a raise as well as a bonus. We added one person to our staff this year to manage the JCI-YMCA snack bar and Java Connection (our coffee bar). This employee has a degree in human services which will enhance her ability to teach and train clients in a community employment setting.

This past fiscal year we also hired temps to do data input into our new database. We found this to be effective because of the qualified persons we were able to contract with. We will use this as a possible method in order to complete larger projects that need temporary help.

We continue to send our staff to training opportunities here in Billings as well as to out of state training that will enhance their ability to serve our stakeholders.

We did not have any staff turnover in 2005-2006. We have changed some job descriptions. As our company has experienced some growth we have needed to make changes in order to utilize staff talents and be as efficient as possible. Our staff fill out a survey regarding working conditions at JCI that correlate to 4 variables of business: productivity, profitability, retention and customer satisfaction. This year the highest scores our company received are related to staff retention and productivity. Last year we had noted an increase in the scores as they related to our companies profitability. This was related to all of the talk about the system redesign. We have redesigned the way in which we use our space and were able to provide one employee their own space.

Infrastructure & Technology

Our networking system put in place last year was upgraded for the future. Prices for these server systems have come down to such a point that we were able to purchase a server and several new computers in order to accommodate the added requirements for computer logging and client information tracking.

Our “new” database is now facilitating our intake process and giving us pertinent client information at the click of a button. We have completed the employment component as well as the documentation component for contacts with clients. Billing is completed with the help of reports run on the database. We are able to track contacts as well as some time management for different types of funding and their particular requirements. Our quarterly reports for DD clients are also now generated from our database. We are still continuing to work on the job development part of the system as well as the annual meeting component. The design of this database has been in large part, collaboration on the part of our staff.

During our staff meetings we conducted short “how to” sessions that were aimed at making our database a “user friendly” tool.

We set up an online manual for procedures. These procedures follow the general flow of a client from referral to intake and through ongoing support and exit. This will be an evolving project as these are procedures we always strive to improve as needs change.

We have reviewed and updated our risk management – essential functions plan. Our main concern with this is the clients that we serve who have no living services. Of course our supported living and community supports persons are priorities but there are others who have only supported employment and have little or no family support. We are working on an assessment that will identify these folks and their needs in case of an emergency. We are continuing to refine our disaster recovery plan in case of a major catastrophe.

An alarm system was installed this year to increase the safety of our staff and client records as well as to prevent theft. Prior to the installation we had two thefts in our office

and others reported by businesses in our building. We have already seen the benefits of this when one of our doors was breeched early morning before anyone had arrived. The alarm sounded and the police were called. No one was apprehended but we are certain the alarm prevented another theft.

Marketing

It is one of our ongoing objectives to be known in our community and as we have grown we have added a number of ways to retain name recognition. This year we added a car to our fleet and put our name on it. We changed our color scheme and changed our letterhead for a fresh new look. When the windows in our office were changed this year we also changed the window sign on the front of our building to reflect the new color scheme and to give our stakeholders and visitors better directions to our business. New public service announcements were developed and broadcast on radio this year and we continue to distribute our brochures to coordinating agencies and high schools. New business cards were designed and as people run out of the old ones they are getting the newly designed version to give to prospective employers, clients and collaborating agencies. We have developed a power point presentation for groups and we speak at local organizations. WE also work hard to inform our legislative bodies regarding the needs of people in our services and waiting for our services. The rebasing efforts in the DD system are leading to great information to advocate for the needs of agencies and people with disabilities.



As staff in both of our referral agencies have been changing dramatically it has been interesting to form new relationships and teach new case managers and counselors about our agency.

Network & Collaboration

This year we had staff attend the annual MAR conference in West Yellowstone. We also attended Billings Rotary on a monthly basis as well as the Disability Coalition, the Chamber of Commerce, and the South Central Job Linc. Our new Work Support Groups participated in community events and made gifts and baskets for school children and rest home members. We participate in workforce development meetings as well as state meetings for the Montana Association of Disability Services.

We are working with a group regarding the new guidelines for federal transportation dollars. We hope that greater access to transportation will be a result of the new efforts. WE have fought for additional transportation for timeframes as well as areas served and for both work and community access issues.

Job Connection also finds it very important to stay involved on a national level by belonging to APSE, ANCOR, MAR, Disabilities Coalition, etc.

Program Performance & Planning

Supported Living Measures

Report Period: **Annual**

Measures	Time of Measure	Applied to	Data Source	Obtained by	Goals	Actual
Effectiveness* 90% of clients will have an opportunity to try new things	Yearly	People in life supports (Not vocational)	Yearly survey	Surveyor Admin	90%	100 %
Efficiency 90% of clients will feel we give them the right amount of service -- not too much and not too little	Yearly	People in life supports	Yearly survey	Surveyor Admin	90%	40%
Service Access ** JCI will have staff budgeted and resources organized so people can have services start without waiting for us to hire staff	Yearly	People in life supports plans with separate staffing	Yearly intake and start dates	Director Administrative Coordinator	90% of people will not have to wait.	100%
Satisfaction *** 90% of people will report overall satisfaction with services	Yearly	People in life supports	Yearly survey	Administrative Coordinator	90%	100%
Satisfaction*** 80% of people exiting will report satisfaction at time of exit.	Yearly	People in life supports	Exit Surveys	Director	80%	No one left living services.

Effectiveness*

All persons that we serve in living felt they had the opportunity to try new things. This was up from last year.

Efficiency**

Of the persons surveyed, some wanted less service and some wanted more. After talking to the persons who wanted less service they actually wanted to see us more.

Satisfaction***

Even with answers of wanting more and less services, clients still answered that they were all satisfied with our services. We gather written input and additionally conduct a telephone survey. We always find some individual issues that need dealing with but rarely find trends in our program design that need changing.

Work Related Measures

Report Period: **Annual**

Measures	Time of Measure	Applied to	Data Source	Obtained by	Goals	Actual
<i>Effectiveness*</i> 1a. Maintain 80% retention of long-term support people working over the year.	Yearly	People available for work	Database Client files	Administrative Coordinator	80%	95%
1b. 80% of professionals will be satisfied with the results of classes.	Yearly	People in classes	Survey	Administrative Coordinator	80%	91%
1c. 35% of replacements are an upgrade or more desirable position and a choice to change	Yearly	Currently Employed but requested better job	Database	Director Administrative Coordinator	35%	39%
1d. Find and train 45 or more jobs	Yearly	We trained 45 different job descriptions	Database	Administrative coordinator	45	102
<i>Efficiency**</i> 2a. Ratio of client earnings per dollars spent in SE program will be under \$1.00	Yearly	Work history of all clients in work	Bookkeeping Database	Bookkeeper Administrative Coordinator	<\$1.00	\$.84
2b. 80% of VR referrals will be placed within 120 days of starting services.	Yearly	VR Referrals prepared to accept employment	Database	Administrative Coordinator	80%	89%
<i>Satisfaction***</i> 3a. Aggregated individual service satisfaction is at least 95%	Yearly	All Clients	Individual Outcomes Satisfaction Survey	Surveyor	95%	100%
3b. 90% of employers would rehire through our program or recommend us to another business.	Yearly	All Employers	New Placement Surveys	Administrative Coordinator	90%	86%
3c. 90% of clients will feel their work is important.	Yearly	All clients in work	Survey	Surveyor	90%	92%

Effectiveness*

All of these measures were met and the number of trains was exceeded by a large margin. We attribute this increase in quality staff who are dedicated to job developing and businesses who are willing to hire with our help. Our marketing has had a positive affect. Many businesses have heard of us now and the name recognition helps when we are seeking jobs.

Efficiency**

We have met both of our goals in efficiency and lowered our costs per earnings from last year. We feel adjustments that we made from last year have been effective.

Satisfaction***

The number of employers surveyed this year was down from previous years and we feel that is the reason for the lower percent that would rehire through our program. We will change surveyors and retry more often to contact them. The goal for importance of work was met.

Organizational issues resulting from input and performance results.

Most of the input we received this year from professionals was positive however there were some comments regarding the length of time from referral to placement for a few individuals. Our revised job development processes should help us to monitor this in the future. We are additionally looking into the results for our short term placements to see what we can do to increase the number of people successfully employed. We are analyzing results to see if this is disability specific. We will budget and send staff to training to see if we can impact this issue.

Small groups of clients have been asked what we could do to improve services and they frequently site adding services rather than improvement to current service. As we do not always have a funding stream available for this we may try developing services for pay. This is something the Board will have to consider. We have also used this input as a basis for contacting the state office in the hopes of adding some options and making some changes in waiver definitions so these requests can be funded through the state. We have also advocated for these needs during the system redesign meetings the state has held and made the needs evident when working with legislators.

It is clear from client input that the relationship between clients and their direct staff is the most important variable in their evaluation of our performance. As such we will continue to advocate for quality well paid staff in this field as a whole and to keep developing our human resource strategies. When deciding resource allocation and conducting financial planning we will keep personnel needs very high on our list of priorities. When reviewing our strategic plan we may want to reconsider if growth is an advisable option. The proposed rate structure from DD does not lend itself to meeting clients hopes for attracting and managing quality staff. If this continues and we are forced into a system where we have to supplement the state rates in order to meet client and employer expectations for quality staffing there is no reason to grow. The financial planning committee will have to evaluate this when the rates are finally settled. When looking at risks in the future the availability of staff to do this type of work and having competitive wages is the most pressing issue that we face.

The input we have received from our internal staff as well as others has led us to develop a much better information management system. The Board was receptive to increasing our expenditures on technology. Additionally, we planned staff development to use the new information management system. The increased efficiency and use of technology continue to play a part in our long range planning. We have developed a great system for inputting data and now need to utilize it for more automated reports. We are using our administrative coordinators time more efficiently as a result of the reports that this system can generate.

The economy has helped us with accessibility issues in job development. Employers are more willing to look at people with some barriers to employment in a more positive light when there are fewer people applying for jobs and are more willing to modify job descriptions to keep someone.

Our services have not been accessible to people with high ongoing support needs as the payment rate did not cover this level of service. We have used the input from families to encourage the state to develop a payment system that accommodates a variety of levels of ongoing support. We believe the new system will be more flexible in this regard.

It appears there is resurgence in interest in supported employment and in integrated activities in the field. As that is what our company is based on we should be in a good position.

We have received positive reviews from the Extended Employment review and from the Developmental Disabilities review. Our area of greatest risk as a company appears to be from the system itself. The DD system tends to want to narrowly define the role of job coaches and that will not work well for our clients, our employers or our agency.

Demographics

Clients Served in 2006 Fiscal Year - 156

Gender		Race		Living Status	
Male	80	White	139	No Residential Support	81
Female	76	Native American	11	Family/Friends Support	50
Age		Hispanic	3	Paid Staff Support	25
< 18	0	Black	1	Primary Disabilities	
18-30	63	Asian	2	Mental Illness	24
31-50	64			Traumatic Brain Injury	3
51 +	29			Learning Disability	12
		Living Area		Other	11
		Billings	143	Mild Mental Retardation	71
		Huntley	1	Moderate Mental Retardation	1
		Laurel	6	Depression	6
		Molt	1	Attention Deficit Disorder	3
		Shepherd	5	Physical Disability	15
				Visual Impairment	4
				Deafness	2
				Autism/Aspergers	4

Demographics

Clients Exited in 2006 - 43

Gender		Race		Living Status	
Male	17	White	39	No Residential Support	28
Female	26	Native American	2	Family/Friends Support	15
Age		Hispanic	2	Paid Staff Support	0
< 18	0			Primary Disabilities	
18-30	15			Mental Illness	9

31-50	19			Traumatic Brain Injury	1
51 +	9			Learning Disability	3
		Living Area		Other	8
		Billings	41	Mild Mental Retardation	8
		Huntley	1	Depression	3
		Laurel	1	Physical Disability	10
				Visual Impairment	1
				Autism/Aspergers	4

Reasons these clients exited our program are as follows:

- 16 people were successfully employed and no longer needed services
- 4 persons moved out of area.
- 2 pursuing self employment
- 2 classes or CBA
- 7 Needed more experience, No contact from client, Not able to job match
- 2 went to a day program
- 10 not ready for work
- 2 people had medical issues

Statistics

Annual Wages

In the 2006 fiscal year, all JCI clients earned a combined total of \$663,166.71.

In the 2006 fiscal year, JCI clients with Developmental Disabilities Supported Employment and Supported Employment-XIX funding earned a combined total of \$384,312.27.

Clients with funding through the DPHHS Developmental Disabilities Division had an average wage of \$6.69 an hour and worked an average of 21.14 hours per week.

Clients with funding through the Rocky Mountain Rehab Extended Employment program had an average wage of \$6.89 an hour and worked an average of 22 hours per week.

The combined average wage for all clients in fiscal year 2006 was \$6.17 an hour, and all clients worked an average of 21.37 hours per week.

Raises

In the 2006 fiscal year, all JCI clients received a total of 21 raises during the year.

VR Status 26

In the 2006 fiscal year, JCI clients were placed in VR Status 26 a total of 32 times.

VR Average Days to Job Placement

In the 2006 fiscal year, the average time between a client's intake date and the date of their first job placement was 65 days.

Job Reteaching

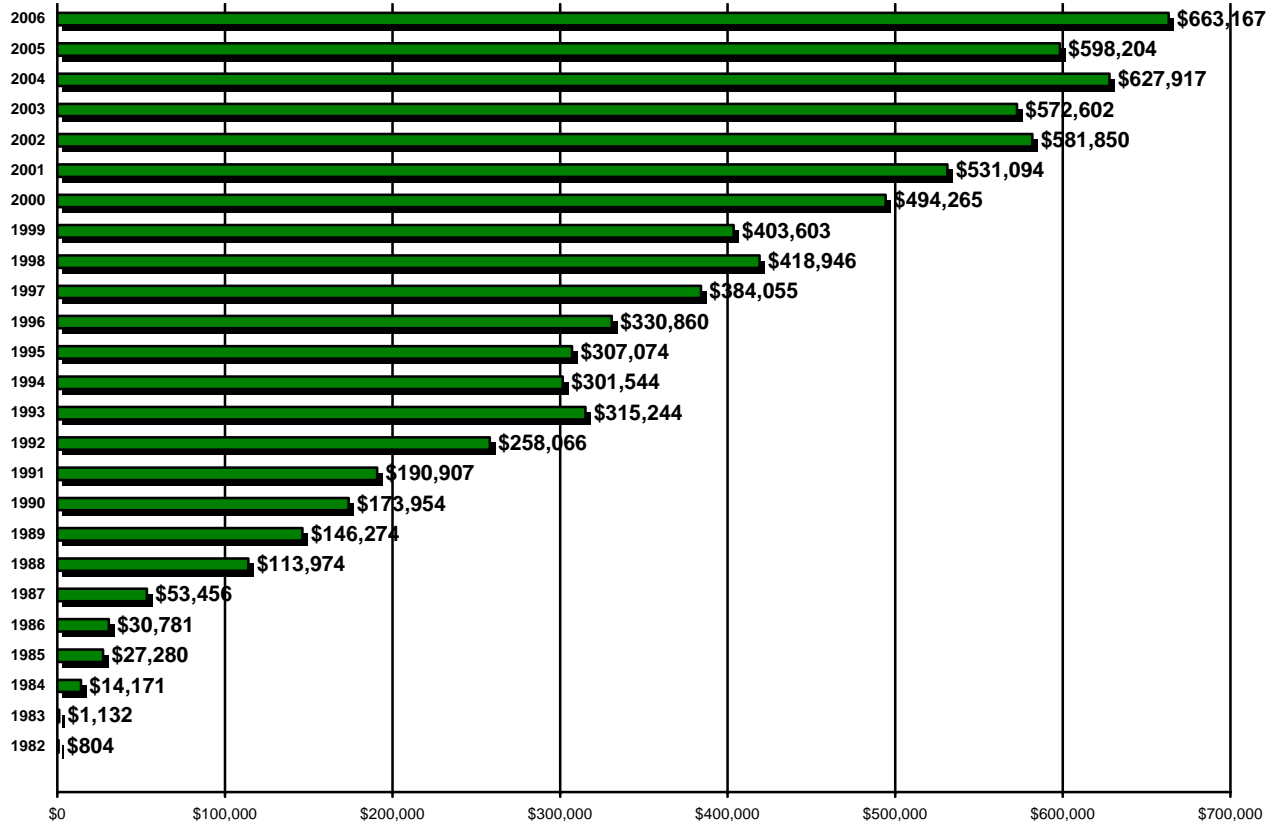
In the 2006 fiscal year, JCI staff performed 20 re-teaching interventions with clients.

Longevity

Of our long-term clients, 30 have retained there job for 5 or more years. Surprisingly people in long term jobs still need help from time to time.

Wage Report

Client's Yearly Wages



Wages this year were \$ 663,166.71

The total wages clients have earned since JCI's inception is well over 7.5 million dollars.

Incident Reports and Trends

The state has developed a statewide policy on incident management that has changed some of our definitions and processes surrounding incident management. We now meet weekly with state staff and our staff to review any new or unresolved issues. We look for trends by type of incident, person and by severity. We issue a report to the state monthly regarding any trends.

The new definitions have resulted in an increase in medical incidents for us as the definition includes more events.

We have had 16 people involved in 24 incidents over the year.

Medical 12

Exploitation, Abuse or Neglect 6

Trouble in community 2

Missing Person 1

Accidents ---3

None of the incidents have involved our staff. The Exploitation, Abuse or Neglect incidents have been the result of people in the community. We are pleased to report that one person has received a new type of residential placement that has additional staff and is more suited to her needs.

Health and Safety

We did have one staff person trip and fall on ice during work time this year. We have safety and disaster training along with our staff meetings. We also review evacuation procedures with employees at staff meetings. We track incidents for clients and have weekly meetings to review and prevent re- occurrences.

Complaints

In 2005-2006 we had 4 complaints and none of them were formal grievances. Two were from clients families and they were resolved. Two were from professionals in the VR system regarding disagreements on hours needed for customers. Beyond a complaint we have had our VR liaison work with us to smooth out communication disparities with VR counselors. The data base is being designed to help staff prevent misunderstanding with the VR counselors.

Other documents available.

Accessibility Plan

We have a separate accessibility report that outlines our progress on all objectives.

Strategic Plan

This is a separate document for 2004-2009.

Disaster and recovery plan

This is a separate document on file with the safety coordinator.

Technology Plan

This is a separate document.

Risk analysis report.

This is a separate document.