



Transformation Business Plan

For Goodwill Columbus

June 2019

VISION OF THE TRANSFORMATION

Goodwill Columbus is transforming its Adult Vocational Rehabilitation and Day Habilitation Program, Work & Community Services, from a “sheltered workshop” environment that pays subminimum wage to a community integration and supported employment model. The program will build its model on the following philosophies.

- 100% inclusion, the core belief that that all persons with a disability, who want to work, can work at competitive jobs in the community and that everyone should be provided the appropriate supports for this opportunity.
- You are ready to work, just as you are- zero exclusion, the core belief that that all persons with a disability, who want to work, can work at competitive jobs in the community and that no one should be excluded from this opportunity.
- Competitive Employment is the goal, competitive employment is defined as paying at least minimum wage and equal to the pay of those employees without disabilities who are performing the same work. Jobs are based in community settings alongside others without disabilities.

Work looks different for everyone.

- Person-Centered Services, services are based on people’s preferences and choices, rather than providers’ judgments. People’s preferences help determine the type of job that is sought, and the nature of support provided by the employment specialist and team.
- Choice Focused Programming, individuals with disabilities should have control over their own day, including which job, educational and leisure activities they pursue.

TRANSFORMATION TEAM

Title	Name	Email	Phone Number
Goodwill ADS Director, WCS And WCS Management Team	Tiffany Martin	Tiffany.martin@gwcols.com	614-274-5296
Senior VP Mission Services & Strategy, Goodwill	Jennifer Marshall	Jennifer.marshall@gwcols.com	614-583-0100
SME Quality Enhancement Specialist, CQL	Jenn Quigley	jquigley@thecouncil.org	319-423-0998
Principal, Next Step Business Consulting	Lauren Edwards	ledwards@ nextstepbusinessconsulting.com	614-515-0919
Program Manager, Goodwill Workforce Development	David King	David.King1@gwcols.com	614-583-0103
Director, Goodwill Workforce Development & Learning	Jenifer Garey	Jenifer.garey@gwcols.com	614-583-0145
Director Goodwill Human Resources	Peggy Wible	Margaret.wible@gwcols.com	614-583-0343
Goodwill Media Relations Manager	Jane Carroll	Jane.Carroll@gwcols.com	614-570-7948

EXECUTIVE SUMMARY

Goodwill Columbus has a vision to transform its Adult Vocational Rehabilitation and Day Habilitation Program to a community integrated and supported employment model. The philosophies chosen to guide this model focus on 100% inclusion, zero exclusion, and competitive employment. They will also institute their services based on peoples' choices and allow individuals with disabilities to have control over their day. Goodwill serves hundreds of individuals each year and the transition to community-based services is of great importance in ensuring that individuals receive the best services and can live their best life.

This key action plan will allow Goodwill Columbus to take measurable strides in transforming their services.

Priorities include:

- Elimination of 14c, which allows employers an exemption to the minimum wage laws; removing subminimum wages and making competitive wages more realistic.
- An evaluation of the current programming in Workforce Development to determine if it meets standards in supporting individuals with significant mental health challenges in competitive employment.
- Evaluation of the Day Services Programming to ensure it is meeting the needs of participants.
- Implementation of a Job Placement Model that will assist individuals with dual diagnosis through education and technical training.

Goodwill plans to model a transition in funding to Medicaid, once able to prove that the model can support the individuals being served through Work and Community Services. They will also be evaluating different assessment formats that will assist in identifying support needs. A Business Advisory Committee will be reformed to continue to build a strong network of employers. To ensure community and internal buy in, communication plans will be created and managed by Goodwill's Marketing & Development Team.

Goodwill is ready to identify qualified employees by adopting a competency-based job description and selection model. This will lead to decreased turnover, and an increase in capacity for hiring and training effective employees. They also plan to implement a data collection system, develop a transformation plan specific to that process, monitor and assess data to be helpful in informing programmatic decisions. Finally, Goodwill will forecast the cost of services, and identify potential limitations and opportunities.

BACKGROUND/ INTRODUCTION

Goodwill was founded more than 100 years ago by Rev. Edgar Helms, who created what might have been the very first workforce development program. He saw that impoverished individuals in his Boston community needed employable skills, so he collected donated goods from his parishioners and created jobs for people to repair and sell those donations. Thus, providing people with training, employment and the dignity of work.

Rev. Helm's legacy continues to this day. Goodwill Columbus ranks as a top 100 employer in Franklin County, and the seventh largest health and human service agency in Central Ohio. Each year, hundreds of people in Central Ohio secure employment with Goodwill's assistance, as Goodwill strives to give people a "hand up and not a hand out."

In 2018, Goodwill programs served 2,066 individuals, providing more than 1.16 million hours of intensive service. Goodwill provided day programming to 663 adults with developmental disabilities in environments where they can lead happier, healthier lives. Goodwill Workforce Development staff provided skills training to 1,089 individuals seeking employment in our community and partnered with 134 employers. Goodwill also engaged 2,586 volunteers, who provided 37,679 hours of service.

For more information about the people and programs of Goodwill, please visit www.goodwillcolumbus.org. To see how you can support Goodwill and make a difference to the thousands of Central Ohio residents who use Goodwill services annually, please visit: <http://www.goodwillcolumbus.org/donate/>

Work & Community Services:

Work & Community Services is located at the Goodwill Learning Center in Groveport, Ohio. The program serves 175 individuals yearly and is facility based. The program specializes in serving individuals with dual diagnosis of mental health and intellectual disabilities, behaviors which cause disruption to a person and the community, and highly sexualized behaviors; and who choose to advance their job skills and/or integrate into their community. Some of the services offered are mental health counseling, nursing support during program hours, personal care assistance, work opportunities, discovery, job placement, job coaching, work skill building, and daily living skill building. The program offers a variety of activities that includes sport and nature camps, adaptive yoga classes, choir membership, community outings, arts and crafts, fine art classes, volunteer opportunities, parties and holiday celebrations, sensory integration, and psychoeducational classes focused on coping skill development. The program is in the beginning stages of transitioning to a community-based program that supports the individuals they serve in community employment and/or community-based

day services program with a focus on teaching job skills, social skills, wellness, volunteerism, sensory integration and life skills in their community. The new business model will be focused on building a model that supports individuals with dual diagnosis to obtain community employment, utilize braided funding and supports from multiple agencies, cease using 14c subminimum wage as an option to work inside the facility, and to integrate the program into the community.

Goodwill Columbus's Community Transition:

Goodwill Columbus has been on the community integration path for several years. Onsite Residence, a 23-bed ICF/ID transitioned from a facility on the 3rd floor of Goodwill's corporate office building to 3-bed waiver homes in the Columbus area in 2017-2018, through a partnership with Creative Housing, Inc. and DODD. DODD awarded the ICF a Community Supports Grant. The pilot for the ICF grant officially started in May 2016 and ran through June 30, 2017. The scope of the pilot was to work with all 23 people living in the ICF facility. The purpose was to lay a roadmap for all 23 people to become active participants in their communities whether that be through competitive employment or social activities. On a high level, this was accomplished by having all 23 people go through the Discovery process and then develop individualized goals and strategies (a roadmap) for each person to achieve community integration. The Career Consultant was focused on 6 of the individuals that are on the road to employment from facility-based services to competitive employment (supported / customized / self). ICF staff were trained in the Discovery process to assist in expanding the community / social activities of the remaining people living at the ICF, as well as introducing work options.

In addition, The Community Experience (TCE) was developed as a community-based day program, with support from a Transformations Grant through DODD, that utilizes non-medical transportation and all programming is done in the community. Goodwill is currently transitioning SAGE Senior Services individuals and Young Adult Services (YAS) to TCE.

MARKET/ COMPETITION RESEARCH

According to a study completed by Bowling Green State University's Center for Family and Demographic Research, more than 14% of Ohioans live with a disability, and also face major obstacles in accessing jobs¹. In 2018, the CDC pushed this number to over 23%, which is higher than the national average². A map of the

¹ <https://www.bgsu.edu/content/dam/BGSU/college-of-arts-and-sciences/center-for-family-and-demographic-research/documents/OPN/Ohio-Population-News-The-Disabled-Population-in-Ohio-April-2004.pdf>

² <https://www.cdc.gov/ncbddd/disabilityandhealth/impacts/ohio.html>

percentages of people living with a disability by county in Ohio shows that Columbus (Franklin County) averages between 16-18.1%. Of this population, a significantly large proportion exists among the elderly (aged 65 and older). Numbers here more than doubled from the populations of individuals with a disability younger than 65 years old. People with disabilities also experience higher poverty rates. A 2016 Statistics Compendium by the University of New Hampshire Institute on Disability revealed the poverty rate for people with disabilities at 30.3%, compared with 12.1% for those without a disability³.

On January 14th, 2019, Governor Mike DeWine issued Executive Order 2019-03D, establishing Ohio as a Disability Inclusion State, and Model Employer of individuals with disabilities. This required the Department of Administration Services to appoint a state ADA Coordinator to work with all state agencies, departments, boards and commissions to advance their practices towards eliminating barriers to hiring individuals with disabilities.⁴ With this emphasis on creating inclusive workplaces across the state, it is not hard to find employers, and employment services for this population.

Individuals with disabilities may be able to learn about the price of these services through Opportunities for Ohioans with Disabilities (OOD). The services are typically at no cost to the individual - OOD covers the cost and pays the organizations providing job-training services. An OOD counselor helps everyone find the right program to fit their individual needs, and provides insight when necessary, but strongly encourages individual choice on the part of the individual and/or their guardian. A chart summarizing some of the services available can be found in Appendix A. Goodwill is prepared to differentiate themselves in the market by providing the highest level of person-centered design and training, and one “menu of services” across all of Goodwill – allowing individuals to access services specific to their personal journey.

PROGRAMMATIC CHANGES

Elimination of 14C

Prior to the transition from the end of 14c into a community-based employment business structure, a transitional plan will be put into practice. Within the first six months upon approval of this communication plan, a structured staff-training program will begin. The main focus of the training for this time period will be a comprehensive training program designed to bring staff up to speed using Individual Placement and Support (IPS) training to provide the foundational structure staff will need to begin learning more about

³ <https://www.wyso.org/post/numbers-exploring-disability-ohio>

supported employment, group discovery, community employment, and customized employment principles and techniques.

Months one through six, training will help staff feel more secure in their knowledge of building a supported employment-based community group with people supported.

Months six through twelve will involve working with the participants with the discovery process. Through the discovery process staff will work together in grouping participants with similar interests into smaller groups before sitting down to write out PASS plans on each individual. While this process is going on in-house, staff will also start to begin promoting integrated employment with local businesses they may have a connection with to start building relationships. This will be where the training on work incentive programs, tax credits, and the creation of the database for the type of jobs available, locations of job sites, and organizing this information in one centrally located spot for all staff to utilize.

Months thirteen through eighteen, staff will begin making trial runs with groups in small, structured outings to local area businesses for job shadowing opportunities. This will start with groups consisting of participants with the least number of barriers to help build staff confidence in their ability to undertake these types of outings. By using smaller ratio groups, it will be less stressful on both the staff and the participants involved while being out in the community exploring different job opportunities. Working simultaneously with the community group outings, the remainder of vocation habilitation participants will work contract jobs within the facility at minimum wages while continuing to learn greater independence skills and soft skills that will be transferrable to community employment. Staff will continue their learning through hands-on preparation of PASS plans and continuing to build their portfolio of local business contacts and relationship building for potential future participant employment opportunities.

Months nineteen through twenty-four (if required) are designated for retraining options for staff to reinforce any deficiencies and further build confidence levels, working with a peer mentor, and continued staff development. This time will also be used to incorporate participants with more difficult barriers into the community employment opportunities with prepared employers, adding them in with peers who may have already been working with employers, and providing closer job coaching attention.

Vocational Rehabilitation and Job Placement Programming

Goodwill will assess the current programming in Workforce Development through the DSW Project Search and Summer Youth Programming to determine how the current programming aligns and what gaps exist with

the IPS model. The IPS model is designed to place individuals, with significant mental health challenges, into competitive employment.

DSW Project Search

DSW Project Search is a 24-week paid training program to equip and prepare adults with disabilities for successful full-time employment in the logistics / warehouse industry. The training is paid for through braided funding (Opportunities for Ohioans with Disabilities /OOD and Medicaid / waiver). The training consists of work experiences (4 rotations throughout the DSW facility and an off-site internship) and daily classroom education (life and work skills). Individuals have a Job Coach available throughout the training and afterwards when placed in full time employment. This model can be retooled to for other industries.

Summer Youth

Summer Youth is a 5-week training program funded by Opportunities for Ohioans with Disabilities (OOD) for transitional age youth (juniors and seniors in high school) to gain work experiences while still in high school. The training consists of 1 week (20 hours) of education (life and work skills) and 4 weeks (20 hours per week) of paid work experience at a work site in the community. For 2019, Goodwill WFD has 44 total available slots at 10 sites over 2 different sessions. Our sites include: retail (Goodwill Morse Rd., Town & Country, and Renner Rd.), clerical (Workline and Whitehall Courthouse), grocery (Giant Eagle Britton Parkway and 3RD Ave.), hotel (Hyatt in the Yard and Marriot in the Yard), and food service (Nationwide Children's Hospital / cafeteria – offered both sites). There is a 1:4 staffing ratio to ensure close staff interaction with all individuals in the training.

Day Services Programming

Goodwill will evaluate its current day services community integrated program to determine if the programming is appropriate for individuals receiving services at WCS day programming. The program will continue to utilize a core life skills and job skills training curriculum that was developed for WCS.

In 2015, Goodwill Columbus was awarded a Transformation Grant 2.0. Out of this project, working with Subject Matter Expert Sara Murphy, *The Community Experience* (TCE) was developed and implemented (in 2016) . The Community Experience is designed to increase community connections, build natural supports and expand opportunities for participants. Goodwill provides Non-Medical Transportation and community-based services to small groups of individuals from Sage Senior Services and Young Adult Services (YAS). At present, this has expanded to having 15 community groups consisting of individuals from each of the

programs. In 2019, transition of the remainder of center based YAS services to the community (approximately 60-70 individuals) will occur. Work continues on the supporting structure for these services, with focus on hiring (most of those existing staff transitioning to this role) and retaining support staff. Exploration is under way as to how to connect people to opportunities and modeling for staff to be ambassadors for Goodwill and for individuals we serve.

Currently Goodwill community groups volunteer at a variety of sites including: Lifestown, Meals on Wheels, Cat Welfare, animal rescues, Clintonville Resource Center, senior centers and assisted living centers, food pantries, and one group even tried volunteering as dog walkers. Daily activities are focused on the group's interests. In 2020, the goal is to be more intentional in services and to be even more person centered by offering a wider variety of choices (e.g., going to a hub and choosing what group to go with; assessments to further individuals on their path). Plans are to further the focus on learning, growing, and advancing in the pursuit of greater independence, self-direction, self-advocacy, community membership, and community relationships. All of these ventures require promoting a culture of kindness, connectivity, training, setting expectation of staff and the individuals receiving services, and expanding horizons.

WCS is currently providing some transitional programming to prepare individuals for The Community Experience Program (TCE). The first is the L.E.A.P program, followed by the A.C.T.I.V.E. program. There will be additional groups to form based off other participant interests soon. The idea is to create groups around shared interests and passions and to engage in community activities. The end goal is for participants to transition into the Goodwill T.C.E. program.

Job Placement Model

Goodwill will research and implement a Job Placement Model that will support individuals with dual diagnosis. Individual Placement and Support (IPS) is a model of supported employment for people with serious mental illness (e.g., schizophrenia spectrum disorder, bipolar, depression). IPS supported employment helps people living with behavioral health conditions work at regular jobs of their choosing. Although variations of supported employment exist, IPS refers to the evidence-based practice of supported employment. Mainstream education and technical training are included as ways to advance career paths. IPS is based on 8 principles:

- Competitive employment
- Systematic job development
- Rapid job search

- Integrated services
- Benefits Planning
- Zero exclusion
- Time-limited supports
- Worker preferences (<http://ipsworks.org>)

CURRENT STRENGTHS, WEAKNESSES, AND OPPORTUNITIES

Goodwill has extensive experience running a variety of programming options and has the internal capability of bringing new services into existence. WCS is a legacy program that has served a specific population in a controlled environment and making programmatic changes could be a challenge for some individuals and their teams.

TRANSITION TO MEDICAID

Goodwill completed a financial model in 2019, projecting WCS transitioning from FCBDD funding to Medicaid. This model showed a \$1 million-dollar deficit. Goodwill will evaluate and draft a new programming model to take into consideration braided funding from other sources, such as OOD and ADAMH. A timeline will be set to transition any areas of the program over to Medicaid, once it is determined that the funding model can support the individuals being served at WCS.

CURRENT STRENGTHS, WEAKNESSES, AND OPPORTUNITIES

Goodwill has transitioned 3 programs from FCBDD support to Medicaid billing and an ICF/DD to Waiver billing, so the company can forecast funding needs. It will be important to identify ways to braid funding, where possible, to ensure proper supports are available to maximize individual success in job placement and retention.

ASSESSMENTS

Goodwill will be evaluating different assessment tools and options focused on identifying individual support needs. Goodwill will move away from assessment tools that act as a barrier or a gatekeeper to employment. It will be imperative that assessments be strongly aligned with the philosophy that people should be able to work. The discovery process or other planning and evaluation system will be used to identify people's unique skills, abilities and interest.

CURRENT STRENGTHS, WEAKNESSES, AND OPPORTUNITIES

Goodwill WFD is currently using an assessment that does not serve the purpose intended, so a change in assessment is imperative to ensure proper services are being offered to an individual.

RESOURCES AND COLLABORATIONS

Business Engagement

A critical piece of disability services in workforce development in placing individuals with disabilities in competitive, integrated community employment is building a strong network of employers. One example of building this network is through the Goodwill Business Advisory Committee (BAC) for DSW Project Search. The committee consists of Workforce Development staff, DSW staff, and different members in the logistics industry in Franklin County (logistics employers, Chamber of Commerce member overseeing logistics employer in county, OSU logistics professor, and Program Manager of REAN / Rickenbacker Employment Network). The purpose of the committee is to help drive services by educating Goodwill on trends in the industry, providing feedback on current services, and assisting with recruitment of new business partners for the project.

CURRENT STRENGTHS, WEAKNESSES, AND OPPORTUNITIES

Goodwill WFD has a Business Advisory Committee currently, however the committee will need to be adjusted to meet the needs of the WCS program changes. Goodwill has strong ties to community leaders and is confident that a committee can be formed to meet the needs of the program.

COMMUNICATION PLAN

The internal and external cascading communication plan will be created and managed by Goodwill's Marketing & Development Team. The team will create a plan that identifies who needs to receive communication, what needs to be communicated and how those communications will be laid out (what modes/methodologies). Timelines will be determined as the project moves forward. The full draft plan is found in Appendix B.

CURRENT STRENGTHS, WEAKNESSES, AND OPPORTUNITIES

Goodwill's Internal Marketing & Development Team has extensive experience in developing and executing effective Communication Plans. Goodwill understands that change is often difficult, and there may be a negative reaction from a percentage of guardians, families and other stakeholders.

STAFFING PLAN

Hiring & Job Descriptions

Goodwill is adopting a competency-based job description and selection model, to clearly enable the company to identify qualified employees, with the intent of decreasing turnover while hiring and training effective employees. The competencies will be assessed for each position and candidates will be screened for those desired competencies. The objective is to hire staff that have the abilities and beliefs that are consistent with the new program model.

To create a more person-centered program, individuals being served will play a role in interviewing possible employees for all positions in the program.

Participant Employees

The current minimum wage participant employee positions will be assessed and where appropriate Goodwill will advocate for employer partners to directly hire successful individuals. New job descriptions will be created for specific jobs, if needed.

Table of Organization

Mission Services including WCS, Workforce Development and Day Services will assess organizational structure and create a service model that fully supports individual's integrating into the community through employment and day services programming.

Training

Goodwill will research job placement business models that will support individuals with high mental health needs and dual diagnosis and train all staff on this model. An integrated training and mentoring plan will be created to maximize internal competencies and identifying areas where external support and training is needed.

Goodwill will also train staff on the following skills and education:

- Trauma Informed Care
- Ohio Employment First
- Work incentives, including STABLE Accounts, PASS plans and IRWEs
- On-the-job supports, including systematic instruction

CURRENT STRENGTHS, WEAKNESSES, AND OPPORTUNITIES

Goodwill has internal competency and capacity in this area. The plan will detail the goals and action steps relating to staff resources, job descriptions, recruitment, training, retention, performance management and internal mentoring.

ONGOING ASSESSMENT AND KEY PERFORMANCE INDICATORS PLAN

Goodwill will identify Key Performance Indicators to monitor and assess data in a meaningful way to inform programmatic decisions as well as to monitor and inform our transformation.

CURRENT STRENGTHS, WEAKNESSES, AND OPPORTUNITIES

Goodwill has a Compliance Department that monitors state and federal rules, surveys, and key performance indicators currently and will monitor and assess the data for WCS.

FINANCIAL FORECASTING

Goodwill will forecast the cost of services and identify budget and funding limitations and opportunities, with the goal of achieving a sustainable financial model for the new programming.

CURRENT STRENGTHS, WEAKNESSES, AND OPPORTUNITIES

Goodwill has a solid understanding of the task ahead. Reviewing financials takes time and research but combining that along with their willingness to be innovative and flexible when possible, Goodwill is set up for success when creating and reviewing the financial model for this new programming.

FUTURE CONCEPTS

This section of the plan is meant to keep track of any ideas that are “on hold” for the moment but will potentially add benefit at some point in time. This will be kept as an ongoing list and is likely to change as time goes on.

Technology

Goodwill will continue to stay educated on how technology can assist individuals to have more freedom and perform tasks that might be perceived as presenting a barrier to employment. Goodwill is dedicated to finding technological solutions and committed to utilize cutting edge technology to support the individuals we serve.

Transitional Youth

Goodwill is dedicated to providing quality services to young people transitioning from high school to community employment and programming. Goodwill identifies the need to keep individuals moving along the path to employment and not allow them to become stagnant in facility-based programs. Goodwill is currently providing Information Technology Training Certificates that are focused on training young adults, and in the future will expand this programming to better serve these young people on their entire path.

Growth

Goodwill currently receives referrals for intakes through the Franklin County Board of DD and The Columbus Developmental Center. As the new model develops, it is possible that Goodwill will narrow the focus of services, to those where Goodwill is highly impactful, allowing the organization to grow in specific areas of service.

PROJECT MONITORING

The following section details how this project will be monitored. Monitoring is an essential part of the development of a business plan. This monitoring plan is to detail how the team at Goodwill will work as a team to ensure that the progress towards the ultimate goal of transformation.

Goodwill will meet monthly as a team to review progress made on the project monitoring form. All updates will be captured on this form and team members responsible for actions will report to the team with a current status of action items. Notes from this meeting will be kept along with an updated monitoring form for each month.

Additional Document list

Document	Team Member Responsible	Due Date	Update frequency
Competitive analysis Form	Lauren Edwards	Complete	As needed
Communication Plan	Tiffany Martin/ Jane Carroll	September 30, 2019	Bi weekly
Project Monitoring Form	Tiffany Martin	July 30, 2019	Monthly

Document	Team Member Responsible	Due Date	Update frequency

RISKS AND ISSUES MANAGEMENT

POTENTIAL EXCEPTIONS AND PROBLEMS

1. Changes in the way the program is funded could result in the organization not having enough funds to cover the expenses of the program.
2. Change in management or staff will risk derailment of the plan if key team members leave.
3. Agency ability to purchase necessary vehicles to enable community integration.

APPROPRIATE CORRECTIVE MEASURES

1. Changes in the funding of the program will create the need to immediately reassess the financial structure of the program. In order to mitigate any risk, the organization will keep abreast of all potential changes in regulation and funding so that the organization can be proactive rather than reactive to changes.
2. All members of the WCS Management Team are being trained on the new program model.
3. Goodwill will forecast and plan for adequate transportation needs.

TRACKING RISKS AND ISSUES

The following table tracks the risks and issues previously mentioned.

Risk description	Probability	Impact	Mitigation plan
Change in rates	Moderate	Significant	Reassess the financial structure of the program. To mitigate any risk, the organization will keep abreast of all

Risk description	Probability	Impact	Mitigation plan
			potential changes in regulation and funding so that the organization can be proactive rather than reactive to changes.
Change in Management or staff	Moderate	Moderate	All members of the management team are being trained on the new program model, to ensure long-term consistency and understanding
Transportation	High	Significant	Financial modeling and a plan will be devised to ensure the appropriate transportation is accessible

CHANGE MANAGEMENT PROCESS

CHANGE MANAGEMENT PROCESS STEPS

All changes will be approved by the project manager, Tiffany Martin. She will be responsible for ensuring that all changes align with the vision of the project in a manner that takes all aspects of the transformation into account. If the project manager will designate an acting project manager in her absence.

SUCCESS STATEMENT

The transformation plan will be a success when people that Goodwill supports are able to choose where they work after proper education exposure and experience have been provided. It will also be a success when Goodwill has eliminated their use of subminimum wages under the 14c certificate and people are working in integrated employment settings.