



**CARF**  
**Survey Report**  
**for**  
**WorkSource**  
**Enterprises, Inc.**

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**Organization**

WorkSource Enterprises, Inc.  
1311 Carlton Avenue  
Charlottesville, VA 22902

**Organizational Leadership**

Charles J. McElroy, President

**Survey Dates**

October 26-28, 2009

**Survey Team**

R. Curt Harrison, Administrative Surveyor

Linda Clouse, Program Surveyor

**Programs/Services Surveyed**

Community Services: Community Integration

Employment Services: Community Employment Services: Job Development

Employment Services: Community Employment Services: Job Supports

Employment Services: Community Employment Services: Job-Site Training

Employment Services: Employee Development Services

Employment Services: Employment Planning Services

Employment Services: Organizational Employment Services

**Previous Survey**

August 9-11, 2006

Three-Year Accreditation

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**Survey Outcome**

**Three-Year Accreditation**

**Expiration: August 2012**

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# SURVEY SUMMARY

## **WorkSource Enterprises, Inc., has strengths in many areas.**

- WorkSource Enterprises has a dedicated, competent staff that is aligned with the mission of the organization. The organization has relatively low turnover and many long-term staff members who contribute greatly to the success of the organization's programs.
- WorkSource Enterprises has a dedicated, well-rounded CEO and management team members who provide leadership and create a culture of inclusiveness and participation across all levels of the organization.
- The organization's board, CEO, and leadership team have demonstrated the ability to be flexible and creative in order to maximize resources and provide high quality services to the community as a whole.
- WorkSource Enterprises has developed a solid strategic plan that will assist the organization in moving forward and provide direction for future organizational and programmatic activities.
- The organization has maintained a solid financial position in a difficult economic environment. By proactively seeking new external funding, maximizing existing funding, and carefully controlling expenses, WorkSource Enterprises has positioned itself well.
- WorkSource Enterprises has solidly written policies and procedures that provide the framework for organizational direction. The strategic, accessibility, and technology plans are particularly well done and provide needs analysis for the future.
- WorkSource Enterprises has an excellent reputation in the community and is well respected for both solid administrative functioning and high quality service delivery.
- In the day support program, there is an activity schedule completed for each person in the program. This allows the person served to choose which activity he/she wants to participate in during the week. The schedule incorporates many different activities, both at the organization and in the community.
- In the day support program, the persons served have many opportunities to participate in social, recreational, and community activities. Some of the activities include participating in Meals on Wheels, swimming, and field trips.
- In community employment services, the employment specialists have strong relationships with the employers in the communities. Many employers seek the employment specialists' expertise to help other employees work better with the persons served.
- Community employment sites are very diverse, and the persons served are very satisfied with their employment. The placements are based on the persons' strengths and preferences. Many of the persons served receive benefits at their employment sites.
- Employers are extremely satisfied with the employees from WorkSource Enterprises. Many natural supports have been established that have increased independence at the work site.
- In the extended employment program, the persons served have a variety of work opportunities. The variety of contracts in the program gives the persons served many opportunities to improve their work skills.

- The organization has NISH contracts that provide excellent organizational employment opportunities for the persons served. These sites are well integrated, and the persons served are very satisfied with their employment.
- BreadWorks Bakery and Deli provides excellent employment and training opportunities for the persons served. The program is very visible in the community and provides high quality bakery and deli products. The community site provides many opportunities for the persons served to be a part of their community.

**WorkSource Enterprises 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, WorkSource Enterprises has made a commitment to conform to the standards. The leadership and staff of the organization are commended for their dedication, hard work, and commitment to the persons served by WorkSource Enterprises. The recommendations in this report are designed to encourage further conformance to the standards.

WorkSource Enterprises, Inc., has earned a Three-Year Accreditation. The organization is commended for its efforts to provide quality services and is encouraged to use its resources to address the improvements noted in this report and to use the CARF standards as guidelines for continuous quality improvement.

## **SECTION 1. ASPIRE TO EXCELLENCE®**

### **A. Leadership**

#### **Principle Statement**

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**

### **A.4.d.(2)**

Although the current whistleblower policy includes a time frame for the conclusion of any investigation, it is recommended that the policy specify the time frame for the initiation of an investigation. It is suggested that the time line for any steps in the investigation process be detailed in the policy. There is a policy related to retaliation that specifies that no adverse employment action shall be taken against any employee reporting a suspected irregularity. It is suggested that this policy be extended to include that no adverse action (employment or otherwise) would be taken.

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## **C. Strategic Integrated Planning**

### **Principle Statement**

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 expectation and environmental impacts
  - Written strategic plan sets goals
  - Plan is implemented, shared, and kept relevant
- 

## **Recommendations**

### **C.1.a.**

It is recommended that input from persons served be sought and incorporated into the organization's strategic plan. It is suggested that these data be captured from a number of sources that might include satisfaction surveys, individual planning meetings, one-on-one interviews, or client advisory committee meetings.

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## **D. Input from Persons Served and Other Stakeholders**

### **Principle Statement**

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 the organization enhance its ongoing mechanism to elicit feedback from personnel. It is further suggested that this be done in a variety of formats, including at least one anonymous mechanism (i.e., anonymous surveys).
  - It is suggested that the organization collect information from stakeholders in a variety of formats in order to collect meaningful information to advance organizational outcomes.
- 

## **E. Legal Requirements**

### **Principle Statement**

CARF-accredited organizations comply with all the legal and regulatory requirements of federal, state, provincial, county, and city entities.

### **Key Areas Addressed**

- Compliance with all legal/regulatory requirements
- 

### **Recommendations**

There are no recommendations in this area.

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## **F. Financial Planning and Management**

### **Principle Statement**

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.

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## **G. Risk Management**

### **Principle Statement**

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

### **Key Areas Addressed**

- Written risk management plan
  - Adequate insurance coverage
- 

### **Recommendations**

There are no recommendations in this area.

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## **H. Health and Safety**

### **Principle Statement**

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

There are no recommendations in this area.

## Consultation

- Although the organization has a written procedure for safety during violent or other threatening situations, the current procedure calls for persons served, staff, and visitors to follow the same evacuation route as the fire procedure. This procedure may not be best suited for incidents involving potential workplace violence. It is suggested that the organization examine this procedure and determine if a “lockdown” procedure might be more appropriate.
  - Although the organization has plans in place to evacuate the building and notify families/caregivers, it is suggested that alternative locations for shelter be secured in the event that families/caregivers are unable to pick up persons served.
  - Because of the increasing number of persons served with a mental health diagnosis, it is suggested that the organization consider adopting a policy related to suicide and/or attempted suicide.
  - It is suggested that the organization include an action plan for responding to recommendations made by the external comprehensive health and safety inspections.
- 

## I. Human Resources

### Principle Statement

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 description/performance
  - Policies regarding students/volunteers, if applicable
- 

## **Recommendations**

### **I.5.d.(1)**

### **I.5.d.(4)(a)**

### **I.5.d.(4)(b)**

Although performance evaluations were complete for all personnel, the goals and objectives contained in the evaluations were not always based on job functions and competencies. It is recommended that the organization ensure that goals developed relate to the specific job functions of the position. Although performance objectives exist for each employee, the narrative provided in the performance evaluation does not always tie back to the developed objective. It is recommended that performance objectives be measurable to allow supervisors to assess performance and success in achieving the objective and to establish measurable performance objectives for the next year.

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## **J. Technology**

### **Principle Statement**

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
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### **Recommendations**

There are no recommendations in this area.

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## **K. Rights of Persons Served**

### **Principle Statement**

CARF-accredited organizations protect and promote the rights of the 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
- 

### **Recommendations**

There are no recommendations in this area.

### **Consultation**

- Although the organization obtains a signed acknowledgement of human rights each year, this is not being completed on an annual basis for every program. Several of these forms were done outside of the 365-day time frame. It is suggested that the organization provide for consistent enforcement of this internal policy across all programs.
- 

## **L. Accessibility**

### **Principle Statement**

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

### **Key Areas Addressed**

- Written accessibility plan(s)
  - Status report regarding removal of identified barriers
  - Requests for reasonable accommodations
- 

### **Recommendations**

There are no recommendations in this area.

### **Consultation**

- It is suggested that the organization more closely examine addressing financial barriers that inhibit service delivery through traditional funding resources. Because of the organization's high reputation within the community and the involvement of key stakeholders, the organization could explore the feasibility of alternative funding.

- Although the plan notes time lines for the removal of indentified barriers, many of the targets for completion dates are listed as ongoing. It is suggested that the plan include specific dates for the removal of barriers.
- 

## **M. Information Measurement and Management**

### **Principle Statement**

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

### **Key Areas Addressed**

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

### **Recommendations**

#### **M.1.b.**

Although many programs collect information about program effectiveness, these data must be collected on a systemic, programmatic level across each program to allow for comparison across programs. It is recommended that the organization collect and analyze data in each program in a way that allows for comparative analysis.

#### **M.2.c.**

It is recommended that the organization address the completeness of the data collected. It is suggested that the organization utilize formats other than satisfaction surveys in order to increase the reliability of data. Other formats might include staff interviews regarding the needs of organizational personnel or anonymous feedback opportunities in some other open-ended format. Rather than attempting to collect data from every stakeholder, it is suggested that the organization utilize a system that attempts to gather more in-depth feedback from a representative sample of the organization on a rotating, ongoing basis.

### **Consultation**

- It is suggested that the organization develop and implement measures for measuring both the effectiveness and efficiency of all services at the individual program level. These measures could provide a basis for comparative analysis across programs and support resource allocation determination decisions. It is further suggested that the organization set measurable programmatic level targets for each of these measures within individual programs in order to improve outcomes for persons served.
-

## **N. Performance Improvement**

### **Principle Statement**

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**

#### **N.2.b.**

Although many programs collect information about program effectiveness, these data must be collected on a systemic, programmatic level across each program to allow for comparative analysis. It is recommended that the organization use the information collected to improve the quality of programs and services. This could include making changes to existing programs and/or services, adding new services, or developing new service delivery strategies to improve the quality of programs and services offered.

### **Consultation**

- It is suggested that the performance indicators set by the organization be measurable for all outcomes. It is further suggested that measures be as consistent as possible in order to provide a basis for comparative analysis across programs.
  - Access to service delivery was noted as a barrier in both the accessibility plan and the 2009 United Way report. It is suggested that this be considered as a strategic issue and that target goals be set and action steps created to attempt to reduce this barrier. In addition, it is suggested that “owners” of specific action steps be identical in both the strategic and accessibility plans.
  - Although WorkSource Enterprises elicits feedback from persons served and other stakeholders (employers, vendors, and others), the feedback received deviates only slightly from 100-percent satisfaction and provides little insight into areas for performance improvement. It is suggested that WorkSource Enterprises examine the content and mechanisms for collecting these data and develop processes for eliciting more detailed information.
-

## SECTION 2. QUALITY INDIVIDUALIZED SERVICES AND SUPPORTS

### A. Individual-Centered Service Planning, Design, and Delivery

#### Principle Statement

Improvement of the quality of an individual's services 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 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 are evident. The service environment reflects identified cultural needs, practices, and diversity. The person served is given information about the purposes of the organization.

#### 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

There are no recommendations in this area.

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### B. Records of the Persons Served

#### Principle Statement

The organization maintains complete records and treats all information related to persons served as confidential.

#### Key Areas Addressed

- Complete, confidential records are maintained

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## **Recommendations**

### **B.1.**

The organization does a good job of maintaining a complete record for each person served; however, in some services, information for some of the files was kept in a separate folder. It is recommended that all information be filed in the main file in a timely manner.

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## **C. Medication Monitoring and Management**

### **Principle Statement**

These standards apply only to programs that are responsible for monitoring and/or managing medications for the persons served.

### **Key Areas Addressed**

- Current, complete records of medications used by persons served
  - Written procedures for storage and safe handling of medications
  - Educational resources and advocacy for persons served in decision making
  - Physician review of medication use
  - Training and education for persons served regarding medications
- 

## **Recommendations**

### **C.1.g.(2)**

For prescribed medications, the organization documents the prescribing physician and the telephone number of the physician; however, there is no information regarding the pharmacy. It is recommended that the organization get up-to-date information on the dispensing pharmacy and contact information and incorporate this information into the medical section of the file.

### **Consultation**

- The organization documents when medications are given by staff members who sign their initials on the corresponding date on the medication log. It is suggested that there be some key or legend at the bottom of the medication log to designate which initials belong to which staff member. Currently, only two names are at the bottom of each medication log, but there are different initials used on the log.
-

## **D. Employment Services Principle Standards**

### **Principle Statement**

The standards in this subsection assert basic principles that should be demonstrated by any organization seeking accreditation in the area of employment services.

### **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.

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## **F. Community Services Principle Standards**

### **Principle Statement**

The standards in this subsection assert basic principles that should be demonstrated by any organization seeking accreditation in the area of community services.

### **Key Areas Addressed**

- Access to community resources and services
- 

### **Recommendations**

There are no recommendations in this area.

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## SECTION 3. EMPLOYMENT SERVICES

### Principle Statement

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

- Identification of employment opportunities and resources in the local job market.
- Development of realistic employment goals.
- Establishment of service plans to achieve employment outcomes.
- Identification of resources to achieve and maintain employment.
- Coordination of and referral to employment-related services.

The organization maintains its leadership role 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.

### C. Employment Planning Services

#### Principle Statement

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.

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

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

## **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.

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## **F. Employee Development Services**

### **Principle Statement**

Employee development services are individualized services/supports that assist persons seeking employment to develop or reestablish skills, attitudes, personal characteristics, interpersonal skills, work behaviors, functional capacities, etc., to achieve positive employment outcomes.

Such services/supports are time limited and can be provided directly to persons seeking employment or indirectly through corporate employer/employee support programs. These services/supports can be provided at the job sites, within formal and organized training and educational settings, through counseling sessions, by tutorial services, or within the organization. These services may be offered in a free-standing unit or as a functional piece of other services.

### **Key Areas Addressed**

- Skills development/reestablishment
  - Work behaviors development/reestablishment
  - Attitude development/reestablishment
  - Employment outcomes
- 

### **Recommendations**

There are no recommendations in this area.

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## H. Organizational Employment Services

### Principle Statement

Organizational employment services are designed to provide paid work to the persons served in locations owned, leased, rented, or managed by the service provider. A critical component and value of organizational employment services is to use the capacity of the organization's employment and training service design to create opportunities for persons to achieve desired employment outcomes in their community of choice.

Service models are flexible and may include a variety of enterprises and business designs, including organization-owned businesses such as retail stores, restaurants, shops, franchises, etc.

### Key Areas Addressed

- Paid work provided by organization
  - Legal guidelines adherence
  - Employment goals of persons served
- 

### Recommendations

There are no recommendations in this area.

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## I. Community Employment Services

### Principle Statement

#### Job Development

Successful job development concurrently uses assessment information about 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 self-directed job search.

#### Job-Site Training

Job-site training services vary according to the needs of the new employee and the complexity of the job. Training can include assisting the employee with performance on the new job task and helping the person to understand the job culture, industry practices, and work behaviors expected by the employer. It may also include training the employer and coworkers to understand the training methods and accommodations needed by the worker. Job-site training is intensive for the initial orientation of an employee to the job tasks. Job-site training may consist of customizing the job to

meet the needs of the new employee and employer, task analysis, counseling, and supports with the intent of leading to natural supports and/or reduced external job coaching. These services are typically not long-term, ceasing after the individual has become stabilized on the job.

### **Job Supports**

Ongoing job support services are activities that are employment-related and needed to promote job adjustment, retention, and advancement. These services are based on the individual needs of the employee with focus on long-term retention of the person in the job after the initial training period.

Routine follow-up with the employer and the employee is crucial to continued job success. Supports are a critical element of the long-term effectiveness of community employment. Support services address issues such as a decrease in productivity of the person served, assistance in training a person to complete new tasks, changes in work schedule or work promotion, adjusting to new supervisors, and managing changes in nonwork environments or other critical life activities that may affect work performance.

### **Key Areas Addressed**

- Integrated employment choice
  - Integrated employment obtainment
  - Integrated employment retention
- 

### **Recommendations**

There are no recommendations in this area.

### **Consultation**

- It is suggested that the organization develop a handbook that could be given to persons who are entering community employment services. Some information in the handbook might include the expectations of the organization and the persons served, how the service works from beginning to end, possible questions and answers the person may have about the service, and any other pertinent information about the service.
- 

## **SECTION 4. COMMUNITY SERVICES**

### **Principle Statement**

An organization seeking CARF accreditation in the area of community services assists the persons and/or families served in obtaining access to the resources and services of their choice. The persons and/or families served are included in their communities to the degree they desire. This may be accomplished by direct service provision or linkages to existing generic opportunities and natural supports in the community.

The organization obtains information from the persons and/or families served regarding resources and services they want or require that will meet their identified needs, and offers an array of services it arranges for or provides. The organization provides the persons and/or families served with information so that they may make informed choices and decisions.

The services and supports are changed as necessary to meet the identified needs of the persons and/or families served and other stakeholders. Service designs address identified individual, family, socioeconomic, and cultural needs.

Expected results from these services may include:

- Increased inclusion in community activities.
- Increased or maintained ability to perform activities of daily living.
- Increased self-direction, self-determination, self-reliance, and self-esteem.

## **E. Community Integration**

### **Principle Statement**

Community integration is designed to help persons to optimize their personal, social, and vocational competency to live successfully in the community. Persons served are active partners in determining the activities they desire to participate in. Therefore, the settings can be informal to reduce barriers between staff members and persons served. An activity center, a day program, a clubhouse, and a drop-in center are examples of community integration services. Consumer-run programs are also included.

Community integration provides opportunities for the community participation of the persons served. The organization defines the scope of these services based on the identified needs and desires of the persons served. This may include services for persons who without this option are at risk of receiving services full time in more restrictive environments with intensive levels of supports such as hospitalization or nursing home care. A person may participate in a variety of community life experiences or interactions that may include, but are not limited to:

- Leisure or recreational activities.
- Communication activities.
- Spiritual activities.
- Cultural activities.
- Vocational pursuits.
- Development of work attitudes.
- Employment activities.
- Volunteerism.

- Educational and training activities.
- Development of living skills.
- Health and wellness promotion.
- Orientation, mobility, and destination training.
- Access and utilization of public transportation.
- Interacting with volunteers from the community in program activities.
- Community collaborations and social connections developed by the program (partnerships with community entities such as senior centers, arts councils, etc.)

### **Key Areas Addressed**

- Opportunities for community participation
- 

### **Recommendations**

There are no recommendations in this area.

### **Consultation**

- The organization provides many opportunities for persons served to participate in community activities; however, most of the activities are provided as group activities. It is suggested that the organization consider providing individual community activities, when possible.
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# PROGRAMS/SERVICES BY LOCATION

## **WorkSource Enterprises, Inc.**

1311 Carlton Avenue  
Charlottesville, VA 22902

Community Services: Community Integration

Employment Services: Community Employment Services: Job Development

Employment Services: Community Employment Services: Job Supports

Employment Services: Community Employment Services: Job-Site Training

Employment Services: Employee Development Services

Employment Services: Employment Planning Services

Employment Services: Organizational Employment Services

## **BreadWorks Bakery and Deli**

923-A Preston Avenue  
Charlottesville, VA 22903

Employment Services: Community Employment Services: Job Development

Employment Services: Community Employment Services: Job Supports

Employment Services: Community Employment Services: Job-Site Training

Employment Services: Employee Development Services

Employment Services: Employment Planning Services