

**CARF Accreditation Report**  
**for**  
**ServiceSource - Virginia Regional**  
**Office**

**Three-Year Accreditation**



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## About CARF

CARF is an independent, nonprofit accreditor of health and human services, enhancing the lives of persons served worldwide.

The accreditation process applies CARF's internationally recognized standards during an on-site survey conducted by peer surveyors. Accreditation, however, is an ongoing process that distinguishes a provider's service delivery and signals to the public that the provider is committed to continuous performance improvement, responsive to feedback, and accountable to the community and its other stakeholders.

CARF accreditation promotes providers' demonstration of value and Quality Across the Lifespan® of millions of persons served through application of rigorous organizational and program standards organized around the ASPIRE to Excellence® continuous quality improvement framework. CARF accreditation has been the recognized benchmark of quality health and human services for more than 50 years.

For more information or to contact CARF, please visit [www.carf.org/contact-us](http://www.carf.org/contact-us).

**Organization**

ServiceSource - Virginia Regional Office  
10467 White Granite Drive  
Oakton, VA 22124

**Organizational Leadership**

Janet Samuelson, President/CEO  
Kenneth Crum, Senior VP and Regional Exec Director

**Survey Date(s)**

January 24, 2018–January 26, 2018

**Surveyor(s)**

Jean M. Rommes, Ph.D., Administrative  
Tiffany D. Byers-Draeger, Program  
Leah D. Rosenbaum, M.A., LMSW, LPC, Program

**Program(s)/Service(s) Surveyed**

Community Employment Services: Employment Supports  
Community Employment Services: Job Development  
Community Integration  
Employment Planning Services  
*Governance Standards Applied*

**Previous Survey**

Three-Year Accreditation  
May 12, 2015–May 15, 2015

**Accreditation Decision**

**Three-Year Accreditation**  
**Expiration: March 31, 2021**

# Executive Summary

This report contains the findings of CARF's on-site survey of ServiceSource - Virginia Regional Office conducted January 24, 2018–January 26, 2018. This report includes the following information:

- Documentation of the accreditation decision and the basis for the decision as determined by CARF's consideration of the survey findings.
- Identification of the specific program(s)/service(s) and location(s) to which this accreditation decision applies.
- Identification of the CARF surveyor(s) who conducted the survey and an overview of the CARF survey process and how conformance to the standards was determined.
- Feedback on the organization's strengths and recognition of any areas where the organization demonstrated exemplary conformance to the standards.
- Documentation of the specific sections of the CARF standards that were applied on the survey.
- Recommendations for improvement in any areas where the organization did not meet the minimum requirements to demonstrate full conformance to the standards.
- Any consultative suggestions documented by the surveyor(s) to help the organization improve its program(s)/service(s) and business operations.

## Accreditation Decision

On balance, ServiceSource - Virginia Regional Office demonstrated substantial conformance to the standards. ServiceSource provides highly valued and individualized services to persons served and their families in northern Virginia. The focus is on the persons served, their needs, and how the organization can meet those needs. This is evident from the board of directors to direct service workers. Needs of the persons served drive the planning and budgeting process, which leads to the administrative infrastructure that supports the programs and services currently available and in the development pipeline. Staff members are well trained, are experienced, and genuinely like and care about the people they work with in both employment and community integration services. The strong bonds between staff and the persons served were evident throughout the survey. Managers and supervisors are highly skilled and provide the support needed by direct service professionals to do their jobs well. Training is available to all staff at all levels on a regular basis. Promotions from within occur regularly, with many staff members who can talk about the promotional opportunities they have had over the years they have been with the organization. Leadership from the board of directors and the corporate leadership team is driven from both the top down and the bottom up. Input is sought at all levels regardless of the issue, and it is clear that everyone has a chance to be heard. ServiceSource ensures that there are resources available to fund this effort, and ensures that visits to and from the corporate offices are regular events for staff at many levels (not just leadership) and for board members. It was clear that administration's efforts to create solid communication throughout the organization is recognized and valued by everyone. Staff members were uniformly positive about the administration and management of the organization and value the open and transparent communication. The corporate culture is characterized by openness; transparency; emphasis on listening and awareness; and responding to need, whether for the persons served, staff, other stakeholders, or board members. Throughout the survey, leadership and staff were very willing to discuss issues and eager for consultation and ideas that might help make services better. There is no question that the organization as a whole values the CARF process; believes in the process; and works hard to review, revise, and maintain the policies, procedures, systems, and plans it has developed to support the organization at all levels. There is confidence this practice will continue.

ServiceSource - Virginia Regional Office appears likely to maintain and/or improve its current method of operation and demonstrates a commitment to ongoing quality improvement.

**ServiceSource - Virginia Regional Office has earned a Three-Year Accreditation.** The leadership team and staff are complimented and congratulated for this achievement. In order to maintain this accreditation, throughout the term of accreditation, the organization is required to:

- Submit annual reporting documents and other required information to CARF, as detailed in the Accreditation Policies and Procedures section in the standards manual.
- Maintain ongoing conformance to CARF's standards, satisfy all accreditation conditions, and comply with all accreditation policies and procedures, as they are published and made effective by CARF.

## Survey Details

### Survey Participants

The survey of ServiceSource - Virginia Regional Office was conducted by the following CARF surveyor(s):

- Jean M. Rommes, Ph.D., Administrative
- Tiffany D. Byers-Draeger, Program
- Leah D. Rosenbaum, M.A., LMSW, LPC, Program

CARF considers the involvement of persons served to be vital to the survey process. As part of the accreditation survey for all organizations, CARF surveyors interact with and conduct direct, confidential interviews with consenting current and former persons served in the program(s)/service(s) for which the organization is seeking accreditation. In addition, as applicable and available, interviews may be conducted with family members and/or representatives of the persons served such as guardians, advocates, or members of their support system.

Interviews are also conducted with individuals associated with the organization, as applicable, which may include:

- The organization's leadership, such as board members, executives, owners, and managers.
- Business unit resources, such as finance and human resources.
- Personnel who serve and directly interact with persons served in the program(s)/service(s) for which the organization is seeking accreditation.
- Other stakeholders, such as referral sources, payers, insurers, and fiscal intermediaries.
- Community constituents and governmental representatives.

### Survey Activities

Achieving CARF accreditation involves demonstrating conformance to the applicable CARF standards, evidenced through observable practices, verifiable results over time, and comprehensive supporting documentation. The survey of ServiceSource - Virginia Regional Office and its program(s)/service(s) consisted of the following activities:

- Confidential interviews and direct interactions, as outlined in the previous section.
- Direct observation of the organization's operations and service delivery practices.
- Observation of the organization's location(s) where services are delivered.
- Review of organizational documents, which may include policies; plans; written procedures; promotional materials; governing documents, such as articles of incorporation and bylaws; financial statements; and other documents necessary to determine conformance to standards.

- Review of documents related to program/service design, delivery, outcomes, and improvement, such as program descriptions, records of services provided, documentation of reviews of program resources and services conducted, and program evaluations.
- Review of records of current and former persons served.

## Program(s)/Service(s) Surveyed

The survey addressed by this report is specific to the following program(s)/service(s):

- Community Employment Services: Employment Supports
- Community Employment Services: Job Development
- Community Integration
- Employment Planning Services
- *Governance Standards Applied*

A list of the organization's accredited program(s)/service(s) by location is included at the end of this report.

## Representations and Constraints

The accreditation decision and survey findings contained in this report are based on an on-balance consideration of the information obtained by the surveyor(s) during the on-site survey. Any information that was unavailable, not presented, or outside the scope of the survey was not considered and, had it been considered, may have affected the contents of this report. If at any time CARF subsequently learns or has reason to believe that the organization did not participate in the accreditation process in good faith or that any information presented was not accurate, truthful, or complete, CARF may modify the accreditation decision, up to and including revocation of accreditation.

## Survey Findings

This report provides a summary of the organization's strengths and identifies the sections of the CARF standards that were applied on the survey and the findings in each area. In conjunction with its evaluation of conformance to the specific program/service standards, CARF assessed conformance to its business practice standards, referred to as Section 1. ASPIRE to Excellence, which are designed to support the delivery of the program(s)/service(s) within a sound business operating framework to promote long-term success.

The specific standards applied from each section vary based on a variety of factors, including, but not limited to, the scope(s) of the program(s)/service(s), population(s) served, location(s), methods of service delivery, and survey type. Information about the specific standards applied on each survey is included in the standards manual and other instructions that may be provided by CARF.

## Areas of Strength

CARF found that ServiceSource - Virginia Regional Office demonstrated the following strengths:

- ServiceSource is fortunate to have a strong, involved, experienced, well-connected board of directors that is highly invested in the organization. There was a recent review and revision of the committee structure to better meet the needs of the organization. The phrase "generative conversations" was used frequently to describe how

the board discusses new ideas and concepts at board meetings and seeks input from all board members to help develop structure and detail for the idea or to present new ideas to the board. Board members make opportunities to meet stakeholders and make appropriate connections for stronger services and partnerships by being present at official functions and events and by traveling to one of the regional offices for one board meeting a year. The board works hard to make itself visible and to demonstrate a top-down approach, while seeking the bottom-up input necessary to make the organization work well. Board members are active on committees, many serving on two, and represent ServiceSource in the community well through their connections and memberships in other organizations.

- The Virginia region has a strong, committed, and experienced board member who represents the region's interest on the board, while understanding the broad corporate perspective. Having a board member whose primary responsibility is to the Virginia region helps to separate the Virginia region and the services provided from the corporate services and supports that are provided to the regions to make the programs and services possible. This is particularly important in Virginia as the corporate and regional offices are in the same location.
- The current president/CEO is planning to retire in two years and the board has developed a very strong succession plan. This has included a complete review of organizational policies, procedures, structure, board and governance policies and procedures, organization mission and vision, etc. The plan includes not only how the transition will occur, but how the board plans to support the leader over a two-year period following the transition.
- ServiceSource is led by a strong, experienced executive who has many years of experience with the organization and is highly regarded at the local, state, and national level. She is active in a variety of venues, including state and national entities and makes a point of being visible in the communities where ServiceSource provides services or has contractual obligations. She has developed the top-down and bottom-up philosophy and ensures that she actually travels to regional offices and seeks input from both staff and stakeholders and that senior staff and board members have opportunities to travel to regional offices as well as regional staff traveling to corporate offices.
- The Virginia region executive is an experienced and knowledgeable individual who has been able to lead the Virginia region for a number of years. His expertise has been invaluable in helping the Virginia region maintain its relative autonomy and continue to provide programs and services necessary and appropriate for the region's needs and the opportunities the region affords. There is a clear understanding in the office of what are regional priorities and perquisites versus corporate priorities and responsibilities.
- ServiceSource leadership, both corporate and regional, and Virginia regional program staff members are mission and vision driven. They are constantly reevaluating programs and services to be sure they are offered in the most meaningful and significant way possible. New programs and services are usually somewhere in a planning stage because of some need or gap that was noted either by persons served, staff, or other stakeholders. A spirit of cooperation and collaboration between and among corporate and regional staff was evident. Funds for new or expanding services are often made available through the foundation or fit into funds that already exist. This can-do approach is appreciated and was commented on by funders.
- There is a strong, experienced senior leadership team at the corporate level and for the Virginia region. Both groups have members with significant tenure with the organization, but have new people as well. The long tenure ensures stability and consistency for the organization, while newer members of the teams come with different experiences and new ideas to offer. The organization appears to be very open to new ideas at all levels, despite the long tenure of some of the very senior staff.
- Strategic planning is a strength of the organization and is a good example of leadership and information from the top down and bottom up. The five-year strategic plan began with a gathering of senior staff from all regions early in the calendar year. National trends, initiatives, threats, and opportunities were discussed as well as some things that were happening in each region. Regional staff members went home to review the overall situation with their staff members and to determine what specific things are happening in their areas and what their priorities would be. This information was returned to the corporate staff members who pulled together the

results and developed nine broad areas of concern: information, education, advocacy, services coordination, employment, community living, recreation and avocation, technology, and transportation. These were confirmed by regional staff as being appropriate and including their areas of concern. The overall strategic plan discusses both the national environment as well as the regional environments to give context and perspective to the plan and paints a broad, overarching view of goals in each area. Each region then developed its own objectives in each of the goals that were appropriate to its region to form the basis for the regional action plan. The action plan not only includes individual action steps taken to complete the objectives, but also appears in the job descriptions as they are reviewed or individual goals set during the performance evaluation process for staff members who have been assigned specific tasks in the action plan. When the plan was established and written, the plan went on the road and was presented in a variety of ways to stakeholders in all the regions. Elements of it appear on the website in a variety of different places, and the results of the first year's work will be reported out to all regions and stakeholders at the end of the fiscal year. All major plans and activities ServiceSource engages in are intended to be driven by the strategic plan. In talking with staff responsible for various plans, programs, initiatives, and areas included in the ASPIRE to Excellence section, many conversations included the phrase "as specified in the strategic plan." It is clear that the strategic plan is embedded in the corporate culture and drives the activities of the organization at all levels.

- ServiceSource, both corporate and the Virginia region, enjoys a stable financial position with sufficient reserves to achieve desired outcomes. There are detailed financial reports available at all levels to ensure appropriate monitoring of financial position for programs and services as well as for the board of directors to feel comfortable that the organization is being well managed and that financial staff members are adhering to high ethical and fiscal accounting standards. ServiceSource is fortunate to have a foundation that is available to help fund services that would not necessarily be possible with current reimbursement levels and is complimented for the development of the planned giving program that was the result of a board member's discussion with friends who were trust attorneys.
- ServiceSource seeks input using a variety of different mechanisms, including surveys, individual planning meetings, open-door policy, staff meetings, participant meetings, open houses, and focus groups. Issues that can be addressed immediately are often completed within 24 hours if not sooner, and more complex issues often make their way into various other appropriate plans, such as technology, risk management, accessibility, or strategic plans.
- ServiceSource is complimented on the transportation program it has developed using private providers, Uber and Lyft. This program was developed because of a need for individuals to get to work and medical appointments on time in areas where public transportation is not available or is not appropriate for the individual. The program is used by the persons served who are working as well as with the elderly population served. The program allows the individuals to use and pay for the transportation up front and be reimbursed for half the cost on a monthly basis. Besides providing a needed service at a reasonable price, it also allows individuals to learn about and manage credit cards.
- The corporate and regional Virginia offices are housed in a building that was acquired with the idea in mind that not only would it house ServiceSource, but that the building and some of the office space would be leased to other social services, making the building a "one-stop shop." A number of other not-for-profit entities do lease space at very favorable terms. There are also some areas of the building that can be used by outside groups for meetings and are made available at reasonable rates. ServiceSource has also hosted a "social services fair" using the building and grounds. This is an opportunity for many different organizations to have booths or tables and to make information regarding services available to persons with disabilities to individuals, parents/guardians, or other stakeholders who may be seeking services or information about available services to visit with representatives from a variety of organizations.
- The IT program is a strength of the organization. Not only is the building completely wired and designed to make technology use easy and accessible to everyone, the IT department is always looking for ways to make technology more useful to both staff and the persons served. Enterprise solutions are sought to increase the



functionality, reporting, and productivity of staff at all levels. The use of new technologies to increase productivity and access to information is commendable and includes a roll-out of moving toward electronic files that is currently a work in progress.

- The organization is commended for maintaining a focus on community integration for the persons served. A diverse array of activities, both paid and unpaid, provide for interaction with the public and skill development based on the preferences of the persons served, with each individual clearly at the core of decision making. Each program site provides choices for the coming week, from which participants choose, including delivering meals, cleaning at a senior center or Volunteers of America, horseback riding, cleaning at an industrial setting, and making soaps or candles, among many others. The array of opportunities is further developed by a community integration specialist who devotes efforts to expanding the list of opportunities.
- ServiceSource maintains a fleet of clean, well-maintained vans that facilitate community access for the persons served, while also representing the organization throughout the community in a professional manner. When leaving for community outings, staff takes first aid kits, which are kept inside when not in use to minimize exposure to extreme temperatures, in addition to the specific information related to the individuals who are going out into the community. Additionally, each vehicle has a binder that is stored in the glove box that includes general procedures. Staff members are commended for including a list of healthcare and emergency room facilities, broken down by location to expedite access to medical assistance when needed.
- Long-term community integrated services are provided throughout the community, based out of seven main locations. Each setting provides a different array of services, based on the needs of the persons served, yet each is clean and well organized. Several of the sites are situated in centrally located buildings, allowing for easy access to community resources.
- ServiceSource is fortunate to maintain a dedicated and compassionate staff that is clearly committed to the quality of care and dignity of the persons served. Across all sites, staff demonstrated genuine respect and compassion and was actively engaged in activities and encouraging each of its participants to participate in the activity. Family members describe staff as responsive to the needs of their family members and receptive to family member involvement. Representatives of funding sources report that staff is receptive and responsive to feedback. All of which enhance the quality of services for the persons served.
- The organization is commended for utilizing funds generated by its foundation to provide expressive therapies, including music, art, and dance therapies, as well as yoga and pet therapy at each of the program sites. While providing high-quality services, the therapists are also familiar with the persons served and tailor each session to the needs of the persons served at the particular site.
- The training program for staff is very strong. A Learning Management System (LMS) program has been developed that identifies required training by position and tracks all required and additional training taken. Transcripts can be viewed and the training requirements are part of the performance evaluation process. Staff is appreciative of the opportunities and take advantage of non-required training. There is a leadership training program to help individuals who are interested in upward mobility acquire the necessary skills for advancement.
- For persons served who have an interest in participating in work activities, the organization maintains a variety of opportunities that are geared toward the interests and needs of the persons served. Options range from numerous volunteer sites to hourly paid social enterprises making candles and soaps to a self-employment model based on weaving, for which the artists receive the full amount of sales receipts. Not only do these various activities enhance satisfaction of the persons served, but may also lead to future employment.
- The variety of activities, as well as the involvement and support of the community, is enhanced by community partnerships. As an example, bakers come into the program to work with participants on cake decorating. They work together to make the batter, then the bakers take out already baked cakes that they have brought with them so the group can participate in frosting and decorating. As another example, special education teachers from George Mason University used to come to the organization to work with some of the persons served. This has been transitioned to the Mason LIFE Program, which provides for on-campus learning opportunities.

- Family members spoke highly of the organization, the staff, and the array of services. One parent expressed that she had visited local programs for two years before confidently deciding to send her son to ServiceSource. Family members further relayed that the open-door practice and the welcoming of staff served to enhance their trust. This also serves to enhance the program's access to volunteers and other community resources as the family members are able to identify and respond to needs and/or program enhancements.
- Representatives from funding sources reported strong satisfaction in the organization's services as well as staff. They expressed that staff was receptive to requests and timely in responding to phone calls and submitting documentation. One stated that she would give ServiceSource a rating of “five out of five.” Another reported that she wished she had more funding so she could send more people to the organization.
- ServiceSource has a heavy commitment to collaboration with several partnerships across multiple agencies and regulatory bodies such as the Department of Medical Assistance Services (DMAS), Virginia Department of Behavioral Health and Developmental Services (DBHDS), Community Services Boards (CSBs), and Virginia Department of Aging and Rehabilitative Services (DARS). In addition, it has a relationship with Fedora Solutions, which has representatives who meet with ServiceSource, review Medicaid waiver files, and discuss how they can strengthen services.
- Another great strength of ServiceSource is its collaboration of multiple offices throughout the nation. A rehabilitation cross-functional meeting is held bimonthly during which staff members share their successes, discuss quality assurance, stay up-to-date on ServiceSource program development activities, brainstorm solutions, and learn from one another. There are also multiple CARF surveyors at ServiceSource. Information is shared across regions when CARF standards are updated to ensure that they are providing quality services that align with the standards. In addition, mock surveys are held with different regional offices to prepare for CARF and share ideas to further strengthen each regional office. With all that, it is evident that ServiceSource locations do a wonderful job of soaking up resources and strengths from each other.
- Quality is a top priority for ServiceSource. The organization stays involved and up-to-date with regulations, policies, and advocacy by being a part of several collaborating groups. It is part of Virginia Association of Community Rehabilitation Programs (VACCSES), which is a statewide organization involved with advocacy and public policy related to community rehabilitation services, including quality employment, residential, and day support (community integration, training, and support services). Furthermore, ServiceSource collaborates with other community rehabilitation organizations by being a part of the Northern Virginia Coalition (NoVA Coalition), which meets on a regular basis to share information that impacts the rehabilitation community.
- Funders expressed high satisfaction with ServiceSource, stating that the organization was very strategic in its shift from sheltered employment, keeping all stakeholders involved through the entire process. They also expressed high satisfaction in the level of care of persons served from all levels of the organization, claiming the low turnover of staff and morale of the organization played a big part in this. They also reported that ServiceSource always provides outstanding paperwork in a timely fashion and that its data tracking and reporting was requested to be used as a blueprint for other organizations.
- ServiceSource holds a high commitment to job development for the persons served. The independent job sites developed by ServiceSource are individually selected and carved well for the persons served, creating longstanding successful placements. Transportation is well coordinated, expansion of job duties was prevalent for all placements, and all are direct hire with natural supports very evident in all sites. The organization also has an on-site café and gift shop at the corporate office called Blossoms Daily that is owned/operated by ServiceSource where persons served are directly hired and crafts are displayed from persons served at Long-Term Community Integration Services (LTCIS). ServiceSource also has a career center on site at the corporate office that is open to the public and also persons served, with current job openings posted and someone on site to assist during open hours with online applications.
- The services are very person centered and self-driven by the persons served, with choice and dignity as the way of service delivery. The persons served talked about their work and community life schedules with pride and details and ownership in their own lives.

- The organization is commended for its commitment to developing and continuing to expand diverse opportunities for community inclusion for persons served. One relatively recent addition is its participation in the Mason LIFE Program that integrates individuals with disabilities into the college community. ServiceSource participants attend designated classes on campus one day per week, along with students in the university's Mason LIFE Program. Each class is organized by a syllabus that specifies expectations, curriculum, homework, etc. Although it is only in its second cohort, the unique nature of this program and the community integration opportunities it provides are excellent.
- ServiceSource has several longstanding contracts that have provided long-term, stable employment for the persons served. Many individuals have been working the contract since the start. ServiceSource was granted its first AbilityOne® contract in 1982 with the Environmental Protection Agency (EPA). Currently, ServiceSource holds close to 80 AbilityOne contracts across many lines of business to include mail service, food service, total facilities management, and administrative services. Of those, over 60 contracts fall under the Virginia Regional Office and are in 6 states and the District of Columbia. The Virginia Regional Office employs and supports over 700 individuals with disabilities on these contracts. In addition, through the Virginia Regional Office AbilityOne contract, ServiceSource facilitates the employment of almost 300 individuals with disabilities.
- Employees at ServiceSource are very dedicated to providing the most innovative and progressive services to the persons served. There is a high level of respect given to not only persons served, but the entire team of staff and employers that ServiceSource works with. It was reported by employees interviewed that they felt a high level of satisfaction in their work, many working for ServiceSource for 10-plus years. Staff members expressed a high level of appreciation for the career movement and growth provided by the organization, great communication and meetings to support them, tuition reimbursement, great working relations with their supervisors (open-door policy), and great wages/retirement options. Staff also expressed that ServiceSource was such a huge supporter and advocate for the persons its provided services for.
- Persons served all expressed high satisfaction with their employment services and staff at ServiceSource. Comments made by persons served were, "I love my job," "I love my staff," "This place is great," "My coworkers are my best friends," "I love ServiceSource," and "I am so happy." Parents expressed how deeply appreciative they were of ServiceSource for being that entity that gave their child expectations and the strength to live up to them. Additional comments made by parents were, "My child feels so good about himself," "ServiceSource was there by my son's side the whole time," "They always give my son courage/strength and have his back," "They treat everyone with respect," "They are always available," "They are a lifesaver," and "They treat our children like their own." Several parents and persons served got emotional during interviews as they described how having ServiceSource in their life was a positive turning point for them. One parent said, "ServiceSource deals with persons with disabilities without treating them as they have one."

## Opportunities for Quality Improvement

The CARF survey process identifies opportunities for continuous improvement, a core concept of “aspiring to excellence.” This section of the report lists the sections of the CARF standards that were applied on the survey, including a description of the business practice area and/or the specific program(s)/service(s) surveyed and a summary of the key areas addressed in that section of the standards.

In this section of the report, a recommendation identifies any standard for which CARF determined that the organization did not meet the minimum requirements to demonstrate full conformance. ServiceSource - Virginia Regional Office received no recommendations from this survey. This accomplishment is achieved on approximately 3 percent of CARF surveys.

In addition, consultation may be provided for areas of or specific standards where the surveyor(s) documented suggestions that the organization may consider to improve its business or service delivery practices. Note that consultation may be offered for areas of specific standards that do not have any recommendations. Such consultation does not indicate nonconformance to the standards; it is intended to offer ideas that the organization might find helpful in its ongoing quality improvement efforts. The organization is not required to address consultation.

When CARF surveyors visit an organization, their role is that of independent peer reviewers, and their goal is not only to gather an assess information to determine conformance to the standards, but also to engage in relevant and meaningful consultative dialogue. Not all consultation or suggestions discussed during the survey are noted in this report. The organization is encouraged to review any notes made during the survey and consider the consultation or suggestions that were discussed.

During the process of preparing for a CARF accreditation survey, an organization may conduct a detailed self-assessment and engage in deliberations and discussions within the organization as well as with external stakeholders as it considers ways to implement and use the standards to guide its quality improvement efforts. The organization is encouraged to review these discussions and deliberations as it considers ways to implement innovative changes and further advance its business and service delivery practices.

## **Section 1. ASPIRE to Excellence®**

### **1.A. Leadership**

#### **Description**

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

#### **Key Areas Addressed**

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

#### **Recommendations**

There are no recommendations in this area.

#### **Consultation**

- It is suggested that an individual be named, either by job title or by name, as the corporate compliance officer. One likely candidate could be the present vice president of safety, risk management, and compliance.

### **1.B. Governance (Optional)**

#### **Description**

The governing board should provide effective and ethical governance leadership on behalf of its owners'/stakeholders' interest to ensure that the organization focuses on its purpose and outcomes for persons served, resulting in the organization's long-term success and stability. The board is responsible for ensuring that the organization is managed effectively, efficiently, and ethically by the organization's executive leadership through defined governance accountability mechanisms. These mechanisms include, but are not limited to, an adopted governance framework defined by written governance policies and demonstrated practices; active and timely review

of organizational performance and that of the executive leadership; and the demarcation of duties between the board and executive leadership to ensure that organizational strategies, plans, decisions, and actions are delegated to the resource that would best advance the interests and performance of the organization over the long term and manage the organization's inherent risks. The board has additional responsibilities under the domain of public trust, and as such, it understands its corporate responsibility to the organization's employees, providers, suppliers, and the communities it serves.

### **Key Areas Addressed**

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

### **Recommendations**

There are no recommendations in this area.

## **1.C. Strategic Planning**

### **Description**

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

### **Key Areas Addressed**

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

### **Recommendations**

There are no recommendations in this area.

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

### **Description**

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

### **Key Areas Addressed**

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

### **Recommendations**

There are no recommendations in this area.

## 1.E. Legal Requirements

### Description

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

### Key Areas Addressed

- Compliance with all legal/regulatory requirements

### Recommendations

There are no recommendations in this area.

## 1.F. Financial Planning and Management

### Description

CARF-accredited organizations strive to be financially responsible and solvent, conducting fiscal management in a manner that supports their mission, values, and 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.

## 1.G. Risk Management

### Description

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

### Key Areas Addressed

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

### Recommendations

There are no recommendations in this area.

## 1.H. Health and Safety

### Description

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

### Key Areas Addressed

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

### Recommendations

There are no recommendations in this area.

### Consultation

- The analysis of some drills is excellent, while others are not as complete. It is suggested that staff be trained in how to analyze a drill and that the drill reports be reviewed for complete analysis.
- There are corporate documents and Virginia Regional Office documents regarding critical incidents, reporting requirements, and what requires a critical incident report, but they are not consistent. It is suggested that these documents be reviewed and combined into one document.
- ServiceSource ensures that staff members are well trained in behavior and accident prevention techniques and in the importance of watching body language and other signs to help prevent incidents from occurring. It is encouraged to add a paragraph to its procedures for documenting and recording critical incidents regarding this attention to prevention. There are also a variety of debriefings that occur, and again, ServiceSource is encouraged to consider adding a short paragraph to the incident reporting procedures describing these activities.
- There are corporate documents as well as documents for the programs in Virginia regarding critical incidents detailing what constitutes a critical incident and identifying reporting requirements. ServiceSource is encouraged to combine these into one comprehensive document that could provide guidance to all programs in all regions. It is understood that each region will have state requirements regarding critical incidents that will need to be meshed appropriately with CARF and ServiceSource requirements regarding critical incidents.
- Although there is an analysis of critical incidents that is done annually, it is suggested that greater attention be given to the presentation of the findings. Trends, causes, and any remedial actions could be separately identified and "conclusions drawn" could be the final entry for each type of incident analyzed. It is further suggested that some of this information be included in the outcomes measurement system to demonstrate that interventions or actions taken have been effective.
- It is suggested that ServiceSource add an additional step in its vehicle accident procedure to direct staff to retrieve the face sheet information from the individual's file for medical emergency personnel, if such care is necessary. This could ensure that all pertinent medical information and emergency contacts are provided while ServiceSource individuals are in the hands of emergency medical care.

## 1.I. Human Resources

### Description

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

### Key Areas Addressed

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

### Recommendations

There are no recommendations in this area.

### Consultation

- Although performance evaluations do establish measurable performance objectives, some of those in the files reviewed were not clearly evident to someone unfamiliar with the individuals involved. When the objective is chosen because it would lead to a goal, such as professional development or development of supervisory skills, that information could be helpful to include.

## 1.J. Technology

### Description

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

### Key Areas Addressed

- Written technology and system plan
- Written procedures for the use of information and communication technologies (ICT) in service delivery, if applicable
- Training for personnel, persons served, and others on ICT equipment, if applicable
- Provision of information relevant to the ICT session, if applicable
- Maintenance of ICT equipment in accordance with manufacturer recommendations, if applicable
- Emergency procedures that address unique aspects of service delivery via ICT, if applicable

### Recommendations

There are no recommendations in this area.

## 1.K. Rights of Persons Served

### Description

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



## **Key Areas Addressed**

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

## **Recommendations**

There are no recommendations in this area.

## **Consultation**

- There is a formal complaint process for the Community Integration Services program that is included in the client handbook. The grievance procedure that is printed in the personnel policies serves both employees of the organization and persons served in the various employment programs. It is recognized that this is not appropriate for all persons served in employment programs because not all who are served in those programs are actually employees of ServiceSource and therefore have no relationship to the HR department, which is charged with the responsibility of investigating these complaints. ServiceSource is in the process of developing two distinct grievance procedures: one for employees and one for persons served in the employment programs. It is encouraged to continue with this process and to use the CARF standards as a guide.

## **1.L. Accessibility**

### **Description**

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

### **Key Areas Addressed**

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

### **Recommendations**

There are no recommendations in this area.

### **Consultation**

- Although persons served are part of the accessibility committee, ServiceSource is encouraged to consider convening focus groups that could include persons served, parents, guardians, staff, and other stakeholders to help identify barriers to both services and the broader community.

## **1.M. Performance Measurement and Management**

### **Description**

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

### **Key Areas Addressed**

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

## Recommendations

There are no recommendations in this area.

## Consultation

- Although the nonprogram data collected includes some business practice data, ServiceSource is encouraged to look at all areas of the programs to help determine what sort of business practice data could be maintained that would be helpful in program improvement or to demonstrate effectiveness or efficiency of the programs. Data from HR, finance, accessibility, technology needs of persons served, health and safety, and strategic planning could be included.
- One measure of efficiency that could be used in all programs is the number of units of service authorized versus the number of units billed. These type of data could also be used to develop measures of staff performance.
- Currently, ServiceSource is measuring the number of persons served to evaluate access to services. Other measures could include the time from referral to start of services, or the time from start of services to finding a job or achieving some other goal.
- At the present time, all data collected are collected on all persons served in the program. ServiceSource is encouraged to think about subgroups of individuals for whom certain data might be telling. An example might be the persons identified as medically fragile and how many days were spent in the hospital compared to previous years.

## 1.N. Performance Improvement

### Description

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

### Key Areas Addressed

- Proactive performance improvement
- Performance information shared with all stakeholders

### Recommendations

There are no recommendations in this area.

## Section 2. Quality Individualized Services and Supports

### 2.A. Program/Service Structure

#### Description

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

### **Key Areas Addressed**

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

### **Recommendations**

There are no recommendations in this area.

## **2.B. Individual-Centered Service Planning, Design, and Delivery**

### **Description**

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

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

### **Key Areas Addressed**

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

### **Recommendations**

There are no recommendations in this area.

### **Consultation**

- Staff writes a timely discharge summary for persons served who leave the organization that gives an overview of services received. It is suggested that rather than file this document within the file, it be placed on the top to facilitate easy access when needed.

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

### **Key Areas Addressed**

- Current, complete records of medication 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**

There are no recommendations in this area.

## 2.D. Employment Services Principle Standards

### Description

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

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

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

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

- Individualized, appropriate accommodations.
- A flexible, interactive process that involves the person.
- Increased independence.
- Increased employment options.
- Timely services and reports.
- Persons served obtain and maintain employment consistent with their preferences, strengths, and needs.
- Person served obtains a job at minimum wage or higher and maintains appropriate benefits.
- Person served maintains the job.

### 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.

## 2.E. Community Services Principle Standards

### Description

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

### **Key Areas Addressed**

- Access to community resources and services
- Enhanced quality of life
- Community inclusion
- Community participation

### **Recommendations**

There are no recommendations in this area.

## **Section 3. Employment Services**

### **Description**

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

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

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

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

- Increased inclusion in community activities.
- Increased self-direction, self-determination, and self-reliance
- Self-esteem.
- Community citizenship.
- Increased independence.
- Meaningful activities.

- Increased employment options.
- Employment obtained and maintained.
- Competitive employment.
- Employment at or above minimum wage.
- Economic self-sufficiency.
- Employment with benefits.
- Career advancement.

### **3.A. Employment Planning Services (EPS)**

#### **Description**

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

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

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

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

- Work interests are explored and identified.
- Recommendations for employment options are appropriate.
- Employment planning reports lead to job goals.
- Transferable work skills and employment barriers are identified.
- Benefits planning is included.
- Services are timely in their delivery.
- Services are cost-effective.
- Individuals served understand recommendations that are made.
- Individuals served identify desired employment outcomes.

#### **Key Areas Addressed**

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

#### **Recommendations**

There are no recommendations in this area.

## Consultation

- It is suggested that ServiceSource add a “potential employer options” section to its Situational Assessment final report, same as is done for the part 3/final portion of the Discovery Profile Review. The current Situational Assessment has information on employment within the report, but having this section could clearly provide the individual information on current relevant jobs available in the local labor market that matches their assessment.

## 3.G. Community Employment Services

### Description

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

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

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

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

The following service categories are available under Community Employment Services (please refer to the program descriptions and applicable standards):

- Job Development (CES:JD)
- Employment Supports (CES:ES)

If an organization provides only Job Development or Employment Supports, then it may be accredited for only that service. If it is providing both Job Development and Employment Supports, then it must seek accreditation for both. If any clarification is needed, please contact your CARF resource specialist. There is no charge for consultation.

Note: In making the determination of what an organization is actually providing in comparison to these service descriptions, these factors are considered: the mission of the services, the program descriptions, brochures and marketing image for these services, and the outcomes of the services.

Depending on the scope of the services provided, some examples of the quality outcomes desired by the different stakeholders of these services include:

- Persons obtain community employment.
- Persons obtain individualized competitive employment.
- Employment matches interests and desires of persons.
- Wages, benefits, and hours of employment achieved as desired.
- Average number of hours worked per week increases.

- Average number of hours worked per week meets the desires of the person served.
- Full-time employment with benefits.
- Transition-age youth move directly from their educational environment into community employment.
- Potential for upward mobility.
- Self-sufficiency.
- Integration.
- Responsive services.
- Safe working conditions.
- Cost-effective for placement achieved.
- Performance level achieved meets requirements of job or position.
- Increase in skills.
- Increase in productivity.
- Increase in hours worked.
- Increase in pay.
- Employment retention.
- Increase in natural supports from coworkers.
- Persons served treated with respect.
- Minimize length of time for supports.
- Type and amount of staff interaction meets needs.
- Employer satisfaction.
- Responsiveness to customers.

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

Employment Supports (CES:ES): Employment support services promote successful training of a person to a new job, job adjustment, retention, and advancement. These services are based on the individual employee with a focus on achieving long-term retention of the person in the job. The level of employment support services is individualized to each employee and the complexity of the job.

Often supports are intensive for the initial orientation and training of an employee with the intent of leading to natural supports and/or reduced external job coaching. However, some persons may not require any employment supports at the job site; others may require intensive initial training with a quick decrease in supports, while some will be most successful when long-term supports are provided.

Supports can include assisting the employee with understanding the job culture, industry practices, and work behaviors expected by the employer. It may also include helping the employer and coworkers to understand the support strategies and accommodations needed by the worker.

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



## Key Areas Addressed

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

## Recommendations

There are no recommendations in this area.

## Consultation

- It is suggested that ServiceSource add to its employer site visit checks, a check-in on any training needs (monthly or as regularly scheduled) with employment managers/HR. It was reported by an employer that some disability awareness training would be great to have on a regular basis as they were having some change in staffing and some misunderstandings of working with some individuals from ServiceSource. They had received training in the past, but this work setting seems to have more turnover than others, so ongoing training and check-ins on the working environment would be beneficial.

# Section 4. Community Services

## Description

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

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

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

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

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

## 4.G. Community Integration (COI)

### Description

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 and supports 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.
- Pre-vocational experiences.
- Vocational pursuits.
- Volunteerism in the community.
- 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 is commended for developing Arlington Weaves, Etc. Located on the third floor of an office building, persons served are able to learn weaving skills while producing a variety of beautiful, marketable products. To their further credit, all revenue from the sale of goods goes back to the artists. To expand opportunities for integration, the artists also participate in art-related outings. Staff may want to consider enhancing community relationships by opening up the weaving room to community artists as a form of reverse integration.

# Program(s)/Service(s) by Location

## **ServiceSource - Virginia Regional Office**

10467 White Granite Drive  
Oakton, VA 22124

Community Employment Services: Employment Supports  
Community Employment Services: Job Development  
Community Integration  
Employment Planning Services  
*Governance Standards Applied*

## **Alexandria**

6295 Edsall Road, Suite 260  
Alexandria, VA 22312

Community Integration

## **ArlingtonWeaves, Etc.**

2110 Washington Boulevard, Suite 301  
Arlington, VA 22204

Community Integration

## **Chantilly**

14048 Parkeast Circle, Suite 200A  
Chantilly, VA 20151

Community Integration

## **Community Thrift Store**

7381 Sudley Road  
Manassas, VA 20107

Community Employment Services: Employment Supports

## **Neighborhood Place**

8910 Portner Avenue  
Manassas, VA 20110

Community Integration

## **ServiceSource Annex**

10455 White Granite Drive, Suite 450  
Oakton, VA 22124

Administrative Location Only

**Springfield**

6860 Commercial Drive  
Springfield, VA 22151

Community Integration

**Woodmont/Arlington CIC**

2422 North Fillmore Street  
Arlington, VA 22207

Community Integration