



Three-Year Accreditation

CARF
Survey Report
for
Toolworks, Inc.

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Organization

Toolworks, Inc.
25 Kearny Street, Suite 400
San Francisco, CA 94108

Organizational Leadership

Steven F. Crabel, Executive Director
Kristy L. Feck, Vice President, Client Services

Survey Dates

January 8-10, 2014

Survey Team

Larry S. Greenbaum, M.Ed., Administrative Surveyor
Judy K. A. Dubeau, Program Surveyor

Programs/Services Surveyed

Community Employment Services: Employment Supports
Community Employment Services: Job Development
Community Integration
Employee Development Services
Employment Planning Services
Supported Living

Previous Survey

January 24-26, 2011
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Survey Outcome

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Expiration: February 2017

SURVEY SUMMARY

Toolworks, Inc., demonstrates strengths in many areas.

- The executive director effectively leads by example. His passion and energy for positively impacting the lives of persons with disabilities are naturally communicated to and evidenced by the board of directors, administration team, and staff.
- The administrative team takes joint ownership in managing operations beyond the boundaries of individual job descriptions and continuously displays a high level of competency. The team's commitment and expectation for excellence in delivering person-centered services are transparently communicated to the staff.
- The organization's nine-member board of directors is a governing authority and a working board. Board members bring a range of expertise and skills to the organization and work with the staff in strategically addressing projects and issues.
- Significant numbers of highly qualified staff members have long-term tenure with Toolworks. Collectively, these staff members contribute to Toolworks' reputation for excellent caring services.
- Toolworks has established itself as the organization for persons who are deaf and who are hard of hearing who utilize it for a range of services that promote independence and self-sufficiency.
- The organization's mission is focused on promoting independence, equality, and personal satisfaction.
- Financially, Toolworks is a strong organization. Employment services, community services, and janitorial services operations combine to provide a complement of revenue resources that generate financial solvency.
- Reasonable willingness to stretch financially to meet the individualized needs of the persons served, even if costs are not all covered by funding resources, demonstrates the organization's commitment to its mission and has created "pilots" for developing new services for which gaps exist in the community.
- The organization is complimented for its social entrepreneurship in creating Bakeworks, a community bakery and specialty café. This appealing Hayes Valley neighborhood business offers an array of artistic baked goods, coffee and beverage options, and healthy food in a modern, immaculate, and inviting environment. Bakeworks creates continuous training and employment opportunities with career building potential for persons with disabilities. A glowing review in the *San Francisco Chronicle* articulates how the eatery succeeds in rebuilding life and career opportunities while creating happy customers who enjoy its great food and appealing atmosphere.
- Long-term success in operating AbilityOne Program™ janitorial contracts in federal government venues offers many persons served quality employment in dignifying work sites, while creating a business reputation of excellence in dependably and successfully operating janitorial business services.

- Healthy and safe program operations provide the persons served safety at work, in the community, and at home.
- Recently restructured technology services provide an infrastructure and a foundation for program operations and a means to address strategic planning objectives.
- The organization has built a great rapport with vocational rehabilitation personnel. Toolworks has continuous contact with its funder representatives, providing updates on the persons served, advocating for the needs of persons served, and articulating skills development required for the persons served to gain paid employment.
- Toolworks is one of the primary organizations that provides exceptional deaf and hard of hearing services. The California Department of Rehabilitation shared that it relies on Toolworks to provide services to many of its clients who are deaf and hard of hearing. Without Toolworks, the funder would have a very difficult time meeting the persons' needs.
- Toolworks has networked with many not-for-profit community partners. These partnerships provide the persons served the opportunity to volunteer their time and give back to their communities.
- It is evident that the organization provides the persons served with material in understandable formats such as Cantonese, Chinese, American Sign Language, pictures, and videos with closed captions to meet the needs of specific populations served.
- Toolworks is an organization that empowers persons with disabilities and/or disadvantages to succeed through skills training and securing employment.
- Toolworks has developed internship programs, such as federal administrative skill building, medical assistant skill building, and a janitorial skills training program, which create a high volume of potential employment opportunities for the persons served.
- The staff has been described by funders, family members, and advocates as supportive, creative, honest, and enthusiastic. Toolworks is a unique organization that provides an array of services that are truly individualized, taking into consideration the person's sexual identity, deaf and hard of hearing, language barriers, physical, psychological, and emotional needs.
- Toolworks has worked extensively with the Marriott Hotel where the organization has a janitorial contract. Marriott Hotel has implemented a Sorenson Video Relay Service[®] (SVRS) communication device that provides the persons served access to video relay for deaf to deaf and deaf to hearing message communications. This communication technology is also available in Toolworks' administrative office.
- The Marriott Hotel was proud to share that it received an award for the highest diversion rate of recycling for trash, compost, and recycling, all due to the great work done by the Toolworks group.

Toolworks 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, Toolworks has earned its reputation for excellence in creating opportunities for persons with diverse disabilities to succeed at employment, in the community, and at home. The organization has established a longstanding niche for serving persons who are deaf and hard of hearing. A passionate desire to optimize opportunities for all persons served permeates the leadership,

administration, and staff. An active board of directors provides continuous governance while offering its areas of expertise to address strategic issues and needs. Effective partnerships with businesses, community organizations, and government support community needs in a businesslike manner. Toolworks respects cultural diversity and continuously creates mechanisms to accommodate and address the individuality and cultural needs of the persons served and staff. The organization is committed to addressing the areas for improvement noted in this report. Toolworks is complimented for its holistic and individualized approach to providing services.

Toolworks, Inc., has earned a Three-Year Accreditation. The organization is complimented for its achievements. The leadership and staff are encouraged to address the areas for improvement noted herein and to continue to utilize the CARF standards for continuous quality improvement.