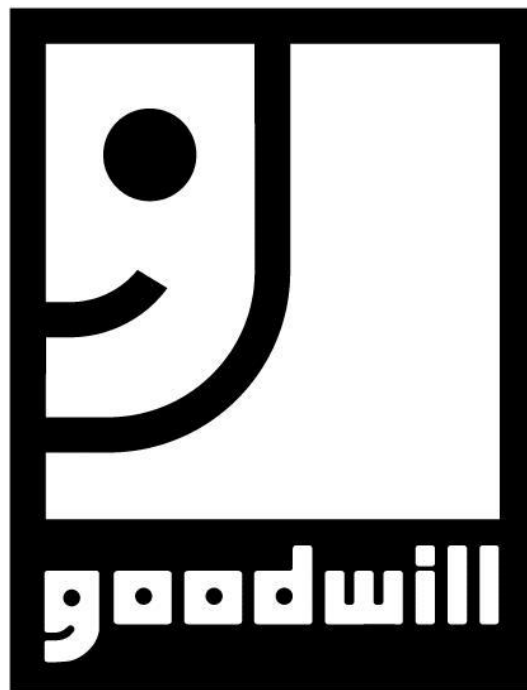


**2009**  
**Program Evaluation**  
***Outcome Managment***



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**Goodwill Industries Serving Southeast Nebraska, Inc.**  
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## General Overview

Goodwill Industries Serving Southeast Nebraska, Inc. provided vocational services to 1981 individuals in 2009.

<b>Program</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
Work Services/Retail Organizational Employment	26	15	12	9
Job Connection/One Stop Computer Lab	2616	2085	1747*	3777
New Americans Employment Program	84	65	137	215
Goodwill Works!™ Probation Programming	7	52	85	202
Work Experience				235**
<b>Total</b>	<b>2733</b>	<b>2217</b>	<b>1981*</b>	<b>4438</b>

*\*Previous years included tracking persons served by Goodwill staff in Resource Room. 2008 on is Computer Lab only*

*\*\*First year of partnership with Arbor and Summer Works to offer formal program*

## Agency Funded Programs

### Retail Organizational Employment

*(ROE) a CARF accredited program, formerly titled Work Services*

The Retail Organizational Employment (ROE) program is small but popular as it provides remunerative fully integrated employment opportunities to individuals with mental, physical, emotional, and/or developmental disabilities who express a desire to work in a retail setting. Persons may participate short term or ongoing depending upon their individual preferences, needs, interests, and abilities and the ability of Goodwill to provide ongoing work opportunities. The program is planned such that approximately 10% of retail positions can safely be ROE participants. In recent years, most participants have chosen to long term engagement in the program which reflects effectiveness in job satisfaction. Some individuals have graduated the program and remain at Goodwill considered competitively employed having mastered their jobs and achieved employment stability. In 2008, ROE participants and graduates made up approximately 20% of the workforce at the agency.

The 2007 report reflected that ROE was “generating concerns disproportionate to the size of the program” including significant safety worries prompting the 10% planning. However, the graduation/exit process of existing participants was not expedited. The agency will rely upon attrition rather than employment terminations to move toward achieving this ratio which impacts service access. The concerns and recommendations from the 2007 report were addressed and 2008 was the first full year operating the redesigned Retail Organizational Employment. Two exits from the program and no new enrollments in 2008 helped move the program closer to the 10% ratio. When attrition does occur, the top individual on the waiting list will be contacted related to continued interest, interviewed and if hired, attend the next scheduled orientation and Academy. Orientation occurs every four weeks and time is of the essence in filling any opening. If the first individual does not have continued interest or does not meet hiring criteria, the next person on the list will be contacted pursuant to agency policy on waiting lists and service access.

#### **Program Goals Narrative:** *[chart follows]*

**75% of program participants complete full cross-training including customer service.**

*Outcome: This goal was not met. Only 40% of ROE participants have been successfully cross-trained. Since there has been no turnover of participants, this goal will not be renewed and will be replaced with goals customized to include the 60% of participants for whom full cross-training is not a viable goal as determined by their efforts in attempting to meet this goal in 2008. See also planning notes below for new effectiveness goal.*

**80% of the individuals served will express satisfaction with the services provided.**

*Outcome: This goal was met. 85% of the individuals served reported positive feedback through Individual Performance Plan (IPP) meetings and survey responses.*

**Efficient agency investment per participant**

*Outcome: This goal was met. \$1,421.40 annual cost per participant is consistent with plan.*

**Stakeholder’s satisfaction with services provided**

*Outcome: Of the surveys returned, this goal was met with 75% reporting overall satisfaction with program services. See planning related to low survey response rate.*

#### **Demographics of ROE Participants**

Since there were no new enrollments and two exits, demographics were little changed. 75% of ROE participants in 2008 were white males. Two participants experience physical or neurological disabilities; other participants experience cognitive, psychological or emotional barriers. Two-thirds of the participants are age 20-39 and one third of the participants are between 40-59 years of age.

### **Additional notes to report:**

- Program has been full and wait listed for an extended time. Referral source knowledge and protocols of service access are likely in atrophy. This program is small but desirable and openings should be filled as quickly as possible when they do occur.
- Overall satisfaction among participants and stakeholders in program is high.
- Participants and clients do report concerns related to changes in minimum wage that impact the individual's ability to work extended hours without potential for benefit loss repercussions.
- The cross training goal was not met in 2009. All program participants attempted to complete full cross training. Since there has been low turnover in the program, it is not efficient to renew a goal that is known to not be viable for 60% of the current participants. Therefore, ***all goals except #1 above will be renewed.*** The replacement for goal #1 will address customized continuous skill improvement for participants. i.e., "80% of ROE participants will improve a production skill they had input in selecting by at least 1%"

### **Planning**

- Address concerns related to atrophy in **service access** protocols due to low participant turnover and monitor continued interest:  
"95% of individuals on the waiting list are still interested in the program when contacted at six month interval and are prepared to start at the next four week rotation if an opening occurred."

Research the possibility (safety, insurance, etc) of offering individuals on waiting list the opportunity to observe a day of Goodwill Academy to help inform their decision whether to remain on the waiting list or not with such attendance beginning in the last quarter of 2009.

Educate referral sources on potential competitive employment at Goodwill for clients.

- Research feasibility of combining this program with others and shifting ROE to Community Employment Services from Organizational Employment with respect to the next CARF accreditation survey.
- Develop and implement administrative phone and electronic surveys to advocates and guardians to receive higher return on stakeholder surveys.

Subject or Goal	To whom applied	Data Source	Outcome	Considerations/extenuating circumstances
Effectiveness 75% of ROE Participants will be cross-trained including handling cash.	All ROE Participants	Performance Assessments	40%	All participants attempted full cross-training. New criteria were implemented in 2007, but some individuals entered the program before that and the agency did not force any participants out. 2008 was a year of identifying best ways to merge long term participant's effectiveness goal with those entering more recently or possessing skill set in new criteria.
Effectiveness 80% Satisfaction with Services	All ROE Participants	Survey	85%	One Participant not satisfied with part time employment and left for full- or near full-time employment at Wal-Mart. Participants who entered program prior to new criteria continue to benefit from the work experience.
Efficiency Cost per participant	All ROE Participants	Agency Financial Records	\$1,421.40	Number of participants slightly higher than plan. Planned 10% ratio being met by attrition rather than terminations. CARF accreditation fees partially paid in 2008 and applied to this cost center.
Stakeholder Satisfaction Goal	Team Members and Family of ROE Participants	Mailed Surveys and Surveys distributed at Team Meetings.	<25% response rate. 75% of comments favorable	<b>*A new strategy for collecting satisfaction information is needed especially from long-term stakeholders who may feel they have "already responded" to our surveys. a</b> <i>"[Participant] could use a .25 raise."</i> <i>"Goodwill continues to be a good experience for [Participant] – increasing her confidence."</i> <i>"The Managers treat [Participant] well."</i> <i>"...your ability to make [Participant] feel valued; giving her a good work experience."</i>
Service Access Goal	Candidates for ROE who meet eligibility requirements.	Intake paperwork; waiting list	Per plan, no new enrollments until ratio achieved.	Since program is highly sought after, any openings should be filled quickly. New goal will be for waiting list to be "ready" candidates who can begin at soonest orientation which occurs every four weeks.

## Job Connection/One-Stop Computer Lab

Goodwill Job Connection offers staffed employment related services to the community at no cost to the participant. Core services are offered from the One-Stop Career Center location.

- Free computer and Internet access for educational and job related uses and Internet assistance.
- Assistance with resumes, cover letters, and on-line applications.
- Tutorials and practice in basic computer skills, typing and data entry; available in English and Spanish.
- Titles include Introduction to Computers, Basic Internet Job Search, and Microsoft Office. Some tutorials provided online by our sister agency in North Carolina referred to here as GCF Learn Free.
- The computer lab is also offered by reservation to other companies and agencies at no cost to teach classes or job search programming and to complete employment application and testing.

### Job Connection/Computer Lab staff provided the following services in 2009:

Objective	Total
Tutorial GCF Learn Free	23
Tutorial Typing	34
Resume	378
Job Search	1542
Application	610
Email	283
Unemployment	117
Resource Room	211
Other	114
Vocational Rehabilitation Assessments	181
Nebraska Unemployment Assessment	245
<b>Total Individuals Served</b>	<b>3777</b>

### Demographics of Job Connection/Computer Lab Guests in 2009

Gender: Male 58% Female 30% Not Reported 12%	
<b>Ethnicity</b>	
Caucasian	1802
Black/African	291
Asian	109
Hispanic	185
Middle Eastern	69
Native American	66
European	0
Not Reported	447

#### Notes to report:

Usage was up considerably over 2008 numbers, yearend stats reflect a 166% increase in services. Unemployment hit its highest rates in Nebraska and was reflected in our statistics. Satisfaction is recorded by One Stop management.

- HelloLine message service for individuals who may not have a telephone for their job search needs was discontinued in 2009.

- Southeast Community College, Vocational Rehabilitation, State Unemployment conduct testing or classes in the Job Connection Computer lab by reservation, due to high volume of clients some reservations have been limited and use after hours is permitted by approved agencies.

**Planning/Recommendations:**

- Measurable goals are needed for this program related to efficiency and cost per person served.
- Funding is needed to acquire new office equipment to maximize space and efficiency. Grants and gifts should be explored to fund the required upgrades.
- State of Nebraska donated a high quality/high volume printer which improved printing capabilities and quality for clients.
- A server is not efficient to managing the computer lab machines, it is recommended re-configuring the machines independently or setting up a local network for printing capabilities. Consult with IT support provider for recommendations.
- Assess machines for needed hardware and software upgrades.

## New Americans Employment Resources

New Americans Employment Resource (NAER) program offers assistance to immigrants and refugees who are interested in obtaining work, but who experience barriers to finding appropriate employment due to cultural and/or language barriers. Goodwill serves individuals who are in the United States legally. Valid documentation and identification is required prior to service provision. Goodwill assists individuals through the job search process, including application processes, interviews, new hire orientation, and follow up after placement. This program was initially funded in part by grants, moving to being sustained by the agency. This program has potential for CARF accreditation in the future.

### Program Goals:

- 1) Serve 40-50 individuals  
*Outcome: Goal exceeded as 137 individuals were served.*
- 2) 50% of individuals with adequate English skills will obtain employment  
*Outcome: Goal exceeded as 98 individuals were placed in employment*

### Demographics of Persons Served

**Total Individuals Served in 2008: 137**

#### Enrollments

Job Placement	98
New enrollments	137

#### Gender

Female	51
Male	86

#### Age

19 or Under	3
20 to 29	21
30 to 39	51
40to 49	36
50 to 59	15
60 to 69	6
Older than 70	3

#### Ethnicity

African American	1
Asian/Oriental	23
Hispanic	39
Other	168
White	6

#### Country of Origin

Afghanistan	Algeria	Angola	Bhutan	Bosnia	Burma
Cameroon	China	Colombia	DR Congo	El Salvador	Iran
Iraq	Laos	Mexico	Nigeria	Pakistan	Peru
Russia	Sudan	Togo	Tunisia	Turkey	Uganda
Ukraine	Vietnam	Mexico			

## **Service Enhancement to Goodwill's New Americans Program**

### **Interpretation and Translation Services:**

Woods Charitable Fund awarded a grant to provide translation and interpretation services to encourage employers to diversify their workforce by overcoming language barriers that limit employer's ability to hire people for whom English is not their first language. A secondary goal is to increase job market and placement opportunities for job seekers with limited English speaking who access the One-Stop Career Center. 41% percent of individuals served required and received translation or interpretation. As of December 2009, only one employer has taken advantage of the interpretation serves which resulted in 19 individuals receiving employment opportunities at an average wage of \$11.70 per hour.

**Notes to report:** Number of individuals served is higher than projected goal set in 2008. Goals for persons served were set based on numbers served in previous years; it is difficult to determine whether the increase in number served is due to an actual increased need, better outreach methods or new tracking software. Numbers served from 2008-2009 will be analyzed to compare against same tracking software and outreach components.

**Planning:** Service provision should be continued as funding allows. Attention to continuous improvement and enhancing this program to a level that the program could be CARF accredited is desirable. The New American population continues to be an underserved group in our community.

## Goodwill Works: Lancaster County Day Reporting Center

Goodwill offers the Goodwill Works!™ program curriculum to Lancaster County Probation Reporting Center. The center is a pilot program for the State of Nebraska and has expanded from serving only Specialized Substance Abuse (SSAS) Probation participants, to offering programming to the entire Lancaster County probation system participants. Individuals are required to complete a battery of courses based on referrals from their probation officer. Goodwill offers: Money Management, Time Management, Employment Courses, Stress Management, Job Search, Interviewing and other job retention related soft skills classes.

Program goals are determined by the contractor.

- Number of individuals served is based on contractor referral
- Continue to monitor contractor needs to provide services as needs change or develop

### Individuals Served in 2009: 202

#### Demographics of Persons Served

##### Sex

Female	34
Male	51

##### Age

19 or Under	2
20 to 29	31
30 to 39	36
40to 49	21
50 to 59	6
60 to 69	0
Older than 70	1

##### Ethnicity

African American	12
Asian/Oriental	6
Hispanic	3
Other	2
White	57

**Notes to report:** Administration of this program has received commendations from Lancaster County Day Reporting center praising staff and programming. The Day Reporting Center is a pilot programming center and the possibility of cutting funds or programming exists. Goodwill will continue to monitor this concern and provide services as contracted. The contract renewal period is annual in July.

**Planning:** Continue to monitor programming needs and adjust scheduling to meet the needs of clients and administration at the Day Reporting Center.

## Volunteer Program

Goodwill's Volunteer Program receives community service referrals from various sources. Volunteer's generally volunteer at our retail locations or are part of a special project or donation drive at other locations. Goodwill received 690 volunteers in 2008 serving more than 6,040 hours. Below are the main referral sources for our volunteer program

**Department of Community Corrections** places low risk offenders in the Volunteer Program. The goals of Community Corrections are to ensure accountability without incarceration for individuals involved in the criminal justice system and assist with population management at the county correctional facilities. Corrections screens and provides risk assessment for adults in a manner that strives to preserve public safety while supporting the redirection of the inmate population within the Lancaster County Intake and Detention facilities and the Lancaster County Correctional Facility.

**Workforce Development** administers the Workfare program in which participants must be employed or complete community service to be eligible for food stamp assistance.

**Diversion Services** is an alternative sentence for youth offenders in which community service may be sentenced by Diversion Courts.

**Work Experience** volunteers have requirement by both federal and state funded income assistance programs to gain experience in a field of work to assist in their employment search. Goodwill processes these referrals in the same manner as all other volunteer referrals.

**Lincoln Public Schools** has a graduation requirement of completing 20 hours of community service for all students in conjunction with the Citizenship Issues, Government & Politics courses. This group also includes any projects from local philanthropic groups such as UNL Big Event, Union College Project Impact.

**General** volunteers do not fall into any of the previous categories and are volunteering for no particular reason or requirement.

<b>Referral or Group</b>	<b>Number of Individuals</b>	<b>Total Hours Served</b>
Diversion Services	26	354.12
Dept. of Comm. Corrections	22	637.01
Work Experience	177	7197.37
High Schools	44	556.18
General	15	226.03
Large Groups or Projects	450	2850
Totals	734	11820.7