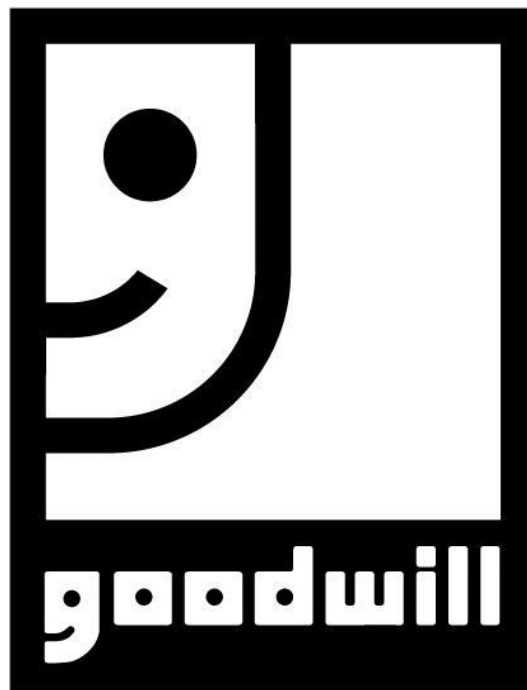


2013
Program Evaluation
Outcome Management



®

Goodwill Industries Serving Southeast Nebraska, Inc.
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Introduction

In 2013 Goodwill Industries Serving Southeast Nebraska, Inc. provided vocational services to a minimum of 5,207 individuals and overall, Goodwill provided 19,061 total units of service.

General Overview

Total Units of Service

| Program | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 |
|------------------------------------------------|--------------|---------------|---------------|-------------------|-------------------|-------------------|---------------|
| American Job Center (AJC) | -- | -- | -- | -- | -- | -- | **4,038 |
| Community Service Recipients (CSR) | -- | -- | **235 | 414 | 485 | 229 | 225 |
| Community Support (CS) | -- | -- | -- | -- | -- | **174 | 1,847 |
| Goodwill Academy | 4,943 | 10,283 | 13,876 | 13,691 (5,534) | 10,700 (8,756) | 10,159 (5,191) | 6,876☺ |
| Interpretation Services | -- | -- | -- | **8 | 5 | 1 | ! |
| Job Connection Computer Lab | 2,085 | 1,747 | 3,777 | 4,775 | 5,246 | 6,880 | ***4,762 |
| Job Connection Computer Lab Third Party Use | -- | -- | -- | **739 | 19 | 548 | ***419 |
| *Lancaster County Day Reporting Center (LCDRC) | 52 | 85 | 202 | 201 | 215 | 222 | *#150 |
| *Retail Organizational Employment (ROE) | 15 | 12 | 9 | 9 | 11 | 11 | 12 |
| YWCA Job Outfitters | -- | -- | -- | -- | -- | **16 | 734 |
| Total | 7,160 | 12,264 | 18,314 | 19,992 | 16,710 | 18,240 | 19,063 |

Individuals Served

| Program | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 |
|------------------------------------------------|-------------|-------------|-------------|-------------|--------------|--------------|--------------|
| American Job Center (AJC) | -- | -- | -- | -- | -- | -- | -- |
| Community Service Recipients (CSR) | -- | -- | **235 | 414 | 485 | 225 | 225 |
| Community Support (CS) | -- | -- | -- | -- | -- | **174 | 1,847 |
| Goodwill Academy | 128 | 89 | 76 | 78 | 108 | 77 | 106 |
| Interpretation Services | -- | -- | -- | **8 | 5 | 1 | ! |
| Job Connection Computer Lab | -- | -- | -- | -- | **1,162 | 3,478 | ***2,233 |
| Job Connection Computer Lab Third Party Use | -- | -- | -- | -- | **19 | 548 | ***419 |
| *Lancaster County Day Reporting Center (LCDRC) | 52 | 85 | 202 | 201 | 195 | 166 | *#86 |
| *Retail Organizational Employment (ROE) | 15 | 12 | 9 | 9 | 11 | 9 | 12 |
| YWCA Job Outfitters | -- | -- | -- | -- | -- | **16 | 281 |
| Total | 260 | 323 | 737 | 865 | 2,014 | 4,694 | 5,209 |

!Program no longer in service. *CARF Accredited **This is the first year in which these statistics were included in the evaluation.***These numbers are reported through September 30th, 2013. After this date tracking was completed by AJC. #These numbers are reported through June 7th, 2013. After this date the contract was terminated. ☺ Corrected hours, see Goodwill Academy section for details.

Participants' Characteristics

| Gender | AJC | CSR | CS | Academy | Job Connection | Job Connection Third Party Use | LCDRC | ROE | YWCA Job Outfitters | Total Individuals Served |
|--------------|------------|------------|--------------|------------|----------------|--------------------------------|------------|-----------|---------------------|--------------------------|
| Male | *-- | 77 | 297 | 33 | @1464 | -- | #64 | 5 | 64 | 2,004 |
| Female | *-- | 89 | 468 | 73 | @766 | -- | #22 | 7 | 217 | 1,642 |
| Unknown | *-- | 59 | 1,082 | -- | @3 | *@419 | -- | -- | -- | 1,563 |
| Total | *-- | 225 | 1,847 | 106 | @2,233 | *@419 | #86 | 12 | 281 | 5,209 |

| Ethnicity | AJC | CSR | CS | Academy | Job Connection | Job Connection Third Party Use | LCDRC | ROE | YWCA Job Outfitters | Total Individuals Served |
|-----------------|------------|-------------|--------------|------------|----------------|--------------------------------|------------|-----------|---------------------|--------------------------|
| White | *-- | *-- | 336 | 71 | @1,167 | -- | #51 | 11 | *-- | 1,636 |
| Black | *-- | *-- | 52 | 17 | @667 | -- | #18 | 1 | *-- | 755 |
| American Indian | *-- | *-- | 14 | 6 | @90 | -- | #3 | -- | *-- | 113 |
| Asian | *-- | *-- | 33 | 1 | @44 | -- | #1 | -- | *-- | 79 |
| Hispanic | *-- | *-- | 68 | 8 | @178 | -- | #9 | -- | *-- | 263 |
| Other | *-- | *-- | 77 | 3 | @70 | -- | #2 | -- | *-- | 152 |
| Unknown | *-- | *225 | 1,267 | -- | @17 | *@419 | #2 | -- | *281 | 2,211 |
| Total | *-- | *225 | 1,847 | 106 | @2,233 | *@419 | #86 | 12 | *281 | 5,209 |

| Age | AJC | CSR | CS | Academy | Job Connection | Job Connection Third Party Use | LCDRC | ROE | YWCA Job Outfitters | Total Individuals Served |
|---------------|------------|-------------|--------------|------------|----------------|--------------------------------|------------|-----------|---------------------|--------------------------|
| 0 – 15 Years | *-- | *-- | 444 | 3 | @40 | -- | -- | -- | *-- | 487 |
| 16 – 24 Years | *-- | *-- | 98 | 21 | @122 | -- | #32 | -- | *-- | 273 |
| 25 – 34 Years | *-- | *-- | 6 | 23 | @382 | -- | #22 | 5 | *-- | 438 |
| 35 – 44 Years | *-- | *-- | 18 | 26 | @491 | -- | #16 | 1 | *-- | 552 |
| 45 – 54 Years | *-- | *-- | 14 | 24 | @673 | -- | #13 | 3 | *-- | 727 |
| 55 + Years | *-- | *-- | -- | 9 | @524 | -- | #3 | 3 | *-- | 539 |
| Unknown | *-- | *225 | 1,267 | -- | @1 | *@419 | -- | -- | *281 | 2,193 |
| Total | *-- | *225 | 1,847 | 106 | @2,233 | *@419 | #86 | 12 | *281 | 5,209 |

*This type of demographic data is not collected for this program.

**This demographic information is not collected for this program; results shown are from the ResCare function of the volunteer program, which was recorded.

@These numbers are reported through September 30th, 2013. After this date tracking was completed by AJC.

#These numbers are reported through June 7th, 2013. After this date the contract was terminated.

Community Service Recipients (Volunteer Program)

This program receives community service referrals from various sources. Participants are provided with opportunities to assist in our retail locations or as part of a special project. Goodwill provided opportunities for 225 individuals in 2013. These individuals served 4,675.56 hours of community service. Below are the main referral sources for this program:

Breakdown of Referral Sources & Hours Served

Measured in Individuals Served

| Referral or Group | Number of Individuals | Total Hours Served |
|--------------------------------|-----------------------|--------------------|
| Dept. Of Community Corrections | 67 | 1370.67 |
| ResCare/Arbor | 50 | 2476.68 |
| Local Schools | 36 | 473.04 |
| General | 13 | 236.67 |
| Large Group | 59 | 118.5 |
| Totals | 225 | 4675.56 |

Average Volunteer Rate for 2013

Based on the 2012 statistics by the Corporation for National & Community Service.

VolunteeringinAmerica.gov.

According to this report, Nebraska was rated 5th among all 50 states in their volunteer rate from 2012.

The average Nebraska hourly volunteer rate: \$17.10

$\$17.10 (4,675.56) = \$79,952.07$

2013 Program Goals:

- 1) Increase active participants by 10%.
*Outcome: **Goal not met.** Though we did not increase the number of active participants the number was maintained.*
- 2) 50% of the individuals served will express satisfaction with the services provided.
*Outcome: **Goal met.** The satisfaction survey was optional and based on the number which was returned the goal was met.*

Additional Notes to Report:

2011 is the latest year for which state-by-state monetary numbers are available. There is a lag of almost one year in the government's release of state level data which explains why the state volunteering values are one year behind the national value. The estimated national value for 2012 is \$22.14 per hour.

Community Support

Because of amazing donors and customers, Goodwill is able to provide services to thousands of people who face barriers to employment. Goodwill recognizes that services provided by peer agencies prepare people served by Goodwill to better succeed in Goodwill's employment programs.

It is with this understanding, and the great community support which Goodwill receives, that allows Goodwill to provide funding to colleague agencies to help fund their own programs that align with Goodwill's mission of *willing workers employed and community resources maximized*.

The Arc of Lincoln/Lancaster County:

The Arc of Lincoln offers a variety of programming to help individuals with intellectual and developmental disabilities develop job skills and become employed.

Many of the people The Arc serves face additional boundaries in seeking employment due to the nature of their disability. For instance, many participants need to develop the social skills necessary to gain and maintain employment and they must also know their rights as laid out by the Americans with Disabilities Act. Issues such as these require specialized knowledge in order to provide guidance and assistance in finding and maintaining employment. This knowledge based service was once a fee for service program. The Arc of Lincoln is now able to offer this specialized knowledge for free.

In 2013, The Arc served 61 individuals through group meetings, individualized support, job training, transition planning (from high school to real-world employment), and networking.

Community Justice Center:

Community Justice Center offers programming that helps ex-offenders with the victim and community impact portion of their rehabilitation. Beginning in April of 2012 Goodwill contracted with Community Justice Center to add a Goodwill employment readiness component to the services provided inside the prison. We have determined that the victim impact programming is antecedent to moving forward with other employment readiness and job search activity.

During 2013 Community Justice Center provided 20 classes which took place on a rotational basis at Lincoln Correctional Center, the Nebraska State Penitentiary, and Nebraska Correctional Center for Women located in York, Nebraska. The program served a total of 185 individuals from January to October of 2013. This was up from 2012 when 13 classes were provided and 130 individuals were served.

Heartland Big Brothers Big Sisters:

In 2013, Heartland Big Brothers Big Sisters (HBBBS) expanded its programming with the help of Goodwill. Through funding support from Goodwill, the agency offers extended employment preparation and career exploration through its one-to-one mentoring program.

A foundation of the organization's program is to provide youth with valuable life skills through one-to-one mentoring and program activities. The agency focuses on helping youth to build life skills that are necessary to graduate from high school and become employed members of our community. Research shows that youth paired with a Big Brother or Big Sister mentor are better equipped to graduate from high school and fulfill their full potential.

Last year, the agency provided 519 mentor matches. Of those youth served, 63% were female and 37% were males. The organization provided mentoring services to youth ages 7 through 20, of those 53% were under the

age of 12. HBBBS works with a diverse group of youth from low income families. Of those youth matched last year, 46% identified themselves as nonwhite or Latino.

In addition to the organization's core mentoring program the agency provided several activities that included career exploration and job readiness opportunities. For example, with corporate partner Old Navy, the agency hosted Camp Old Navy which offered youth the opportunity to shadow employees at the Old Navy store where they also practiced interviewing techniques, merchandising and using the register. The agency also hosted activities that included the Sheldon Art Museum, a tour of KLKN-Channel 8, Science Night, Ice Skating, Lied Center events and tickets to various on campus events including football, basketball and volleyball games.

The Youth Outcome Survey (YOS) measures youth's attitudes toward Social Acceptance, Scholastic Competency, Educational Expectations (finish high school), Grades, Risk Attitudes, Parental Trust, Truancy and whether they have a special adult in their lives. As part of this report, positive outcomes are measured as maintained or improved. Below are statistics taken from the recent YOS outcome report.

- 100% of school-based youth showed positive outcomes in 1 major category
- 94% of community-based youth showed positive outcomes in 1 major category
- 93% of community-based youth maintained or improved in their expectations of finishing high school
- 78% of community-based and 89% of school-based youth improved or maintained in the risk attitudes category, which includes tobacco, drug and alcohol use, skipping school and violence.
- 95% of community-based youth and 100% of school-based youth improved or maintained in the break school rules category, meaning their attitudes toward breaking school rules.
- 83% of community-based youth and 83% of school-based youth improved or maintained in the late for school category, meaning their attitudes toward being late for school.

Lincoln Literacy:

Beginning in March of 2012 Lincoln Literacy received funding from Goodwill in an effort to help those with limited English proficiency acquire the skills needed to search for and maintain employment. Lincoln Literacy's current *Workforce Readiness English* program teaches students vocabulary, equips them with job-seeking skills, and prepares students for participation in the Nebraska workforce.

During 2013 Lincoln Literacy provided literacy programming for 1,082 adults and youths. Post assessments measured that 74% of adults and 85% of youths improved their literacy skills as a result of Lincoln Literacy's programming. In terms of employment, 269 of the adults who participated in programming were currently employed, 274 were seeking employment, 209 were not seeking employment and 62 were students. The unemployment rate among the adult learners fell 8 percentage points during 2013, down from 42 percent in 2012.

Additional Notes to Report:

Each agency tracks their statistics and reports people served to Goodwill.

Goodwill Academy

The Goodwill Academy is a four week training program for all new employees. The Academy was formed in January of 2007 to establish expectations; train all employees on the same policies, procedures, and Goodwill basics; and help determine compatibility for the retail job before new hires become part of the team schedule.

In July, 2013, the Academy evolved to bi-weekly classes, alternating daytime hours with an evening option for those who may have other employment or school. Employees receive intensive training on the production process, cash handling, and customer service. Perfect attendance during Academy is required. Should a participant need to miss any time, they may have the opportunity to start with the next group or reapply after a period of time depending on the situation. Participants may be let go or elect to leave Academy.

As of December 31, 2013 we have conducted 115 training Academies. Academy classes in 2013 ranged from 2 people to 11 people per class with an average of 5 people per class.

Breakdown of Academy Graduation Rate

Measured in Individuals Served

| Objective | 2013 #'s | 2012 #'s |
|--------------------------------------------------------------------------|----------|----------|
| Number of Individuals who entered Academy | 106 | 77 |
| Number of Individuals who completed the entire Academy | 53 | 48 |
| Number of Individuals who are still employed 12/31/2013 | 39 | 37 |
| Number of Individuals who completed the entire Academy employed >90 days | 43 | 34 |
| Number of >90 day individuals who are still employed 12/31/2013 | 17 | 29 |

2013 Program Goals:

- 1) Maintain an average Academy graduation rate of 50% or more for 2013.
*Outcome: **Goal met.** We experienced a 59% graduation rate. We are continuing to develop a more effective tool to measure this beyond our graduation rate and improved turnover rates.*
- 2) Maintain an average of 10 days or less for individuals not completing Academy.
*Outcome: **Goal met.** The average number of days someone was employed if they did not complete academy was 10.*
- 3) Maintain a turnover rate below 70% for the Agency without Academy. (This measures the effect of academy because 1) people who are not a good fit for the job and end employment during academy are not affecting the overall agency numbers and 2) employees who do effect the numbers attend the Academy training which has had an impact on retention.)
*Outcome: **Goal met.** Turnover without including those who left employment during training was 55.56% as compared to the 77.98% overall rate. This demonstrates the Academies positive impact on the regular workforce with a more stable employee joining the team at locations. We also experienced a 68% retention rate which was a 4% increase over last year.*
- 4) Develop a process to provide Academy review to all locations and employees ongoing throughout the year.
*Outcome: **Goal not met.** Due to staffing shortages over the year, we utilized temp labor for much of the second half of the year. We were unable to address these improvements during this time and will continue the goal for 2014.*

Additional Notes to Report:

☺ In reviewing hours provided at the beginning of this report, previous numbers have been corrected where possible from 2010 to the present to more accurately reflect services provided minus the trainers hours and duplicated training bonus hours. 2008 and 2009 time and attendance tracking were on different software that is no longer accessible for accurate comparison. Fluctuation with hours and number of attendees is also due in part to the number of days in attendance per participant during Academy.

Job Connection Computer Lab

The Goodwill Job Connection computer lab offered staffed employment related services to the community at no cost to the participant and was housed inside of Workforce Development's One Stop Career Center. In October of 2013 the center was rebranded as the "American Job Center" (AJC), relocated and housed within Southeast Community College. From January of 2013 to September of 2013 Goodwill provided 4,762 units of service to 2,233 members of the community. From October of 2013 to December of 2013 tracking was conducted by the American Job Center Staff. During this three month period staff provided 4,038 units of service.

Types of services offered included, but were not limited to, tutorial training, classes based on needs of the public, resume assistance, Internet use for job searching, online applications, email and unemployment registration. The lab was also utilized as a classroom space for Experience Works participants one morning a week and ESL students by Southeast Community College after normal business hours. A complete breakdown of the services offered in correlation to the units of service provided are listed below.

Breakdown of Services Provided

Measured in Units of Service

| Objective | Total |
|---------------------------------|--------------|
| AJC Units of Service | 4,038 |
| Assessments | 56 |
| Change Counting | 32 |
| Class (non-Goodwill Instructed) | 139 |
| E-mail | 116 |
| ESL Class (SCC) | 280 |
| Job Search & Application | 1,666 |
| Other | 214 |
| Resume | 529 |
| Tutorials | 91 |
| Weekly Unemployment Claims | 1,639 |
| Total Units of Service | 8,800 |

2013 Program Goals:

- 1) Classes will account for 15% of the units of service.
*Outcome: **Goal not met.** Classes accounted for 9.47% of total usage.*
- 2) Maintain units of service.
*Outcome: **Goal met.** In 2012 the total units of service totaled 6,880.*
- 3) Increase new users by 10%.
*Outcome: **Goal met.** New users accounted for 52% of individuals served.*

Additional Notes to Report:

As a part of the restructuring, Goodwill relinquished their computer lab and continued to provide support for the new resource room within the AJC. Reporting was tracked by the AJC from October of 2013 to December of 2013 and hopes to be refined for the upcoming year.

Lancaster County Day Reporting Center *(LCDRC) a CARF accredited program*

Goodwill offered Employment and Life Skills programs to the Lancaster County Day Reporting Center. The contract year is from July 1st, 2012 to June 30th, 2013. However, for the purposes of this report, tracking is recorded from January 1st, 2013 to June 7th, 2013 after which time contracted services were terminated. Programming was provided for referrals from Lancaster County probation and parole. During this six month period 86 individuals were served. 53 were served through Employment Skills class while 33 individuals took Life Skills classes.

2013 Program Goals:

- 1) 80% of the individuals served will express satisfaction with the services provided.
*Outcome: **Goal not met.** While 30 people expressed satisfaction with services provided in the Life Skills programming, only 2 satisfaction surveys were returned from the 53 people who participated in the Employment Skills programming. That being said, Life Skills participants showed a 90% satisfaction rate with services provided.*
- 2) Maintain or increase percentage who gained employment in 2012 (48%) not including participants who reoffended.
*Outcome: **Goal met.** 66% of participants who did not reoffend gained employment as a result of participating in our program.*
- 3) 60% of Employment Skills participants who have not reoffended will complete the course.
*Outcome: **Goal not met.** 53% of participants successfully completed the course.*
- 4) 75% of Life Skills participants who have not reoffended will complete their assigned classes.
*Outcome: **Goal not met.** 66% of participants completed their assigned classes.*

Additional Notes to Report:

This year the LCDRC held an open bidding process for the upcoming contract year. Goodwill was not awarded the contract and thus only provided services through June 7th of 2013.

Retail Organizational Employment

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

The Retail Organizational Employment (ROE) program is a small program that 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. The Agency is dedicated to designating approximately 10% of the retail workforce through the ROE program. In recent years, most participants have chosen long term engagement in the program which reflects effectiveness in job satisfaction. Some individuals have graduated the program and remain employed with Goodwill. They are considered competitively employed having mastered their jobs and achieved employment stability.

2013 Program Goals:

- 1) 20% of participants will create a plan to achieve competitive employment.
*Outcome: **Goal met.** While 100% of the participants created competitive employment plans, 25% have moved to graduation plans and are expected to obtain competitive employment status within six months.*

- 2) 50% of participants will self-advocate to their Employment Specialist.
*Outcome: **Goal met.** 75% of participants self-advocated to their Employment Specialist through email and phone conversations.*

- 3) Create and implement a survey that will provide feedback regarding the program.
*Outcome: **Goal met.** While a quarterly survey was created and distributed to participants, it was observed that feedback from this survey did not provide insights regarding program effectiveness. Eliminating this form of feedback has provided us with an opportunity to seek another avenue for gathering information.*

Additional Notes to Report:

In 2013 movement within the program was abundant. For the upcoming year we hope to be closer to program capacity.

YWCA Job Outfitters

In December 2012, the YWCA Lincoln and Goodwill teamed up on the YWCA's Job Outfitters program to better serve its participants and the Lincoln community. Job Outfitters offers men and women in the community career clothing, hope, and encouragement. It is a free service to people in need and empowers participants to better their lives. The need for Job Outfitters has become increasingly important during tough economic times. Participants are given vouchers good at any Goodwill Retail location to shop for interview and work apparel after they complete a workforce preparedness activity.

During 2013, a total of \$7,340.00 worth of vouchers were issued to 281 individuals. If a participant's status changed due to a promotion, job change, clothing needed for an interview etc., users were able to come back and obtain another set of vouchers. Each participant was allotted a total of \$60.00 for the year. Repeat users accounted for 30% of the individual users.

2013 Program Goals:

- 1) First time users will account for 20% of the population served.
*Outcome: **Goal met.** 69% of the population served were first time users.*
- 2) 250 individuals will utilize this service.
*Outcome: **Goal met.** 281 individuals utilized this service.*

Additional Notes to Report:

Capturing new demographics for this group will begin in the upcoming year. We hope to obtain information about the people we are serving in order to market to those populations and serve them better. Coming up with new workforce preparedness activities that will help participants bolster their employment endeavors is something we would like to achieve so that this area does not become stagnant.

Needs Determination

The City of Lincoln is the current AJC operator. Goodwill and other supporting agencies continue to work with the operator in order to provide ideas and feedback regarding the usage of the center. Goodwill has also met to discuss how we may be able to provide extra support through classes or special seminars that would address the needs of the users. These classes and/or seminars would replace some of the services that were provided by the Job Connection computer lab.

A way to recruit more group participation within the Community Service Recipient area is needed. Within the upcoming year we hope to have a new set of eyes with fresh ideas take a look at how we might grow in this area.

Whereas the mission of Goodwill Industries Serving Southeast Nebraska, Inc. is *willing workers employed and community resources maximized* and board policy A.1 – 4.A states that “Proceeds beyond prescribed reserves, asset preservation and agency sustenance are reinvested into community programs or services”; we determined that instead of creating new programs we would provide support to agencies within the community that prepare people for employment programming provided by Goodwill.

After finding out that another form of feedback was needed for ROE, discussions began on how to choose a different, more effective route. Requiring the IPP supplement to be completed before meetings has given us more insight regarding the program. However, there are still some areas where participants choose not to provide comments. We will continue to look for new ways to gain participant feedback.

A Community Needs Assessment is planned how best to direct agency resources. The CNA will help find the data, facts and statistics to make sound decisions, allow our organization to strategically plan success, and gain the maximum return on investment of limited resources. Goals for the assessment are as follows:

1. To identify trends and changes within the community.
2. To define current and emerging needs within the service area.
3. To help determine if there is a need for additional services and, if so, who can provide those services — whether it is our agency or another agency.
4. To discover whether or not a previous need is declining and if we should consider discontinuing a current service.
5. To unveil populations that are most in need of our services as well as uncover potential changes in these populations
6. To help position the agency as a valued contributor to community planning.
7. To help the agency optimize return on mission investment.
8. To develop a strategic plan for mission services.
9. To convince stakeholders that there is an unaddressed need and that our agency can deliver results.
10. To leverage additional resources.

Goal Summary

| Program | Accomplished | Not Accomplished |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-------------------------|
| Community Service Recipients | | |
| <i>Increase active participants by 10%.</i> | | 1 |
| <i>50% of the individuals served will express satisfaction with the services provided.</i> | 1 | |
| Goodwill Academy | | |
| <i>Maintain an average Academy graduation rate of 50% or more for 2013.</i> | 1 | |
| <i>Maintain an average of 10 days or less for individuals not completing Academy.</i> | 1 | |
| <i>Maintain a turnover rate below 70% for the Agency without Academy. (This measures the effect of academy because 1) people who are not a good fit for the job and end employment during academy are not affecting the overall agency numbers and 2) employees who do effect the numbers attend the Academy training which has had an impact on retention.)</i> | 1 | |
| <i>Develop a process to provide Academy review to all locations and employees ongoing throughout the year.</i> | | 1 |
| Job Connection Computer Lab | | |
| <i>Classes will account for 15% of the units of service.</i> | | 1 |
| <i>Maintain units of service.</i> | | 1 |
| <i>Increase new users by 10%.</i> | | 1 |
| Lancaster County Day Reporting Center | | |
| <i>80% of the individuals served will express satisfaction with the services provided.</i> | | 1 |
| <i>Maintain or increase percentage who gained employment in 2012 (48%) not including participants who reoffended.</i> | 1 | |
| <i>60% of Employment Skills participants who have not reoffended will complete the course.</i> | | 1 |
| <i>75% of Life Skills participants who have not reoffended will complete their assigned classes.</i> | | 1 |
| Retail Organizational Employment | | |
| <i>20% of participants will create a plan to achieve competitive employment.</i> | 1 | |
| <i>50% of participants will self-advocate to their Employment Specialist.</i> | 1 | |
| <i>Create and implement a survey that will provide feedback regarding the program.</i> | 1 | |
| YWCA Job Outfitters | | |
| <i>First time users will account for 20% of the population served.</i> | 1 | |
| <i>250 individuals will utilize this service.</i> | 1 | |

2014 Goals

Community Service Recipients

- 1) Have at least 5 groups participate in a service project.
- 2) Increase active participants by 15%.
- 3) Increase total hours served by 10%.

Goodwill Academy

- 1) Maintain an average Academy graduation rate of 50% or more for 2014.
- 2) Maintain an average of 10 days or less for individuals not completing Academy.
- 3) Maintain a turnover rate below 70% for the Agency without Academy. *(This measures the effect of academy because 1) people who are not a good fit for the job and end employment during academy are not affecting the overall agency numbers and 2) employees who do effect the numbers attend the Academy training which has had an impact on retention.)*
- 4) Develop a process to provide Academy review to all locations and employees ongoing throughout the year.

Retail Organizational Employment

- 1) 20% of participants will achieve competitive employment.
- 2) Maintain percentage (75%) of participants who self advocate to their Employment Specialist.

YWCA Job Outfitters

- 1) 300 individuals will utilize this service.