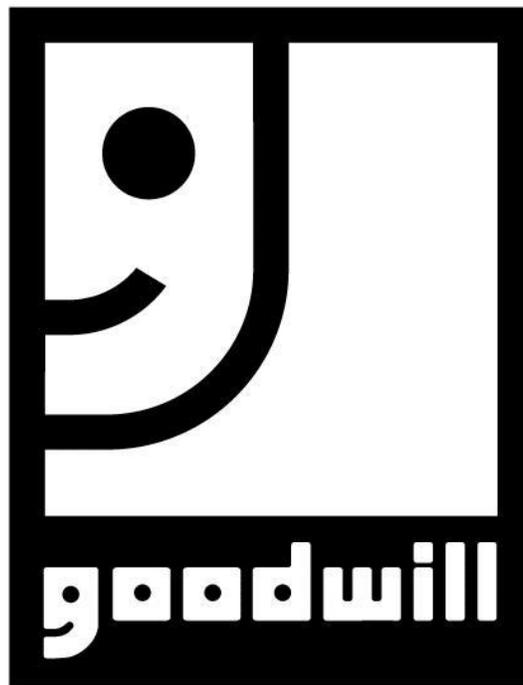


2014
Program Evaluation
Outcome Management



®

Goodwill Industries Serving Southeast Nebraska, Inc.
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Introduction

In 2014 Goodwill Industries Serving Southeast Nebraska, Inc. provided vocational services to a minimum of 2,456 individuals and overall, Goodwill provided 27,431 total units of service.

General Overview

Total Units of Service

Program	2008	2009	2010	2011	2012	2013	2014
American Job Center (AJC)	--	--	--	--	--	**4,038	15,341
Community Service Recipients (CSR)	--	**235	414	485	229	225	160
Community Support (CS)	--	--	--	--	**174	1,847	1,783
GoodHire	--	--	--	--	--	--	**72
Goodwill Academy	10,283	13,876	13,691 (5,534)	10,700 (8,756)	10,159 (5,191)	6,876©	9,191
Renewed Employment Success with Education and Training (RESET)	--	--	--	--	--	--	--
*Retail Organizational Employment (ROE)	12	9	9	11	11	12	#37
YWCA Job Outfitters	--	--	--	--	**16	734	847
Total	12,264	18,314	19,992	16,710	18,240	19,063	27,431

Individuals Served

Program	2008	2009	2010	2011	2012	2013	2014
American Job Center (AJC)	--	--	--	--	--	--	--
Community Service Recipients (CSR)	--	**235	414	485	225	225	158
Community Support (CS)	--	--	--	--	**174	1,847	1,783
GoodHire	--	--	--	--	--	--	**15
Goodwill Academy	89	76	78	108	77	106	139
Renewed Employment Success with Education and Training (RESET)	--	--	--	--	--	--	**26
*Retail Organizational Employment (ROE)	12	9	9	11	9	12	10
YWCA Job Outfitters	--	--	--	--	**16	281	325
Total	323	737	865	2,014	4,694	5,209	2,456

*CARF Accredited **This is the first year in which these statistics were included in the evaluation ©Corrected hours, see Goodwill Academy section for details. # This is the first year in which number of contacts were recorded.

Participants' Characteristics

Gender	AJC	CSR	CS	GoodHire	Academy	RESET	ROE	YWCA Job Outfitters	Total Individuals Served
Male	*--	64	286	6	56	19	7	101	539
Female	*--	31	364	9	83	7	3	224	721
Unknown	*--	63	1,133	--	--	--	--	--	1,196
Total	*--	158	1,783	15	139	26	10	*325	2,456

Ethnicity	AJC	CSR	CS	GoodHire	Academy	RESET	ROE	YWCA Job Outfitters	Total Individuals Served
White	*--	*--	253	10	89	18	9	197	576
Black	*--	*--	1	--	29	5	1	68	104
American Indian	*--	*--	--	1	6	2	--	29	38
Asian	*--	*--	--	--	2	--	--	--	2
Hispanic	*--	*--	198	--	9	1	--	20	228
Other	*--	*--	--	4	4	--	--	10	18
Unknown	*--	*158	1,331	--	--	--	--	1	1,490
Total	*--	*158	1,783	15	139	26	10	*325	2,456

Age	AJC	CSR	CS	GoodHire	Academy	RESET	ROE	YWCA Job Outfitters	Total Individuals Served
0 – 11 Years	*--	*--	--	--	--	--	--	--	--
12 – 15 Years	*--	*--	333	--	1	--	--	1	335
16 – 24 Years	*--	*--	86	2	52	5	1	49	195
25 – 34 Years	*--	*--	6	4	33	13	5	98	159
35 – 44 Years	*--	*--	14	7	20	4	--	85	130
45 – 54 Years	*--	*--	13	2	25	4	2	55	101
55 + Years	*--	*--	--	--	8	--	2	36	46
Unknown	*--	*158	1,331	--	--	--	--	1	1,490
Total	*--	*158	1,783	15	139	26	10	325	2,456

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

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 158 individuals in 2014. These individuals served 2,068.72 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	68	1,135.97
ResCare	7	391.42
Local Schools	24	294.94
Other	1	14.07
General	6	109.19
Large Group	52	122.50
Totals	158	2,068.72

Average Volunteer Rate for 2014

Based on the 2013 statistics by the Corporation for National & Community Service.

VolunteeringinAmerica.gov.

According to this report, Nebraska was rated 6th among all 50 states in their volunteer rate from 2013.

The average Nebraska hourly volunteer rate: \$20.13

$\$20.13 (2,068.72) = \$41,643.33$

2014 Program Goals:

- 1) Have at least 5 groups participate in a service project.

*Outcome: **Goal not met.** There were 4 large groups who participated in a service project, which was the same amount as 2013.*

- 2) Increase active participants by 15%.

*Outcome: **Goal not met.** Volunteer participation was down by 30% from 2013.*

- 3) Increase total hours served by 10%.

*Outcome: **Goal not met.** Total hours decreased by 56% from 2013.*

Additional Notes to Report:

ResCare has been focusing more on employment rather than volunteering which accounts for the lack of agency referrals. An additional communications staff person was not hired as planned to assist with volunteer recruiting/outreach. School referrals decreased by 33% and general referrals decreased by 54%. An effort will be made for the upcoming year to try and bring participation numbers and hours back up by contacting schools and using other marketing avenues. 2013 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 2013 is \$22.55 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 2014, the Arc of Lincoln served 55 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 198 individuals from January to October of 2014. This was up from 2013 when 185 individuals were served.

Heartland Big Brothers Big Sisters:

Heartland Big Brothers Big Sisters' mentoring program helps prepare youth to be successful in school and in life. The agency puts caring adult mentors in the lives of youth who face adversity to help them to improve their self-esteem, learn valuable life skills, do better in school and improve relationships.

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 397 mentor matches. Of those youth served, 64% were female and 36% were males. The organization provided mentoring services to youth ages 7 through 20, of those 84% were under the

age of 15 and 16% were older. HBBBS works with a diverse group of youth from low income families. Of those youth matched last year, 50% 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 older 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 Science Night, game night, skating party, knitting and craft activity, Halloween party, Lied Center events and tickets to various on campus events including football, basketball and volleyball games with specific focus on helping youth explore Science, Math, Technology, Engineering and the Arts.

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
- 98% of community-based youth showed positive outcomes in 1 major category
- 96% of community-based youth maintained or improved in their expectations of finishing high school
- 76% of community-based and 86% of school-based youth improved or maintained in the risk attitudes category, which includes tobacco, drug and alcohol use, skipping school and violence.
- 94% 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.
- 82% of community-based youth and 79% of school-based youth improved or maintained in the late for school category, meaning their attitudes toward being late for school.

Lincoln Literacy:

Since March 2012 Goodwill has provided crucial funding to Lincoln Literacy to help those with limited English proficiency or literacy acquire the skills needed to search for and maintain employment. That financial assistance proved especially critical this year, as Lincoln Literacy experienced budget shortfalls in the first half of the year, and faced great uncertainty about federal refugee grant funds during the summer. However, with Goodwill's help, LL projects a small surplus at year's end.

More important, Goodwill enabled Lincoln Literacy to serve 5 percent more people in 2014 for a total of 1,133. During 2014 Lincoln Literacy made a number of innovations, including starting language and literacy classes at the new Lancaster County Jail, and upgrading our assessment system. Post-assessments are currently being compiled, but early indications show that 68 percent of adult learners made benchmark gains on standardized tests of oral English and literacy.

Although we are not able to quantify employment at this time (those who leave our classes for jobs are not under any compulsion to report the fact), we do have strong anecdotal evidence that our classes are helping students get jobs, and in some cases move up to better jobs. We currently know of adult learners who have landed jobs at Lincoln Public Schools, Bryan Medical Center, Saint Elizabeth Regional Medical Center, Wal-Mart, Molex, Lincoln Industries, and several downtown hotels.

Additional Notes to Report:

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

GoodHire

In August 2014 Goodwill Industries Serving Eastern Nebraska and Southwest Iowa received a grant from the Department of Labor to implement the GoodHire program. To ensure state-wide coverage our location was named as a sub-grantee. GoodHire is a subsidized employment pilot program that provides services for job development and job placement of individuals currently participating in the state's TANF program. Participants in this program are unemployed and underemployed TANF recipients that have the necessary skills to be trained on-site by GoodHire employers. For providing this training GoodHire employers receive wage reimbursement and follow-up services to maximize retention during the training period. This programs ultimate goal is for individuals to obtain and maintain self-sustaining employment.

Our territory was responsible for enrolling 14 participants for 2014 and enrolled a total of 15 participants. Of those 15 participants 4 were placed into employment. 5 participants exited the program. 2 of those 5 exits were due to the referral obtaining employment on their own, one moved out of state and one refused services. 6 participants are still enrolled in the program and are searching for employment.

2014 Program Goals:

- 1) Five participants will be enrolled in the GoodHire program during quarter one.
*Outcome: **Goal not met.** As the grant was not awarded until August and the proposal diagramed quarter one as July and August our time frame for enrollment was cut short.*
- 2) Nine GoodHire participants will be enrolled during quarter two.
*Outcome: **Goal met.** There was a total of 14 participants enrolled during quarter two.*
- 3) Each participant placed within competitive employment will earn at least \$10 per hour.
*Outcome: **Goal not met.** One participant did not meet this goal. However the other participants make an average of \$15.33 per hour.*

Additional Notes to Report:

This is a four year grant funded program. The goals stated may be subject to change in the upcoming year by the lead grant recipient and the Department of Labor.

Goodwill Academy

The Goodwill Academy is a four week training program for all new employees which runs bi-weekly on two different set schedules, 12-5 p.m. or 5:30 – 8:30 p.m. 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.

Employees receive intensive training on the production process, cash handling, safety, 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 which accounts for the difference in the numbers reported above and the numbers below. Participants may be let go or elect to leave Academy.

As of December 31, 2014 we have conducted 141 training Academies. Academy classes in 2014 ranged from 1 to 13 people per class with an average of 5 people per class, an average of 3 graduating.

Breakdown of Academy Graduation Rate

Measured in Individuals Served

Objective	2014	2013	2012
Number of Individuals who entered Academy	144	106	77
Number of Individuals who completed the entire Academy	91	53	48
Number of Individuals who are still employed 12/31/2014	59	39	37
Number of Individuals who completed the entire Academy employed >90 days	62	43	34
Number of >90 day individuals who are still employed 12/31/2014	45	17	29

2014 Program Goals:

- 1) Maintain an average Academy graduation rate of 50% or more for 2014.
*Outcome: **Goal met.** Graduation rate was 66.62% for 2014.*
- 2) Maintain an average of 10 days or less for individuals not completing Academy.
*Outcome: **Goal met.** The average number of days individuals were employed in Academy if they terminated during training was 9.*
- 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 Academy numbers was 42.16% compared to 64.09% with Academy included.*
- 4) Develop a process to provide Academy review to all locations and employees ongoing throughout the year.
*Outcome: **Goal not met.** We continue to seek the best way to do this. A new trainer took over for 2015 and has some ideas generated to meet this goal.*

Additional Notes to Report:

With the opening of the Apples Way Store, the employee average count went from approximately 116 to 146 employees. This also accounts for the increase in Academy participation. Academy was able to respond to the hiring needs of the new location. For a period of time, training was done at Apples Way and accounted for some of the quick drop offs who were unwilling or unable to work at that location. Another impact to the employee count and training was the move of part time hours from 32 to 24. This change increased bodies while keeping hours similar to the previous years. Of the four individuals who repeated Academy, only 1 graduated and was not employed as of 12/31/2014.

Renewed Employment Success with Education and Training (R.E.S.E.T.)

A new pilot program for Goodwill, R.E.S.E.T kicked off in late February of 2014. In cooperation with the Lancaster County work release program, Goodwill provided support to individuals who were approved to take part in the work release program. These individuals consisted of willing and able workers who faced obstacles in finding appropriate employment due to their past lifestyles and current incarceration status. While priority was given to this population, Goodwill also filled open program spots with referrals made from other organizations within the community. The program strived to serve as a transitional employment program for all participants. Below is a brake down of stats for the program:

In 2014 the program served 26 participants. 18 referrals came from Lancaster County Corrections and 8 came from ResCare.

	Employment With Goodwill	Employment Outside of Goodwill	Graduated	Terminated
ResCare Referral	--	2	--	6
LCC Referral	5	10	3	--

The 3 participants who graduated completed their sentences and were released from corrections before gaining competitive employment outside of the program. Of the 6 terminated participants, one moved out of state, one moved into another program and the other 4 chose not to continue services.

Additional Notes to Report:

This pilot program has been suspended for the 2015 year as we determine how to balance participant to cost ratio.

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.

2014 Program Goals:

- 1) 20% of participants will achieve competitive employment.
*Outcome: **Goal not met.** 10% of participants achieved competitive employment.*
- 2) Maintain percentage (75%) of participants who self-advocate to their Employment Specialist.
*Outcome: **Goal not met.** 40% of participants have self-advocated to their Employment Specialist during site visits and through email and phone conversations.*

Additional Notes to Report:

Four new participants entered the ROE program in 2014 which may account for the decline in self advocacy as well as the lowered percentage in participants who achieved competitive employment. As these participants become more comfortable in their positions we hope to see these areas increase.

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 2014, a total of \$8,470.00 worth of vouchers were issued to 325 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. Repeat users accounted for 62% of the units of service.

2014 Program Goals:

- 1) 300 individuals will utilize this service.
Outcome: Goal met.

Additional Notes to Report:

While we began to capture demographics for this service, we realized that collection was being provided on total units of service instead of individuals served. We have remedied this and will be collecting more accurate data within the upcoming year. To obtain totals this year we used a formula to calculate percentages and translated those into individual numbers. We did not implement new workforce preparedness activities as it was determined the materials already in place were a good fit. We will continue to update materials as needed or when viable materials are discovered.

Needs Determination

A majority of our numbers of individuals served came from the AJC when we were tracking usage within our computer lab which is no longer in service. The AJC moved into a new location where there was not room for a separate lab. The City of Lincoln is the current AJC operator. However, the City does not track individual use, thus the sharp decline in this statistic from 2013 to 2014. 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 been the main provider of staffing within the new resource room. We have also conducted two seminars for AJC staff on computer skills and how to navigate the sites which are most utilized.

A Community Needs Assessment was planned for 2014 in order to determine possible new programming for the area. As a result of data collected from Goodwill Industries International and from local discussions Goodwill was able to launch two new programs; GoodHire and R.E.S.E.T.. The data highlighted the necessity for programming made available for incarcerated individuals as well as a need for programming related to underemployment and helping people gain self-sufficiency. Goodwill will continue to keep a pulse on the needs of the community and for other opportunities which are related to these two trending fields.

Goal Summary

Program	Accomplished	Not Accomplished
Community Service Recipients		
<i>Have at least 5 groups participate in a service project.</i>		1
<i>Increase active participants by 15%.</i>		1
<i>Increase total hours served by 10%.</i>		1
Goodwill Academy		
<i>Maintain an average Academy graduation rate of 50% or more for 2014.</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
Retail Organizational Employment		
<i>20% of participants will achieve competitive employment.</i>		1
<i>Maintain percentage (75%) of participants who self-advocate to their Employment Specialist.</i>		1
YWCA Job Outfitters		
<i>300 individuals will utilize this service.</i>	1	

2015 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%.

GoodHire

- 1) Enroll 20 participants during from January 2015 to June 2015. This number to be assessed by the main grant recipient in June of 2015 to determine numbers for the remainder of the year.
- 2) Each participant placed within competitive employment will earn at least \$10 per hour.
- 3) 60% of those who enter in OJT placement will secure employment at a completion of a contract.

Goodwill Academy

- 1) Maintain an average Academy graduation rate of 55% or more for 2015.
- 2) Maintain a minimum average of 10 days or less for individuals not completing Academy, with a goal of less than 2014's 9 days for 2015.
- 3) Maintain a turnover rate below 60% 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) 1 participant will achieve competitive employment.
- 2) Increase percentage of participants who self-advocate from 40% to 50% to their Employment Specialist.

YWCA Job Outfitters

- 1) Maintain or increase usage of service by 10%.