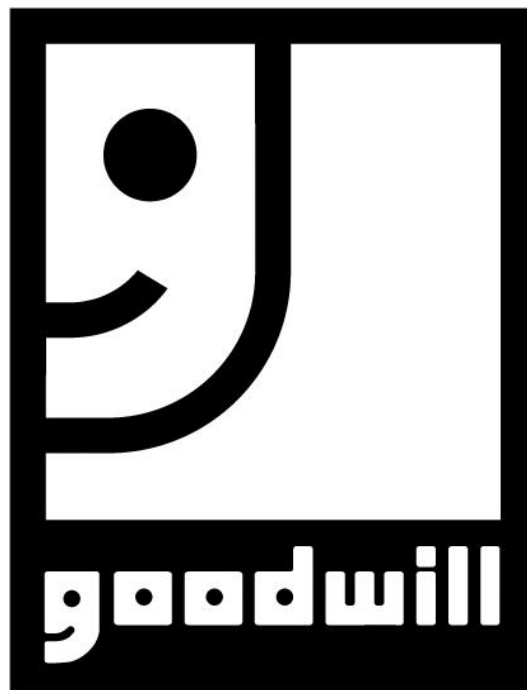


2016
Program Evaluation
Outcome Management



®

Goodwill Industries Serving Southeast Nebraska, Inc.
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Introduction

In 2016 Goodwill Industries Serving Southeast Nebraska, Inc. provided vocational services to a minimum of 2,194 individuals and overall, Goodwill provided 33,615 total units of service.

General Overview

Total Units of Service

Program	2011	2012	2013	2014	2015	2016
American Job Center (AJC)	--	--	**4,038	15,341	12,596	10,838@
Job Connection Computer Lab	--	--	--	--	--	**30
Community Service Recipients (CSR)	485	229	225	160	217	190
Community Support (CS)	--	**174	1,847	1,783	1,740	13,599
HireNebraska	--	--	--	**72	108	118
Goodwill Academy	10,700 (8,756)	10,159 (5,191)	6,876©	9,191	8,578	8,225
*Retail Organizational Employment (ROE)	11	11	12	#37	85	62
YWCA Job Outfitters	--	**16	734	847	753	553
Total	16,710	18,240	19,063	27,431	24,077	33,615

Individuals Served

Program	2011	2012	2013	2014	2015	2016
American Job Center (AJC)	--	--	--	--	--	--
Job Connection Computer Lab	--	--	--	--	--	**17
Community Service Recipients (CSR)	485	225	225	158	192	178
Community Support (CS)	--	**174	1,847	1,783	1,740	1,627
HireNebraska	--	--	--	**15	29	32
Goodwill Academy	108	77	106	139	121	95
*Retail Organizational Employment (ROE)	11	9	12	10	17	11
YWCA Job Outfitters	--	**16	281	325	304	234
Total	2,014	4,694	5,209	2,456	2,403	2,194

*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. @ numbers reported through October, Job Connection section for details

Participants' Characteristics

Gender	AJC	Job Connection	CSR	CS	HireNebraska	Academy	ROE	YWCA Job Outfitters	Total Individuals Served
Male	*--	11	97	662	12	42	8	83	915
Female	*--	6	67	965	20	53	3	151	1265
Unknown	*--	--	14	--	--	--	--	--	14
Total	*--	17	178	1627	32	95	11	234	2194

Ethnicity	AJC	Job Connection	CSR	CS	HireNebraska	Academy	ROE	YWCA Job Outfitters	Total Individuals Served
White	*--	10	*--	342	15	75	10	132	584
Black	*--	2	*--	256	6	10	--	60	334
American Indian	*--	--	*--	29	2	1	--	10	42
Asian	*--	--	*--	407	--	2	1	2	412
Hispanic	*--	1	*--	363	1	1	--	16	382
Other	*--	4	*--	230	8	6	--	10	258
Unknown	*--	--	178	--	--	--	--	4	182
Total	*--	17	178	1627	32	95	11	234	2194

Age	AJC	Job Connection	CSR	CS	HireNebraska	Academy	ROE	YWCA Job Outfitters	Total Individuals Served
0 – 11 Years	*--	--	*--	300	--	--	--	--	300
12 – 15 Years	*--	--	*--	126	--	--	--	1	127
16 – 24 Years	*--	2	*--	173	5	25	2	33	235
25 – 34 Years	*--	4	*--	375	13	21	2	59	461
35 – 44 Years	*--	1	*--	316	6	18	1	61	397
45 – 54 Years	*--	3	*--	187	8	19	3	52	264
55 + Years	*--	7	*--	143	--	12	3	28	193
Unknown	*--	--	178	7	--	--	--	--	185
Total	*--	17	178	1627	32	95	11	234	2194

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

*The GoodHire program underwent a name change at the need of the year. The program will now operate under the

Job Connection Computer Lab

The Goodwill Job Connection computer lab opened in November of 2016. During November and December Goodwill provided 30 units of service to 17 members of the community. Prior to the relaunch of Job Connection, Goodwill provided staff to assist individuals at the American Job Center, where we are a volunteer partner of the One Stop Career Center. From January to October of 2016 tracking was conducted by the American Job Center staff. During this time period staff provided 10,838 units of service.

Types of services offered at the computer lab included, but were not limited to, tutorial training, resume assistance, Internet use for job searching, online applications, email and unemployment registration.

Breakdown of Services Provided

Measured in Units of Service

Objective	Total
AJC Units of Service	10,838
Change Counting	53
E-mail	2
Job Search & Application	20
Other	3
Resume	4
Tutorials	--
Weekly Unemployment Claims	1
Total Units of Service	10,921

Additional Notes to Report:

Job Connection is open Monday- Thursday, 9am-4pm.

The months of November and December were a “soft” opening for Job Connection. No advertising or promotion of the job center was conducted during this time. We plan to start an advertising plan for Job Connection in January 2017. Promotional flyers and information were sent to partner agencies, Human Service Federation and community centers were sent at the end of December in preparation of the new year.

Usage of the computer lab is expected to grow as more awareness of the service occurs.

OBJECTIVES	MEASURES	WHO APPLIED TO	DATA SOURCE	TARGET	RESULTS 2016	EXTENUATING ISSUES
Efficiency: % of first time users	% of first time users	All users	Electronic Files	20%	100%*	Community Awareness Job Connection opened in November 2016, making all users for the year first time users.
Effectiveness: Increase lab usage	# of visits	All users	Electronic Files Monthly Reports	200	30*	Number of days open

*Data reflects a two month time frame

Goal: To maximize the employability of job seekers in a market that requires some computer knowledge in nearly all jobs.

Program Activities: career exploration, skills development, community engagement

Analysis: Job Connection opened toward the end of 2016. During the first two months of operation Job Connection provided 30 units of service to 17 individuals. Response from the community has been encouraging and usage of the computer lab continues to grow.

Recommendations:

- Promote Job Connection services to the community
- Relocate tutoring for change counting to Job Connection
- Offer partner agencies access to reserve the computer lab on Fridays when Job Connection is closed
- Recruit practicum students to staff the lab

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. In 2016, Goodwill provided opportunities for 178 individuals, who served a total of 3,872.47 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	80	2,019.70
ResCare	3	52.96
Local Schools	39	467.74
Other	15	1,255.32
Large Group	41	76.75
Totals	178	3,872.47

Average Volunteer Rate for 2016

Based on the 2015 statistics by the Corporation for National & Community Service, *VolunteeringinAmerica.gov*.

According to this report, Nebraska was ranked 6th among all 50 states in their volunteer rate from 2015.

The average Nebraska hourly volunteer rate: \$21.51, an increase of 4.3% from 2014.
 $\$21.51 (3,872.47) = \$83, 296.82$

2016 Program Goals:

- 1) Hold at least 5 large group projects.
*Outcome: **Goal not met.** Three large group projects were held in 2016.*
- 2) Maintain percentage of active participants.
*Outcome: **Goal not met.** There was a decrease in active participants by 7%.*
- 3) Increase or maintain total service hours.
*Outcome: **Goal not met.** There was a 12% decrease in service hours.*

Additional Notes to Report:

The release of state level data from the government lags almost one year. Therefore, 2015 is the latest year for which state-by-state monetary numbers are available.

OBJECTIVES	MEASURES	WHO APPLIED TO	DATA SOURCE	TARGET	RESULTS 2013	RESULTS 2014	RESULTS 2015	RESULTS 2016	EXTENUATING ISSUES
Effectiveness: # of Active participants	# of participants who completed community service hours.	Community service recipients	Electronic Files	200	225	158	192	178	Community engagement
Effectiveness: Maintain number of large group projects	# large group projects	Community service recipients	Electronic Files	3	4	4	3	3	Community engagement
Efficiency: Maintain service hours	# of community service hours completed with the agency.	Community service recipients	Electronic Files	4,000	4,675.56	2,068.72	4,416.93	3,872.47	Number of participants Number of required hours
Maximize client satisfaction with the program.	% of participants who complete survey	Community service recipients	Electronic Files	75%	50%	75%	92%	100%	Surveys returned

Goal: To engage community members by providing opportunities to support our mission and provide pre-employment skills.

Program Activities: application, orientation, skills development, community engagement

Analysis: The Volunteer program continues to provide opportunities for individuals to actively support our mission and complete required community service hours if needed. The program is often used as a pre-employment experience. Requirements such as completion of the online application, orientation, and use of a time clock have been built into the program, allowing participants to continue to develop skills needed to gain and maintain employment. Adjustments have been made to volunteer orientation times for 2017 in order to accommodate more participants. We are continuing to build/strengthen our relationship with local schools including colleges and universities, that are often seeking opportunities to become more engaged in the community.

Recommendations:

- Continue to develop and strengthen relationships with referral sources
- Recruit and engage community members using volunteer websites and social media

Community Support

Because of the amazing community support from donors and customers, Goodwill is able to provide services to thousands of people who face barriers to employment. Services provided by peer organizations prepare people, served by Goodwill, to better succeed in our employment programs. In addition, Goodwill is able to provide funding to colleague organizations for their own programs that align with Goodwill's mission of *willing workers employed and community resources maximized*.

Community Justice Center:

The Community Justice Center is a public safety organization holding offenders accountable, while addressing their health/wellness needs. The Community Justice Center is a customized Offender Motivational/Victims Impact Class (OMVI) for adults and juvenile offenders under community and institutional supervision. By using a Peer to Peer approach with powerful crime victim curriculum, the Community Justice Center is able to achieve their goal of improving public safety by reducing recidivism rates.

Beginning in April of 2012, Goodwill contracted with the 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 2016, the Community Justice Center provided 21 classes which took place on a rotational basis at the, Lincoln Correctional Center, Nebraska State Penitentiary, and Nebraska Correctional Center for Women, located in York, Nebraska. This program served a total of 227 individuals from January to October of 2016. This was up from 2015 when 218 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 the 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 258 mentor matches. In addition to the organization's core mentoring program the agency provided several activities that included career exploration and campus visits. The agency hosted activities that included game night, multi-generational ice cream social, pool party, visit to the pumpkin patch, zoo passes, Lied Center events and tickets to various on campus events including football, hockey, basketball and volleyball games. Several Big and Little matches volunteered to help speak and represent the agency at community events. They also worked agency events like our Bowl for Kids' Sake and at the James Arthur Vineyards Renaissance Festival, where Littles gain valuable volunteer experience.

Of those youth served, 59% were female and 41% were males. The organization provided mentoring services to youth ages 7 through 20, of those 83% were under the age of 15 and 17% were older. HBBBS works with a diverse group of youth from low income families. Of those youth matched last year, 48% identified themselves as nonwhite or Latino.

Lincoln Literacy:

Lincoln Literacy helps those with limited English proficiency or literacy, acquire the skills needed to search for and maintain employment. Since March 2012, Goodwill has provided crucial funding and assisted in boosting Lincoln Literacy's services to record heights. For the first time, it offered classes seven days a week, with 34 weekly learning sites, most featuring multiple classes. Instructional offerings included: Workforce Readiness English, adult literacy classes, family literacy for refugees and immigrants, citizenship classes, and more.

Over the course of the year, Lincoln Literacy served 307 children and 835 adults, for a total of 1,142 learners served.

Outcomes for both English Language Learners (95% of clients) and literacy learners exceeded expectations in 2016. Lincoln Literacy aimed for 66% of ELLs to gain at least one level on the Basic English Skills Test; 80% did so, with an average gain of 1.04 levels overall. Among literacy learners 75% gained at least one level on their post-assessments. For ELLs and adult basic learners combined, literacy scores rose by 7 percent. About 85% of children met their learning and behavioral benchmark goals.

Additional Notes to Report:

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

HireNebraska (Formerly GoodHire)

In August 2014, Goodwill Industries Serving Eastern Nebraska and Southwest Iowa received a grant from the Department of Labor to implement the HireNebraska program. To ensure state-wide coverage, our location was named as a sub-grantee. HireNebraska is a subsidized employment pilot program that provides services for job development and 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 HireNebraska employers. For providing this training, HireNebraska 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 20 participants in 2016. We received 32 referrals to the program and were able to enroll 16 of them. We did have one participant that enrolled in 2015 successfully completed their OJT this year and secure employment at the end of the contract. One of the participants who enrolled in 2016 also successfully completed an OJT contact and secured employment at the end of it.

2016 Program Goals:

- 1) Enroll 20 participants in the program.
*Outcome: **Goal not met.** 16 participants enrolled in the program.*
- 2) 25% of participants who enroll in the program will enter an OJT placement.
*Outcome: **Goal not met.** Of the participants referred this year, only one entered an OJT placement.*
- 3) 60% of those who enter an OJT placement will secure employment at the completion of the contract.
*Outcome: **Goal met.** The participant that entered an OJT placement secured employment at the end of the contract.*
- 4) Each participant placed within competitive employment will earn at least \$ 10 per hour.
*Outcome: **Goal met.** The participant that entered competitive employment earned a wage of \$10 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.

The grant year runs August – July. The numbers reported reflect data for the 2016 calendar year.

OBJECTIVES	MEASURES	WHO APPLIED TO	DATA SOURCE	TARGET	RESULTS 2014	RESULTS 2015	RESULTS 2016	EXTENUATING ISSUES
Effectiveness: Enroll 20 participants	# of participants enrolled	All HireNebraska participants	Electronic Files	20	14	4	16	Number of eligible referrals to the program
Effectiveness: Placement into OJT	# of placements	All HireNebraska participants	Electronic Files	25%	28.57%	75% (3 of 4)	6.25% (1 of 16)	Number of eligible referrals to the program. Amount of participation Employment outside of the grant
Effectiveness: Employment secured at the completion of OJT contract	Retention of participant	All OJT placements	Electronic Files	60%	100% (4 of 4)	75% (3 of 4)	100% (1 of 1)	Number of participants in OJT placements
Efficiency: Competitive wage	Participant wage	All OJT placements	Electronic Files	\$10.00	\$15.33	\$13.89	\$10.00	Minimum wage increase Career field

*The grant year was changed in June 2015. The grant year now runs August to July.

Goal: To provide job development and placement for individuals currently participating in the state's TANF program.

Program Activities: intake, career exploration, job development, follow-up.

Analysis: Across the state the HireNebraska program has struggled in gaining referrals; who at this time are required to come from the local TANF provider. Depending upon the service area the amount of eligible referrals to the program is limited.

Due to the lack of referrals to the program the Employment Specialist position has a high turnover rate. The Employment Services Director often fills the Employment Specialist role, providing services to program participants.

Collaboration with Nebraska DHHS, local TANF providers and Goodwill representatives across the state is ongoing. Together these groups are working to identify areas of improvement and possible grant expansion. Locally, we maintain a positive working relationship with the TANF provider, effectively communicating to share ideas and resources that maximize participation and meet consumers' needs.

Recommendations:

- Continue collaboration with DHHS and other Goodwill representatives
- Recruit and maintain an employment specialist for the program

Goodwill Academy

The Goodwill Academy is a four-week training program for all new employees, which runs bi-weekly on two different set schedules, 12:00 – 5:00 p.m. or 5:30 – 8:30 p.m. The Academy was formed in January of 2007 to establish the expectations of: 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 23, 2016 we have conducted 191 training Academies. Academy classes in 2016 ranged from 1 to 6 people per class with an average of 3.7 people per class, and an average of 2.8 graduating.

Breakdown of Academy Graduation Rate

Measured in Individuals Served

Objective	2016	2015	2014
Number of Individuals who entered Academy	95	121	144
Number of Individuals who completed the entire Academy	72	72	91
Number of Individuals who are still employed 12/31/2016	47	49	59
Number of Individuals who completed the entire Academy employed >90 days	56	45	62
Number of >90 day individuals who are still employed 12/31/2016	41	35	45

2016 Program Goals:

- 1) Maintain an average Academy graduation rate of 55% or more for 2016.
*Outcome: **Goal met.** The graduation rate for 2016 was 73.71% with an average of 96 participants. The year prior was 58.18 with 123 participants.*
- 2) Maintain an average of 10 days or less for individuals not completing Academy, with a goal of less than 2015's eight days.
*Outcome: **Goal not met.** 2016's average was 12 days employed for individuals who did not complete the entire academy training.*
- 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.)*
*Outcome: **Goal not met.** Goodwill's 2016 turnover without including the Academy program was 64.34%. If you include Academy it was 71.22%*
- 4) Develop a process to provide Academy review to all locations and employees ongoing throughout the year.
*Outcome: **Goal met.** Through the work of new personnel in our Communications Department and their experience in attending the Academy training, they helped put together a schedule for the retail stores to*

use to review a topic each day with their daily kick off meeting. We started with sending out monthly calendars in 2016, and have changed to a new process to begin February 2017 which will be even more efficient.

Additional Notes to Report:

A new trainer was brought in at the beginning of the year; a Team Lead II was promoted to a TL 1 and the Retail Trainer. In the fall, the position once again transitioned to a Team Lead III who was promoted to a TL II and Retail Trainer position. With the excess staff from a location closing we absorbed within the Agency, we were almost if not fully staffed for much of the last quarter of the year. Group interviews continued as normal. The result was that we were very selective in hiring, minimal recruiting was done compared to normal, and low attendance resulted in the end of the year's Academy numbers.

OBJECTIVES	MEASURES	WHO APPLIED TO	DATA SOURCE	TARGET	RESULTS 2013	RESULTS 2014	RESULTS 2015	RESULTS 2016	EXTENUATING ISSUES
Efficiency: Maintain an average Academy graduation rate	% of employees who complete the full Academy	Academy participants	Electronic Files	50%	59%	66.62%	58.18%	73.71%	Number of individuals participating. Academy is an opportunity to test out the fit for the agency and person hired. Individuals may not have completed Academy due to it not being a good fit, not liking the job, etc.
Efficiency: Maintain average of # days for individuals not completing Academy	Average number of days employed	Academy participants	Electronic Files	10 days or less	10	9	8	12	The development of new Retail Trainers and the learning curve associated with identifying characteristics that are not a good fit for the agency i.e. poor attendance, frequent excuses, inability to perform assigned tasks.
Effectiveness: Maintain turnover rate (without Academy being included)	% of turnover	All employees	Electronic Files	60%	55.56%	42.16%	67.44%	64.34%	Number of employees within the year.

Goal: To train all employees on the same policies, procedures, Goodwill basics, and help determine compatibility for the retail job before new hires become part of the team schedule.

Program Activities: interview, orientation, skills training

Analysis: Academy continues to be a valuable resource by identifying problematic issues before new hires become a part of the team schedule. The training process allows the agency to retain employees with the necessary employment habits/behaviors and aides in identifying areas of improvement needed within our workforce. In 2016 excess staff from a location closing was able to be absorbed within the Agency. We were almost if not fully staffed for much of the last quarter of the year, resulting in very selective in hiring, with minimal recruiting compared to normal.

Recommendations:

- Continue to monitor staffing needs
- Explore options to fill Academy spots with individuals from peer agencies that desire retail training

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.

2016 Program Goals:

- 1) 40% of participants will create a plan to obtain competitive employment within a year.
*Outcome: **Goal not met.** 33% of participants created a plan to obtain competitive employment within a year.*
- 2) Maintain percentage of participants who self-advocate to their Employment Specialist.
*Outcome: **Goal met.** 73% of participants self-advocated to their Employment Specialist; documented through case notes.*
- 3) Create and implement a participant survey that measure client satisfaction and program effectiveness.
*Outcome: **Goal not met.** Finding a medium that provides adequate feedback has been a challenge. We are looking into an electronic survey for more accessibility. The IPP Supplement is still being used at this time.*

Additional Notes to Report:

Participants report concerns related to changes in minimum wage that impact their ability to work extended hours without potential for benefit loss repercussions.

OBJECTIVES	MEASURES	WHO APPLIED TO	DATA SOURCE	TARGET	RESULTS 2013	RESULTS 2014	RESULTS 2015	RESULTS 2016	EXTENUATING ISSUES
Effectiveness: Obtain competitive employment	% of participants who obtain competitive employment	All ROE participants	Electronic Files	20%	17% (2 of 12)	10% (1 of 10)	6% (1 of 17)	27% (3 of 11)	Ability to perform task without supports.
Effectiveness: Obtain reasonable competitive wage	Average hourly wage	All ROE participants	Electronic Files	\$9.00	\$7.60	\$7.85	\$8.00	\$9.00	Some participants have an income cap in order to keep benefits, so total hours worked may be reduced at a higher wage in order to accommodate this.
Effectiveness: Maintain supported employment	# of participants who remain in the same S.E. position for the year.	Persons who indicate they wish to remain in S.E.	Electronic Files	20%	42% (5 of 12)	60% (6 of 10)	59% (10 of 17)	55% (6 of 11)	None
Effectiveness: Maintain percentage of participants who self-advocate	% of participants who self-advocate, indicated by case-note	All ROE participants	Electronic Files	75%	75% (9 of 12)	40% (4 of 10)	70% (12 of 17)	73% (8 of 11)	None
Efficiency: Minimize cost per participant	Average cost per program participant during report period	All ROE participants	Year-end Financial Records	\$744.50 for 2013 \$886.17 for 2014 \$565.85 for 2015 \$902.18 for 2016	\$882.32	\$886.18#	\$683.29	\$793.95	The cost per participant is based on actual numbers served for budget and actuals. The increase or decrease of individuals served in a program year is a significant factor in costs.
Maximize client satisfaction with the program.	% of participants who complete survey	All ROE participants	Satisfaction Surveys/Follow-up	75%	33% (4 of 12)	40% (4 of 10)	47% (8 of 17)	72% (8 of 11)	Surveys returned Number of participants

An audit of cost per participant found that the previously reported cost of \$ 1,022.54 in 2014 was in error. This has been corrected in the table above.

Goal: To assist people with barriers to employment in obtaining and maintaining the most independent level of employment

Program Activities: intake, career exploration, job development, job coaching, follow-up.

Analysis: Overall, it was a good year for the Retail Organizational Employment (ROE) program. Numbers remain stable in terms of the number of participants maintaining supported employment and client satisfaction. The number of participants who self-advocated to their employment specialist increased to 73%. The Employment Services Director has been the service provider for the program. This factor in addition to the number of individuals served significantly impacts the cost per participant.

Nebraska minimum wage increased to \$9.00 per hour effective January 2016. Though the average wage remained at \$9.00 an hour several employees were making above minimum wage. Some participants have an income cap in order to keep benefits, so total hours worked may be reduced at a higher wage by participant request in order to accommodate this. The target rate for competitive wage will be adjusted as changes to minimum wage occur.

Recommendations:

- Create an electronic survey to increase accessibility and participant feedback
- Explore options for minimizing and/or maintaining cost per participant.
- Recruit an Employment Specialist for the program

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 not only, career clothing but, 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. After they complete a workforce preparedness activity, participants are given vouchers which are redeemable at any Goodwill Retail location to shop for interview and work apparel

During 2016, a total of \$5,530.00 worth of vouchers were issued to 234 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 17% of the units of service.

2016 Program Goals:

- 1) First time users will account for 20% of the population served.
*Outcome: **Goal met.** First time users accounted for 83% of the population served.*
- 2) Maintain or increase usage of service by 5%
*Outcome: **Goal not met.** Service usage decreased by 26 %.*

Additional Notes to Report:

Half of the users reported being employed, accounting for the decrease in repeat user and units of service.

The YWCA will be working on a campaign to promote Job Outfitters in 2017.

OBJECTIVES	MEASURES	WHO APPLIED TO	DATA SOURCE	TARGET	RESULTS 2013	RESULTS 2014	RESULTS 2015	RESULTS 2016	EXTENUATING ISSUES
Efficiency: # of first time users	% of first time users	All users	Electronic Files	20%	69%	38%	80%	83%	Amount of users
Effectiveness: Maintain or increase service usage	# of vouchers distributed	All users	Electronic Files	200	281	325	304	234	Community Awareness Budgeted amount Service Access

Goal: To provide the community with access to appropriate interview and career clothing.

Program Activities: intake, career exploration, tutoring

Analysis: Job Outfitters continues to provide the Lincoln community with access to appropriate interview and career clothing. Towards the end of 2016 Job Outfitters became available at both the American Job Center and Goodwill Job Connection. Service usage has decreased for the program, partly due to a more thorough intake process that allows us to catch repeat user who are no longer eligible for services. The YWCA plans to conduct a campaign to promote the program to the community.

Recommendations:

- Promote service to the community and referral agencies

Needs Determination

Goodwill continued to be active in community conversations and advocacy for increased public transit and the revitalization of the downtown/south downtown areas in Lincoln. Our advocacy and support of public transit needs assisted in the redevelopment plan of the bus system that includes later evening service on most routes, improving access to jobs and education. The new routes and service hours went into effect at the end of 2016.

Job Connection opened within our downtown store towards the end of the year. This was our first time opening a job center within a retail location. Response from the community has been encouraging and has raised awareness of the programs and services Goodwill provides. As revitalization of the downtown area continues to develop, services at Job Connection will be essential in order to meet the needs of employers and changes within the area.

We participated in a community meeting for the York County Health Collation. During this meeting community needs and potential services were discussed. There is a need for access to appropriate interview and employment clothing as well as interview prep and job retention skills. These needs present Goodwill with an opportunity for programming within the York location. We will continue to participate in community meetings and monitor the needs in this area.

Goodwill provides employment and training to many individuals with a variety of barriers. Many of our current employees would not maintain employment if it were not for the support of Goodwill. There are many within our workforce that could benefit from additional programs and services. We plan to conduct a survey with our current staff to identify specific barriers and service needs. The results of this survey will be used for future program development.

We have determined that our goals should become more measurable with relation to the following areas; effectiveness, efficiency, service access and satisfaction/input of persons served. From these goals we would like to shape effective community based programs while also determining whether or not our current programs are still serving our community as effectively as possible.

Goal Summary

Program	Accomplished	Not Accomplished
Community Service Recipients		
<i>Hold at least 5 large group projects.</i>		X
<i>Maintain percentage of active participants.</i>		X
<i>Increase or maintain total service hours.</i>		X
HireNebraska		
<i>Enroll 20 participants in the program.</i>		X
<i>25% of the participants who enroll in the program will enter an OJT placement.</i>		X
<i>60% of those who enter in OJT placement will secure employment at a completion of a contract.</i>	X	
<i>Each participant placed within competitive employment will earn at least \$10 per hour.</i>	X	
Goodwill Academy		
<i>Maintain an average Academy graduation rate of 55% or more for 2016.</i>	X	
<i>Maintain an average of 10 days or less for individuals not completing Academy, with a goal of less than 2015's 8 days for 2016.</i>		X
<i>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.)</i>		X
<i>Develop a process to provide Academy review to all locations and employees ongoing throughout the year.</i>	X	
Retail Organizational Employment		
<i>40% of participants will create a plan to obtain competitive employment within a year.</i>	X	
<i>Maintain percentage of participants who self-advocate to their Employment Specialist.</i>	X	
<i>Create and implement a participant survey that measures client satisfaction and program effectiveness.</i>		X
YWCA Job Outfitters		
<i>First time users will account for 20% of the population served.</i>	X	
<i>Maintain or increase usage of service by 5%</i>		X

2017 Goals

Job Connection

- 1) **Efficiency:** First time users will account for 20% of the individuals served.
- 2) **Effectiveness:** Increase units of service to 400 or more.

Community Service Recipients

- 1) **Effectiveness:** Hold at least 5 large group projects.
- 2) **Effectiveness:** Maintain percentage of active participants.
- 3) **Efficiency:** Increase or maintain total service hours.
- 4) **Satisfaction:** 75% of recipients will express satisfaction with their experience at Goodwill

HireNebraska (GoodHire)

- 1) **Effectiveness:** Enroll 20 participants in the program.
- 2) **Effectiveness:** 25% of participants who enroll in the program will enter an OJT placement.
- 3) **Effectiveness:** 60% of those who enter an OJT placement will secure employment at the completion of the contract.
- 4) **Efficiency:** Each participant placed within competitive employment will earn at least \$ 10 per hour.

Goodwill Academy

- 1) **Efficiency:** Maintain an average Academy graduation rate of 60% or more for 2016.
- 2) **Efficiency:** Maintain an average of 5 days or less for individuals not completing Academy.
- 3) **Effectiveness:** Maintain a turnover rate below 60% for the Agency without Academy.
- 4) **Satisfaction:** Develop a quality control/satisfaction tool to measure participant and/or store satisfaction with the Academy process.

Retail Organizational Employment

- 1) **Effectiveness:** 20% of participants will obtain competitive employment.
- 2) **Effectiveness:** Participants will obtain a reasonable competitive wage for their hired position.
- 3) **Effectiveness:** 20% of participants will maintain supported employment for a year.
- 4) **Effectiveness:** 75% of participants will self-advocate to their Employment Specialist.

- 5) **Efficiency:** The average cost per participant will be at or below the budget amount.
- 6) **Satisfaction:** 75% of participants and stakeholders will express satisfaction with the services received.

YWCA Job Outfitters

- 1) **Efficiency:** Maintain or increase usage of first time users.
- 2) **Effectiveness:** Maintain or increase usage of service by 5%.