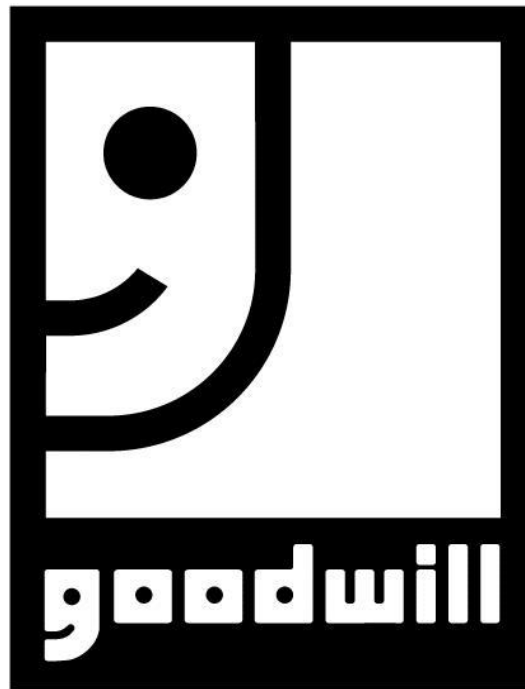


2019 Annual Review

- Program Evaluation
- Outcome Management
- Trend Analysis



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Goodwill Industries Serving Southeast Nebraska, Inc.

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Introduction

In 2019 Goodwill Industries Serving Southeast Nebraska, Inc. provided vocational services to a minimum of 3,943 individuals and overall, Goodwill provided 42,554 total units of service.

General Overview

Total Units of Service

Program	2016	2017	2018	2019
American Job Center (AJC)	10,838@	--	--	--
Job Connection Computer Lab	**30	460	314	476
Community Service Recipients (CSR)	190	203	112	132
Community Support (CS)	13,599	36,291	27,289	35,948
HireNebraska	118	58	43#	--
Goodwill Academy	8,225 (6,687)	4,695	8,235	5,219
*Retail Organizational Employment (ROE)	62	67	102	149
YWCA Job Outfitters	553	452	461	630
Total	33,615	42,226	36,556	42,554

Numbers in parenthesis reflect corrected information from new reports that more accurately track units of service.

Individuals Served

Program	2016	2017	2018	2019
American Job Center (AJC)	--	--	--	--
Job Connection Computer Lab	**17	187	142	166
Community Service Recipients (CSR)	178	192	112	123
Community Support (CS)	1,627	2,244	2,837	3,295
HireNebraska	32	12	8#	--
Goodwill Academy	95	94	143	85
*Retail Organizational Employment (ROE)	11	10	12	15
YWCA Job Outfitters	234	190	203	259
Total	2,194	2,929	3,457	3,943

*CARF Accredited

**This is the first year in which these statistics were included in the evaluation

@ Numbers reported through October, Job Connection section for details

Last year of grant

Participants' Characteristics

Gender	Job Connection	CSR	CS	Academy	ROE	YWCA Job Outfitters	Total Individuals Served
Male	--	67	1835	34	6	87	2,029
Female	--	56	1252	51	9	159	1,527
Unknown	166	--	208	--	--	13	387
Total	166	123	3,295	85	15	259	3,943

Ethnicity	Job Connection	CSR	CS	Academy	ROE	YWCA Job Outfitters	Total Individuals Served
White	--	--	1364	60	14	145	1,583
Black	--	--	498	13	--	46	557
American Indian	--	--	83	4	--	13	100
Asian	--	--	373	1	1	1	376
Hispanic	--	--	558	5	-	22	585
Other	--	--	410	2	--	15	433
Unknown	166	123	9	--	--	17	315
Total	166	123	3,295	85	15	259	3,943

Age	Job Connection	CSR	CS	Academy	ROE	YWCA Job Outfitters	Total Individuals Served
0 – 11 Years	--	--	311	--	--	--	311
12 – 15 Years	--	--	105	--	--	--	105
16 – 24 Years	--	--	337	29	3	21	390
25 – 34 Years	--	--	1089	12	4	59	1164
35 – 44 Years	--	--	733	13	3	58	807
45 – 54 Years	--	--	357	17	4	77	455
55 + Years	--	--	329	14	1	31	375
Unknown	166	123	34	--	--	13	336
Total	166	123	3,295	85	15	259	3,943

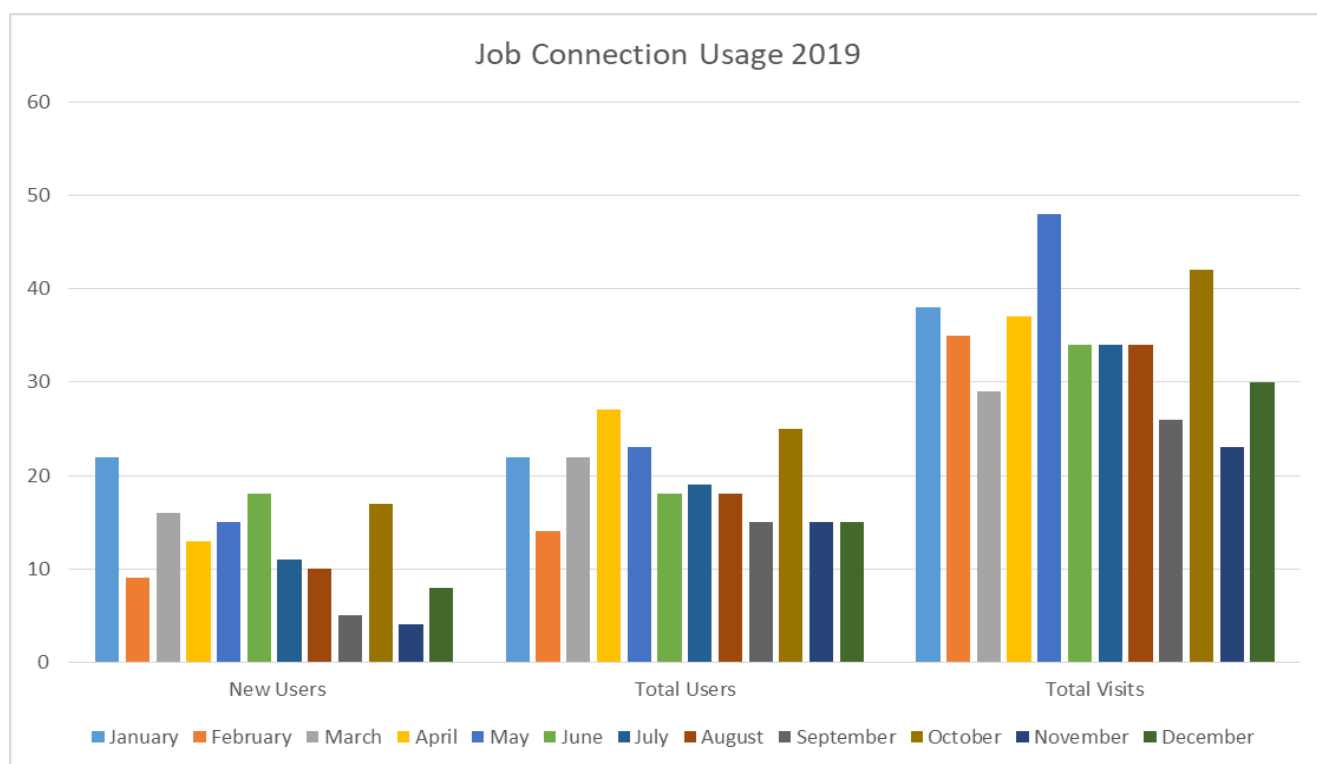
Job Connection Computer Lab

The Goodwill Job Connection computer lab offers staffed employment related services to the community at no cost to the participant. In 2019 Goodwill provided 476 units of service to 166 members of the community. The 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, e-mail and unemployment registration.

Breakdown of Services Provided

Measured in Units of Service

Objective	Total
Change Counting	25
E-mail	52
Job Search & Application	326
Other (paystubs, benefits and community resources, etc.)	17
Resume	16
Tutorials	13
Weekly Unemployment Claims	27
Total Units of Service	476



2019 Program Goals:

- 1) **Efficiency:** First time users will account for 20% of the individuals served.
*Outcome: **Goal met.** First time users account for 71% of the individuals served.*

- 2) **Effectiveness:** Increase units of service to 400 or more.
*Outcome: **Goal met.** There were 476 units of service in 2019.*

Additional Notes to Report:

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

A new tracking system was installed mid-year, resolving the issues we experienced last year with lost data and data backups. The tracking system does not allow for participants to select more than one reason for service per visit. Participants are often using Job Connection resources to complete more than one objective per visit.

OBJECTIVES	MEASURES	WHO APPLIED TO	DATA SOURCE	TARGET	RESULTS 2016	RESULTS 2017	RESULTS 2018	RESULTS 2019	EXTENUATING ISSUES
Efficiency: % of first time users	% of first time users	All users	Electronic Files	20%	100%*	83%	66%	71%	Community Awareness Unemployment/underemployment Rate
Effectiveness: Increase lab usage	# of visits	All users	Electronic Files Monthly Reports	200	30*	460	314	476	Number of days open Community Awareness Unemployment/underemployment Rate Access to transportation and parking Need for return visit

*Data reflects a 2 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, and community engagement

Analysis: During 2019, Job Connection provided 476 units of service to 166 individuals. Response from the community continues to grow, with new users coming in monthly. New users account for 71% of the individuals served, exceeding the efficiency goal of 20%. The effectiveness goal was also met and exceed as there were 476 visits to Job Connection.

Throughout 2019, the unemployment rate in Nebraska was between 2.8% - 3.1%. At times the city of Lincoln and Lancaster County had lower unemployment rate than the rest of the state, with unemployment rates between 2.6% - 3.2%. There was an increase in unemployment locally and state wide late spring into early summer. While the unemployment rate in Lincoln and Lancaster County decreased towards the end of the year, the state unemployment rate remained the same, at 3.1%. This is still a relatively low unemployment rate and continues to be lower than the national rate at 3.5% (December 2019).

Job Connection users have varied in experience and skill level across all industries. We have served many individuals that were new to the area, seeking career changes, and individuals who were laid off due to businesses closing/restructuring. However, during times of low unemployment we also see more individuals who have a lesser skills set, are deficient in skills and/or have a tendency to cycle through jobs. In addition to assistance with computer access and job searching; Job Connection also offers a light touch on interview prep, job retention and tutorials on workplace skills as well as several other topics related to skills training and workforce preparedness in an effort to help bridge the skills gap.

We focused on community outreach this year and building relationships with referral sources. Job Connection serves a vast range of individuals, many who do not meet all the requirements of other programs offered, such as poverty level, length of unemployment, industry, etc. By reeducating referral sources about Job Connection services and expanding our community outreach we have been able to fill this need in our community. We have hired a permeant full time

Employment Specialist that works with the Employment Services Director to provide the services at Job Connection and assist with community outreach. Having a permanent, consistent staff at Job Connection allows for relationships and trust to be built between clients, staff and referral sources.

Recommendations:

- Promote Job Connection services to the community.
- Schedule one on one appointments as needed
- Offer partner agencies access to reserve the computer lab when Job Connection is closed.
- Offer tutoring sessions or job prep classes on Fridays.
- Maintain staffing
- Conduct service mapping to explore options for expanding Job Connection to other areas

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 2019, Goodwill provided opportunities for 123 individuals, who served a total of 2,296.98 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	58	956.92
ResCare	2	166.62
Local Schools	48	601.15
Other	15	573.21
Totals	123	2,297.90

Average Volunteer Rate for 2019

Based on the 2018 statistics by the Corporation for National & Community Service, *VolunteeringinAmerica.gov*, and *independentsector.org*

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

The average Nebraska hourly volunteer rate: \$24.01/hr., an increase of 2.6% from 2017.
 $\$24.01 (2,297.90) = \$55,172.58$

2019 Program Goals:

- 1) **Effectiveness:** Maintain percentage of active participants.
Outcome: Goal met. Active volunteers increased by 29%.
- 2) **Efficiency:** Increase or maintain total service hours.
Outcome: Goal met. Total service hours increased by 30%.
- 3) **Satisfaction:** 75% of recipients will express satisfaction with their experience at Goodwill
Outcome: Goal met. Of the surveys returned 85% of volunteers expressed satisfaction with the experience.

Additional Notes to Report:

The release of state level data from the government lags almost one year. Therefore, 2018 is the latest year for which state-by-state monetary numbers are available.

The target for the efficiency goal was changed to 2,000 hours for 2019 as we are no longer hosting annual large group projects. These projects will be hosted as needed.

A new tracking system was installed mid-year, resolving the issues we experienced last year with lost data and data backups

OBJECTIVES	MEASURES	WHO APPLIED TO	DATA SOURCE	TARGET	RESULTS 2013	RESULTS 2014	RESULTS 2015	RESULTS 2016	RESULTS 2017	RESULTS 2018	RESULTS 2019	EXTENUATING ISSUES
Effectiveness: # of Active participants	# of participants who completed community service hours.	Community service recipients	Electronic Files	200	225	158	192	178	192	95	123	Community engagement
Efficiency: Maintain service hours	# of community service hours completed with the agency.	Community service recipients	Electronic Files	4,000 2,000* starting 2019	4,675.56	2,068.72	4,416.93	3,872.47	3,317.53	1,765.51	2,297.90	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%	90%	80%	85%	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, and 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. These requirements help create a true work experience and allow participants to continue to develop skills needed to gain and maintain employment. Volunteer orientation is offered twice a week, with the option of morning or evening session times to accommodate participants. We are continuing to build/strengthen our relationships 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 strong 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 2019 the Community Justice Center (CJC) provided classes which took place on a rotation basis at the Lincoln Correctional Center, Nebraska State Penitentiary and the Nebraska Correction Center for Women and Probation classes throughout the region. This program, which teaches Restorative Justice, Victims Impact/Empathy and Life Skills, served a total of 1,855 individuals from January to October 2019. CJC is reaching out to more people and helping people make better choices in their life. The CJC was able to launch online classes in 2019, offering a condensed version of the 8-hour state-approved training class. The class is appropriate for all offenders and is personalized based on a selected crime category.

Big Brothers Big Sisters Lincoln:

Big Brothers Big Sisters Lincoln 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 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 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 achieve their full potential.

Over the course of the year, Big Brothers Big Sisters Lincoln served 228 youth and established over 90 new 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 nights, craft nights, a pool party, visits 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 Bowl for Kids' Sake, "Are You Smarter Than Your Little", and fundraising events providing Littles with valuable volunteer experience.

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. 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 1,007 adults and 205 children for a total of 1,212 learners.

2019 was a record-setting year for Lincoln Literacy in a couple of ways. We served more than 1,000 adult learners for the first time, and our English language learners set a new high for achievement, as measured on the Basic English Skills Test (BEST). Altogether, we served 1,007 adult learners. The vast majority continue to be English Language Learners (ELLs), but we did increase the number of Adult Literacy Learners (ALLs) by about 10 percent. Of the 160 ELLs who underwent post-assessment, 76 percent gained a level or more on the BEST. That's up from 72% the prior year to a record high. On average, students gained 1.32 levels on the BEST. That is also up from the previous year. In addition to approximately 160 individual tutoring matches, our students had learning opportunities at 42 different times and locations where we held classes each week last year. Our students were assisted by 380 volunteer tutors, up from 320 the year before.

Lincoln Literacy's occupational preparation programs gained traction in 2019. Most notably, in CNA Prep, we have now helped 13 refugees and immigrants to become certified nursing assistants. Our GED Prep class has had vigorous participation (about 20 students over the course of the year), and several are prepared to take the GED Ready test to measure their readiness for the real thing. We are now expanding that to three evenings a week. We made a significant start collaborating on the Manufacturing Tech Certificate program launched by Lincoln Partnership for Economic Development and the Manufacturing Council. Our Schelert Teacher Prep program is helping four ELLs along the road to becoming certified Nebraska teachers.

Additional Notes to Report:

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

Goodwill Academy

The Goodwill Academy is a four-week training program for all new retail 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 formed in January of 2007 to establish the same expectations in training for all employees on policies, procedures, and Goodwill basics; and help determine compatibility for the retail job before new hires become part of the team schedule. All new employees attend the first two classroom days and up to the first week of Academy with retail trainees to get a basic understanding of what Goodwill does and cover the basics for expectations of working at Goodwill.

During Academy, new hires receive intensive training on transferrable employment skills such as safety, customer service, cash handling, and following directions, as well as learning Goodwill production processes. Perfect attendance during Academy is required. Should a participant need to miss any time during the first four weeks of employment, they must wait six months to reapply depending on the situation.

As of December 2019, 264 training Academies have occurred. Classes in 2019 ranged from 1 to 9 people per class, with an average of 3.58 (6.08 in 2018) people per class, and an average of 2.08 (3.66 in 2018) graduating.

Breakdown of Academy Graduation Rate

Measured in Individuals Served

Objective	2016	2017	2018	2019
Number of Individuals who entered Academy	95	94	143	85
Number of Individuals who completed the entire Academy	72	50	88	52
Number of Individuals who are still employed 12/31	47	29	68	30
Number of Individuals who completed the entire Academy employed >90 days	56	26	70	27
Number of >90 day individuals who are still employed 12/31	41	25	58	21
Number of individuals rehired	--	9	19	15

2019 Program Goals:

- 1) **Efficiency:** Maintain an average Academy graduation rate of 60% or more for 2019.
Outcome: Goal not met. The graduation rate for 2019 was 55.03% with 87 participants. The year prior was 56.8% with 143 participants. The goal will never be 100% as those who are not a good fit should not graduate and make it to a store assignment. HR uses these numbers as a gauge in hiring and selection practices.
- 2) **Efficiency:** Maintain an average of 5 days or less for individuals not completing Academy.
Outcome: Goal not met. In 2019, individuals who did not complete the entire academy training were employed an average of 9 days. 2018 was also 9 days.
- 3) **Effectiveness:** 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 met. Goodwill's 2019 turnover without including the Academy program was 50.38%. With Academy it was 76.6%.
- 4) **Satisfaction:** Develop a quality control/satisfaction tool to measure participant and/or store satisfaction with the Academy process.
Outcome: Goal not met. This outcome is due to training for the Retail Trainer position and will be reviewed for 2020.

OBJECTIVES	MEASURES	WHO APPLIED TO	DATA SOURCE	TARGET	RESULTS 2013	RESULTS 2014	RESULTS 2015	RESULTS 2016	RESULTS 2017	RESULTS 2018	RESULTS 2019	EXTENUATING ISSUES
Efficiency: Maintain an average Academy graduation rate	% of employees who complete the full Academy	Academy participants	Electronic Files	60%	59%	66.62%	58.18%	73.71%	53.45%	56.8%	55.03%	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	8	9	9	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%	54.55%	64.12%	50.38%	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, and skills training

Analysis: Academy continues to be a valuable resource by identifying problematic issues before new hires become a part of the team schedule and opens the opportunity up to individuals referred from peer agencies who are interested in working retail and improving their skills (time management, attendance, work habits, etc.). The training process allows the agency to retain employees with the potential for necessary employment habits/behaviors, and aides in identifying areas of improvement needed within our workforce. Goodwill always expects some turnover as our mission is to build individuals up with job skills for employment at Goodwill and beyond – willing workers employed and community resources maximized.

We continue to struggle with the aftermath of the 2016 Nebraska minimum wage increase to \$9.00 and the media. While some competitors for talent are paying \$9.25 compared to our 30 day training wage of \$9.00 then \$10.00, several larger retailers are advertising \$11.00 to \$13.00 per hour. This is something we have dealt with before as we have typically stayed in the center of wages for our area. With the current low unemployment rate in Lincoln, hiring has been a challenge. A wage that was considered competitive a couple of years ago now has a different perception.

Our application process is relatively simple; getting qualified people to come in our door has been a challenge. Holding open/group interviews has made the interview process more efficient and provides the opportunity to those who are interested in employment with the agency to interview almost immediately. Group interviews are held twice a week, interested parties have the choice of attending a morning or afternoon interview. A Change Counting Class is offered by Employment Specialists for anyone who may desire additional assistance with the change counting portion of the interview.

The New American population has been a significant source of employees, as reflected with many of our retail competitors in the Lincoln area. HR has seen an increase in individuals requesting employment verification for benefits received from programs in the community. Most frustrating are the individuals who report needing to drop by 1-2 hours so as not to lose benefits they already receive. We have worked hard to create structure and a good working environment that people will want to be a part of.

Recommendations:

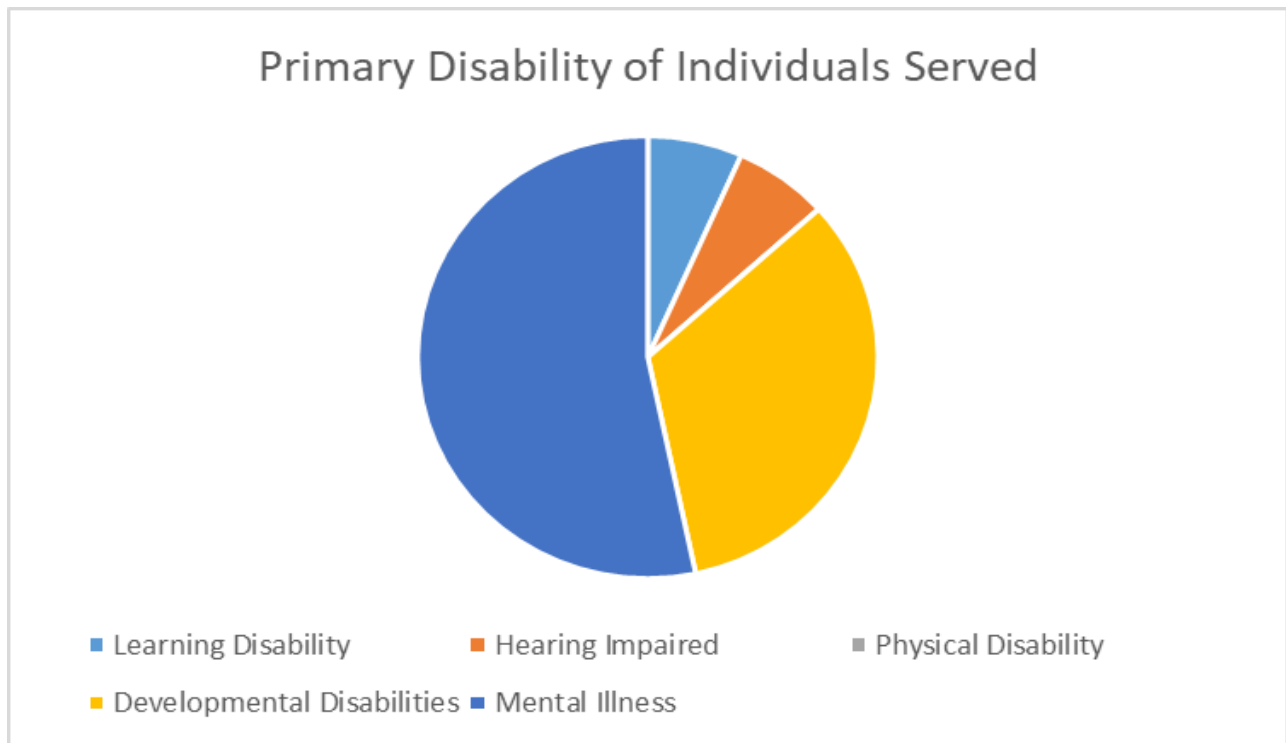
- Continue to monitor staffing needs and employment trends.
- Explore options to fill Academy spots with individuals from peer agencies that desire retail training.
- Continue to evaluate Academy content and processes to best meet the needs of the local community.

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. Participants work a variety of schedules during our retail hours with supports and services provided during that time. 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.

The program serves many participants that have been diagnosed with multiple or co-occurring disabilities. The graph below shows the primary disability break down of individuals served in 2019.



2019 Program Goals:

- 1) **Effectiveness:** 20% of participants will obtain competitive employment.
Outcome: Goal not met. 13% of participants gained competitive employment in 2019.
- 2) **Effectiveness:** Participants will obtain a reasonable competitive wage for their hired position.
Outcome: Goal met. Participants have obtained a competitive wage for their hired position, with several making above our state minimum wage.
- 3) **Effectiveness:** 20% of participants will maintain supported employment for a year.
Outcome: Goal met. 40% of participants maintained supported employment.

- 4) **Effectiveness:** 75% of participants will self-advocate to their Employment Specialist.
Outcome: Goal not met. 80% of participants self-advocated to their Employment Specialist.
- 5) **Efficiency:** The average cost per participant will be at or below the budgeted amount.
Outcome: Goal met. The average cost per participant was below the budgeted amount.
- 6) **Satisfaction:** 75% of participants and stakeholders will express satisfaction with the services received.
Outcome: Goal met. 80% of participants and stakeholders expressed satisfaction with the services received.
- 7) **Service Access:** Maintain the number of individuals served.
Outcome: Goal met. 15 individuals were provided services through the program in 2019.

Additional Notes to Report:

Participants work a variety of schedules during our retail hours with supports and services provided during that time. Persons may participate short term or ongoing depending upon their individual preferences, needs, interests, and abilities.

OBJECTIVES	MEASURES	WHO APPLIED TO	DATA SOURCE	TARGET	RESULTS 2013	RESULTS 2014	RESULTS 2015	RESULTS 2016	RESULTS 2017	RESULTS 2018	RESULTS 2019	EXTENUATIG 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)	10% (1 of 10)	0% (0 of 12)	13% (2 of 15)	Ability to perform tasks 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	\$9.80	\$10.00	\$10.23	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. Minimum wage changes
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)	70% (7 of 10)	83% (10 of 12)	40% (6 of 15)	Desire to work retail positions
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)	70% (7 of 10)	75% (9 of 12)	80% (12 of 15)	The participant's comfort level with staff Participant's ability to express their feelings and concerns

OBJECTIVES	MEASURES	WHO APPLIED TO	DATA SOURCE	TARGET	RESULTS 2013	RESULTS 2014	RESULTS 2015	RESULTS 2016	RESULTS 2017	RESULTS 2018	RESULTS 2019	EXTENUATING ISSUES
												Number Served
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 \$1005.88 for 2017 \$907.29 for 2018 \$982.30 for 2019	\$882.32	\$886.18#	\$683.29	\$793.95	\$839.08	\$1321.04	\$773.77	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.

OBJECTIVES	MEASURES	WHO APPLIED TO	DATA SOURCE	TARGET	RESULTS 2013	RESULTS 2014	RESULTS 2015	RESULTS 2016	RESULTS 2017	RESULTS 2018	RESULTS 2019	EXTENUATING ISSUES
Maximize client satisfaction with the program.	% of participants and stakeholders who express satisfaction with services	All ROE participants, advocates and service team members	Satisfaction Surveys/Follow-up	75%	33% (4 of 12)	40% (4 of 10)	47% (8 of 17)	72% (8 of 11)	80% (8 of 10)	83% (10 of 12)	80% (12 of 15)	Surveys returned Number of participants and stakeholders
Service Access: Maintain number of individuals served	Number of participants served in a calendar year	Potential candidates and all ROE participants	Electronic Files	8 people	9	10	17	11	10	12	15	Eligibility requirements Budget New enrollments Achievement of competitive employment by current 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 of employment in obtaining and maintaining the most independent level of employment.

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

Analysis: In 2019, five out of seven of the program goals were met at or above the target rate. The goals not met (see table above) measure of effectiveness regarding competitive employment and cost per participant. As indicated in the extenuating issues regarding competitive employment, obtaining competitive employment is based on the individual's ability to complete job tasks without supports. Participants receive training, ongoing support and feedback throughout employment in the program and continue to work towards competitive employment. Discussions about employment opportunities in the community, transferable skills, and job search assistance are also held at each IPP meeting with participants and their Employment Specialist. Efforts are made throughout participation in the program to work towards achieving competitive employment. The Employment Services Director continues to be the main service provider for the program. This factor in addition to the number of individuals served significantly impacts the cost per participant.

The program continues to meet goals for competitive wage, participants who self-advocate, participants maintaining supported employment, participants and stakeholders expressing satisfaction with services and service access.

Nebraska minimum wage increased to \$9.00 per hour effective January 2016. Many participants are making above minimum wage with an average wage of \$10.23 per hour. 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:

- 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 to shop for interview and work apparel, which are redeemable at any Goodwill Retail location.

During 2019, a total of \$ 6,300 worth of vouchers were issued to 259 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 19% of the units of service.

2019 Program Goals:

- 1) **Efficiency:** Maintain or increase usage of first time users.
*Outcome: **Goal not met.** First time users accounted for 81% of the individuals served.*

- 2) **Effectiveness:** Maintain or increase usage of service by 5%.
*Outcome: **Goal met.** Service usage increased by 38 %.*

Additional Notes to Report:

Both agencies provide coverage for the program.

OBJECTIVES	MEASURES	WHO APPLIED TO	DATA SOURCE	TARGET	RESULTS 2013	RESULTS 2014	RESULTS 2015	RESULTS 2016	RESULTS 2017	RESULTS 2018	RESULTS 2019	EXTENUATING ISSUES
Efficiency: # of first time users	% of first time users	All users	Electronic Files	20%	69%	38%	80%	83%	73%	88%	81%	Amount of users Community Awareness
Effectiveness: Maintain or increase service usage	# of vouchers distributed	All users	Electronic Files	500	281* (734)	325* (847)	304* (752)	234* (553)	452	456	630	Community Awareness Budgeted amount Service Access

*Service usage was reported inaccurately and shows individuals served rather than units of service. The number in parenthesis reflects the corrected usage totals. The target range was adjusted to reflect this.

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

Program Activities: intake, career exploration, and tutoring

Analysis: Job Outfitters continues to provide (the Lincoln community) with access to appropriate interview and career clothing. Job Outfitters is available at both the American Job Center and Goodwill Job Connection. Service usage increased by 38% this year as both agencies worked on promoting the program at community events and resource fairs. Repeat users also increased, accounting for 19% of services usage. Many individual were able to use the service prior to gaining employment and were than eligible to use the service again once they had secured an offer of employment. Due to the increase in repeat users the percentage of first time users decreased from 88% in 2018 to 81% in 2019. Both agencies will continue to promote Job Outfitters to the community and referral sources.

Recommendations:

- Promote service to the community and referral agencies
- Attend resource fairs
- Update materials

Needs Determination

Though our local unemployment rate is low, Job Connection continues to provide employment services to some of the hardest to serve individuals. Many of these individuals have barriers to employment that include corrections history and employment gaps, as well as those experiencing homelessness, having limited skill sets, limited English ability and other barriers to employment. Local employers report that it is difficult to find qualified applicants to fill the jobs they have available, and the majority of businesses rate the availability of skilled workforce as below average or lower. Employers report that when a skilled worker is found the quality of the work is above average or higher. This presents us with an opportunity to grow services at Job Connection and expand Job Connection sites. We will begin to offer one on one appointments at a satellite location in 2020 and explore options to help fill the skills gap. We will also continue to monitor local employment trends and areas we can offer assistance to both job seekers and employers.

Discussion on programs and services for incarcerated individuals and individuals with a corrections history remains a focus in our community as there continues to be a high rate of overcrowding within our local corrections facilities. Nationally, the First Steps Act continues to expand and be effective in releasing incarcerated individuals from Federal facilities. As individuals reenter the community they need to secure housing and employment. Currently, we serve this population through our partnership with the Community Justice Center, who focuses on restorative justice and our Job Connection center. As more individuals are released and prepare to be released, we are presented with an opportunity to relaunch our RESET program or similar programming that pairs hands on work experience with programming that focuses on employment skills (hard and soft) and life skills. We continue to be active in community conversations regarding this population and reentry. We will also continue work with our partners and local agencies to support individuals with a corrections history as they transition back to the community.

2019 Goal Summary

Program	Accomplished	Not Accomplished
Job Connection		
<i>Efficiency: First time users will account for 20% of the individuals served.</i>	X	
<i>Effectiveness: Increase units of service to 400 or more.</i>	X	
Community Service Recipients		
<i>Effectiveness: Maintain percentage of active participants.</i>	X	
<i>Efficiency: Increase or maintain total service hours.</i>	X	
<i>Satisfaction: 75% of recipients will express satisfaction with their experience at Goodwill.</i>	X	
Goodwill Academy		
<i>Efficiency: Maintain an average Academy graduation rate of 60% or less.</i>		X
<i>Efficiency: Maintain an average of 5 days or less for individuals not completing Academy.</i>		X
<i>Effectiveness: Maintain a turnover rate below 60% for the Agency without Academy.</i>	X	
<i>Satisfaction: Develop a quality control/satisfaction tool to measure participant and/or store satisfaction with the Academy process.</i>		X
Retail Organizational Employment		
<i>Effectiveness: 20% of participants will obtain competitive employment.</i>		X
<i>Effectiveness: Participants will obtain a reasonable competitive wage for their hired position.</i>	X	
<i>Effectiveness: 20% of participants will maintain supported employment for a year.</i>	X	
<i>Effectiveness: 75% of participants will self-advocate to their Employment Specialist.</i>	X	
<i>Efficiency: The average cost per participants will be at or below the budgeted amount.</i>	X	
<i>Satisfaction: 75% of participants and stakeholders will express satisfaction with the services received.</i>	X	
<i>Service Access: Maintain the number of individuals served.</i>	X	
YWCA Job Outfitters		
<i>Efficiency: Maintain or increase usage of first time users.</i>		X
<i>Effectiveness: Maintain or increase usage of service by 5%.</i>	X	

2020 Goals

Job Connection

- 1) **Efficiency:** First time users will account for 20% of the individuals served.
- 2) **Effectiveness:** Increase or maintain units of service at 400 or more.
- 3) **Satisfaction:** 75% of participants will express satisfaction with their experience at Job Connection.
- 4) **Service Access:** To insure service access, a minimum of 75 participants will be served within a calendar year.

Community Service Recipients

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

Goodwill Academy

- 1) **Efficiency:** Maintain an average Academy graduation rate of 60% or more.
- 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.
- 7) **Service Access:** To insure service access, a minimum of 8 participants will be served within a calendar year.

YWCA Job Outfitters

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

Agency Progress and Trend Analysis

Goodwill strives for continuous improvement throughout the agency, making frequent reviews, updates and adjustments that allow us to best serve our employees, program participants, and community throughout the year. Areas of review are addressed within the following plans: Accessibility, Cultural Competency and Diversity, Risk Management, and Technology. Consideration of factors within these plans is imbedded within our company culture and policies at all levels, with ongoing improvements and best practices occurring daily.

The following summaries highlight actions occurring this year:

Accessibility:

Goodwill continues to assess barriers and remains committed to removing attitudinal, architectural, environmental, technological, employment, transportation, communication, financial, cultural, community integration and any other barriers to people with disabilities and other barriers to employment within the organization and the community. Goodwill complies with the Americans with Disabilities Act (ADA) and/or other related applicable laws. Monitoring the status of the barriers listed above is ongoing, occurring at least annually, if not more frequently throughout the year.

Trend analysis: In addition to internal measurements and assessments, Goodwill uses the Lincoln Vital Signs report to keep a pulse on accessibility and needs in the community. Goodwill also regularly follows topics within the unicameral and is a member of Cause Collective, formerly the Human Service Federation., which discusses ongoing efforts of the nonprofit community, trends and needs seen at the front lines of service in addition to better ways to serve individuals in our community.

In 2019, we continued to experience a very low unemployment rate. The benefits cliff was a main area of concern with underemployment, transportation and the cost of childcare as primary factors. Employers report difficulty in finding skilled workers and experience hiring shortages across many industries. Discussion on programs and services for incarcerated individuals and individuals with a corrections history remain a focus as there continues to be a high rate of overcrowding within our local corrections facilities. Additionally, 2019 was a year with record snowfall across the state that caused severe flooding in the spring.

Actions: Goodwill continuously reviews our business practices to 1) operate our business effectively to continue to provide programs, and 2) offer programs that meet the needs of individuals seeking employment and training assistance in our community such as those impacted by the benefits cliff. The gap between where people are starting and what they need to be fully self sufficient is too great for many to overcome and there is limited assistance for those in between. We determined that our business model is working at the present to assist individuals where they are at in transitioning to self-sufficiency. If current economic trends (inflated hiring wages) continue, we anticipate a lower skilled workforce being pushed out and jeopardizing their need for social interaction and inclusion in their community. We will continue to monitor this trend in our community and assess the effectiveness of the programs we currently offer. We will look at areas where we can fill help the gaps with future programming.

Goodwill's partnership with the Community Justice Center continues to allow programming to be provided to offenders that are currently incarcerated and individuals on parole or probation. In addition to programming provided within those systems individuals are given a referral packet prior to release in order to prepare the information needed for employment and given the opportunity to meet with one of our Employment Specialists upon release for job search assistance as they prepare to reenter the workforce. Community agencies continue to monitor for grants regarding transportation in Lincoln.

Goodwill assessed needs and areas we could assist neighboring Goodwill's and surrounding areas with the impact of the flooding in their communities. We also assessed the need for new asphalt and concrete at our facilities due to potholes and damage from the weather and made improvements at two locations.

Other follow up actions we took were to remodel our York location, including painting and deep cleaning. This was the final store to receive this type of attention during this current cycle of updates and improvements. We determined to revise our exchange policy and close fitting rooms due to continued problems monitoring and maintaining them. We continue to evaluate through sales and customer feedback on how this affects our business.

Goals:

1. Continue to monitor happenings in the unicameral and participate in community discussion of service access needs.
2. Stay abreast of issues regarding those impacted by the benefit cliff and corrections, monitor needs for programming.
3. Continue to be involved in public transportation advocacy, and keep public access at the forefront when developing programs and services.
4. Monitor grants and funding to provide transportation services (including partnerships,) specifically focusing on covering liability and transportation access for staff and persons served.
5. Monitor economic and hiring trends and the effectiveness of the programs we currently offer.

Cultural competency and Diversity:

Goodwill embraces culture and diversity in the workplace. Culture and diversity are heavily integrated into all of our plans, practices, and policies. Services are provided with understanding of and respect for but not limited to individuals' cultural beliefs and values, age, gender, sexual orientation, spiritual beliefs, socioeconomic status, corrections history, or language. At Goodwill, in addition to being considered in all areas of our day-to-day business operations we raise the consciousness of the organization regarding culture and diversity through ongoing training, dialogue, feedback, and input from all team members. It is important that all staff, new and current, are involved in the process of making Goodwill a culturally aware and sensitive environment to all with whom we come into contact.

Trend analysis: Goodwill uses information such as our internal experiences, review of trend logs, feedback from partner agencies, and the Lincoln Vital Signs report to keep a pulse on culture and diversity in the community. Goodwill is also a member Cause Collective, formerly the Human Service Federation, which discusses ongoing efforts of the nonprofit community, trends and needs seen at the front lines of service and explores ways to best serve individuals in our community.

In 2019, the review of our workforce showed that we are living diversity, culture and inclusion and continue to work towards improvement.

Actions: Goodwill has a hiring process that promotes hiring a culturally diverse group. Within our Lincoln, Nebraska locations an estimated 60% of our current workforce is made up of new Americans which naturally brings culture and diversity to our workplace in various areas. We have scheduled our All Agency meeting around or made accommodations for take home dinners for those individuals whose religion does not allow them to eat at that particular time; or our agency events such as the All Agency Meeting and Holiday Potluck request special dietary restrictions as part of the planning process. Locations for these events are evaluated to ensure that all employees may attend and participate (meeting rooms in taverns for example with minors or

recovering alcoholics attending). At a recent meeting we observed a group of young employees demonstrating diversity and inclusion while celebrating together. Individuals use their break to participate in religious activities.

During the interview, Halloween is addressed as an essential function to prepare individuals who may have moral or ethical issues with devils, witches, or wizards – they are not required to wear a costume but must process them for sales and sell them as part of the job. Training Academy regularly evaluates individual's culture against essential functions to determine fit for the job. We have noticed there is a difference between understanding and comprehending to carry out instructions. We are working on strategies that will allow for better comprehension to carry out instruction, including using already trained staff to help interpret when needed and offer support for continued learning and use of English skills. In a Team Lead meeting, we discussed that we have a lot of diversity within our workforce and have at least five different languages that are spoken within our stores. This aids in the interpreting for newly hired staff and offers an additional level of customer service for interactions with customers and donors where English is limited. Official name changes require an official social security card update but employees may use their preferred name on anything unofficial. Over the years, several employees have been comfortable transitioning gender or sexual orientation.

Another population that continues to increase in our workforce and programming are individuals who have neurological differences such as attention deficit disorder (ADHD), autism spectrum disorder (ASD), sensory processing disorder, learning disabilities and several others. One particular applicant wanted to work at Goodwill to evaluate her ability to maintain employment with the use of her soothing techniques, which happened to be a teddy bear and other items for stimming.

An update to EEOC reporting now requires that wage and hours be reported along with other already required items such as gender, age, etc. The updated report will help look at pay disparities, such as the gender gap. Data for this report is compiled and submitted annually.

Goals:

1. Continue to provide an environment where employees and participants are comfortable requesting or participating in cultural activities for their particular interests.
2. Continue collaboration with current partner agencies.

Risk Management:

Goodwill strives to be proactive in regards to risk by assessing and mitigating events that might adversely impact the agency. These risks are determined; evaluated and assigned a value by their frequency and severity; and plans identified for ways to control them. In evaluating risk, Goodwill Serving Southeast Nebraska, Inc. typically determines meeting legal requirements as a priority, then evaluates how to best carry this out in light of our Mission statement and as a Goodwill in our territory.

Trend analysis: Goodwill evaluates risk based on known and unknown sources, our plan includes several areas such as financial risk to natural hazards, to environmental or economic changes. Executive staff generally review the organization as compared to local, national, and worldwide news as well as situations the organization experiences to determine the best course of action and do our best to prepare for risky events. Our safety committee is comprised of a mix of management and non-management with one person from each location. The group meets quarterly and is responsible for evaluating safety and wellness in the organization and reporting suggestions to management.

Our biggest areas of risk in 2019 were local flooding, a new Point of Sale system, and expansion opportunities.

Actions: Annual drills occur for practice in many of these environmental areas to prepare for these types of typical situations. We also take advantage of practicing drills when local situations occur such as a flooding outside of the regular drill schedule. We were in a position to cash out investments and pay down land before the stock market dropped due to flooding throughout the Midwest. Goodwill assessed our risk with the impact of flooding, and determined that since we were relatively unaffected we could offer assistance to neighboring Goodwill's and surrounding areas by using our trucks to deliver water or other supplies if needed. We reviewed training on donation receiving to avoid accepting items damaged by the flooding. Stray cats in the warehouse caused us to take actions to prevent damaging salable items. As noted in accessibility, the asphalt and concrete due to potholes and damage from the weather was becoming a liability. The opportunity to purchase property to expand became available, but due to restrictions limiting thrift we determined it was not worth the risk to locate to that area and to be aware of restrictions for future opportunities. Our biggest impact to the organization was implementing a new Point of Sale system in retail as our prior system was no longer supported.

Goals:

1. Continue to monitor workforce trends and address them timely to avoid larger scale risks.
2. Continue to train all staff on policies, procedures and best practices to reduce risk.
3. Continue to use current events to test our response to different risk situations.
4. Continue to measure risks and assess risks in agency safety and staff meetings.

Technology:

Goodwill continues its efforts of monitoring, planning and developing improvement in its technology infrastructure. Objectives in this plan are reviewed and updated annually and considered in the budgeting process to ensure it remains relevant. Updating equipment and maximizing lifespan of equipment is a continuous effort. Password security is a high priority. Internal and external testing is conducted throughout the year, with any items needing updates or adjustments completed as soon as possible. Ongoing best practices are trained on throughout the year as well. For example, due to PCI compliance we do not touch the customer's credit card or store their credit card number eliminating access to their personal sensitive information.

Trend analysis: Goodwill conducts internal and external testing throughout the year in regards to phishing scams and hacking. Staff members with computer access are encouraged to be aware of phishing scams and are required to change passwords every 90 days and meet the password complexity requirements to reduce the risk of hacking. Our IT department certifies PCI compliance annually and assesses any changes made to the Network to ensure that compliance is not jeopardized. They also continue to monitor all of our computer security from scams and hackers, etc.

In 2019, we continued to monitor our technology practices and best practices in lieu of PCI compliance. We completed the implementation of the new Point of Sale system at all retail locations.

Actions: IT staff continued training on PCI compliance. Policies and procedures were updated if needed in order to remain compliant. Annual internal and external testing for scams, hacking, etc. was completed, with any items found to need adjustments addressed immediately. Licensing for software and protection programs we use have been maintained and updated as needed. We continue to provide an additional level of security, by using a file integrity monitoring system to detect any intrusion.

Goals:

1. Continue to stay abreast of current technology, laws, and industry compliance standards.

2. Continue to provide training on best practices for PCI compliance and technology used.
3. Continue to monitor the need(s) for assistive technology in our programs and workforce, providing reasonable accommodations as needed.
4. Continue to evaluate current systems annually, prioritizing replacements or updates to equipment as funds allow.
5. Continue to test our systems for security, safety and access of stored information, and to follow best practices.