

# 2017 Annual Review

- Program Evaluation
- Outcome Management
- Trend Analysis



®

**Goodwill Industries Serving Southeast Nebraska, Inc.**

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## Introduction

In 2017 Goodwill Industries Serving Southeast Nebraska, Inc. provided vocational services to a minimum of 2,929 individuals and overall, Goodwill provided 42,226 total units of service.

## General Overview

### *Total Units of Service*

<b>Program</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
American Job Center (AJC)	12,596	10,838@	--
Job Connection Computer Lab	--	**30	460
Community Service Recipients (CSR)	217	190	203
Community Support (CS)	1,740	13,599	36,291
HireNebraska	108	118	58
Goodwill Academy	8,578 (7,024)	8,225 (6,687)	4,695
*Retail Organizational Employment (ROE)	85	62	67
YWCA Job Outfitters	753	553	452
<b>Total</b>	<b>24,077</b>	<b>33,615</b>	<b>42,226</b>

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

### *Individuals Served*

<b>Program</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
American Job Center (AJC)	--	--	--
Job Connection Computer Lab	--	**17	187
Community Service Recipients (CSR)	192	178	192
Community Support (CS)	1,740	1,627	2,244
HireNebraska	29	32	12
Goodwill Academy	121	95	94
*Retail Organizational Employment (ROE)	17	11	10
YWCA Job Outfitters	304	234	190
<b>Total</b>	<b>2,403</b>	<b>2,194</b>	<b>2,929</b>

\*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

## Participants' Characteristics

Gender	Job Connection	CSR	CS	HireNebraska	Academy	ROE	YWCA Job Outfitters	Total Individuals Served
Male	68	--	1,150	5	43	5	62	1,333
Female	81	--	1,094	7	51	5	128	1,366
Unknown	38	192	--	--	--	--	--	230
<b>Total</b>	<b>187</b>	<b>192</b>	<b>2,244</b>	<b>12</b>	<b>94</b>	<b>10</b>	<b>190</b>	<b>2,929</b>

Ethnicity	Job Connection	CSR	CS	HireNebraska	Academy	ROE	YWCA Job Outfitters	Total Individuals Served
White	--	--	789	11	71	10	116	997
Black	--	--	252	1	14	--	39	306
American Indian	--	--	32	--	2	--	15	49
Asian	--	--	372	--	1	--	--	373
Hispanic	--	--	432	--	1	--	16	449
Other	--	--	337	--	5	--	3	345
Unknown	187	192	30	-	--	--	1	410
<b>Total</b>	<b>187</b>	<b>192</b>	<b>2,244</b>	<b>12</b>	<b>94</b>	<b>10</b>	<b>190</b>	<b>2,929</b>

Age	Job Connection	CSR	CS	HireNebraska	Academy	ROE	YWCA Job Outfitters	Total Individuals Served
0 – 11 Years	--	--	249	--	0	--	--	249
12 – 15 Years	--	--	111	--	0	--	2	113
16 – 24 Years	--	--	335	--	28	2	34	399
25 – 34 Years	--	--	641	5	18	2	62	728
35 – 44 Years	--	--	458	2	19	2	34	515
45 – 54 Years	--	--	264	3	14	--	30	311
55 + Years	--	--	176	2	15	4	28	225
Unknown	187	192	10	--	--	--	--	389
<b>Total</b>	<b>187</b>	<b>192</b>	<b>2,244</b>	<b>12</b>	<b>94</b>	<b>10</b>	<b>190</b>	<b>2,929</b>

\*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 name HireNebraska.

## 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 2017 Goodwill provided 460 units of service to 187 members of the community.

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	38
E-mail	34
Job Search & Application	330
Other	15
Resume	22
Tutorials	4
Weekly Unemployment Claims	17
<b>Total Units of Service</b>	<b>460</b>

### 2017 Program Goals:

- 1) **Efficiency:** First time users will account for 20% of the individuals served.  
*Outcome: **Goal met.** First time users account for 83% of the individuals served.*
- 2) **Effectiveness:** Increase units of service to 400 or more.  
*Outcome: **Goal Met.** There were 460 units of service in 2017.*

### Additional Notes to Report:

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

OBJECTIVES	MEASURES	WHO APPLIED TO	DATA SOURCE	TARGET	RESULTS 2016	RESULTS 2017	EXTENUATING ISSUES
<b>Efficiency:</b> % of first time users	% of first time users	All users	Electronic Files	20%	100%*	83%	Community Awareness Job Connection opened in November 2016, making all users for the year first time users.
<b>Effectiveness:</b> Increase lab usage	# of visits	All users	Electronic Files Monthly Reports	200	30*	460	Number of days open  Community Awareness

\*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:** Job Connection opened towards the end of 2016. During 2017, there were 460 units of service provided to 187 individuals. Response from the community has been encouraging and usage of the computer lab continues to grow. Goals related to efficiency and effectiveness have been met for 2017.

**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 2017, Goodwill provided opportunities for 189 individuals, who served a total of 3,317.53 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	81	1,475.04
ResCare	-	-
Local Schools	61	570.90
Other	24	1,143.75
Large Group	26	127.84
<b>Totals</b>	<b>192</b>	<b>3,317.53</b>

### Average Volunteer Rate for 2017

Based on the 2016 statistics by the Corporation for National & Community Service, *VolunteeringinAmerica.gov*

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

The average Nebraska hourly volunteer rate: \$22.25, an increase of 3.4 % from 2015.  
 $\$22.25 (3,317.53) = \$73,815.04$

### 2017 Program Goals:

- 1) **Effectiveness:** Hold at least 5 large group projects  
*Outcome: Goal met. Five group projects were held in 2017.*
- 2) **Effectiveness:** Maintain percentage of active participants.  
*Outcome: Goal met. Active volunteers increased by 7.8%.*
- 3) **Efficiency:** Increase or maintain total service hours.  
*Outcome: Goal not met. Total service hours decreased by 14%.*
- 4) **Satisfaction:** 75% of recipients will express satisfaction with their experience at Goodwill  
*Outcome: Goal met. Of the surveys returned 90% 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, 2016 is the latest year for which state-by-state monetary numbers are available.

Due to miscommunication within two of our group projects we ended up not having any volunteers participate in the events we held. This accounts for part of the decrease in total service we experienced, as one of our largest projects held annually did not have any volunteers this year.

OBJECTIVES	MEASURES	WHO APPLIED TO	DATA SOURCE	TARGET	RESULTS 2013	RESULTS 2014	RESULTS 2015	RESULTS 2016	RESULTS 2017	EXTENUATING ISSUES
<b>Effectiveness:</b> # of Active participants	# of participants who completed community service hours.	Community service recipients	Electronic Files	200	225	158	192	178	192	Community engagement
<b>Effectiveness:</b> Maintain number of large group projects	# large group projects	Community service recipients	Electronic Files	3	4	4	3	3	5	Community engagement
<b>Efficiency:</b> 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	3,317.53	Number of participants Number of required hours
Maximize <b>client satisfaction</b> with the program.	% of participants who complete survey	Community service recipients	Electronic Files	75%	50%	75%	92%	100%	90%	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. These requirements help create a true work experience and allow participants to continue to develop skills needed to gain and maintain employment. Adjustments made to volunteer orientation times in 2017 to accommodate more participants have proven beneficial. 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
- Explore needs for group projects

## **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 2017 the Community Justice Center (CJC) provided 87 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 864 individuals from January to October 2017. CJC is reaching out to more people and helping people make better choices in their life.

### ***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 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.

Last year, the agency provided 204 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", fundraising events, and at the James Arthur Vineyards Renaissance Festival, where Littles gain valuable volunteer experience.

Of the youth served, 58% were female and 42% were males. The organization provided mentoring services to youth ages 7 through 19, of those 81% were under the age of 15 and 19% were older. HBBBS works with a diverse group of youth from low income families. Of the youth matched last year, 50% identified themselves as nonwhite or Latino.



*Mentor match story:*

In July, we were able to match a 16-year-old boy with a Big who has the Little Brother's dream job - a strength and conditioning coach in an athletics department for a university. During their first match outing together, Big Brother took Little Brother to his workplace at the University of Nebraska Athletics Department and gave him a tour, showing him what he does at work. Little Brother was so excited to be able to get this kind of insight into his future career path! Since they've been matched, they have spent plenty of time together talking about what kinds of schooling and experience Little Brother needs to complete in order to find a job in this field, and learning about the ins and outs of the job while on campus.

***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 over 200 children and 800 adults, for a total of 1,176 learners served.

Lincoln Literacy's students achieved outcomes in 2017 that met or exceeded our benchmark expectations and were consistent with results from the past. Among Adult English Language Learners, 83% made measurable gains on the Basic English Skills Test (BEST), a nationally recognized standard test. We look for at least two-thirds to gain one or more levels on BEST each year; in 2017 68% achieved this.

Their average gain was 1.02 levels, which is roughly equivalent to a grade level in school. Their satisfaction rate, measured by a survey of students that asks them to rate whether they learned things important to them and whether their tutor was helpful, rose slightly to 95%. Among our English-speaking Adult Basic Literacy students, 72% made measurable improvements in their literacy test scores. Among the immigrant and refugee children in our family literacy program, 89% achieved literacy & learning goals, while 82% achieved school-readiness behavioral goals.

**Additional Notes to Report:**

Each agency tracks their own 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 program's ultimate goal is for individuals to obtain and maintain self-sustaining employment.

Our territory was responsible for enrolling 20 participants in 2017. We received 16 referrals to the program and were able to enroll 12 of them.

### 2017 Program Goals:

- 1) **Effectiveness:** Enroll 20 participants in the program.  
*Outcome: **Goal not met.** 12 participants enrolled in the program.*
- 2) **Effectiveness:** 25% of participants who enroll in the program will enter an OJT placement.  
*Outcome: **Goal not met.** The participants who enrolled in the program were unable to enter an OJT placement through the grant due to circumstances that ended in the participation in the program before placement could be made.*
- 3) **Effectiveness:** 60% of those who enter an OJT placement will secure employment at the completion of the contract.  
*Outcome: **Goal not met.** There were no placements through the grant in 2017.*
- 4) **Efficiency:** Each participant placed within competitive employment will earn at least \$10 per hour.  
*Outcome: **Goal not met.** There were no placements through the grant in 2017.*

### 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 2017 calendar year.

The grant will end July 2018.

OJT placements must be for permanent full time positions.

OBJECTIVES	MEASURES	WHO APPLIED TO	DATA SOURCE	TARGET	RESULTS 2014	RESULTS 2015	RESULTS 2016	RESULTS 2017	EXTENUATING ISSUES
<b>Effectiveness:</b> Enroll 20 participants	# of participants enrolled	All HireNebraska participants	Electronic Files	20	14	4	16	12	Number of eligible referrals to the program
<b>Effectiveness:</b> Placement into OJT	# of placements	All HireNebraska participants	Electronic Files	25%	28.57% (4 of 14)	75% (3 of 4)	6.25% (1 of 16)	--	Number of eligible referrals to the program.  Amount of participation  Employment outside of the grant  Placement is only available for permanent full time positions
<b>Effectiveness:</b> 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
<b>Efficiency:</b> 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 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 non-retail positions attend 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. Participants may be let go or elect to leave Academy.

As of December 2017 we have conducted 215 training Academies. Academy classes in 2017 ranged from 1 to 11 people per class with an average of 3.92 people per class, with an average of 2.08 graduating.

### Breakdown of Academy Graduation Rate

Measured in Individuals Served

Objective	2015	2016	2017
Number of Individuals who entered Academy	121	95	94
Number of Individuals who completed the entire Academy	72	72	50
Number of Individuals who are still employed 12/31/2017	49	47	29
Number of Individuals who completed the entire Academy employed >90 days	45	56	26
Number of >90 day individuals who are still employed 12/31/2017	35	41	25
Number of individuals rehired through academy	--	--	9

### 2017 Program Goals:

- Efficiency:** Maintain an average Academy graduation rate of 60% or more for 2017.  
*Outcome: Goal not met. The graduation rate for 2017 was 53.45% with 94 participants. The year prior was 73.71% with 95 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 also uses these numbers as a gauge in hiring and selection practices.*
- Efficiency:** Maintain an average of 5 days or less for individuals not completing Academy.  
*Outcome: Goal not met. In 2017, individuals who did not complete the entire academy training were employed an average of 8 days.*
- 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 2017 turnover without including the Academy program was 54.55%. With Academy it was 73.85%*
- 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 staffing changes and training for the Retail Trainer position. Continuing goal for 2018 once a new trainer is hired and trained.*

**Additional Notes to Report:**

Added to the 2017 report is the number of individuals rehired during the course of the year. These are individuals who left for six months or more and then reapplied to Goodwill, therefore they went through Academy again as a refresher. A common sentiment from rehires was, they had enjoyed the job itself, however a better opportunity or life circumstances occurred.

OBJECTIVES	MEASURES	WHO APPLIED TO	DATA SOURCE	TARGET	RESULTS 2013	RESULTS 2014	RESULTS 2015	RESULTS 2016	RESULTS 2017	EXTENUATING ISSUES
<b>Efficiency:</b> 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%	53.45%	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.
<b>Efficiency:</b> 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	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.
<b>Effectiveness:</b> Maintain turnover rate (without Academy being included)	% of turnover	All employees	Electronic Files	60%	55.56%	42.16%	67.44%	64.34%	54.55%	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 2017, Goodwill rehired nine individuals. Of those, three continue employment as of the first of the year. The decrease in units of service in Academy can be attributed to the hours for rehires and individuals in smaller class sizes moving to a store department more quickly than the full four weeks typically designated to department 11. The Trainer position had a few transitions during the year, providing opportunity for qualified interested current employees to test their skills at

the task. For various reasons, we are continuing to search for the right person. In the meantime, HR has been covering PowerPoint days, and the Vine Street store and Team Leads have been covering the store training portions of Academy. Due to low candidates and the holidays during December, no classes were held.

We have struggled a bit with the aftermath of the 2016 Nebraska minimum wage increase to \$9.00. 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 decent a year ago now has a different perception.

Our application process is relatively simple; getting 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.

The New American population has been our main 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 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

## **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.

### **2017 Program Goals:**

- 1) **Effectiveness:** 20% of participants will obtain competitive employment.  
*Outcome: **Goal not met.** 10% of participants gained competitive employment in 2017.*
- 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.** 70% of participants maintained supported employment.*
- 4) **Effectiveness:** 75% of participants will self-advocate to their Employment Specialist.  
*Outcome: **Goal not met.** 70% 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 (see table below)*
- 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.*

### **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	EXTENUATING ISSUES
<b>Effectiveness:</b> 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)	Ability to perform task without supports.
<b>Effectiveness:</b> Obtain reasonable competitive wage	Average hourly wage	All ROE participants	Electronic Files	\$9.00	\$7.60	\$7.85	\$8.00	\$9.00	\$9.80	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
<b>Effectiveness:</b> 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)	None
<b>Effectiveness:</b> 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)	The participant's comfort level with staff  Participant's ability to express their feelings and concerns  Number Served
<b>Efficiency:</b> 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	\$882.32	\$886.18#	\$683.29	\$793.95	\$839.08	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	EXTENUATING ISSUES
Maximize <b>client satisfaction</b> 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)	Surveys returned Number of participants and stakeholders
<b>Service Access:</b> Maintain number of people served	Number of participants served in a calendar year	Potential candidates and all ROE participants	Electronic Files	8 people	9	10	17	11	10	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, follow-up

**Analysis:** In 2017, four out of six of the program goals were met at or above the target result. The two goals not met (see table above) were measures of effectiveness regarding competitive employment and self-advocating. 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. In regards to self-advocating, though the target of 75% was not met, over half of program participants (7 out of 10, 70%) have self-advocated to their Employment Specialist. There were no complaints in 2017; therefore there is no analysis to be completed in this area.

The program continues to meet goals for competitive wage, participants maintaining supported employment, participants and stakeholders expressing satisfaction with services and number of people served.

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. Several participants are making above minimum wage with an average wage of \$9.80. 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 2017, a total of \$4,520.00 worth of vouchers were issued to 190 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.

### **2017 Program Goals:**

- 1) **Efficiency:** Maintain or increase usage of first time users.  
*Outcome: **Goal met.** First time users accounted for 73% of the individuals served.*
  
- 2) **Effectiveness:** Maintain or increase usage of service by 5%.  
*Outcome: **Goal not met.** Service usage decreased by 18%.*

### **Additional Notes to Report:**

Both agencies had staffing shortages that affected the number of days Job Outfitters was able to operate.

The YWCA will continue to work on a campaign to promote Job Outfitters.

OBJECTIVES	MEASURES	WHO APPLIED TO	DATA SOURCE	TARGET	RESULTS 2013	RESULTS 2014	RESULTS 2015	RESULTS 2016	RESULTS 2017	EXTENUATING ISSUES
<b>Efficiency:</b> # of first time users	% of first time users	All users	Electronic Files	20%	69%	38%	80%	83%	73%	Amount of users
<b>Effectiveness:</b> Maintain or increase service usage	# of vouchers distributed	All users	Electronic Files	500	281* (734)	325* (847)	304* (752)	234* (553)	452	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, 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 has decreased for the program, partly due to a more thorough intake process that allows us to catch repeat users who are no longer eligible for services. The YWCA will continue to conduct a campaign to promote the program to the community.

**Recommendations:**

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

## **Needs Determination**

Job Connection operated for a full year in 2017, and surpassed service goals for the year. We will continue to broaden awareness of Job Connection to the community by participating in community events and working with partner agencies. Our tracking system for Job Connection and Community Service Recipients was updated this year. We will continue to update the way in which we capture data and feedback in our programs in order to achieve a better understanding of usage and service needs.

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 had planned to survey our workforce in 2017 to gain insight for future programs and services that may be beneficial. Though the survey was not completed, we addressed the most effective and efficient way to conduct this survey and plan to distribute it in 2018. The results of this survey will be used for future program development.

Goodwill will continue to stay current with community needs and employment trends, while exploring options for future programming.

## 2017 Goal Summary

<b>Program</b>	<b>Accomplished</b>	<b>Not Accomplished</b>
<b>Job Connection</b>		
<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	
<b>Community Service Recipients</b>		
<i>Effectiveness: Hold at least 5 large group projects</i>	X	
<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	
<b>HireNebraska</b>		
<i>Effectiveness: Enroll 20 participants in the program.</i>		X
<i>Effectiveness: 25% of the participants who enroll in the program will enter an OJT placement.</i>		X
<i>Effectiveness: 60% of those who enter in OJT placement will secure employment at a completion of a contract.</i>		X
<i>Efficiency: Each participant placed within competitive employment will earn at least \$10 per hour.</i>		X
<b>Goodwill Academy</b>		
<i>Efficiency: Maintain an average Academy graduation rate of 60% or more for 2017.</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
<b>Retail Organizational Employment</b>		
<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	
<b>YWCA Job Outfitters</b>		
<i>Efficiency: Maintain or increase usage of first time users.</i>	X	
<i>Effectiveness: Maintain or increase usage of service by 5%</i>		X

## **2018 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:** 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.

### **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 2018.
- 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 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 2017, discussion on programs and services for incarcerated individuals and individuals with a corrections history remain at the forefront as there is a high rate of overcrowding within our local corrections facilities. Access to public transportation in the community also remains a topic of concern. What is available is limited or costly with the cycle of ridership versus routes; the liabilities associated with providing public transportation are too much for most organizations to take on individually; and grants or funding is not available to help provide these services.

Actions: Goodwill's partnership with the Community Justice Center allows 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. In regards to public transportation, recent advocacy efforts of Goodwill have assisted in updated bus routes and extended hours in the Lincoln community. We continue to be involved in these discussions as they affect our organization and individuals we serve.

### Goals:

1. Continue to monitor happenings in the unicameral and participate in community discussion of service access needs
2. Stay abreast of issues regarding 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.

## ***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 of 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 2017, the review of our workforce showed that we are living diversity, culture and inclusion and continue to work towards doing better.

Actions: Goodwill has a hiring process that promotes hiring a culturally diverse group. Within our Lincoln, Nebraska locations an estimated 40% 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 who's 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 for example.) Individuals use their break to participate in religious activities. At hire, 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 follow Nebraska state law and have options for nursing mothers in the workplace. 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.

### Goals:

1. Distribute a survey to our workforce that helps us to better understand cultural needs and identifies barriers that may be experience. Use the results from this survey in planning of future programs and services to benefit our workforce.
2. Continue to provide an environment where employees and participants are comfortable requesting or participating in cultural activities for their particular interests.
3. 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.

In 2017, we did not notice a consistent trend, but had several areas we reviewed and made action plans to address those situations.

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 tornado or gas explosion outside of the regular drill schedule. Goodwill reviewed the risk management plan and determined steps to take such as provided talking points to store employees in a situation with recent news coverage of a local neighboring Goodwill. Risk management was evaluated again during a solar eclipse, what to do with business operations as well as allowing employees to view this once in a lifetime event safely during working hours. The market is currently under ongoing evaluation with minimum wage having recently gone up and the aftereffects of competitive wages in our area. Our IT department continues to work on PCI compliance due to our accepting credit cards and individuals sensitive information. They also continue to monitor all of our computer security from scams and hackers, etc. Retail follows our hazardous donation policy if or when we do get donations that are safety questionable. Retail also works with HR in monitoring employee performance and morale. As an organization, we are selective with our contractors and making sure they meet all the requirements we are morally and legally obligated to uphold – temporary staffing agencies must meet the Affordable Care Act criteria for example. We also require independent contractors must provide a certificate of liability insurance before working on our equipment.

## 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 customers 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 continues to work on PCI compliance due to our accepting credit cards and individuals sensitive information. They also continue to monitor all of our computer security from scams and hackers, etc.

In 2017, we continued to monitor our technology practices in lieu of PCI compliance. We started the process of evaluating new POS systems, to upgrade our older system and to increase the functionality of the POS system with technology updates such as inventory management and employee donor tracking. Our volunteer timeclock started having issues and the support for this platform was limitedly supported.

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. We continued our research and evaluation of new POS programs as end of life with the current program is nearing. Licensing for software and protection programs we use have been maintained and updated as needed. The Volunteer and Job Connection user tracking system and time clock was upgraded this fall.

## 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.