

2020 Annual Review

- Program Evaluation
- Outcome Management
- Trend Analysis



®

Goodwill Industries Serving Southeast Nebraska, Inc.

2100 Judson St. - Lincoln, NE 68521 Phone (402) 438-2022 Fax (402) 438-2167
www.lincolngoodwill.org

Introduction

In 2020 Goodwill Industries Serving Southeast Nebraska, Inc. provided vocational services to 2,803 individuals and overall, Goodwill provided 33,385 total units of service.

General Overview

Total Units of Service

Program	2017	2018	2019	2020
Job Connection Computer Lab	460	314	476	453
Community Service Recipients (CSR)	203	112	132	29@
Community Support (CS)	36,291	27,289	35,948	28,046
HireNebraska	58	43#	--	--
Goodwill Academy	4,695	8,235	5,219	4,633
*Retail Organizational Employment (ROE)	67	102	149	67
YWCA Job Outfitters	452	461	630	157
Total	42,226	36,556	42,554	33,385

Individuals Served

Program	2017	2018	2019	2020
Job Connection Computer Lab	187	142	166	220
Community Service Recipients (CSR)	192	112	123	26@
Community Support (CS)	2,244	2,837	3,295	2,411
HireNebraska	12	8#	--	--
Goodwill Academy	94	143	85	65
*Retail Organizational Employment (ROE)	10	12	15	11
YWCA Job Outfitters	190	203	259	70
Total	2,929	3,457	3,943	2,803

*CARF Accredited

Last year of grant

@Three months operation of program

Participants' Characteristics

Gender	Job Connection	CSR	CS	Academy	ROE	YWCA Job Outfitters	Total Individuals Served
Male	87	12	1,289	29	5	31	1,453
Female	133	14	1,082	36	6	39	1,310
Unknown	--	--	40	--	--	--	40
Total	220	26	2,411	65	11	70	2,803

Ethnicity	Job Connection	CSR	CS	Academy	ROE	YWCA Job Outfitters	Total Individuals Served
White	--	--	881	48	9	38	976
Black	--	--	327	8	--	20	355
American Indian	--	--	60	--	--	1	61
Asian	--	--	327	4	--	--	331
Hispanic	--	--	407	3	2	6	418
Other	--	--	407	2	--	4	413
Unknown	220	26	2	--	--	1	249
Total	220	26	2,411	65	11	70	2,803

Age	Job Connection	CSR	CS	Academy	ROE	YWCA Job Outfitters	Total Individuals Served
0 – 11 Years	--	--	133	--	--	--	133
12 – 15 Years	--	--	149	--	--	--	149
16 – 24 Years	--	--	268	24	1	2	295
25 – 34 Years	--	--	687	11	2	18	718
35 – 44 Years	--	--	579	8	6	16	609
45 – 54 Years	--	--	313	14	2	20	349
55 + Years	--	--	195	8	--	13	216
Unknown	220	26	87	--	--	1	334
Total	220	26	2,411	65	11	70	2,803

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 2020, Goodwill provided **453** units of service to **220** members of the community. The need for Job Connection services increased due to closings and temporary shut-downs experienced during the coronavirus pandemic. Job Connection was able to adapt during this time and offer tele-services in the spring and reopened in-person services as soon as possible. During the period of tele-services Job Connection staff worked connect individuals to community resources (food, utility assistance, housing, etc.) and provide assistance navigating the unemployment website and requirements. 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/weekly claims.

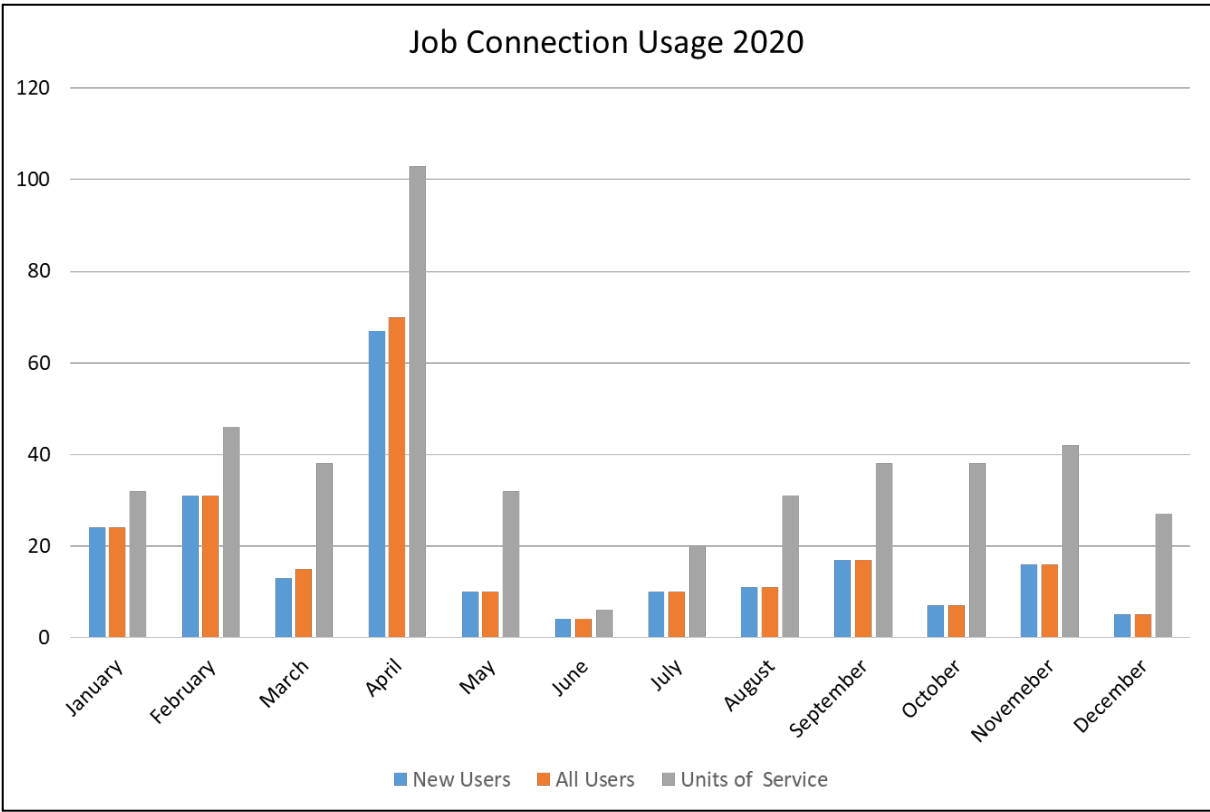
Job Connection staff participated in drive-thru hiring and resource events, handing out over 200 packets with employment and community resource information.

Job Connection launched its own Facebook page to bring additional awareness of community resources and educational opportunities to a broader audience. The Facebook page has connected more individuals to Job Connection and increased engagement with other services providers in our community.

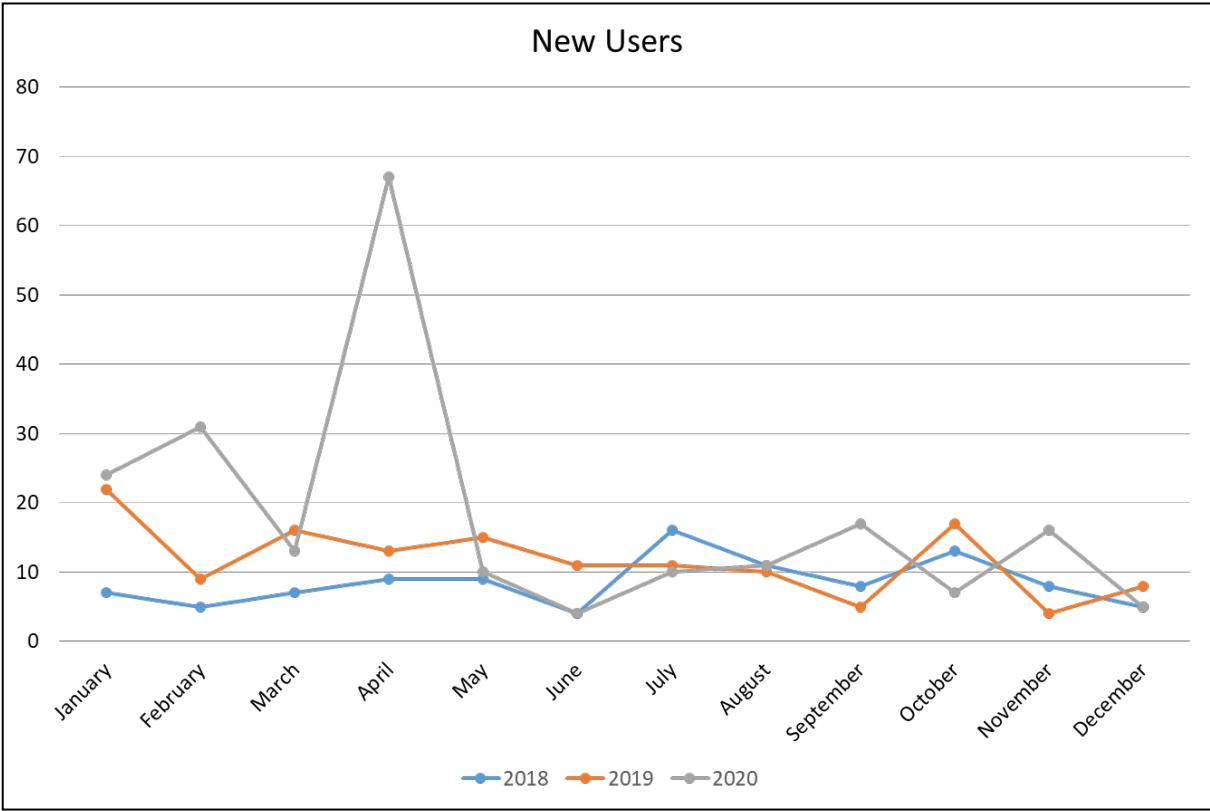
Breakdown of Services Provided

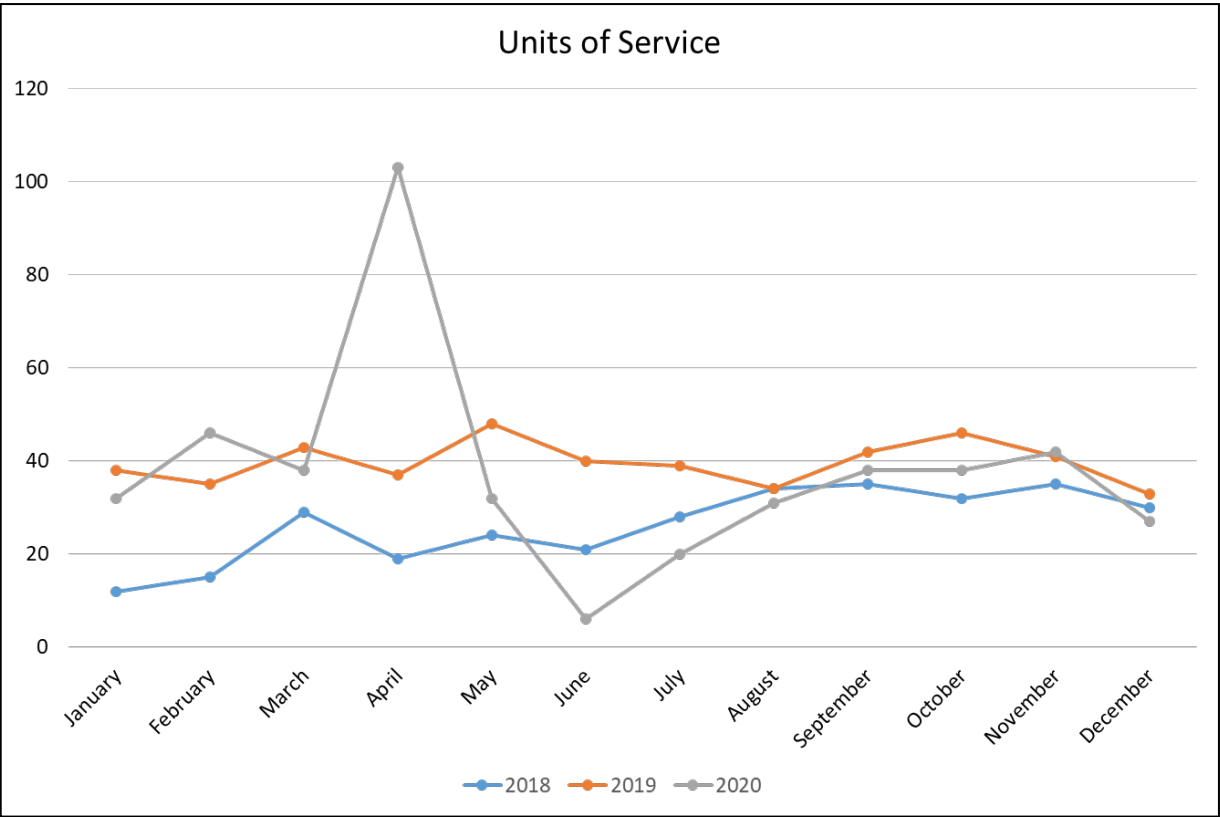
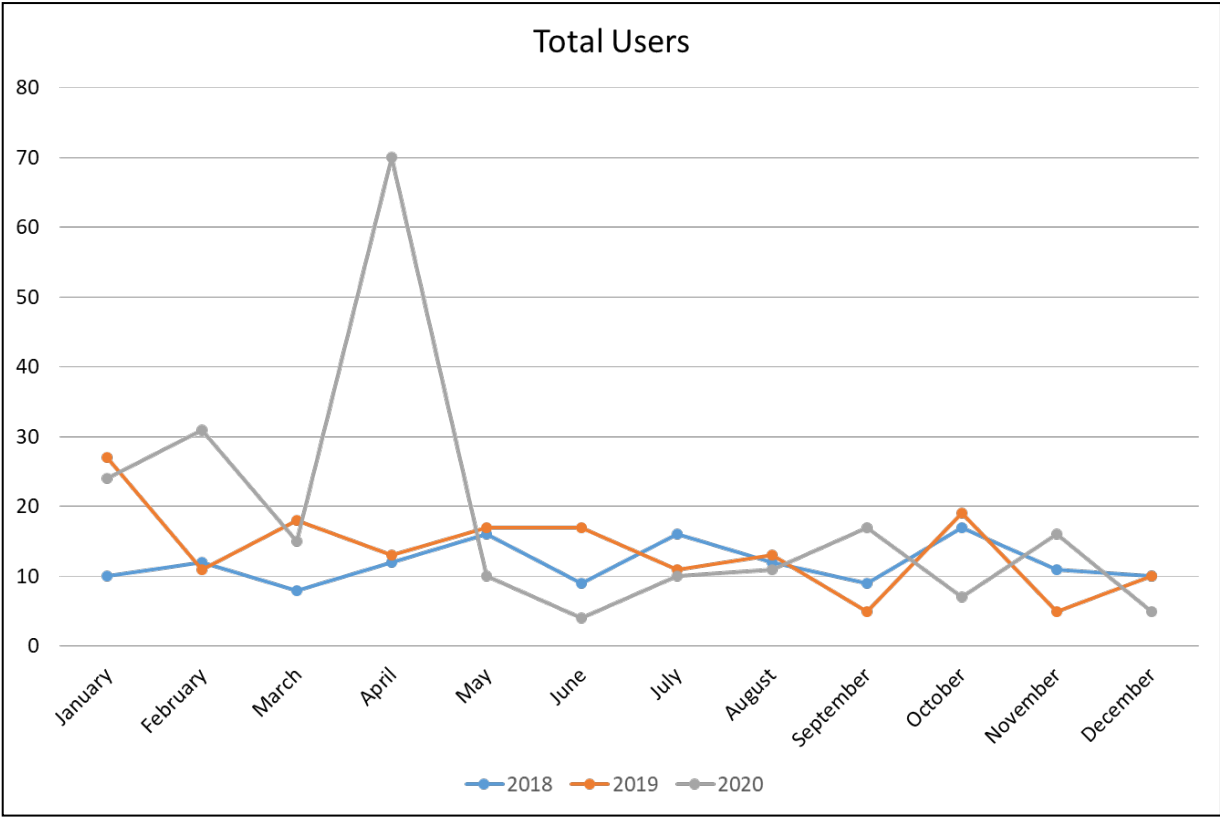
Measured in Units of Service

Objective	Total
Change Counting	32
E-mail	54
Job Search & Application	173
Other (paystubs, benefits and community resources, etc.)	63
Resume	20
Tutorials	8
Weekly Unemployment Claims	103
Total Units of Service	453



The following is a three year, monthly comparison of Job Connection usage.





2020 Program Goals:

- 1) **Efficiency:** First time users will account for 20% of the individuals served.
*Outcome: **Goal met.** First time users account for 76% of the individuals served.*
- 2) **Effectiveness:** Increase units of service to 400 or more.
*Outcome: **Goal met.** There were 453 units of service in 2020.*
- 3) **Satisfaction:** 75% of participants will express satisfaction with their experience at Job Connection.
*Outcome: **Goal met.** 89% of participants expressed satisfaction with their Job Connection experience.*
- 4) **Service Access:** To insure service access, a minimum of 75 participants will be served within a calendar year.
*Outcome: **Goal met.** 220 participants were served in 2020.*

Additional Notes to Report:

Job Connection hours varied this year due to health department restrictions and a temporary closing of the physical location due to the covid-19 pandemic. Upon reopening, Job Connection had to reduce the number of days open to maintain staffing. Job Connection is currently open three days a week, Monday- Wednesday.

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	RESULTS 2020	EXTENUATING ISSUES
Efficiency: % of first time users	% of first time users	All participants	Electronic Files	20%	100%*	83%	66%	71%	76%	Community Awareness Unemployment/underemployment Rate
Effectiveness: Increase lab usage	Units of service	All participants	Electronic Files Monthly Reports	200 *400 starting in 2020	30*	460	314	476	453	Number of days and hours open Community Awareness Unemployment/underemployment Rate Access to transportation and parking Need for return visit
Service Access:	Number of participants served in a calendar year	Potential and active participants	Electronic Files	100	--	--	--	--	220^	Number of days and hours open Operation of teleservices Community Awareness Unemployment/underemployment Rate Access to transportation and parking
Maximize client satisfaction with the program	% of participants who complete survey	All participants	Electronic Files Paper survey	75%	--	--	--	--	89%^	Number of surveys completed Number of participants served

*Data reflects a 2 month time frame

^ First year of data collection

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 2020, Job Connection provided 453 units of service to 220 individuals. Response from the community continues to grow, with new users coming in monthly. New users account for 76% of the individuals served, exceeding the efficiency goal of 20%. The effectiveness goal was also met and exceed as there were 453 visits/teleservices to Job Connection. Service access and client satisfaction were new goals for 2020. The service access target was to serve 150 individuals. This goal was met as there were 220 individuals that received services. The client satisfaction goal was also met, with 89% of clients expressing satisfaction with the services they received.

The unemployment rate varied throughout 2020. The highest unemployed was experienced April –July due to businesses closing and layoffs during the peak of the Covid-19 pandemic. Unemployment during this time varied across industry, education and skill sets. As businesses reopened many continued to experience unemployment due to reduction of staff and underemployment due to reduced hours. At the beginning of 2020, Nebraska’s unemployment rate was at 2.9%. As the surge in the coronavirus began unemployment started to increase as it did across the country. Unemployment rose to 4% in March and then peaked at 8.7% in April at the height of the pandemic. Unemployment began to drop in May at 5.3% as businesses found ways to reopen safely with limited staff following state and local directed health measures. Unemployment stayed under 5% for the remainder of the year and leveled out in December at 3%, just slightly above how the year began before the pandemic started. When compared nationally, Nebraska’s unemployed rate, though high for our state was relatively low in comparison with others.

Job Connection adapted during the height of the pandemic and opened tele-services to provide assistance with unemployment changes, rules, etc., community resource navigation, online learning and collaboration with community partners to distribute the most current employment and resource listings at local drive-thru career and resource fairs. The phone line was posted in the Job Connection windows of our physical location, posted on our website and social media, shared with Goodwill staff who were furloughed and shared with multiple community resource groups and other organizations such as cause collective, the American Job Center and our community partners (Lincoln Literacy, Community Justice Center, Lincoln Big Brothers Big Sisters and the YWCA). Job Connection staff fielded over ### of calls during tele-service operation. As we transitioned back to in-person services, Job Connection started taking one-one appointments in May and fully reopened the Job Connection center in July.

Delayed unemployment benefits caused unique challenges for the recipients. Many individuals wanted/needed to begin looking for work after weeks of waiting for benefits were left with the dilemma of pursuing employment and hoping they would be back paid and the possibly risk losing those benefits or continuing to wait and experience the challenges that come with unemployment. Many situational rules were applied to UI benefits during the height of the pandemic, with an additional \$300 weekly federal UI benefit given as well. For many, the unemployment benefits became more than they were making in their previous employment and losing that to take a position that would not pay as much added to the benefits cliff already experienced. The additional federal \$300 in weekly benefits ended July 12th, promoting the full reopening of Job Connection in-person services to assist the influx of individuals now seeking employment.

We continued our community outreach efforts this year and built relationships with referral sources. We also launched a Job Connection Facebook page that allows us to share information with a larger audience and broadened community awareness. 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. Sharing information about Job Connection services via Facebook and other platforms/outlets allows us to reeducating the community and referral sources about Job Connection and connect those in need with services.

Recommendations:

- Continue to promote Job Connection services to the community.
- Resume full pre-pandemic schedule and hours.
- 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 2020, Goodwill provided opportunities for 26 individuals, who served a total of 374.13 hours of community service. In order to insure the health and safety of our staff and volunteers and be compliant with local health department restrictions and guidance, we chose to suspend the volunteer program in March at the height of the pandemic. The program remained closed for the rest of the year.

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	14	184.08
ResCare	--	--
Local Schools	5	32.33
Other	7	157.72
Totals	26	374.13

Average Volunteer Rate for 2020

Based on the 2019 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 as of 2019: \$24.97/hr., an increase of 4.0% from 2018.
 $\$24.97 (374.13) = \$9,342.03$

2020 Program Goals:

- 1) **Effectiveness:** Maintain percentage of active participants.
*Outcome: **Goal not met.** Active volunteers decreased by 78% due to the suspension of the program as a result of the covid-19 pandemic.*
- 2) **Efficiency:** Increase or maintain total service hours.
*Outcome: **Goal not met.** Total service hours increased by 83% due to the suspension of the program as a result of the covid-19 pandemic.*
- 3) **Satisfaction:** 75% of recipients will express satisfaction with their experience at Goodwill
*Outcome: **Goal met.** Of the surveys returned 80% of volunteers expressed satisfaction with the experience.*

Additional Notes to Report:

This program was suspended in March 2020 due to the covid pandemic in order to insure the health and safety of our staff and volunteers, and be compliant with our local health department restrictions and guidance. The

program remained closed for the rest of the year. Before the closure, the program numbers for individuals served and service hours completed were increasing. We expected this increase to continue throughout spring and summer as we were beginning to enter a busier time for volunteers. The goals were written to reflect a year of program operation. The outcomes only reflect a little over two months of operation, with no reasonable way to meet yearly measurement goals. The increase we were beginning before the suspension and later closure of the program, indicate that had the program been able to resume, we would have been able to meet the goals as we continue to receive calls throughout the year for community service placement.

The release of state level data from the government lags almost one year. Therefore, 2019 is the latest year for which state-by-state monetary numbers are available.

OBJECTIVES	MEASURES	WHO APPLIED TO	DATA SOURCE	TARGET	RESULTS 2014	RESULTS 2015	RESULTS 2016	RESULTS 2017	RESULTS 2018	RESULTS 2019	RESULTS 2020	EXTENUATING ISSUES
Effectiveness: # of Active participants	# of participants who completed community service hours.	Community service recipients	Electronic Files	200	158	192	178	192	95	123	26	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	2,068.72	4,416.93	3,872.47	3,317.53	1,765.51	2,297.90	374.13	Number of participants Number of required hours
Maximize client satisfaction with the program.	% of participants who complete survey	Community service recipients	Electronic Files	75%	75%	92%	100%	90%	80%	85%	80%	Number of 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 provides 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. **Program was suspended in March due to covid-19 and has not resumed operation.

Recommendations:

- Continue to monitor state and local DHM's for covid-19 restrictions.
- Explore options for ways to reopen the program within the current covid-19 restrictions/guidelines and our new production methods.
- 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 2020 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 1,120 individuals from January to December 2020. CJC is reaching out to more people and helping people make better choices in their life. The CJC has continued the use of online classes in 2020, which offers 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. The use of online training was very beneficial during the pandemic as it allowed some individuals to access the course during pandemic closures. During the height of the pandemic in-person classes were cancelled, however, opportunities arose to learn new technology to provide classes via zoom, expand our training and further advocate for restorative justice.

Big Brothers Big Sisters Lincoln:

Big Brothers Big Sisters Lincoln (BBBSL) 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 190 youth through 380 mentor matches, with 40 matches new made, impacting the lives of over 570 individuals.

While coronavirus has impacted everyone, creating unforeseen challenges and adjustments as we adapted to safety guidelines, our agency was able to remain open to continue serving Lincoln's most vulnerable children and youth facing adversity. These youth were in need mentors now more than ever during the pandemic and with support from key partners like Goodwill, our staff was able to nurture and cultivate new and ongoing Big/Little match relationships to keep kids connected.

In response to the pandemic, BBBSL staff members worked remotely and actively connected with each of our youth and their families to provide ongoing support and help identify practical needs and resources to increase stability in the home. These families have an established trusting relationship with our staff, and have turned to our agency for help during these unprecedented times. For families who have exhausted community resources and still have unmet needs, we launched our Better Together Relief program to provide basic needs items – healthy foods and hygienic items – to BBBSL families in need. We hosted the first round of the relief program in April to support 10 families, a second round for 13 families in June, and a third round to 10 families in August. We hosted a fourth round in November, providing basic needs items as well as Thanksgiving dinner groceries (including a turkey for each family) for 22 of our BBBSL families.

As of June 15th 2020, our matches have been able to meet in person for social distanced activities upon signing a waiver. Following guidance from the Lancaster County Health Department, our goal is to safely resume all in-person match outings throughout the remainder of 2021, for all parties who are comfortable doing so, while adhering to local mandates. Our staff provide ongoing support for each match to stay connected through whatever means comfortable for all parties

In August 2020, we relocated to Turbine Flats at 21st and Y, reducing overhead costs by 54% in rent and by 100% in utilities. After being located in the Havelock area for 20 years, the move made our agency more centrally located to better serve our community. Our new office puts us closer to the University of Nebraska-Lincoln (UNL) and other key partners for recruitment and collaboration efforts.

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. Over the course of the year, Lincoln Literacy served 975 adults and 126 children for a total of 1,101 learners.

Coming off a record-setting year, we and the people we serve confronted unique challenges in 2020. Lincoln Literacy rose to the challenge and achieved many notable outcomes, but comparisons with the prior year are difficult. Along with nearly everyone else, we had to shut down all of our in-person services and activities when the Covid-19 pandemic arrived in mid-March. None of us had experience with virtual learning, but we were able to hold our first online class within days of the shutdown. Within weeks we were up to 38 classes. To help our students understand how to connect and have the equipment capacity to do it, we staged the first of three drive thru fairs in late May. We gave away multilingual packets of information about how to connect online and, crucially, Chromebook laptops. For those lacking vehicles we gave van rides (one household at a time), and for those lacking home internet service we provided financial assistance to connect. To help those displaced by the pandemic, we created a new volunteer category called the job mentor, and we added special classes to help people gain short-term credentials for jobs. We continue to offer these services as we work to reopen our doors for in-person classes.

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 2020, 286 training Academies have occurred. Classes in 2020 ranged from 2 to 9 people per class, with an average of 3.76 (3.58 in 2019) people per class, and an average of 2.28 (2.08 in 2019) graduating.

Breakdown of Academy Graduation Rate

Measured in Individuals Served

Objective	2017	2018	2019	2020
Number of Individuals who entered Academy	94	143	85	65
Number of Individuals who completed the entire Academy	50	88	52	40
Number of Individuals who are still employed 12/31	29	68	30	30
Number of Individuals who completed the entire Academy employed >90 days	26	70	27	28
Number of >90 day individuals who are still employed 12/31	25	58	21	30
Number of individuals rehired	9	19	15	10

2020 Program Goals:

- 1) **Efficiency:** Maintain an average Academy graduation rate of 60% or more for 2020.
*Outcome: **Goal met.** The graduation rate for 2020 was 60.60% with 65 participants. The year prior was 55.03% with 87 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 2020, individuals who did not complete the entire academy training were employed an average of 7.73 days. In 2019, it was 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 2020 turnover without including the Academy program was 55.73%. With Academy it was 83.94%.*
- 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 2022.*

Additional Notes to Report:

Due to the Covid-19 pandemic our locations were closed for a few months. We were safely able to bring staff back from furlough as we reopened. Our hiring needs changed as we did not reopen all locations at once and we were able to streamline our production process, as a result of covid restrictions and social distancing guidelines.

OBJECTIVES	MEASURES	WHO APPLIED TO	DATA SOURCE	TARGET	RESULTS 2014	RESULTS 2015	RESULTS 2016	RESULTS 2017	RESULTS 2018	RESULTS 2019	RESULTS 2020	EXTENUATING ISSUES
Efficiency: Maintain an average Academy graduation rate	% of employees who complete the full Academy	Academy participants	Electronic Files	60%	66.62%	58.18%	73.71%	53.45%	56.8%	55.03%	60.60%	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	9	8	12	8	9	9	7.73	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%	42.16%	67.44%	64.34%	54.55%	64.12%	50.38%	55.73%	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 basic job 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.

Minimum wage continues to be a struggle in hiring. Instead of the \$9 increase from 2016, there is now significant media attention on a \$15 national minimum wage push which deflates the value of the current market. 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 \$13.00 - \$15.00 per hour. In our experience and investigation, these are not entry level positions in our area and expectations for performance for these wages are high. We have typically stayed in the center of wages for our area. We also tend to hire very entry level positions to assist them with growing and developing job skills. Hiring has been a challenge in a Covid-19 world where some people are scared to work around the public when many employers have moved to remote work for the foreseeable future, and government stimulus aid relieves the immediate need to seek employment. Vaccinations for Covid-19 are in process which should help things open back up and make people more comfortable working around the public. Goodwill has implemented mandatory and recommended health and safety procedures as appropriate. Mid-level retail management positions have been challenging to hire for as we experience either extreme of over qualified or under qualified candidates, these positions have also been a challenge to keep filled, which is not unusual for this type of position in this area.

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.

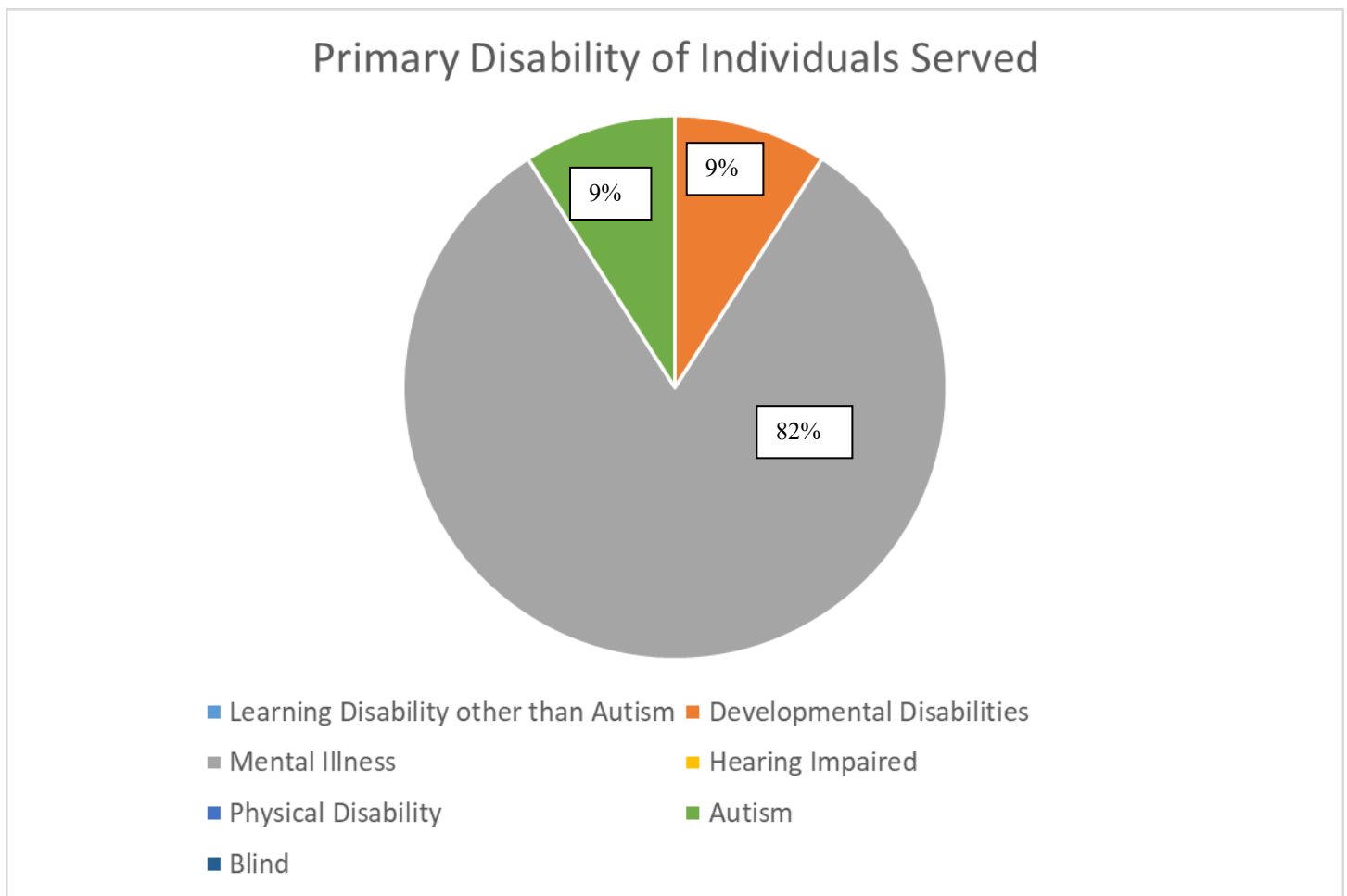
Recommendations:

- Continue to monitor Covid-19 status and health and safety recommendations and requirements.
- 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.

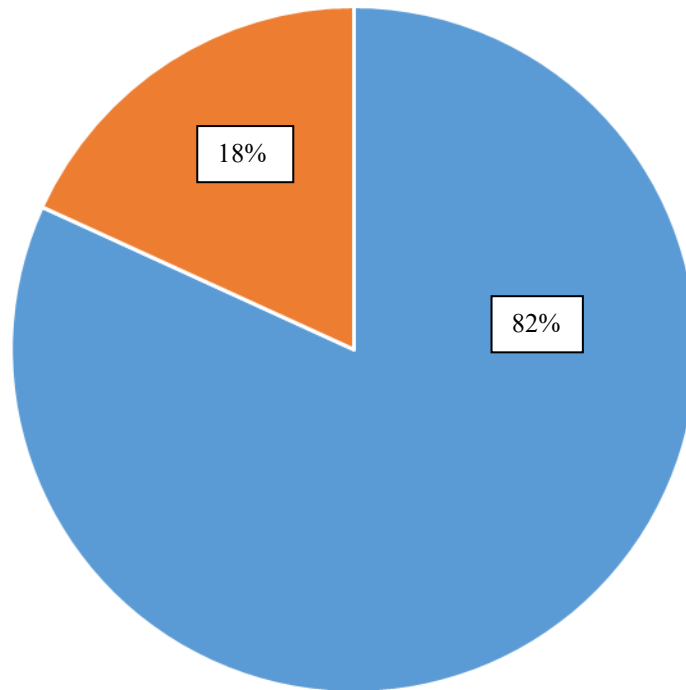
Retail Organizational Employment (ROE) a CARF accredited program, formerly titled Work Services

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 2020.



Individuals served with dual diagnosis or co-occurring disabilities



■ Dual Diagnosis/Co-occurring disabilities ■ Singular Diagnosis

2020 Program Goals:

- 1) **Effectiveness:** 20% of participants will obtain competitive employment.
*Outcome: **Goal not met.** 9% of participants gained competitive employment in 2020.*
- 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 of \$9 per hour.*
- 3) **Effectiveness:** 20% of participants will maintain supported employment for a year.
*Outcome: **Goal met.** 36% of participants maintained supported employment.*
- 4) **Effectiveness:** 75% of participants will self-advocate to their Employment Specialist.
*Outcome: **Goal not met.** 63% 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 not met.** 72% of participants and stakeholders expressed satisfaction with the services received.*
- 7) **Service Access:** Maintain the number of individuals served.
*Outcome: **Goal met.** 11 individuals were provided services through the program in 2020.*

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 2014	RESULTS 2015	RESULTS 2016	RESULTS 2017	RESULTS 2018	RESULTS 2019	RESULTS 2020	EXTENUATING ISSUES
Effectiveness: Obtain competitive employment	% of participants who obtain competitive employment	All ROE participants	Electronic Files	20%	10% (1 of 10)	6% (1 of 17)	27% (3 of 11)	10% (1 of 10)	0% (0 of 12)	13% (2 of 15)	9% (1 of 11)	Ability to perform tasks without supports. Employment Preference Required Training Labor Market/ Job Availability
Effectiveness: Obtain reasonable competitive wage	Average hourly wage	All ROE participants	Electronic Files	\$9.00	\$7.85	\$8.00	\$9.00	\$9.80	\$10.00	\$10.23	\$10.05	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. Not completing academy training Number of new hires Minimum wage changes

OBJECTIVES	MEASURES	WHO APPLIED TO	DATA SOURCE	TARGET	RESULTS 2014	RESULTS 2015	RESULTS 2016	RESULTS 2017	RESULTS 2018	RESULTS 2019	RESULTS 2020	EXTENUATING ISSUES
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%	60% (6 of 10)	59% (10 of 17)	55% (6 of 11)	70% (7 of 10)	83% (10 of 12)	40% (6 of 15)	36% (4 of 11)	Desire to work retail positions Fit for position/company Ability to meet minimum standards for the hired position
Effectiveness: Maintain percentage of participants who self-advocate	% of participants who self-advocate, indicated by case-note	All ROE participants	Electronic Files	75%	40% (4 of 10)	70% (12 of 17)	73% (8 of 11)	70% (7 of 10)	75% (9 of 12)	80% (12 of 15)	63% (7 of 11)	The participant's comfort level with staff Participant's ability to express their feelings and concerns Number Served

OBJECTIVES	MEASURES	WHO APPLIED TO	DATA SOURCE	TARGET	RESULTS 2014	RESULTS 2015	RESULTS 2016	RESULTS 2017	RESULTS 2018	RESULTS 2019	RESULTS 2020	EXTENUATING ISSUES
Efficiency: Minimize cost per participant	Average cost per program participant during report period	All ROE participants	Year-end Financial Records	\$886.17 for 2014 \$565.85 for 2015 \$902.18 for 2016 \$1005.88 for 2017 \$907.29 for 2018 \$982.30 for 2019 \$1123.75 for 2020	\$886.18#	\$683.29	\$793.95	\$839.08	\$1321.04	\$773.77	\$119.07	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. During 2020 participants and other staff were furloughed or decided quit due to Covid-19. Hiring across all positions was limited as we worked to bring back staff from furlough first.
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 and follow-ups	75%	40% (4 of 10)	47% (8 of 17)	72% (8 of 11)	80% (8 of 10)	83% (10 of 12)	80% (12 of 15)	72% (8 of 11)	Number of surveys returned Number of participants and stakeholders surveyed

OBJECTIVES	MEASURES	WHO APPLIED TO	DATA SOURCE	TARGET	RESULTS 2014	RESULTS 2015	RESULTS 2016	RESULTS 2017	RESULTS 2018	RESULTS 2019	RESULTS 2020	EXTENUATING ISSUES
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	10	17	11	10	12	15	11	Eligibility requirements Budget (10% of workforce) New enrollments Minimum Wage/ Income caps 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 2020, four out of seven of the program goals were met at or above the target rate. The goals not met (see table above) are two measures of effectiveness and one measure of client satisfaction. The effectiveness measures not met are the percentage of participants who gained competitive employment and the percentage of participants who self-advocate to their employment specialist. 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. In 2020 we had several new participants enter the program, many who were only employed during the academy training period. This short length of employment did not allow for relationships to be built and the comfort level that becomes established between participants, the Employment Specialist and their team lead. The participant's comfort level with staff is a key component in the beginning of self-advocacy as indicated in the extenuating issues regarding self-advocacy and explains the result of 63% (7 of 11) participants' self-advocacy. In regards to the client satisfaction goal, 72% (8 of 11) participants expressed satisfaction with the services received through the ROE program just below the target of 75%.

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 cost per participant goal was met however, it should be noted that the cost per participant was significantly less than the budgeted amount due to the effect of covid and the unknowns of the time that resulted in staff quitting, stores closing and staff being furloughed. The

program continues to meet goals for competitive wage, participants maintaining supported employment, and service access.

Wage and reduction of hours continue to be a topic of conversation by participants as some participants have an income cap in order to keep benefits. When performance raise occurs or increases to the minimum wage happen many participants request that their total hours worked be reduced in order to main benefits such as disability and housing. 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 2020, a total of \$ 1,570 worth of vouchers were issued to 70 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 9% of the units of service.

2020 Program Goals:

- 1) **Efficiency:** Maintain or increase usage of first-time users.
*Outcome: **Goal met.** First time users accounted for 91% of the individuals served.*
- 2) **Effectiveness:** Maintain or increase usage of service by 5%.
*Outcome: **Goal not met.** Service usage decreased by 73 %.*

Additional Notes to Report:

Both agencies provide coverage for the program.

The program closed mid-March due to the Covid-19 pandemic and remained closed for 4 months. The goals were written to reflect a year of program operation.

OBJECTIVES	MEASURES	WHO APPLIED TO	DATA SOURCE	TARGET	RESULTS 2014	RESULTS 2015	RESULTS 2016	RESULTS 2017	RESULTS 2018	RESULTS 2019	RESULTS 2020	EXTENUATING ISSUES
Efficiency: # of first-time users	% of first-time users	All users	Electronic Files	20%	38%	80%	83%	73%	88%	81%	91%	Amount of users Community Awareness
Effectiveness: Maintain or increase service usage	# of vouchers distributed	All users	Electronic Files	500	325* (847)	304* (752)	234* (553)	452	456	630	157	Community Awareness Budgeted amount Service Access Labor Market/ Job Availability

*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 YWCA and Goodwill Job Connection. The program closed mid-March due to covid-19 and remained closed for four months until Goodwill reopened the Job Connection center for in-person services. The YWCA moved their services to appointment only in the fall of 2020. Due to the pandemic many individuals experienced furloughs or job loss. When businesses started to reopen many people were hesitant to return to work due to the continued “unknowns” of covid-19 and loss of child care as many child care centers remained closed. Service usage decreased by 73% this year. Repeat users also decreased, accounting of 9% of service usage. First time users increased from 81% in 2019 to 91% in 2020. 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
- Resume walk-ins welcome at all locations offering services

Needs Determination

Goodwill made the decision to adapt Job Connection services March- June during the height of the covid-19 pandemic and provide tele- services, primarily helping with unemployment benefits and resource navigation. Job Connection also tele-services to navigate the job market as businesses reopened and/or adapted to remote work options. Unemployment numbers peaked in June and slowly returned to around 3% by the end of the year. Though our local unemployment rate is low, Job Connection continues to provide employment services to some of the hardest to serve individuals. We also continue to see individuals coming in with unique challenges and unemployment situations. The pandemic hit everyone hard but hit those already experiencing barriers to employment and housing the hardest. It is our goal to reopen Job Connection in-person services to the pre-pandemic schedule. We are exploring options for additional programming to further support the individuals we are already working with a Job Connection.

We will continue to be active in community conversations and work with our partners and local agencies to navigate the “new” normal and services that are needed, working together to fill gaps in services that are identified.

2020 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	
<i>Satisfaction: 75% of participants will express satisfaction with their experience at Job Connection.</i>	X	
<i>Service Access: To insure service access, a minimum of 75 participants will be served within a calendar year.</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

2021 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 – program remains suspended at this time.

- 1) Evaluate new options for volunteer/work experience programming.
- 2) Offer limited volunteer opportunities as needed until further programming can be developed and maintained.

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%.