2024
Annual Review

- **Program Evaluation**
- **Outcome Management**
- **Trend Analysis**

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Introduction

In 2024 Goodwill Industries Serving Southeast Nebraska, Inc. provided vocational services to **5,788** individuals and overall, Goodwill provided **77,698** total units of service.

General Overview

Total Units of Service

Program	**2021**	**2022**	**2023**	**2024**
Job Connection Computer Lab	277	289	483	2,545
Community Service Recipients (**CSR**)	6^	16.25	16^	41.5^
Community Support (**CS**)	22,335	35,588	50,408	69,557
Goodwill Academy	6,647	3,736	6,681	5,185
*Retail Organizational Employment (**ROE**)	73	26	36	72
YWCA Job Outfitters	439	465	249	298
Total	**29, 777**	**40,111**	**57,873**	**77,698**

*CARF Accredited
^ Special Events only

Individuals Served

Program	**2021**	**2022**	**2023**	**2024**
Job Connection Computer Lab	100	134	136	505
Community Service Recipients (**CSR**)	5^	7^	7^	13
Community Support (**CS**)	3,170	3,690	4,703	5,055
Goodwill Academy	68	60	92	95
*Retail Organizational Employment (**ROE**)	8	4	6	9
YWCA Job Outfitters	179	179	114	111
Total	**3,530**	**4,074**	**5,058**	**5,788**

*CARF Accredited
^ Special Events only

Participants' Characteristics

Gender	Job Connection	CSR	CS	Academy	ROE	YWCA Job Outfitters	Total Individuals Served
Male	307	7	2514	43	5	46	**2,922**
Female	198	6	2541	52	4	65	**2,866**
Other	--	--	--	--	--	--	**--**
Unknown	--	--	--	--	--	--	**--**
Total	**505**	**13**	**5,055**	**95**	**9**	**111**	**5,788**

Ethnicity	Job Connection	CSR	CS	Academy	ROE	YWCA Job Outfitters	Total Individuals Served
White	343	10	1505	60	7	62	**1,987**
Black or African American	72	--	900	17	1	25	**1,015**
Middle Eastern or North African	23	1	655	2	--	--	**681**
Asian	12	--	740	3	--	--	**755**
Hispanic or Latino	29	--	1109	4	1	9	**1,152**
Native American or Alaska Native	19	2	122	1	--	15	**159**
Native Hawaiian or Pacific Islander	1	--	1	--	--	--	**2**
Other	6	--	22	8	--	--	**36**
Unknown	--	--	1	--	--	--	**1**
Total	**505**	**13**	**5,055**	**95**	**9**	**111**	**5,788**

Age	Job Connection	CSR	CS	Academy	ROE	YWCA Job Outfitters	Total Individuals Served
0 – 11 Years	--	1	434	--	--	--	**435**
12 – 15 Years	--	1	74	1	--	2	**78**
16 – 24 Years	10	2	645	35	4	16	**712**
25 – 34 Years	205	5	1437	8	--	20	**1,675**
35 – 44 Years	238	1	1255	14	--	30	**1,538**
45 – 54 Years	20	1	708	15	1	29	**774**
55 + Years	32	2	502	22	4	14	**576**
Unknown	--	--		--	--	--	--
Total	**505**	**13**	**5,055**	**95**	**9**	**111**	**5,788**

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 2024, Goodwill provided **2,545** units of service to **505** members of the community. The types of services offered at the computer lab included, but were not limited to: Tutorial training, resume assistance, internet use for job searching, online applications, e-mail access, community resource navigation and unemployment registration/weekly claims. We continue to offer the Job Outfitters program at Job Connection three days a week, connecting individuals to the career clothing they need through vouchers to be used at Goodwill stores. (*see Job Outfitters pg. for more information)*

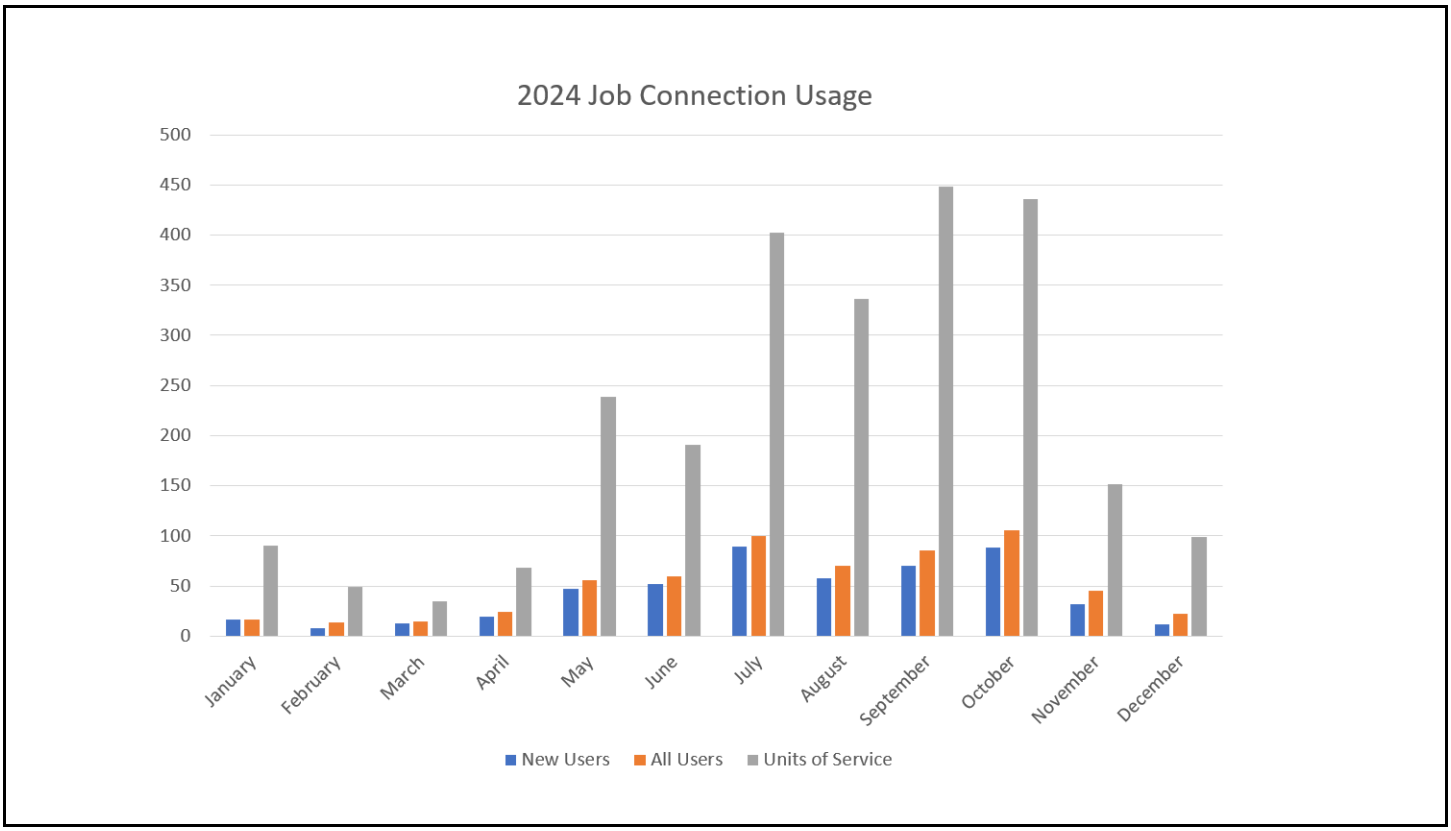
The new tracking system allows participants to select more than one reason for service per visit, allowing for more accurate reporting in units of service. Participants are often using Job Connection resources to complete more than one objective per visit.

Breakdown of Services Provided
Measured in Units of Service

Objective	**Total**
Change Counting	**32^**
E-mail	**770**
Job Search & Application	**881**
Other (paystubs, benefits and community resources, etc.)	**100**
Resume	**714**
Tutorials/Assessments	**14**
Weekly Unemployment Claims	**34**
Rentwise	**-***
Total Units of Service	**2545**

*Rentwise was paused in 2024 due to staffing,
^Change Counting class was paused in 4th quarter due to Goodwill hiring pause

2024 Monthly Job Connection Usage breakdown
Measured by New Users, Total Users, Units of Service



2024 Program Goals:

1) **Efficiency:** First time users will account for 20% of the individuals served.
*Outcome: **Goal met**. First time users accounted for 82% of the individuals served.*

2) **Effectiveness:** Increase units of service to 200 or more.
*Outcome: **Goal met**. Job Connection provided 2,545 units of service in 2024.*

3) **Satisfaction:** 75% of participants will express satisfaction with their experience at Job Connection.
*Outcome: **Goal met.** 98% of participants expressed satisfaction with their Job Connection experience.*

4) **Service Access:** To insure service access, a minimum of 100 participants will be served within a calendar year.
*Outcome: **Goal met.** Job Connection served 505 individuals in 2024.*

Additional Notes to Report:

Job Connection hours varied due to staffing. The majority of the year Job Connection continued to operate on a schedule of reduced hours Monday-Wednesday.

OBJECTIVES	MEASURES	WHO APPLIED TO	DATA SOURCE	RESPONSIBLE FOR DATA COLLECTION	TIME OF MEASURE	TARGET	RESULTS 2023	RESULTS 2024	EXTENUATING ISSUES
Efficiency: % of first time users	% of first time users	All participants	Electronic tracking	Employment Services	Monthly Reporting Annual Reporting	20%	90%	82%	Community Awareness Unemployment/underemployment Rate
Effectiveness: Increase lab usage	Units of service	All participants	Electronic tracking Monthly reports	Employment Services	Annual Reporting	200	483	2,545	Number of days and hours open Community Awareness Unemployment/underemployment Rate Access to transportation and parking Need for return visit
Service Access: Minimum of 100 people served	Number of participants served in a calendar year	Potential and active participants	Electronic tracking Monthly reports	Employment Services	Annual Reporting	100	136	505	Number of days and hours open Community Awareness Unemployment/underemployment Rate Access to transportation and parking
Maximize **client satisfaction** with the program	% of participants who complete survey	All participants	Electronic tracking Paper survey	Employment Services	Annual Reporting	75%	95%	98%	Number of surveys completed Number of participants served

DEFINITIONS	CHARACTERISTICS OF PERSONS SERVED	SUPPLEMENTAL DATA
Social Determinants of Health (SDOH): the conditions in which people are born, grow, live, work, and age. These conditions can affect a wide range of health, functioning, and quality of life outcomes and risks.	• Population by Gender • Population by Age • Population Ethnicity • Population by Referral Source	Social Determinants of Health (SDOH)

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 2024, Job Connection provided 2,545 units of service to 505 individuals. New users account for 82% of the individuals served, exceeding the efficiency goal of 20%. The effectiveness goal was adjusted in 2021 to 200 units of service. This goal was exceeded in 2024, having provided 2,545 units of service. We were able to provide services to 505 individuals in 2024, surpassing the target with a 4% increase in this area from last year. The client satisfaction

goal was also met, with 98% of clients expressing satisfaction with the services they received. A large part of client satisfaction is due to the individualized approach Job Connection operates with. Clients have shared that they don't feel like a number when seeking services at Job Connection. Clients at Job Connection have also shared how kind and dedicated staff are and their ability to go above and beyond client expectation. Dissatisfaction expressed from clients was due to the reduced schedule of Monday-Wednesday. We do offer the ability to schedule an appointment on the days when Job Connection is closed at our satellite location, however many clients are already downtown and it is inconvenient or not feasible for them to get to the satellite location.

Results of Prior Recommendations:

- Decrease wait times by increasing the number of work stations: *Additional work stations were not added in 2024, however, we have a planned remodel and expansion for Job Connection to start in 2025. With this expansion, additional work stations will be added.*

- Evaluate staffing needs, based on the number served and the plans for future development: *As we expand Job Connection additional Employment Services staff will be added*

- Upgrade technology per scheduled rotation and replacement dates: *IT staff continue to update technology per scheduled rotation as allowed within the budget. Items needed outside the regular budget are evaluated and completed as needed. New equipment will be added with the planned expansion.*

- Create and maintain an equipment log, with rotation for replacements: *A Job Connection equipment log was created. This includes listing if the equipment was purchased new or refurbished.*

- Create and maintain a maintenance request log: *As maintenance request log has been created. We are working with staff to diligently track maintenance requests.*

Recommendations:

- Start expansion and remodel of Job Connection.
- Limit disruption of services during construction for Job Connection expansion.
- Upgrade and monitor need for new equipment/technology.
- Maintain equipment log, with rotation for replacement.
- Maintain maintenance request log.

Action Plan to Address Recommendations:

- Start expansion and remodel of Job Connection: *Complete planning and gain approvals from required entities to start project.*

- Assess ability to remain open during construction. Look into other sites to provide services temporarily: *We will research other sites that can be used if the need to close the current Job Connection center arises during the expansion and remodel.*

- Upgrade and monitor need for new equipment/technology: *As we expand Job Connection we will need to budget for new computers, software licenses and continue regular maintenance and schedule upgrades of equipment.*

- Maintain equipment and maintenance log for Job Connection: *Train staff to accurately record the status of current equipment including if it is new or refurbished, record estimated replacement for equipment and record maintenance request for equipment to better assess replacement rotation.*

Community Service Recipients (Volunteer Program)

In 2024 the volunteer program continued to operate for special events only. Our previous ability to have volunteers within the retail setting is limited and not fully available as it once was due to restructuring in our retail operations and the supervision available. We were able to hold a few special events with limited opportunities for volunteers.

Breakdown of Referral Sources & Hours Served
Measured in Individuals Served

Referral or Group	Number of Individuals	Total Hours Served
School	1	
Other/Self-Referral	12	
Totals	**13**	**41.5**

Average Volunteer Rate

Based on the 2024 statistics by the Corporation for National & Community Service, *VolunteeringinAmerica.gov, and independentsector.org*

The average Nebraska hourly volunteer rate: $31.07/hr., an increase of 5.3% from 2022 rate.
$31.07 (41.5) = $1,289.40

2024 Program Goals:

Overall our goal for 2024 was to continue to offer volunteer experiences on a limited basis through special projects and events. Most of the opportunities offered occur during Halloween season through our communications department. Other departments such as Employment Services also have some limited opportunities for assistance with special events. Occasionally, there may be special projects at the admin office that can accommodate volunteers as well. Volunteer options within the retail setting continues to be a challenge as what we are able to offer does not meet the needs and requirements of those interested in completing community service at Goodwill.

1) **Effectiveness:** Maintain number of active participants for special projects and events.
*Outcome: **Goal met**. There were thirteen volunteers for special events in 2024.*

2) **Efficiency:** Maintain number of community service hours completed.
*Outcome: **Goal not met**. In 2024, 41.5 hours of community service were completed compared to the 16 hours completed in 2023. This is due to the number of special events and projects that were needed this year.*

3) **Satisfaction:** Have 75% or more of volunteers express satisfaction with the program/project they completed.
*Outcome: **Goal met**. 90% of volunteers expressed satisfaction with the program/project they completed.*

Additional Notes to Report:

Volunteer opportunities remain limited to special projects and events.

OBJECTIVES	MEASURES	WHO APPLIED TO	DATA SOURCE	RESPONSIBLE FOR DATA COLLECTION	TIME OF MEASURE	TARGET	RESULTS 2023	RESULTS 2024	EXTENUATING ISSUES
Effectiveness: # of Active participants	# of participants who completed community service hours.	Community service recipients	Electronic Files	Employment Services Communications	Annual Reporting	5	7	13	Community Engagement Number of Goodwill Events
Efficiency: Maintain service hours	# of community service hours completed with the agency.	Community service recipients	Electronic Files	Employment Services Communications	Annual Reporting Completion of hours	10	16	41.5	Number of participants Number of required hours Hours and opportunities available
Maximize **client satisfaction** with the program.	% of participants who complete survey	Community service recipients	Electronic Files	Employment Services	Upon completion of hours	75%	90%	90%	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 continues to have interest from referral sources and other community members. In 2024, the program continued to operate limitedly and only accepted volunteers for special events. We plan to continue to hold at least two special events that will allow for limited volunteer opportunities as we continue to explore our options.

Results of Prior Recommendations:

- Continue to assess need of volunteers for special events and projects: *Specials events including community fair, Communications activities/events, and maintenance are currently our best option for volunteers. This allows Goodwill to offer volunteer opportunities based on agency need. Thirteen volunteers participated in events in 2024.*

- Maintain relationships with referral sources: *We continue to communicate with our referral sources for volunteers and let them know when the need for volunteers occurs.*

Recommendations:

- Continue to assess need of volunteers for special events and projects.
- Maintain relationships with referral sources.
- Explore options for retail site volunteers

Action Plan to Address Recommendations:

- Continue to assess need of volunteer for special events and projects: *Regular schedule community events often have a need for volunteers to assist with prep for the event and may also offer an opportunity to assist with the event as well. These events are usually scheduled with the Communications Department. Departments/areas with a need for volunteer assistance will be discussed at staff meetings with the Employment Services Department. The Employment Services Department will work with referral sources to gain volunteers.*

- Maintain relationships with referral sources: *The Employment Services Department will continue to communicate with volunteer referral sources with no less than quarterly contact. When a need arises for volunteers, the Employment Services Department will contact referrals sources and have the share the opportunity with their clientele.*

- Explore options for retail site volunteers: *Develop options for volunteers in a retail setting. Consider volunteer supervision, assigned location(s) and volunteer tracking system. Present options to executive staff for feedback and possible start date.*

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 2024 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 2,114 individuals from January to December 2024. The CJC also continued to offer an online 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. CJC is reaching out to more people and helping people make better choices in their life. In additional to operating classes the CJC also conducted Victim Outreach, Circles of Support, Emotional Hygiene presentations, presentations on Community Justice Center's Victims Impact Class (OMVI) and lead Participant Support/Engagement Services groups.

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.

Last year, we served 105 children and youth in the Lincoln area. In total, we served over 200 individuals, including Littles, parents/guardians and Bigs in Lincoln.

During 2024, BBBS children and youth demonstrated improvements in parental trust and family connections and attitudes towards risky behaviors, and reduced involvement in the juvenile justice system. Importantly, 100% of youth reported feeling that they had an important, special adult in their lives. To encourage increased interaction, staff held monthly match activities and events throughout 2024 for matches to engage in free of cost. This included movie nights, ice skating, trips to the Lincoln Children's Zoo, roller skating, and a trip to Hyde Observatory. We also continued to work with our community to encourage Lincoln business to become Match Activities Discount Partners and provide matches with access to activities and events at a discounted rate. These partners currently include B & R Stores, YMCA, Lincoln Children's Zoo, Raising Cane's, Runza, Lincoln Parks & Recreation, MW Climbing, Mana Games, LUX Center for the Arts, and the Student Bar

Association at the University of Nebraska College of Law. We strive to provide our matches with access to low-cost/no-cost match activity options so that our program is never a financial burden on our Bigs or our Little's families.

Data Outcomes:

Youth enrolled in the Lincoln Community-Based Mentoring program for 12 months or longer demonstrated the following outcomes related to risky behaviors:

- 84.3% maintained or decreased the amount of school discipline they experienced
- 100% maintained or decreased police and juvenile justice contact

Youth enrolled int eh Lincoln Community-Based Mentoring program for 12 months or longer demonstrated the following academic outcomes:

- 70.3% maintained or improved their academic performance/grades
- 78.6% maintained or improved their level of school connectedness

Youth enrolled in the Lincoln Community-Based Mentoring program for 12 months or longer demonstrate the following social-emotional outcomes:

- 87.1% maintained or improved their ability to regulate their emotions
- 20% have decreased their level of depressive symptoms.

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. Lincoln Literacy set new records in 2024 with a total of 2,726 people served. This includes 2,250 adults and 476 children in our one-to-one tutoring, English Language Learner classes, and/or Bridgeway to a Better Life workforce development programming. This is an increase of 40% compared to 2023 and an increase of over 100% since 2022. We served students from 79 countries and territories.

In 2024, we offered 115+ classes per week, engaged over 190 active volunteer tutors (increase of 30 this year), and increased our staff size to meet demand.

Each year, we set a benchmark of 100 adults to complete a follow-up English assessment from Baseline and that 66% of those people improve by at least one level. In 2024, of 276 adults assessed, 78% improved at least one level from baseline – or 10% above our goal of 66%. This positive increase can we credited to students that recently arrived and very motivated to learn English quickly to get a job, support their families, and communicate with schools and healthcare providers.

We conducted a survey of students in May and December 2024 to understand satisfaction and student job acquisition. We received responses from hundreds of students and 95% expressed satisfaction with our classes 86% of students reported that their English or other target skills (such as GED or CNA prep) improved during the term. 31% of students reported that we helped to find them a job. This is a huge number and we thank our new Career Navigator, Amir, for many of these successes. Amir works one on one with students and connects them to employers where they can grow.
Overall, we are proud that Lincoln Literacy serves the people that need our help and that we have the knowledge to refer to Goodwill and other partners for additional services.

Additional Notes to Report:

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

Goodwill Academy

Goodwill Academy is a four-week training program for all new retail employees, which runs bi-weekly on two different set schedules, with the first Saturday running 8:30 a.m. – 4:30p.m. and the remaining two schedules operating at 10:00 a.m. – 3:00 p.m. or 4:30 – 7:30 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 2024, 382 training Academies have occurred. Classes in 2024 ranged from 0 to 9 people per class, with an average of 5.25 people per class, and an average of 3.45 graduating. We have found that a class size of 4-6 is ideal, whereas more than 10-12 is too much for space and quality training.

Breakdown of Academy Graduation Rate (Measured in Individuals Served)

Objective	**2022**	**2023**	**2024**
Number of Individuals who entered Academy	60	92	95
Number of Individuals who completed the entire Academy	41	68	71
Number of Individuals who are still employed 12/31	26	44	47
Number of Individuals who completed the entire Academy employed >90 days	23	45	42
Number of >90 day individuals who are still employed 12/31	26	36	32
Number of individuals rehired	7	23	6

2024 Program Goals:

1) **Effectiveness:** Maintain an average Academy graduation rate of 60% or more for 2024.
*Outcome: **Goal met.** The graduation rate for 2024 was 74.73% with 95 participants. The year prior was 73.91% with 92 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 2024, individuals who did not complete the entire academy training were employed an average of 16 days.*

3) **Business Indicator:** 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 affect the numbers attend the Academy training which has had an impact on retention.)*
*Outcome: **Goal met.** Goodwill's 2024turnover without including the Academy program was 26.66%. With Academy it was 35.24%.*

4) **Satisfaction:** Develop a quality control/satisfaction tool to measure participant and/or store satisfaction with the Academy process.
   *Outcome: **Goal not met.** Discussion and progress have been made on this goal, however, this outcome is due training for the Retail Trainer position. We are reviewing options within our new software that can be used to accomplish this.*

Additional Notes to Report:

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

Numbers include anyone expected to work retail in Lincoln, NE. Our York location does most of their own training as does transportation and other more administrative departments.

OBJECTIVES	MEASURES	WHO APPLIED TO	DATA SOURCE	RESPONSIBLE FOR DATA COLLECTION	TIME OF MEASURE	TARGET	RESULTS 2023	RESULTS 2024	EXTENUATING ISSUES
Effectiveness: Maintain an average Academy graduation rate of 60% or more	% of employees who enter versus complete the full Academy	Trainer for effectiveness Academy participants	Payroll and Training Files	HR Employment Services	Completion of academy Annual Reporting	60%	73.91%	74.73%	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, timing of personal circumstances, etc.
Efficiency: Measure and maintain a minimum average # of days employed for individuals not completing Academy	Average number of days employed if a person does not graduate	Academy participants	Payroll and Training Files	HR Employment Services	Completion of academy Annual Reporting	10 days or less	8.73	16	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.
Business Indicator: Maintain an acceptable overall retail Agency turnover rate without including individuals not fully trained	% of turnover (frequency of people leaving before training versus after)	All employees	Payroll and Training Files	HR Employment Services	Annual Reporting	60%	54.07%	35.24%	Number of employees within a year.

DEFINITIONS	CHARACTERISTICS OF PERSONS SERVED	SUPPLEMENTAL DATA
Social Determinants of Health (SDOH): the conditions in which people are born, grow, live, work, and age. These conditions can affect a wide range of health, functioning, and quality of life outcomes and risks.	• Population by Gender • Population by Age • Population Ethnicity • Transportation • Education level	Other Social Determinants of Health (SDOH)

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.

In 2024, academy met half of the goals that were set for the year. The goals that were met are in the areas of effectiveness and a business indicator goal relating to turnover. Academy met the goal for maintaining a graduation rate of 60% or more. In 2024, the graduation rate was 74.73%, an increase from the 73.91% achieved last year. The business indicator goal of maintaining a turnover rate less than 60% without academy was also met. The turnover rate in 2024 was 35.24% without academy. Hiring was paused towards the end of 2024, reducing the number of academy classes for the year.

The goal for efficiency was not met. The goal is to maintain an average of 5 days or less for individuals not completing academy. Individuals not completing academy are identified through training, attendance and their own choosing if employment at Goodwill is a good fit for them. The number of days increased to 16 days in 2024, double the amount of time in previous years. We continue to operate academy with a structure that has our HR/Training Specialist providing the classroom portion of academy and then have identified team leads and team members that provide the hands-on training at the store. This delivery method of training now has more individuals involved in the process and may be delaying the amount of time it takes to give feedback to team leads and identify if an individual is a good fit. This should be revaluated by the Retail Director and Executive Staff. Retraining of identifying factors should be given to those helping with the process of training. A satisfaction tool/survey has been discussed but not developed. Staff should assess what factors they want to survey and how this information will be used to improve academy. One of the ways we could deliver a satisfaction survey is through ADP. We will need test sending and completing forms through ADP.

Our open positions tend to be entry level as our goal is to assist individuals with growing and developing job skills and they often just need somewhere to start. We typically stay in the center of wage ranges for our area for hiring wages, our starting wage for retail in 2024 was $13.00/hr. The Nebraska minimum wage is in the process of a steadily increasing each year until $15.00/hr. is reached in 2026. Nebraska minimum wage in 2024 was $12.00/hr. Minimum wage will change January 2025 to $13.50.

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 one most convenient for their schedule. 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. We continue to work hard to create structure and a good environment where people will want to work.

Results of Prior Recommendations:

- Continue to monitor staffing needs and employment trends- *Information from budget, daily/monthly sales reports, turnover rate, state and local workforce development trends and community needs (Lincoln Vital Signs) were used in the assessment of staffing needs and trends. These reports and publications will continue to be used.*

- Explore options to fill Academy spots with individuals from peer agencies that desire retail training- *During 2024, there were few academy classes due to Goodwill going on a hiring pause.*

- Continue to evaluate Academy content and processes to best meet the needs of the local community- *There were adjustments made to the delivery process of academy training. We will continue to evaluate if this process is working or if additional changes need to be made. This will be done ongoing throughout the year. We recognize the need for a trainer beyond the current structure and are working to find the best talent to fill the position.*

- Review hiring wages to attract talent- *Academy class size, turnover rate and state and local workforce trends were used in the assessment of our hiring wages. Goodwill will be recruiting the team member position at the minimum wage that will be going up to $13.50 in 2025. This is a $1.50 increase from the current minimum wage.*

- Review software features within ADP to use as a satisfaction toll for academy participants: *Goodwill HR Specialist/Trainer is continuing to learn features within ADP. Some of the features are available under our current package, other will require an additional package to be purchased. We have not tested form completion through ADP yet.*

Recommendations:

- Continue to monitor staffing needs and employment trends.
- Continue to evaluate Academy content and processes to best meet the needs of our business and the local community.
- Review hiring wages to attract talent.
- Test available software features within ADP to use as a satisfaction tool for academy participants

Action Plan to Address Recommendations:

- Continue to monitor staffing needs and employment trends: *Continue to use information from budget, daily/monthly sales reports, turnover rate, state and local workforce development trends and community needs (Lincoln Vital Signs) will be used in the assessment of staffing needs and trends.*

- Continue to evaluate Academy content and processes to best meet the needs of our business and the local community: *Evaluation of the academy training program and process will be completed throughout the year. Staff meeting minutes will be used as points in time to evaluate the process in addition to the number of individuals hired and turnover rate. A formal evaluation will be completed at the end of the year.*

- Review hiring wages to attract talent: *Academy class size, turnover rate and state and local workforce trends will be used in the assessment of our hiring wages with adjustments being made if needed.*

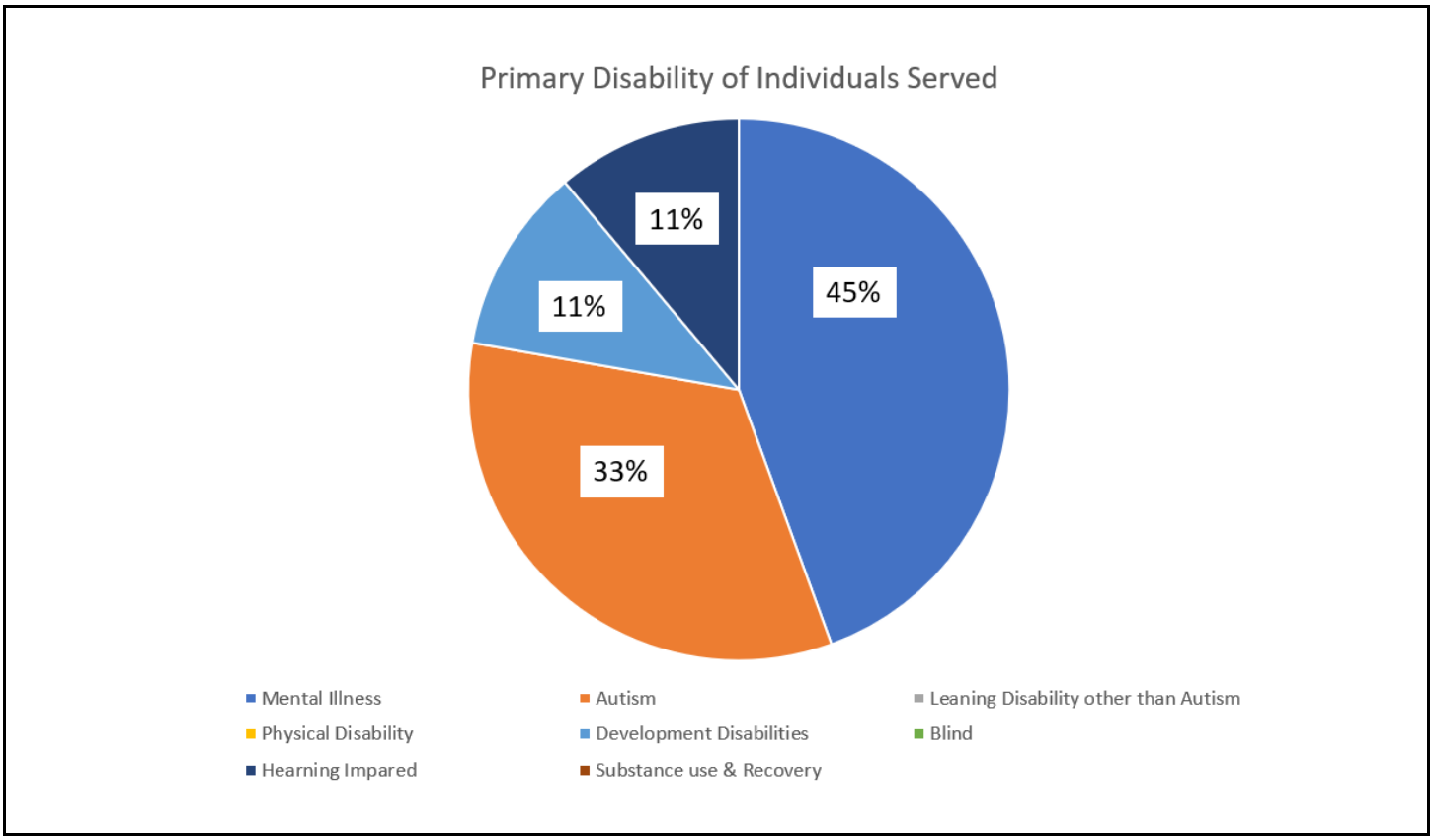
- Test available software features within ADP to use as a satisfaction tool for academy participants: *Staff will continue to learn and train on additional features that can be used with our staff and academy participants. Software features within ADP may be tested, specifically form fill options.*

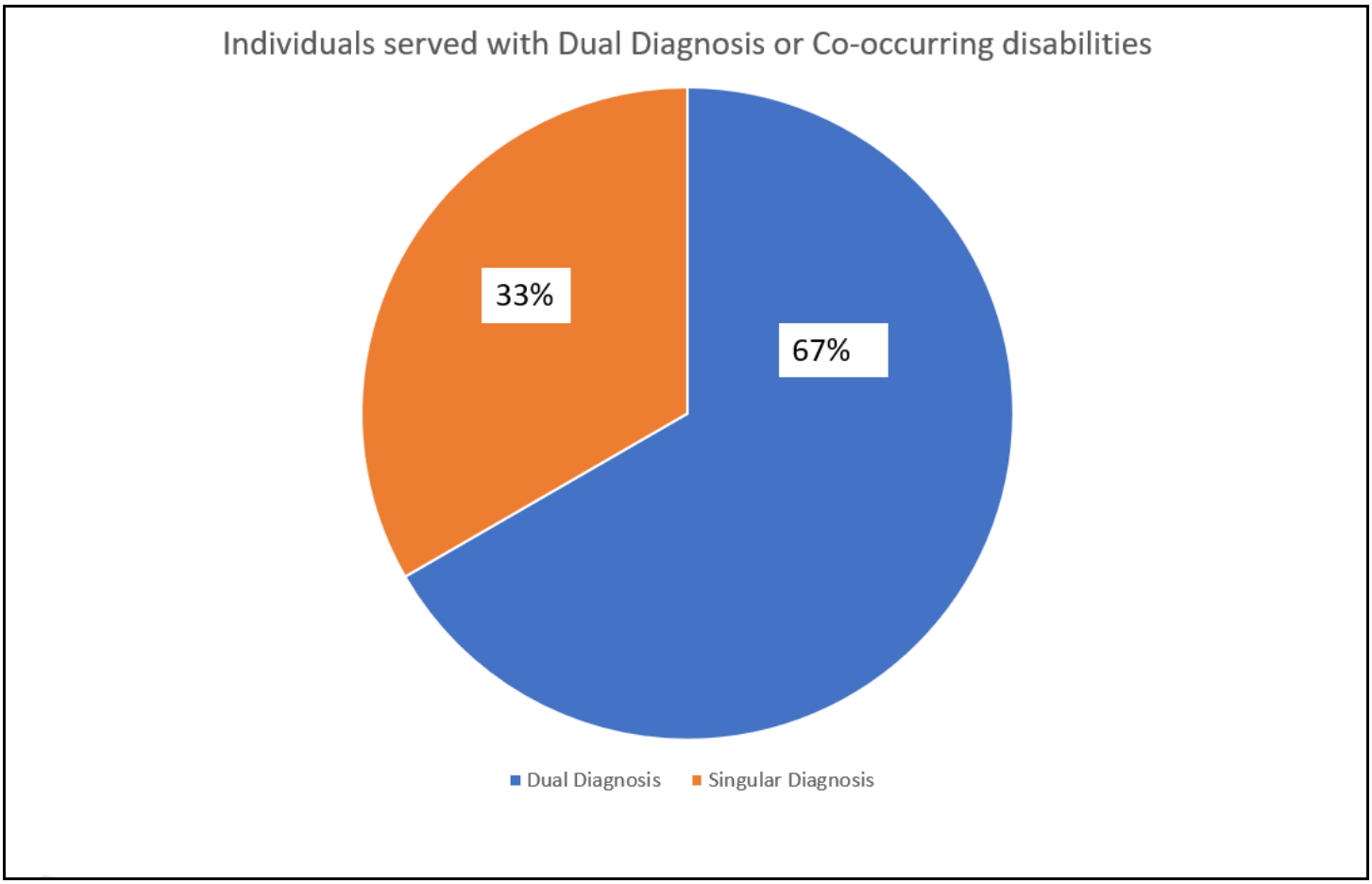
Retail Organizational Employment
(ROE) a *CARF accredited program, formerly titled Work Services*

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 individuals served in 2024 has disabilities in the following areas: Mental illness, hearing impaired, substance use and recovery, learning disabilities, neurodevelopment disorders and autism. Mental illness includes but is not limited to schizophrenia, bipolar disorder, Post-traumatic stress disorder (PTSD), anxiety, and depression. All of the individuals served in 2024 have co-occurring disabilities.

The graphs below show the primary disability break down of individuals served in 2024 and the percentage of individuals who have a dual diagnosis.





2024 Program Goals:

1) **Effectiveness:** 20% of participants will obtain competitive employment.
*Outcome: **Goal not met.** 11% of participants (1 out of 9) obtained competitive employment in 2024.*

2) **Effectiveness:** Participants will obtain a reasonable competitive wage for their hired position.
*Outcome: **Goal met**. The average wage for participants is $13.44/hr. Nebraska's minimum wage is $12.00/hr.*

3) **Efficiency:** 20% of participants will maintain supported employment for a year.
*Outcome**: Goal met.** 55% of participants (5 out of 9) maintained supported employment.*

4) **Effectiveness:** 75% of participants will self-advocate to their Employment Specialist.
*Outcome: **Goal not met.** 67% (6 out of 9) of participants self-advocate to their Employment Specialist.*

5) **Business Indicator:** The average cost per participant will be at or below the budgeted amount.
*Outcome: **Goal met.** The average cost per participant was below the budgeted amount.*

6) **Satisfaction:** 75% of participants and stakeholders will express satisfaction with the services received.
*Outcome: **Goal met**. 78% of participants expressed satisfaction with the services received.*

7) **Service Access:** Maintain the number of individuals served.
*Outcome: **Goal met.** Nine individuals were served in 2024.*

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	RESPONSIBLE FOR DATA COLLECTION	TIME OF MEASURE	TARGET	RESULTS 2023	RESULTS 2024	EXTENUATIG ISSUES
Effectiveness: Obtain competitive employment	% of participants who obtain competitive employment	All ROE participants	Electronic HR and Work Services Files	Employment Services	IPP Meetings Program Exits Annual Reporting	20%	17% (1 of 6)	11% (1 of 9)	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 HR and Work Services Files	Employment Services	IPP Meetings/ Evaluations Annual Reporting	$9.00 for 2022 $10.50 for 2023 $12.00 for 2024	$13.44	$13.44	Not completing academy training Number of new hires Minimum wage changes Performance based raises Local market 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.
Efficiency: 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 HR and Work Services Files	Employment Services	IPP Meetings Annual Reporting	20%	67% (4 of 6)	55% (5 of 9)	Desire to work retail positions Fit for position/ company Ability to meet minimum standards for the hired position

OBJECTIVES	MEASURES	WHO APPLIED TO	DATA SOURCE	RESPONSIBLE FOR DATA COLLECTION	TIME OF MEASURE	TARGET	RESULTS 2023	RESULTS 2024	EXTENUATIG ISSUES
Effectiveness: Maintain percentage of participants who self-advocate	% of participants who self-advocate, indicated by case-note	All ROE participants	Electronic HR and Work Services Files	Employment Services	Site visits IPP Meetings Annual Reporting	75%	100% (6 of 6)	67% (6 of 9)	The participant's comfort level with staff Participant's ability to express their feelings and concerns Number Served Length of employment
Business Indicator: Minimize cost per participant	Average cost per program participant during report period	All ROE participants	Year-end Financial Records	Accounting	Budget Planning Annual Reporting	$1,413.19 for 2023 $950 for 2024	$602.68 (served 6)	$401.80 (served 9)	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. Wage
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	Employment Services	IPP Meetings Annual Reporting Program Exit	75%	83% (5 of 6)	78% (7 of 9)	Number of surveys returned Number of participants and stakeholders surveyed Length of employment
Service Access: Maintain number of individuals served	Number of participants served in a calendar year	Potential candidates and all ROE participants	Electronic HR and Work Services Files	Employment Services	Budget Planning Annual Reporting	8 people	6	9	Eligibility requirements Budget (10% of workforce) New enrollments Minimum Wage/ Income caps Employment and economic trends Achievement of competitive employment by current participants

DEFINITIONS	CHARACTERISTICS OF PERSONS SERVED	SUPPLEMENTAL DATA
Social Determinants of Health (SDOH): the conditions in which people are born, grow, live, work, and age. These conditions can affect a wide range of health, functioning, and quality of life outcomes and risks.	• Disability/barrier to employment • Population by Gender • Population by Age • Population Ethnicity • Transportation • Education level	Other Social Determinants of Health (SDOH)

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, referrals.

Analysis of Results: In 2024, 5 out of 7 program goals were achieved at or above the target rate. The two goals that were not met relate to effectiveness measures for competitive employment and participant self-advocacy with their Employment Specialist. Only one of the nine participants obtained competitive employment. As noted in the outlined challenges, achieving competitive employment depends on an individual's ability to perform job duties independently, without ongoing support. While participants receive training, support, and continuous feedback throughout the program, reaching this level of employment often takes time. At each IPP meeting, participants and their Employment Specialist discuss employment opportunities, transferable skills, and job search strategies. These conversations, along with continued support throughout participation, aim to guide individuals toward competitive employment.

In terms of self-advocacy, 6 of the 9 participants demonstrated comfort in communicating their needs to their Employment Specialist. However, some participants were only employed during the academy training period, limiting their time in the program and preventing the development of strong relationships with staff. In some cases, participants also faced personal challenges or lacked interest in continuing the training, resulting in early exits from the program.

The number of participants served increased slightly this year, with 9 individuals enrolled compared to 6 in 2023. For those whose participation was limited to the academy training, the shortened timeframe made it difficult to build the level of trust and comfort typically established between participants, Employment Specialists, and Team Leads. The program budgets for at least 10% of the workforce to be ROE participants, which typically translates to about 8 individuals enrolled at a time.

Although the effectiveness goal regarding reasonable competitive wage was met, conversations around wages and reduced work hours remain ongoing. Many participants must manage their income to maintain eligibility for benefits such as disability and housing. This consideration impacts both recruitment and ongoing participation. When participants receive performance-based raises, bonuses, or when minimum wage increases, many request reduced hours to remain under income limits. The program will continue to adjust its competitive wage target in line with minimum wage increases. Nebraska's minimum wage is scheduled to rise gradually until reaching $15 per hour in January 2026, a change that will significantly affect both the ROE program and its participants.

The efficiency goal—maintaining supported employment for at least one year—was met, with 55% of participants achieving this milestone. Additionally, 78% of participants reported satisfaction with the services they received, exceeding the satisfaction target of 75%.

The cost per participant goal was also achieved. However, the Employment Services Director continues to be the primary service provider, which, along with the number of participants served, significantly affects overall cost per individual.

Results of Prior Recommendations:

- Recruit participants to the program: *We were able to serve three more participants in 2024 than we did in 2023. We budget for our workforce to be made up of approximately 10% percent of ROE program participants. This allows us to maintain an adequate ratio of habilitative staff to participant staff. Though recruitment and community awareness efforts are made we are mindful of the number of individuals we are able to serve. A wait-list will be established if all available program spots are filled.*

- Recruit an Employment Specialist for the program: *The Employment Services Director continues to be the main service provider for the program. We will continue to evaluate our staffing needs for the Employment Services department. An Employment Specialist will be hired when the Job Connection expansion is complete. The Employment Specialist will most likely provide service for both ROE and Job Connection program.*

Recommendations:

- Evaluate staffing needs.
- Review budget as we approach the state minimum wage of $15 per hour.

Action Plan to Address Recommendations:

- Evaluate staffing needs: *Evaluate staffing needs for the program and department. Utilize staff who are crossed trained for services in the program to work directly with participants as needed.*
- Review budget as we approach the state minimum wage of $15 per hour: *Review the budget and ensure that budgeted costs are reflective of increases to minimum wage. This include participant wages and wages for staff who provide services.*

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 2024, a total of $ 2,980 worth of vouchers were issued to 111 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 18% of the units of service.

2024 Program Goals:

1) **Efficiency:** Maintain or increase usage of first-time users.
*Outcome: **Goal not met**. In 2024, first time users accounted for 82% of individuals served. This exceeds the target rate of 20%, however, we were able to maintain or increase the percentage of first-time users served compared to 2023. In 2023, 73% of individuals served were first time users.*

2) **Effectiveness:** Maintain or increase usage of service by 5%.
*Outcome: **Goal not met.** Service increased from 2023 by 7% in 2024.*

Additional Notes to Report:

Both agencies provide coverage for the program. The YWCA continues to operate by appointment only.

OBJECTIVES	MEASURES	WHO APPLIED TO	DATA SOURCE	TARGET	**RESULTS 2023**	**RESULTS 2024**	EXTENUATING ISSUES
Efficiency: # of first-time users	% of first-time users	All users	Electronic Files	20%	73%	82%	Amount of users Community Awareness
Effectiveness: Maintain or increase service usage	# of vouchers distributed	All users	Electronic Files	500	279	298	Community Awareness Budgeted amount Service Access Labor Market/ Job Availability Service access, transportation

DEFINITIONS	CHARACTERISTICS OF PERSONS SERVED	SUPPLEMENTAL DATA
Social Determinants of Health (SDOH): the conditions in which people are born, grow, live, work, and age. These conditions can affect a wide range of health, functioning, and quality of life outcomes and risks.	• Population by Gender • Population by Age • Population Ethnicity • Transportation • Education level	Other Social Determinants of Health (SDOH)

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 individuals with access to appropriate interview and career clothing, supporting their journey toward employment. The program is available at both the YWCA and Goodwill Job Connection. At Goodwill Job Connection, services are offered on a walk-in basis with the option to schedule appointments as needed. The YWCA location remains available by appointment only. Referral partnerships remain strong, with a high volume of referrals coming from reentry service providers. In 2024, the number of vouchers distributed increased by 7%. Individuals referred through reentry programs are required to obtain a pass from corrections in order to access services at either location. Notably, 82% of individuals served in 2024 were first-time users—significantly surpassing the program's target of 20% and exceeding the 73% first-time user rate in 2023. Repeat users made up 18% of overall service usage, with most returning participants transitioning from unemployment to employment. Both Goodwill and the YWCA continue to actively promote Job Outfitters throughout the community and participate in resource fairs year-round to distribute vouchers and increase awareness of available support.

Results of Prior Recommendations:

- Promote service to the community and referral agencies: *Goodwill and the YWCA promoted the Job Outfitters program to the community and referral agencies by attending resource events, participating in Project Connection and sharing program information at community meetings. Goodwill continues to share information about the program and interview outfit inspiration and tips on Goodwill social media pages.*

- Attend resource fairs: *Goodwill and the YWCA were able to participate in resource fairs throughout the year. The ability to attend these functions is limited due to staffing and other programs being offered at the same time as these events.*

- Build relationship with corrections/reentry services: *Goodwill increased communication with case managers, improving how those currently incarcerated can access the Job Outfitters program. Goodwill maintains a strong relationship with the Nebraska Department of Correctional Services (NDCS) and reentry service providers by participating in community meetings, engaging in service provider cohorts, and collaborating directly with case managers from NDCS.*

Recommendations:

- Continue to promote service to the community and referral agencies
- Continue to attend resource fairs and community events
- Build relationship with corrections/reentry services

Action Plan for Recommendations:

- Continue to promote service to the community and referral agencies: *Goodwill will increase social media presence for the program by sharing more interview attire that can be purchased at Goodwill. Both Goodwill and the YWCA will promote the Job Outfitters program to the community and referral sources/agencies.*

- Attend resource fairs: *Both Goodwill and the YWCA will attend community events/resources fairs to promote the Job Outfitters program and distribute vouchers to eligible participants. Both agencies were only able to attend a limited number of events due to staffing.*

- Build relationship with corrections/reentry services: *Goodwill will continue to build upon their relationship with the Nebraska Corrections department, sharing resource information for Job Outfitters and Job Connection.*

Needs Determination

Lincoln continues to grow as a welcoming home for refugees and immigrants, with over 30,000 individuals from diverse backgrounds now calling the city home. In response to this growing population, Goodwill remains committed to providing support through employment opportunities, skills training, and job search assistance. These services are offered through our Job Connection program, strategic community partnerships, and direct employment within Goodwill. Goodwill actively participates in community initiatives such as the New Americans Task Force (NATF), ensuring we stay connected to the evolving needs of immigrant and refugee communities. We regularly evaluate our programs and services to better understand and address the unique challenges faced by those we serve.

Housing costs continue to rise across Nebraska, impacting both homeowners and renters. Many individuals are now working two or even three jobs just to afford a place to live. A growing number of community members are experiencing what's known as a *housing cost burden*, where more than 30% of their income goes toward housing and utilities. Some face even more severe burdens, spending over 50% of their income on housing alone. These financial strains make it harder for households to afford other basic needs like food, transportation, and health care. As the demand for affordable housing grows, public housing waitlists remain full, and options for those seeking assistance are limited. While efforts are underway to expand affordable housing, Goodwill continues to play a vital role by offering the Nebraska Rentwise program. Rentwise helps individuals gain and maintain stable rental housing by teaching key skills for successful renting. Completion of the program not only prepares participants for long-term rental success but also provides certification that can help them move up public housing waitlists, including Section 8. This certification may also strengthen a renter's application with private landlords.

Housing and employment stability are deeply interconnected, and both remain central to the services Goodwill provides to our community. Goodwill did not conduct any Rentwise classes in 2024. This was due to community partners closing, Goodwill staffing conflicts and increased services at Job Connection. We plan to bring Rentwise back in 2025, building upon our partnerships with referral sources to Job Connection.

Despite low unemployment rates, Job Connection continues to serve some of the community's most underserved and hardest-to-reach individuals. The program has experienced significant growth, with service access increasing fourfold from 2023 to 2024. Many individuals receiving services face significant barriers to maintaining employment, including limited access to stable housing and other critical supports. Commonly identified challenges also include access to mental health care, child care, and reliable transportation. These barriers are especially acute for individuals reentering the workforce after incarceration—one of the largest populations served by Goodwill's Job Connection program.

Job Connection operates Monday through Wednesday, with staff available to schedule one-on-one appointments outside of open lab hours at our administrative office, ensuring flexibility for those who cannot attend during standard times. Services are accessible to all participants in Goodwill programs and are also promoted through our community partner networks. As demand for services continues to grow, the need for additional workstations has become clear. In response, plans for expansion have been approved, and we anticipate expanding Job Connection in 2025 to better meet the needs of our community.

Programs and services for incarcerated individuals and those with a corrections history remain a key focus in our community, particularly as local correctional facilities continue to experience high rates of overcrowding. A new prison has been approved to be built in Lincoln, however, if current incarceration rates continue it will likely be full by the time the project is completed. According to the Prison Policy Initiative and the U.S. Department of Justice, Nebraska's incarceration rate ranks among the highest in the nation. In response, justice reform efforts and advocacy remain strong throughout the community.

Goodwill is committed to supporting individuals reentering society by collaborating with referral sources and partnering agencies that provide reentry services. Our primary support for this population is delivered through the Job Connection program, which offers employment assistance and job readiness training. In addition, Goodwill continues to provide funding to its long-standing program partner, the Community Justice Center. Employment opportunities at Goodwill are available to individuals with a corrections history, provided their offenses fall within our hiring guidelines. We are actively exploring additional programming to better serve the reentry population, working closely with other providers to identify and fill service gaps. Goodwill is also investing in staff development to ensure our team is equipped to address the unique challenges faced by this community. In 2024, Goodwill's Employment Services staff attended Corrections cohorts, including a presentation and workshop on the 5-Key Model for Reentry and Well-being Development in Nebraska. The 5-Key Model is a part of Transform Nebraska, integrating various rehabilitation dimensions to meet the complex needs of individuals in the correctional system. This approach fosters personal growth, encourages behavior change, and enhances reentry success rates. Goodwill continues to work collaboratively with other Reentry agencies and NDCS to provide services and meet goals for our state.

2024 Goal Summary

Program	Accomplished	Not Accomplished
Job Connection		
Efficiency: First time users will account for 20% of the individuals served.	X	
Effectiveness: Increase units of service to 200 or more.	X	
Satisfaction: 75% of participants will express satisfaction with their experience at Job Connection.	X	
Service Access: To insure service access, a minimum of 100 participants will be served within a calendar year.	X	
Community Service Recipients		
Effectiveness: Maintain percentage of active participants.	X	
Efficiency: Increase or maintain total service hours.	X	
Satisfaction: 75% of recipients will express satisfaction with their experience at Goodwill.	X	
Goodwill Academy		
Effectiveness: Maintain an average Academy graduation rate of 60% or more.	X	
Efficiency: Maintain an average of 5 days or less for individuals not completing Academy.		X
Business Indicator: Maintain a turnover rate below 60% for the Agency without Academy.	X	
Satisfaction: Develop a quality control/satisfaction tool to measure participant and/or store satisfaction with the Academy process.		X
Retail Organizational Employment		
Effectiveness: 20% of participants will obtain competitive employment.		X
Effectiveness: Participants will obtain a reasonable competitive wage for their hired position.	X	
Efficiency: 20% of participants will maintain supported employment for a year.	X	
Effectiveness: 75% of participants will self-advocate to their Employment Specialist.	X	
Business Indicator: The average cost per participants will be at or below the budgeted amount.	X	
Satisfaction: 75% of participants and stakeholders will express satisfaction with the services received.	X	
Service Access: Maintain the number of individuals served.	X	
YWCA Job Outfitters		
Efficiency: Maintain or increase usage of first-time users.	X	
Effectiveness: Maintain or increase usage of service by 5%.	X	

2025 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 200 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 100 participants will be served within a calendar year.

Community Service Recipients

1) **Development**: Offer special event volunteer opportunities as needed until programming can be expanded and maintained.
2) **Effectiveness:** Maintain percentage of active participants.
3) **Efficiency:** Increase or maintain total service hours.
4) **Satisfaction:** 75% of recipients will express satisfaction with their experience at Goodwill.

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:** Review features within current software to 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) **Efficiency:** 20% of participants will maintain supported employment for a year.
4) **Effectiveness:** 75% of participants will self-advocate to their Employment Specialist.
5) **Business Indicator:** 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 usage of service by 5%.