

**United Way of Lane County
2010/2011 Strategic/Preventive Proposal**

- A. Name of Organization: Goodwill Industries of Lane and South Coast Counties
1. Contact Person: Edward Durkee
2. Address: 855 Seneca Rd, Eugene OR 97402

3. Phone: 541-345-1801 Email: edd@goodwill-oregon.org
- B. Name of Proposed Services: Prosperity Center
- C. Amount of Funding Requested for a 12 month period: \$100,000.00

The undersigned confirm that the information provided in this application is true and accurate and that the application has received / will receive Board approval.

Jim Martin 3-4-10
Signature: Agency Director Date

Virginia Colato 3/4/10
Signature: President, Board of Directors Date

SECTION I: Strategic/Preventive Action Area

Which Community Investment Strategic Action Area do the proposed services primarily address? (Please see **Appendix A UWLC 2010 Strategic/Preventive Goals and Funding Strategies for EDUCATION, INCOME and HEALTH.**)

1. **Action Area:** (select one)

***Income:** Moving families from poverty to financial stability.*

2. **Strategies:** Based on your selection above, list the specific strategy or strategies the proposed services are designed to address. (Note: Strategy or strategies listed must come from Appendix A referred to above.)

Goodwill Industries will employ the following strategies in the implementation of a Prosperity Center:

Income Strategies:

- *Improved Financial Literacy addressing debt management, expense budgeting, credit repair, foreclosure prevention and other financial best practices.*
- *Strategic expansion of free Tax Sites to incorporate and promote related financial resources including EITC and Childcare Tax Credits.*
- *A one-stop “prosperity center” for the adult target population combining employment, training, financial literacy and income support resource and services.*
- *Building Assets of target adults by Individual Development Account use or other savings strategies.*

Agency Capacity Building:

- *Prosperity Planner training for agency staff through Lane Workforce Partnership.*
- *Poverty 101 training for agency staff and community.*

3. Provide a **brief** (no more than one paragraph) executive summary of how you will address the strategies you listed in Question 2, above. Details will be expanded in Section II, questions 1-3.

Goodwill Industries will implement a Prosperity Center that will provide low-income adults with a holistic approach in achieving economic stability. Our implementation will begin by converting our existing Job Search Center into a Prosperity Center. Our Job Search Center focuses solely on immediate labor force attachment. We assist job seekers secure jobs that match their current position in the labor market. The Prosperity Center will enhance that focus. It will enhance workers’ ability to increase their earnings through the development of marketable skills that will improve their position in the labor market. The Prosperity Center will also improve the financial stability of its participants by helping them manage their expenses and grow their assets through comprehensive financial literacy programs. Goodwill will provide case management services to participants in the Prosperity Center. Participants will receive intensive career advising services, job search assistance and workshops on site while our partnering agencies will provide skill development, financial literacy, income supports and other programs. Prosperity Center case managers will assist participants in setting goals and then provide active referrals of qualified participants to partner programs. These referrals, coupled with on-going case management and career services, will improve the outcomes of both Goodwill and its partner agencies.

SECTION II: SERVICE IMPACT

1. Need, Target Population and Program Description

A. Need/Target Population

Identify the community problem/need the strategies described in Section I address, including the number of Lane County residents affected. Clearly link the need to the Community Investment Strategic Action Area goals and strategies selected in 1 and 2 above. *Also, include local trend information over the last five years as available/appropriate.* Describe how the proposed service(s) reach the intended target population for your Action Area (see Appendix A) and is appropriate to the need.

Need:

Many adults in Lane County struggle to earn wages sufficient to meet and maintain their individual and family basic needs without public assistance. The UWLC Community Needs Assessment shows that the percentage of households struggling to provide basic needs has doubled from 7.4% to 14.2% from 2004 – 2010. The percentage of underemployed Lane County workers has also doubled from 9.0% in 2004 to 18.9% in 2010, according to the Oregon Labor Market Information System.

At the same time, many job seekers in Lane County are finding work. Approximately 25 participants per month from the Goodwill Job Search Center report that they are finding new jobs. This is particularly good news because many of our participants have significant barriers to employment. For example, 30% of our participants have criminal convictions.

As encouraging as this news is, these jobs are not likely to lift these individuals into financial stability. Most of the jobs pay poorly. The average wage reported after placement is \$9.30 per hour. For a single adult, the living wage is \$12.39 per hour in Oregon. The family sustaining wage for a family of three is \$32,000, yet 43% of employed individuals in Lane County earn less than \$30,000 a year. Many of our participants are placed at good companies that have room for growth, but they will need to improve their position in the labor market to move up in their careers and earn higher wages.

There is an immediate need for low income adults to significantly improve their skills to qualify for higher paying work. According to the United States Census, of the 20% of individuals in poverty within Lane County, 17% do not have a high school diploma. This limits individuals to minimum wage jobs and their earnings will likely only increase by two dollars per hour in 10 years without further education. Workers in the manufacturing and construction trade industries have been hit particularly hard. These industries employ only half as many workers as they did in 2007. Placement data from the Goodwill Job Search Center indicates that workers laid off from these industries are earning less than 80% of their previous earnings. To add to the economic strain, according to the Trade Act Division of the Oregon Employment Department, 1,948 jobs in Lane County have gone overseas within the last five years, contributing to dislocated workers who have a lack of transferable skills. Based on these reports, we conclude that low-income workers lack the skills necessary to grow in their current jobs or move to sectors that pay higher wages.

Target Population:

Financial stability, not merely a job, is the final goal of the Prosperity Center. Indeed, finding a job may be the easiest part of the transition to financial independence. The more difficult part is the journey of improving one's position in the labor market through the acquisition of marketable skills and financial literacy. Our target population will be individuals 100-250% of federal poverty level who are struggling with obtaining and maintaining living wage jobs due to lack of marketable skills and financial literacy.

Services to Reach Target Population:

Our proposed services reach this intended population by providing training and case management services for employment, skills training, financial literacy and asset development as detailed in Section B.

Our financial literacy program will stress healthy relationships with mainstream financial institutions and how they can aid low-income workers on their path to financial stability. In Lane County, 3,690 of the

individuals filing for EITC requested rapid anticipation loans; most of these will pay unnecessary fees as a result. Also, many low-wage workers do not have traditional savings or checking accounts. 46% of Goodwill's workers earning less than \$15/hour do not use direct deposit. Many of these workers do not have savings or checking accounts. Instead they rely upon expensive check cashing services and money orders to handle routine transactions.

This journey will be months or years long for participants of this program. It will require motivation and the coping skills necessary to manage simultaneous work (for income maintenance) and study (for skills development).

B. Service Description

Describe the proposed services for which you are requesting funds. Be very specific. The description should be a clear and logical response to needs outlined in Section 2, question 1A. Describe how your proposed services are designed to effectively meet the Community Investment Strategic Action Area goals and strategies selected in Section 1. Describe the research or evidence based methods which justify the proposed approach.

Services:

Goodwill will convert its current Job Search Center into a Prosperity Center. In the Prosperity Center model, Goodwill will employ Personal Prosperity Planners who provide case management services to individuals motivated to work towards financial stability. The proposed services available in the Prosperity Center are based on the concepts of the Family Economic Success model championed by the Annie E. Casey Foundation and the income strategies and approaches recommended by United Way Worldwide.

Prosperity Planner Staff will use a case management model to refer participants to the services they need to move towards financial stability. We will ask participants what success means to them; and then we will help them develop a plan to achieve their goals. Some will want a job; others will want a better job. Many will want to buy a home; and others will want to affordably finance a reliable car. Goodwill employees will become experts on how low-income working adults can achieve these things. They will then help participants assess their current situation and develop a plan.

The Prosperity Center will use community partnerships to help participants:

- *Achieve family-sustaining employment;*
- *Access income supports;*
- *Develop savings and assets;*
- *Manage their expenses; and*
- *Secure affordable housing.*

Goodwill will provide case management services to participants in the Prosperity Center. The Prosperity Planners and other employees will provide direct intensive career advising services, job search assistance, job placement, job retention services and workshops on site. In conjunction with these services, Prosperity Planners work with partnering agencies to provide skill development, financial literacy, income supports and other related financial support programs. Goodwill and its partner agencies will develop agreements where Goodwill employees will become knowledgeable on the goals and requirements of partner programs. Partner agencies will agree to receive qualified referrals of Prosperity Center participants.

These will be active referrals that result in enrollment and successful completion of partner programs. Prosperity Planners will have working relationships with employees of partner agencies. They will identify individuals likely to benefit from and succeed in partner agency services. They will assist them with successful enrollments into these programs and provide follow up to ensure successful completion while also continuing to provide vocational services. Additionally, Goodwill will seek referrals from partner agencies to assist their successful participants in securing family-sustaining employment. Goodwill believes that these partnerships will increase the efficiency of our partners' programs.

A description of Goodwill goals for each strategic service and a partial list of potential and existing partners for each are below:

- Family-sustaining Employment—Goodwill will assist participants in achieving the skills necessary to access higher paying jobs. These skills include good work histories; competency in the basic skills of writing and math; and attainment of technical skills necessary for jobs in health care, technology, advanced manufacturing and jobs in growth sectors. Successful enrollment in programs also requires removing traditional barriers such as childcare, transportation and schedules that accommodate work.

Goodwill will build on its existing partnership with the Lane Work Partnership to match participants with technical training programs and sector-based initiatives. We will seek a relationship with Lane Community College and Pioneer Pacific College to access credential programs and their GED centers. We will also work directly with the Trade Act division of the Employment Department to bridge the gap between training and employment. Agencies that currently use our existing Job Search Center and have expressed interest in using the Prosperity Center to bridge the gap between their services and employment include: Metropolitan Housing, WomenSpace, HACSA-Family Self Sufficiency, Shelter Care, St. Vincent DePaul First Place Family Center, Sponsors, Catholic Community Services and Head Start of Lane County,

Goodwill will continue to emphasize immediate labor force attachment as we currently do in our Job Search Center. Goodwill has a core belief that work is an essential part of any career advancement plan. While not sufficient to lead to financial stability, a good work history is essential for an individual to demonstrate that they have the soft skills necessary to successfully manage the technical skills and responsibilities that come with higher paying work.

- Income Supports—Goodwill will educate its staff on the availability of community resources so they may coach participants on how to access them. We will assist participants in the use of 211Lane and in assembling the documentation necessary for benefit enrollment. We also will draw upon and enhance our existing relationship with individual DHS program staff to enroll and screen participants into eligible programs including food stamps, childcare and health care programs. Goodwill partners with AARP in operating two free tax preparation sites. These tax sites will be expanded to include financial literacy resources.
- Assets, Savings and Budgets—Goodwill will aggressively market a program of financial literacy to its current employees, Prosperity Center participants and Opportunity Conference participants. All Prosperity Center participants will use the Prosperity Planner to develop a budget and determine eligibility for income supports. The Center will have a financial resources area where visitors will have immediate access to financial education materials. We will inform participants of the benefits of using traditional banking services while simultaneously working with the local banking community to market basic financial products that meet the need of low-income workers. Goodwill will partner with the Oregon Community Credit Union to offer their financial literacy programs in our facility. Goodwill will also develop a partnership with NEDCO to enroll participants in their IDA program, and the Easter Seals Oregon's Money Coach Program for individual financial consultations.
- Affordable Housing—Goodwill will assist participants to secure affordable housing through partnerships with HACSA, Metropolitan Affordable Housing Corporation, Shelter Care and Saint Vincent de Paul. Goodwill will also develop referral relationships with NEDCO's home ownership development and lease purchase programs to assist participants with homeownership opportunities.

Recruitment:

Goodwill is already serving the target population of the Prosperity Center in our Job Search Center. The program is funded by Goodwill and has no eligibility requirements. We provide one-on-one job search consultation to everyone to ensure that participants have basic job search skills. We serve approximately 100 new individuals per month. We have achieved this level of service with no marketing and rely solely on word of mouth to recruit participants. In addition to those walking in for our services, Goodwill will also recruit among our existing low-income employees and the participants in the Opportunity Conference. Our Prosperity Planners will be available as resources to the Navigators and Captains as they discuss financial and employment issues.

Implementing a Prosperity Center will add the missing ingredients necessary to help low-income workers increase their earnings, use their earnings efficiently to meet their basic needs and begin the process of

financial asset development that will help them weather crises and pass assets on to their children.

Research and Evidence:

The strategy behind the Goodwill Prosperity Center is based on the “earn it; keep it; grow it” income and asset development program championed by the Annie E. Casey Foundation. Goodwill has also followed many of the practices recommended by United Way Worldwide in their “Income and Strategies” white paper. The Prosperity Center model is relatively new and is not yet supported by data.

2. 2010/2011 Service Objectives and Outcomes

A. Service Objectives (# people to be served and/or services provided):

You may choose the 12-month reporting period that best matches your data collection system as long as the period begins in calendar year 2010.

12-Month Service Objectives: 7/1/2010 through 6/30/2011
(Month/Day/Year) (Month/Day/Year)

Proposed Service Objectives:

- 360 individuals achieve immediate labor force attachment
- 100 individuals achieve measurable improvement in their labor market position through improvements in either employment or training
- 100 individuals improve their ability to meet their basic needs

Note: Please see the attached logic model for more details.

B. Proposed Services Outcomes (measurable statement of intended effect on target population.)

Dates should match the service objective dates you specified in question 2 A.

12-Month Outcomes: 7/1/2010 through 6/30/2011
(Month/Day/Year) (Month/Day/Year)

Proposed Outcomes and Performance Measures for each proposed service (provide in table format, correlating measures to proposed outcomes):

The challenge in creating a system of metrics for the Prosperity Center is twofold. The first is that some participants will require many years to achieve the ultimate goal of financial independence. It simply takes that long. Yet we need to determine program effectiveness on a quarterly and yearly basis. The second challenge is that participants will come to the Prosperity Center with different histories. Some will have good work records and have a goal of getting a better job or learning how to buy a home. Others will have poor work records and checkered histories with financial institutions. Assigning each of these individuals a “one size fits all” goal of achieving financial independence within a set time frame will tell little about the effectiveness of the program. Our measurement goal is to create a system to plot a person’s current status and be able to measure their progress towards their individual goal.

To that end, Goodwill will use a continuum to categorize the labor market status and financial wellness of the participants in the Prosperity Center. The continuum describes the status of participants in five categories. Three of the categories relate to labor market status (employment, job retention and training). Two others (income and financial literacy) describe the financial wellness of a participant. Each of these five categories has five positional values that began with “in crisis” at the bottom of the scale and conclude with “thriving” at the top of the scale.

Goodwill will use data from intake forms and initial resumes to plot the status of the participant on the continuum in each of the five categories. As the participant finds work, attends training, develops a budget, etc. Goodwill will use case notes, job placement information and earned credentials to track

their progress along the continuum. Through this process Goodwill will demonstrate the effectiveness of the Prosperity Center and look for ways to improve services.

Outcomes	Measures
<i>Labor force attachment</i>	<i>Number of individuals who obtain employment</i>
<i>Enhanced labor market position</i>	<i>Number of Prosperity Center participants who receive case management services who improve their position in the labor market by at least one category in the Outcomes Matrix</i>
<i>Improved ability to meet basic needs</i>	<i>Number of Prosperity Center participants who receive case management services who improve their financial wellness by at least one category in the Outcomes Matrix</i>

Labor Market and Financial Outcome Scale Matrix

Dimensions	Labor Market Status			Financial Wellness	
	Employment	Training (within prospective field)	Job Retention	Income	Financial Literacy
Thriving (9-10)	Full-time work above minimum wage with employer provided benefits. (10)	Certification or license from a training program of one-year or longer. Post-Secondary Degree. (10)	Maintains employment for over 12 months. (10)	>250% of poverty adjusted for family size. (10)	Utilizes IDAs, retirement plans, or preparing to purchase a home. (10) Household maintains a savings account, not eligible for any income supports. (9)
Safe (7-8)	Full-time work above minimum wage without employer benefits. (8)	Certification or license from a training program of less than one-year. Post High School education or some college. (8)	Maintains employment between 6 and 12 months. (8)	Between 200%-250% of poverty adjusted for family size. (8)	Utilizing budgeting and income management practices to have funds available for household spending. Files for EITC. No longer eligible for other income supports. Ability to start savings account. (8)
Stable (5-6)	Full-time work at minimum wage with employer provided benefits. (6) Full-time work at minimum wage without employer provided benefits. (5)	Attends training program leading to certification or diploma, no previous certification or license. GED or High School Diploma. (5)	Maintains employment between 3 and 6 months. (6)	Between 150%-200% of poverty adjusted for family size. (6)	Maintain budget to cover basic living expenses, expenses do not exceed income. Utilizes bank account, EITC and other income supports. (6)
<i>Prevention Line</i>			<i>Prevention Line</i>		
Vulnerable (3-4)	Part-time employment with benefits. (4) Part-time employment without benefits. (3)	Has limited marketable skills. No high school diploma or GED. (3)	Employed less than 3 months. (4) Employed less than 1 month. (3)	Between 100%-150% of poverty adjusted for family size. (4)	Unable to support basic living expenses and receiving income supports. Under-banked. (3)
In-Crisis (0-2)	Unemployed with work history and skills. (2) Unemployed without work history of skills. (0)	Has no marketable skill. Reading, writing and basic math skills absent. (0)	In job search. (0)	Between 50%-100% of poverty adjusted for family size. (2) Between 0%-49% of poverty adjusted for family size. (0)	Unable to support basic living expenses and not receiving income supports. Unbanked. (0)

Note: Please include a copy of your Logic Model if one was developed. It is excluded from the 15 page limit.

Logic Model included.

3. Tracking Systems

What systems will be used to track the impacts and outcomes of the services provided and support continuous improvement? (e.g., telephone logs, client files, client satisfaction survey, pre-test/post-test, software systems, etc.) Please note if a tracking system is already in use, or if it will be developed to support the program.

Goodwill will modify its existing Job Search Center intake form to include information that will allow us to categorize the income, employment, skills and financial wellness of those who will receive case management services through the Prosperity Center. Additional information regarding the employment and skills of participants will be gleaned from the resumes and practice job applications that all participants complete. All participants will then be placed onto the Outcomes Matrix and their progress will be tracked against the goals documented in their Personal Prosperity Plan.

All outcomes measured are detailed within the Logic Model (see attached). Through the use of case noting, client intake and exit surveys and partnership reports we will track use of financial budgeting, use of tax credits and income supports, reports of increased savings and decreased debt, the successful completion of financial or skills based programs and reported placement and income information. This data will enable us to track an individual's progress through the stages of the Outcomes Matrix.

Goodwill will modify its case management database to track participant progress toward their goals. Goodwill's tracking system (GoodTrak) is a scalable and flexible web-based client tracking and case management system. It allows Goodwill to manage evolving government regulations and eligibility changes, and provide data collection and reporting. Goodwill Industries International will provide customization support to modify our current system to include accurate tracking and reporting for program outcomes for the Prosperity Center.

SECTION III: SERVICE MANAGEMENT

1. Client Involvement

Describe your client involvement systems and how they lead to more efficient and effective services. For example: How are clients involved in service planning, offering feedback or making suggestions about your services? How do you measure client satisfaction? How do your feedback systems lead to more effective services? Please provide examples.

Goodwill has many vocational programs that assist individuals based on specific barriers to employment. All of our programs are based on a client driven philosophy. Most services require Goodwill staff to draw up an individualized employment plan with the client. We do this to specifically incorporate the client's input to outline his or her career goals, learning methods, and desired services. Other basic programs require staff to complete an individualized intake with the client. The intake process gathers important information from the client and provides the opportunity to discuss how we can tailor our services to match his or her specific needs.

Clients are involved in offering feedback and making suggestions through discussion forums and workshops, individual monthly meetings with their counselor and satisfaction surveys. As a CARF accredited facility, Goodwill has extensive experience designing and delivering services and supports that result in the achievement of outcomes. Program goals are established and evaluated yearly to measure effectiveness, efficiency and client satisfaction. GoodTrak, our online case management system, allows case managers to document, track and share client information. We are able to create reports outlining client utilization of our services through this system. Goodwill staff tailors our services

to fit client needs based on GoodTrak assessment reports, monthly staff meetings, client and referral agency satisfaction and case notes.

2. Coordination/Collaboration

Describe specifically how you work with others in the community to maximize service to the people you serve. List any formal relationships, the nature of the partnership and the type of agreement (i.e. Memorandum of Understanding, Service Agreement, Contract or other documentation.)

Goodwill is a Certified Rehabilitation Provider (CRP) for the State of Oregon. This allows us to provide vocational services to the Office of Vocational Rehabilitation Services (OVRS), Veterans Administration and the Oregon Department of Human Services. Goodwill has contracts in place with these agencies that allow them to refer individuals to Goodwill for vocational services.

Goodwill has contracts and service agreements in place with Lane Workshop Partnership, Full Access Brokerage, Mentors Oregon, Southern Oregon Regional Brokerage, and Lane County Developmental Disabilities Services to provide services such as job development, on-the-job training and long-term employment services.

Goodwill also has a contract for services with the Lane County Human Services Commission. Through this contract Goodwill has trained 18 Lane County agencies to provide vocational services to clients experiencing homelessness or near homelessness.

Finally, Goodwill provides placement and job search assistance to participants in programs of other agencies. We accept direct referrals from Oregon Employment Department, DHS, HACSA, Head Start, Shelter Care, St. Vincent DePaul First Place Family Center, Catholic Community Services, and WomenSpace to assist their participants find immediate employment. Goodwill also offers job search workshops at WorkSource Lane. We provide these services as a service to the community and do not have formal agreements in place for these referrals.

Goodwill will enter in Memorandums of Understanding with all partners in the Prosperity Center.

3. Diversity / Accessibility

“United Way of Lane County believes that respect for and understanding of all cultures, peoples, and lifestyles are central to our mission of helping people care for one another. To that end, United Way will demonstrate that it values diversity in its funding of programs in Lane County. We will attempt to promote and recognize programs and organizations which provide culturally appropriate services, ensure access for people needing those services, and show a valuing of diversity in volunteer, staff, and service systems.” --United Way of Lane County’s Diversity Statement

Describe how diverse segments of the community have access to the proposed services. Describe your efforts to continuously improve services to underserved populations. Diversity can include but is not limited to: race, gender, ethnicity, physical ability, sexual orientation, age, familial status, economic status, rural/urban location.

Goodwill values diversity and works to reach out to underserved populations. We have made our services available to diverse populations by accepting referrals from organizations that provide services to underserved populations as well as providing resources to the public through walk-in services. In the last two years we have recruited bi-lingual staff to accommodate the growing number of Spanish speaking individuals, designed workshops specific to individuals with criminal backgrounds, and modified printed materials to accommodate individuals with learning disabilities and low vision. We have also modified postings of job listings for individuals who lack computer skills.

Diversity and accessibility are standards in the CARF accreditation process to which Goodwill voluntarily submits. Our accessibility plan systematically assesses and removes barriers to our

services. Barriers we assess include architectural issues, attitudes and training in our communications and marketing materials.

4. Use of Volunteer and Partnership Resources

Describe how you use volunteers. Include type of positions they hold, number of volunteers, and total volunteer hours per year. Describe your capacity to mobilize additional community partners and/or in-kind resources in conjunction with the proposed services.

Goodwill does not have a volunteer program open to the public. All volunteers are referred through partnering agencies who are involved with work experience programs. These referred volunteers work within our retail program as sales, warehouse, or transportation associates. Referred volunteers also give their time to assist within our Job Search Center in various clerical openings.

Goodwill intends to use volunteers in the Prosperity Center. These will include Money Coaches from Easter Seals Oregon and financial literacy workshop presenters from various financial institutions. Goodwill will also explore the addition of AmeriCorps volunteers to the Prosperity Center.

5. Budget

- A.** Complete the budget form (Appendix B) included separately.

The completed budget is attached.

- B.** Describe the return on the UWLC investment. Include such factors as demonstrated cost effectiveness and efficiency of service delivery, how you will leverage other financial investments to support the work and the sources of other financial investment for this work. Describe how the work improves the effectiveness of the human services network in Lane County.

The Prosperity Center will have a budget of \$214,970. Goodwill is requesting \$100,000 (or 47% of the total) from the United Way. The other sources of funds include \$33,138 from the Oregon Department of Human Services for the wages of two Job Search Assistants and \$81,831 from Goodwill Industries for the wages of a professional Prosperity Center Coordinator, facilities, supplies, equipment and administration. The funds from United Way will be used to hire and support two full time Prosperity Planners who will implement case management services and become experts on equipping clients with the tools to achieve financial wellness and gain family sustaining employment. Prosperity Planners will also be involved in designing and implementing money management and job retention workshops.

An investment in the Prosperity Center will improve the effectiveness of the human services network in Lane County by enhancing the program outcomes of our partner agencies. Goodwill already provides job placement services free of charge to many human services organizations as noted in Section 3, part 2 of this proposal. The case management services of the Prosperity Center would formalize these relationships and enhance the level of service that we provide to these agencies. The case management services, supported by United Way's funding, will allow us to systematically address the barriers that participants face when attempting to complete skills training programs that require sacrifice and coping skills. By helping these individuals arrange transportation and childcare and by giving them budgeting tools to manage their expenses, we will help people successfully complete their programs and then find suitable, higher wage jobs.

- C.** If you are requesting funding for Capital investment, including funding for physical space or renovation, you must include the full cost of the capital project and how you will fund the balance outside the UWLC amount.

Goodwill is not requesting capital funds for this project.

6. **Follow-Up**

If you received a United Way Allocation in 2009, the United Way volunteer-led review panel will receive copies of your most recent panel summary report. Were there any concerns or conditions for continued funding identified by the United Way review panel during the last review?

Yes No **Other:** *Goodwill did not receive a United Way Allocation in 2009.*

If yes, how have these been addressed by your agency? *N/A*

7. **Governance, Management & Organizational Capacity**

Briefly describe how this program fits into your organizational structure, how it will be managed, and how oversight will be provided. **Complete Appendix C, Required Compliance Documentation, Exhibit A – Best Organizational Practices and Management.**

Goodwill Industries is a mission integrated, enterprise funded non-profit corporation. Goodwill is governed by a Board of Directors comprised of eight community volunteers. The Board determines the strategy for the organization, exercises fiduciary care and evaluates the chief executive. Jim Martin, Goodwill's President and CEO, supervises the staff and ensures that the organization meets the goals that are set by the Board of Directors. The management of the organization is divided into three operational divisions. The Retail and Transportation division operates our nine retail training centers and five attended donation centers. The Workforce Development division manages a vocational services program that provides employment and training services to individuals with barriers to employment. The Business Office provides accounting, information technology and facilities management services to the entire organization. The Prosperity Center will be managed as part of the Workforce Services division.

Describe the ability of the organization to carry out the proposed services successfully and efficiently based on current resources, i.e. expertise of staff, diversity of funding sources, board composition and involvement, fiscal and governance systems and facilities.

Goodwill has more than 25 years of experience in operating both publicly and privately funded vocational programs. Our various contracts with the State of Oregon require us to maintain several certifications. We are a certified Community Rehabilitation Provider. This certification requires us to demonstrate the soundness of our governance and financial systems as well as the credentials and training of our workforce employees. We are also a licensed vocational provider of the Division of Seniors and Persons with Disabilities. This license requires in-depth inspections of the safety of our facilities and the quality and compliance of the documentation of our services. Finally, we are accredited by the Commission on the Accreditation of Rehabilitation Facilities (CARF). Their standards are comprehensive and a partial list of their requirements includes governance, accessibility, financial planning and management, health and safety, accessibility and client involvement. Goodwill currently operates under a three year accreditation, which is the longest accreditation CARF approves.

The Prosperity Center will be managed by experienced human services professionals. Ed Durkee, the Director of Employment and Training, has been with Goodwill for five years. He has more than ten years of leadership experience in designing and managing workforce development programs. Anne Guthrie, Job Connections Coordinator, will provide the day-to-day management of the Prosperity Center. Anne has been with Goodwill for two years and led the implementation of our successful Job Connections program. This program served more than 1,200 individuals and documented 249 placements in 2009. Dyana Kirchner will lead the quality assurance portion of the program. Dyana has more than twenty years of experience with Goodwill and led the implementation of our GoodTrak case management database. Our business office is led by Jim Nelson and our controller is Kristy Langworthy. Jim has been Goodwill Finance Director for eight years and has supervised a successful audit of our financial statements each year. Kristy supervises Goodwill's accounting systems and general ledger. She became a CPA in 2010.

The financial records of Goodwill Industries of Lane and South Coast Counties are kept on an accrual basis utilizing an integrated accounting software system (MAS90). Purchases are supported by an authorized purchase order and receiving document before payment is made. All time records for payroll are approved by departmental supervisors with actual payroll functions outsourced to Paychex. Bills for sales or services are submitted by department and recorded and collected in the accounts receivable area. Our accounting system provides the means to capture revenues and expenses at a program level that further allows us to control grant revenues and expenditures. Various financial reports from a summary level to program level are prepared for each area of responsibility with summary revenue/expense, balance sheet and cash flow statements going to the Board of Directors monthly. An annual budget is prepared by department directors and submitted to the Board of Directors for approval. Specifics of our accounting internal controls are contained in an accounting manual and are tested by the auditors as well as internally.

Goodwill earns most of its income from its donated goods retail program. This revenue funds the operation of the organization and supplements the money Goodwill earns from agencies that refer clients and employees to us for vocational services. Goodwill receives funding to provide vocational services from the Lane Workforce Partnership, the Office of Vocational and Rehabilitation Services, Lane County Developmental Disability Services and other referring agencies that serve individuals with barriers to employment.

As mentioned above, Goodwill's Board of Directors is comprised of eight community volunteers. The Board determines the strategy for the organization, exercises fiduciary care and evaluates the chief executive. They meet bi-monthly with Executive Committee meetings in intervening months.

8. Policy Adherence

UWLC requires all service partner organizations to follow and adhere to the following UWLC Policies and Certification Documents:

- **Non-Discrimination Certification**
- **USA Patriot Act Anti-Terrorism Compliance Measures**
- **Agency Direct Fundraising Policy**
- **Donor Designation Policy**

Read and sign Exhibit B, United Way of Lane County Policies and Certification Documents, included in Appendix C.

Individualized Comprehensive Case Management and Prosperity Assessment

IMPACT	Low-income families have access to proven resources that can improve their financial stability. These families improve the local tax base. Public and non-profit sponsored programs become more effective and achieve their goals. Employers have access to a larger pool of productive, capable employees.
OUTCOME	Low-income adult workers increase their earning potential and develop financial literacy skills to effectively manage income and build personal assets such as home ownership, business development, and education attainment through customized case management and coordinated services focused on employment, income support, and financial literacy training.
MILESTONE^A	Outcomes are intended to be reached on a short-term basis (within 6-12 months of program entry); no milestones are established.
EVALUATION[*]	<p>a. Client Intake Survey is administered immediately post-screening and entry into program.</p> <p>b. Client Exit Survey is administered when participant shows substantial progress in financial goals and career advancement to be self sufficient (based on Outcomes Matrix), after income increases, or after 24 months of services.</p> <p>Note: Intake and exit surveys are compared to determine level of financial wellness and labor market status by comparing income increases, savings increases, ongoing budget practices, and tax credit and income benefit utilization pre- and post-financial counseling.</p> <p>c. The Labor Market Status and Financial Wellness Outcomes Matrix establishes labor market and financial wellness categories focused on employment, training, job retention, income, and financial literacy. Client will be rated on a scale within benchmarks outlined in the Matrix to determine level of progression.</p> <p>d. GoodTrak Database records employment statistics, job retention, and active referrals and enrollments into necessary training programs and wrap-around support services.</p>
METRIC[*]	<p>EARN IT: 300 participants achieve immediate workforce attachment. 75 participants improve their position in the labor market at least one benchmark in the Labor Market Outcomes scale. 50% of enrolled participants retain positions over 6-month period.</p> <p>KEEP IT: 80% of enrolled participants establish and monitor household budget. 50% of enrolled participants open a savings account and invest in savings within six months of employment.</p> <p>GROW IT: 25 % of participants enroll in IDA or homeownership programs or deposit money in savings account.</p> <p>GENERAL (OVERALL): 90% of enrolled participants move up at least one benchmark category within the labor market and financial wellness outcomes matrix.</p>
OUTPUT	75 participants receive individualized, comprehensive case management services annually. 75 participants learn personal income and support requirements relative to expenses annually.
ACTIVITY	<p>Case Management Services: 100 individuals are screened for program participation that are between 100% - 250% of FPL and likely to benefit from participation in financial literacy, education and employment programs:</p> <ol style="list-style-type: none"> a. Individualized need assessment focused on employment status, job readiness, and advancement potential; enrollment in and use of tax benefits, income support, and education attainment requirements. b. Individualized guidance in articulating career goals and developing a personal career plan, provide self-advocacy, networking, job retention, and job placement workshops. c. Basic money management resources, workshops and financial tools on site. d. Local labor market research, skills matching, job search resources and job placement services on site. e. Active referrals and enrollment assistance in service provider's programs based on results of need assessment and career plan to include: <ol style="list-style-type: none"> 1. Skill enhancement training, certification and education programs. 2. Financial literacy workshops as well as financial mentors as volunteer services allow. 3. Tax benefit assessment and use. 4. Income support enrollment and benefit receipt. 5. Home ownership, IDA and asset building services. <p>Prosperity Planning Services:</p>

	100 individuals receive income-to-expense analysis and income support recommendations; resulting information is used in case management process to determine income support use opportunities and gaps.
INPUT	<p>Existing:</p> <p>Passive referrals to training programs, income support programs, financial institutions and financial education resources. 1 full-time Coordinator, 2 Job Search Center Assistants, .5 Workforce Clerk. Tax aid site. Promotion of 211Lane and tax credits.</p>
	<p>Needed:</p> <p>Active partnerships with training programs, income support programs, financial institutions and financial education resources. Existing personnel plus 2 full-time Personel Prosperity Planners. Expand tax aid site Curriculum for money management classes to be executed on site. Educate all staff on 211lane referral process, Prosperity Planner, and financial services appropriate for low income workers.</p>
STRATEGY	<ol style="list-style-type: none"> 1. Program philosophy and fundamental service concepts based on Annie E. Casey's family economic success model, which focuses on a continuum of comprehensive support and coordination of wrap-around services designed to effectively help families "earn it, keep it, and grow it" relative to income and assets. 2. Program implementation will convert existing Job Search Center into a Prosperity Center.
INDICATOR	<ol style="list-style-type: none"> 1. 2009 Executive Summary: Community Needs and Assest Survev , United Wav of Lane Countv, 2009. 2. Federal Reserve, 2009. 3. Human Services Plan for Lane County: Executive Summary, Human Services Commission, December 2009. 4. Oregon Labor Market Information System, Oregon Employment Department, November 2009 and November 2010.
CONDITION	<ol style="list-style-type: none"> 1. 34% of Lane County households surveyed in 2009 can only pay a month or less of bills if the main source of income stops. 2. The total amount of consumer debt in the United States stands at nearly \$2.5 trillion dollars . This breaks down to nearly \$8,100 in debt for every man, woman and child that lives in the Uninted States. 3. The percent of all people living in poverty in Eugene increased from 17% in 2007 to 20% in 2008. In 1999 Lane County poverty rate was 14.4%. 4. 19% of Lane County residents were unemployed or underemployed in 2009. This percentage includes marginally attached workers plus total employed part-time workers for economic reasons. The Official Unemployment Rate has gone from 5.5% in 2006 to 11.0% in 2010.

Strategic/Preventive Investment Application

Proposed Services BUDGET

(fill in the yellow cells)



Agency Name:

Goodwill Industries of Lane and South Coast Counties

Proposed Services:

Prosperity Center

	Prior 12 Months	Future 12 Months
REVENUE/SUPPORT		
United Way Funding/Request (do NOT include Donor Designations)		\$100,000.00
Public Support: Contributions/Fundraising Events (include Donor Designations)		
Government Funding	\$18,884.59	\$33,138.98
Foundation/Corporation/Other Grants or Major Gifts		
Program Service Fees or Membership Dues		
Other Revenue - Goodwill Support	\$55,284.29	\$81,831.60
Total Revenue	\$74,168.88	\$214,970.58
	Actual	Estimated
EXPENSES		
Personnel Related	\$58,388.73	\$180,926.02
Client Assistance		
Other Direct Program Expenses	\$7,833.48	\$11,012.00
Administrative Overhead	\$7,946.67	\$23,032.56
Total Expenses	\$74,168.88	\$214,970.58
NET (should be zero)	\$0.00	(\$0.00)

What percent of your agency budget do these proposed services represent?	n/a	1.62%
What percent of your agency revenue is the United Way request?	n/a	1%
Number of employee FTE's (full-time equivalents) in proposed services?	3.50	5.50
Percentage United Way request to overall proposed services revenue	0%	47%
Administrative overhead percentage applied to proposed services	12%	12%

Completed by:

Kristy Langworthy, Controller

Exhibit A

United Way of Lane County Best Organizational Practices and Management

Agency Name: Goodwill Industries of Lane and South Coast Counties

The following questions represent generally accepted best practices for the management and governance of non-profit organizations. Please respond with Yes or No. If No, provide a brief explanation. (Note: These are not required and some policies and activities may not be appropriate for your agency.)

ORGANIZATIONAL MISSION AND DIVERSITY	Yes	No	Other/Explain
A. Mission			
1. Our agency has a written mission statement that reflects our purposes and values.	X		
2. The board regularly reviews our agency's mission statement.	X		
3. Our agency engages in annual planning that helps define organizational and divisional goals.	X		
B. Diversity			
1. Our agency's governance and operations strive to be inclusive of all parts of our community.	X		
2. Our agency strives to reflect the diversity of the community we serve.	X		
3. Our agency has a written policy and practice of non-discrimination in the following areas:			Volunteers only participant through a referral process from partnering agencies as part of a work experience program. We do not have a public volunteer program.
a. Employment (recruitment, hiring, assignment, promotion, discipline, termination)	a.X		
b. Board and committee participation	b.X		
c. Volunteer selection	c.X		
d. Service delivery	d.X		

FINANCIAL MANAGEMENT	Yes	No	Other/Explain
A. Audit			
1. Our agency has an annual audit or review done by an independent certified public accounting firm.	X		
2. If yes, the reports and management letter (if provided) are reviewed by a finance committee or the board.	X		
B. Financial Transactions and Controls			
1. Our board has approved a policy specifying that dual signatures are required on checks over a certain amount.		X	Only one signature, but all checks are reviewed by 3 staff members.
C. Money & Investments			
1. Bank deposits are FDIC insured and account balances are at or below the \$250K limit.	X		
2. The board has adopted an investment policy that is regularly reviewed.	X		

3. Securities, mortgages, insurance policies and similar instruments are under the control of the executive director, chief financial officer, or board member.	X		
D. Capital Equipment	Yes	No	Other/Explain
1. The board approves all equipment purchases, leases, and related renewals over a certain dollar amount.	X		
2. Periodic physical inventories are taken and compared with the capital equipment ledgers.	X		
E. Accounts Payable	Yes	No	Other/Explain
1. The board has approved a written purchasing policy.	X		
2. All deposits for payroll taxes, employee retirement contributions, etc. are made in a timely manner.	X		
3. Purchases for or on behalf of employees are made pursuant to a board-established policy.	X		
4. Credit cards are issued in the agency's name but assigned to specific employees and in line with board policy.	X		
5. Credit card usage by employees is limited to use specified by board policy and is periodically reviewed by supervisors or, in the case of the executive director, the budget or finance committee.	X		
F. Employees Expense/Reimbursement	Yes	No	Other/Explain
1. We have a board-approved policy governing if and when salary advances (draw), travel advances, and per diems are provided to staff.	X		
2. There is a travel and employee expense reimbursement policy approved by our board.	X		
3. Employees are required to submit expense reports for all reimbursements within 60 days of expenditures.		X	We utilize credit cards instead of expense accounts.
4. The board assures that the executive director's travel and expense reimbursement are reviewed and approved.	X		
G. Budgeting and periodic financial reports	Yes	No	Other/Explain
1. Our agency forecasts financial requirements for proposed program activity and optimum use of funds.	X		
2. The executive director prepares an annual comprehensive operating budget and capital budget, presents the budget to the board for approval, and establishes controls to assure that budgetary objectives are achieved.	X		
3. Substantial changes in the budget are presented to the board for approval.	X		
4. Our board, or the financial committee:			
a. Reviews the financial statements (statement of activities, statement of position) on a quarterly basis.	a.X		
b. Receives explanations of major variances.	b.X		
c. Receives a comparison of actual to budgeted expenditures for the reporting period and year-to-date by program.	c.X		
d. Reviews source and amounts of funding by function.	d.X		
GOVERNANCE	Yes	No	Other/Explain

A. Board of Directors			
1. Our agency has a governing board of citizen leaders.	X		
2. Our board is a volunteer group serving without compensation.	X		
3. Each board member has received training, as well as guidance materials on board governance and our agency operation.	X		
4. Our board ensures the creation of and approves agency policies and procedures.	X		
5. Our board hires, terminates, evaluates, and sets compensation for the executive director.	X		
6. Our board delegates responsibility for day-to-day agency operations to the executive director.	X		
7. Our board meets at least quarterly. Indicate how often: <u>Monthly</u>	X		
8. Our agency creates and maintains permanent board minutes.	X		
9. Our agency ensures continuity by having overlapping board member terms.	X		
10. Our board's nominating process ensures that the board remains appropriately diverse with respect to gender, ethnicity, culture, economic status, disabilities, and skills and/or expertise.	X		
11. Our board has a process for handling urgent matters between meetings.	X		
12. Each board member has contact information for the entire board.	X		
13. Our board evaluates the executive director on an annual basis.	X		
14. Over the last year, at what percent of your board meetings did you have a quorum in attendance? Indicate percentage: 100	X		
B. Bylaws and Policies			
	Yes	No	Other/Explain
1. Our agency has written bylaws.	X		
2. Our agency provides each board member a copy of the bylaws.	X		
3. Our bylaws state the requirements for a board quorum.	X		
4. Our board regularly reviews the bylaws.	X		
5. Our agency has written operational policies and procedures.	X		
6. Our board has approved a code of ethics for both staff and volunteers, which includes provisions for ethical management, client confidentiality, publicity and fundraising practices.	X		
7. Our agency has a written conflict of interest policy and a mechanism for resolving conflicts should they occur.	X		
8. Our board ensures that the agency has personnel policies and written job descriptions.	X		
C. Board Committees			
	Yes	No	Other/Explain
1. Our agency has standing and special committees that have been established to achieve efficiency of	X		

operations and share responsibility for decision-making.			
2. Our agency's board members serve on at least one board committee.	X		Board members serve on a finance/audit committee but not all belong.
3. Our agency committees meet on a regular basis (monthly or quarterly).	X		
4. Our agency committees' activities and recommendations are reported to the board (verbally or in writing) for approval/action.	X		
D. Compliance with legal requirements	Yes	No	Other/Explain
1. Our agency complies with all applicable legal, local, state, and federal operating and reporting requirements, including non-discrimination and non-profit requirements.	X		
2. We have been the subject of a governmental investigation in the last 24 months.		X	
E. Insurance	Yes	No	Other/Explain
1. We have liability insurance covering volunteers, staff and board of directors.	X		
2. We have general liability coverage.	X		

Agency Name: Goodwill Industries of Lane and South Coast Counties

Prepared By (Name): Ann Martin

Title: President and CEO

Date: 3-4-10

Exhibit B

United Way of Lane County
Policies and Certification Documents

"I hereby certify that

Goodwill Industries of Lane and South Coast Counties

agrees to follow and adhere to the following UWLC Policies and Certification Documents:"

- Non-Discrimination Certification
- USA Patriot Act Anti-Terrorism Compliance Measures
- Agency Direct Fundraising Policy
- Donor Designation Policy

Signature, Agency Director: Jim Martin

Print name: Jim Martin

Date: 3-4-10

United Way of Lane County

NON-DISCRIMINATION CERTIFICATION OF COMPLIANCE

“I hereby certify that our agency/organization is in compliance with all applicable Federal, State, and local laws that may apply to our agency regarding discrimination on the basis of: race, religion, color, sex, national origin, marital status, familial status, age, source of income, disability, sexual orientation, and any other category protected by such laws.”

ANTI-TERRORISM COMPLIANCE MEASURES

“I hereby certify that our agency/organization is in compliance with the USA Patriot Act and other counterterrorism laws, United Way of Lane County requires that each agency certify that all United Way funds and donations will be used in compliance with all applicable anti-terrorist financing and asset control laws, statutes and executive orders.”

AGENCY DIRECT FUNDRAISING POLICY

Intent

The intent of this agreement is to adapt current fundraising agreements to the new community impact model and foster a spirit of cooperation within our current system. United Way does not wish to regulate fund raising that has little impact on workplace giving. It is the position of this agreement that, in good faith, agencies will not engage in any development activities that would interfere with United Way's workplace efforts.

Agreement

- Member agencies will dedicate as much staff and volunteer effort as possible, in support of each other, to increase community giving from September to November.
- Agencies agree to grant United Way exclusive rights and leadership of the workplace campaigns.
- Member agencies agree to co-market with all fundraising activities as noted in the agency agreement and clearly identify themselves as a United Way agency.

DONOR DESIGNATION POLICY