

DECEMBER 2017

way to work

BUSINESS PLAN



Way to Work

A United Way of Central
Kentucky Program



United Way of
Central Kentucky

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United Way of Central Kentucky

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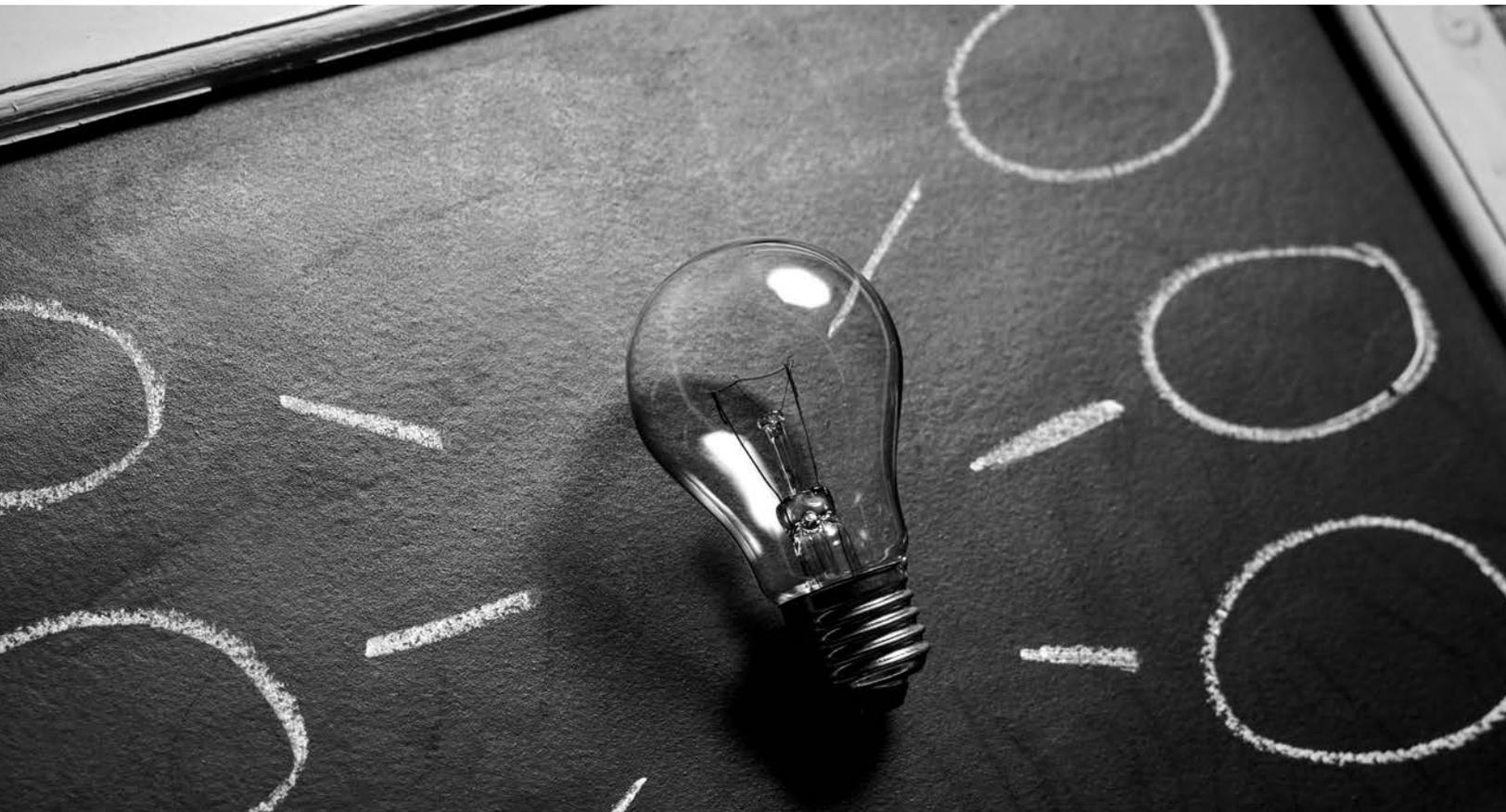


Introduction

Poverty is expensive. A family living in poverty costs society as much as \$30,000 per year in social services. Neither the government nor most individual nonprofit agencies have been successful in moving unemployed and underemployed people into stable employment and self-sufficiency. Breaking poverty cycles takes time and persistence. It must occur in the context of everything else in an individual's life — safe and stable housing, individual and family well-being, higher education, competitive job skills, financial capability, and a strong network of support to rely on. Most programs that address poverty are still utilizing methods that were developed in the 1960s. However, keeping a job in today's environment requires an individual to multi-task, manage multiple priorities and make many high risk decisions throughout the day. It is virtually impossible for a family to get ahead in any one critical area if other areas are unstable. A low-income person cannot successfully attend school if she is homeless or depressed or her children have physical or mental health problems. Furthermore, consequences for making the wrong decision are catastrophic when there are no financial and emotional buffers to fall back on.

Program Description

Way to Work is based on the Cincinnati Works model, which has brought thousands of people out of poverty through employment over the last 25 years. This unique approach has been replicated in more than 20 communities across the country and its efficacy affirmed through multiple independent research studies. Our program will provide soft skills training to clients who, upon completion of the week-long workshop, become Members for life. They will receive a Job Readiness certificate, be paired with a personal coach, and receive wraparound services to resolve the issues keeping them from being stable members of the workforce. They will receive one-on-one support through the job search process, with their coach providing guidance on positions available at partner companies that would be a successful fit for the candidate's circumstances, skills, and interests. Upon hiring, the coach will remain engaged with the Member and partner company, making regular contact with all parties to improve retention.



Our goals of "one year, one job" will help Members build a stable work history and "call before you quit" encourage proactive communication and conflict resolution skills. Based on results from other communities, we anticipate these efforts will result in retention rates of 60–70% or more, which is nearly double that of current services available to our community. Not only will this program benefit job seekers and local employers, our nonprofits will be better coordinated with a backbone program that can serve as a referral pipeline to employment for people with barriers and to other services such as substance abuse recovery and housing. In the event a candidate for Way to Work is not stable enough to be successful on the job for our employers, we will have a more seamless way to provide them with opportunities to resolve these issues through referrals from our coaches.

History and Need

What about your mission, values, culture, or services make you a good fit for modeling Cincinnati Works?

United Way Central Kentucky is committed to going beyond charity and creating pathways for all individuals in our region to reach self-sufficiency. Through collaborative relationships with a network of community partners, we address obstacles that prevent people from achieving their fullest potential. As we contend with barriers affecting their physical, emotional, and economic well-being, we also create solutions to the community's most pressing challenges. Our focus on empowerment, through building the skillsets of the chronically unemployed and underemployed, we believe increases an individual's earning potential and creates opportunities for gainful employment. Good jobs that provide self-sustaining income benefits the employee, their families and our local economy. Good jobs that work towards the reduction of poverty strengthens families and strong families build strong communities.

The values of Cincinnati Works and UWCK are closely aligned. Our organization has embraced the complex issue of poverty and taken numerous steps to engage our community in developing innovative, holistic interventions. In 2013 UWCK convened a Poverty Task Force and undertook a series of Community Conversations and Focus Groups to determine the root causes of our region's most persistent problems. Since then UWCK organized numerous Poverty Simulation trainings to help educate our community on the barriers faced by those with few economic and social resources. Our Board of Directors underwent Bridges Out of Poverty training and read *Why Don't They Just Get a Job?* to better understand the unique needs of those we serve.

Our shared belief in research, outcomes, and accountability is evidenced by being among the first United Ways in Kentucky to adopt standardized performance measures for all grant-funded programs through the guidance of subject-matter experts. We report results of our work back to the community on a quarterly basis and proactively provide information to further our transparency, demonstrated in our standing as a Better Business Bureau Accredited Charity and GuideStar Gold-level nonprofit. We continually turn outward to seek not our own ideas, but the best ideas that can be adopted to improve our current and future practices. This belief is what drew us to the Cincinnati Works model. We want to give our community the most tested and successful approach rather than putting clients in crisis at further risk by having them endure an unnecessary "learning curve" should we try to implement our own approach. By building on the success of Cincinnati Works and customizing operations to fit the unique needs of our community, we are best positioned to bring together employers and nonprofit agencies to create opportunities to move families out of poverty.

Write a brief description of why the Cincinnati Works Model is needed in your community.

UWCK has witnessed a growing disconnect between our local businesses who are experiencing a shortage of workers, and our fellow nonprofit agencies who are being flooded with requests to provide assistance to families in need.

Upon further research, it was discovered that our region is in the midst of a workforce participation crisis. In Elizabethtown, only 59.2% of adults age 18-65 are employed, which is below the Kentucky average of 59.8% and national rate of 62.8%. Since unemployment rates for those actively seeking employment have declined since 2011, these numbers show that more people are dropping out of the local workforce. With 600-700 jobs available in Hardin County at any given time, our community is being held back from further growth until we have a labor pool available to meet the demands of our growing industrial base. A full study conducted by the Lincoln Trail Area Development District attesting to the workforce crisis can be found on our website.

Equally alarming is our poverty rate and number of families struggling to be self-sufficient. Since January 2017, UWCK's 2-1-1 crisis hotline has provided over 3,000 referrals to community services for individuals seeking help meeting their basic needs for food, shelter, utility assistance, and transportation. In Hardin County alone there are approximately 15,424 individuals or 16% of the population living in poverty. The U.S. Bureau of Statistics found that in 2015 there were 5,853 single parent households in Hardin County, which research shows is linked to higher poverty rates. More people continue to drop out of the workforce because of drugs, transportation, and other barriers. Our community has ample resources to help individuals achieve education and training certifications, but there is no clear entity responsible for teaching "soft skills" or moving unemployed/underemployed individuals to long-term self-sufficiency. Our nonprofit community remains fragmented, with strong local agencies who are willing to collaborate but lack the ability to undertake case management on the long-term scale needed to move people to financial independence.

Hardin County has provided numerous opportunities for high school and post-secondary students to develop career and job readiness skills. Hardin County Schools offers a Work Ethic Certification to help connect employers with students who have exhibited qualities of dependability and teamwork. However, fewer than half of seniors graduate having met this standard.

At the post-secondary level, ECTC and 4-year institutions such as WKU have a strong local presence. However, we are severely lacking in providing general workforce development for individuals with barriers, those who did not graduate high school, or those who are not looking for the traditional college experience. Feedback received from community leaders and employers shows that the adult workforce lacks the soft skills, reliability, and work ethic to persist in positions that could then lead to self-sufficiency for the chronically unemployed and underemployed. The prevalence of numerous temporary employment agencies results in many low-skilled workers moving from employer to employer without benefits and family-sustaining wages.

The Cincinnati Works model is needed to bridge this divide between those in poverty- both those who have dropped out of the workforce and the working poor- and advancement opportunities available through employment and education. Without an organization choosing to hold itself accountable to stabilize individuals and surround them in a network of specialized employment services, we will continue to see poverty rates increase while losing job opportunities because of a dwindling workforce.

How effective are existing organizations at helping poor people to become self-sufficient?

Based on data from UWCK's 2-1-1 system and qualitative reports from partner agencies, demand for services is reaching all-time heights. Working families are increasingly becoming unstable and finding themselves in need of higher wage employment. More people continue to drop out of the workforce because of drugs, transportation, and other barriers. Our community has ample resources to help individuals achieve higher education and training certifications, but there is no clear entity responsible for teaching "soft skills" or moving unemployed/underemployed individuals to long-term self-sufficiency. We appreciate the work of career services organizations, but given the constraints of the government funding they receive and budget reductions, they are not resourced to undertake the more complex work of coaching in addition to job placement services.

Our nonprofit community remains fragmented, with strong local agencies who are willing to collaborate but lack the ability to undertake case management on the long-term scale needed to move people to financial independence. Without one entity taking responsibility for engaging those in poverty in the workforce, equipping them with the soft skills needed to be successful in their jobs, and progressing them to a level where they can receive additional training/certifications, we will continue to address pieces of families' situations without resolving the core issue of employment.

What is the current poverty level in your community for working age people?

Services will be provided to individuals within and around the Hardin county area where there are currently 15,424 individuals living in poverty resulting in a 15.6% poverty rate according to the Kentucky State Data Center. According to the U.S. Bureau of Statistics, in 2015 there were 5853 single parent households in Hardin County which is situated centrally within the Lincoln Trail Area Development District. According to the Kentucky Data Center the poverty rates for the bordering counties of Breckinridge (19%), Grayson (22.9%), Larue (18.1%) and Meade (13.5%) vary compared to the Kentucky poverty level of 18.5%. Individuals from these counties commute to Hardin County for employment.

While we will work with any prospective client who is motivated to change their circumstances and meets program requirements, our target demographic based on poverty rates is age 25-35. Our recruitment strategies will also target women, as they are disproportionately represented in poverty, particularly from age 18-24.

What are some of your accomplishments? Why will you succeed?

In 2016, UWCK led a collaboration to bring 2-1-1 service to Hardin, Breckinridge, Grayson, LaRue, and Meade Counties. This 24/7 information and referral hotline had been desired in the region for over a decade.

UWCK partnered with Metro United Way to take local 2-1-1 calls through the Center for Women and Families in Louisville and engaged an AmeriCorps VISTA member in compiling thousands of local programs for entry in the shared database. UWCK secured corporate sponsorships to help fund the system and developed in-kind relationships with local media to promote 2-1-1. Nine months after 2-1-1 launched in January 2017, over 2,600 referrals have been provided through the hotline and online database.

UWCK has a strong history of managing complex community projects through our AmeriCorps VISTA grant. UWCK has provided AmeriCorps VISTA members to dozens of local agencies during our 7 year partnership with the Corporation for National and Community Service. Members have a \$1,000,000+ annual impact on the region through funds raised, volunteers recruited, and capacity created for their host agency. This collaboration demonstrates UWCK's ability to administer interagency programs, achieve measurable results, and lead with best practices in good governance.



The Way to Work collaboration is a top priority for both UWCK and Goodwill. Both agencies have taken numerous steps to research best-practices, engage stakeholders (employers, agencies, LTADD/ Workforce Board), and put partners in positions leverage their core capacities. Our organizations share a commitment to the core principles of CW as well as continuous evaluation and improvement. We acknowledge there are multiple challenges inherent in this work- namely the high cost per client relative to short-term services, need for long-term funding sources, dependence on member motivation, barriers to member recruitment in startup phases, and importance of employer participation. We are open to adapting to these challenges and confronting them head-on so that member success can be ensured. Our extensive research of replicated communities will also help us learn from and prepare for obstacles encountered by others.

Operating Plan

Please describe your full-time staff's experience and/or training. If you plan to outsource any of your staff function, explain how that process will be designed.

Because of their extensive experience in this type of work and interest in the Cincinnati Works model, Goodwill was an ideal partner to staff the program and deliver services to clients. UWCK and Goodwill have signed an operating agreement which leverage's Goodwill's expertise in direct service while holding UWCK accountable for compliance with Cincinnati Works.

Goodwill will hire a full-time program manager whose sole responsibility is the day-to-day management of the Way to Work direct services and its three member staff. The Way to Work program manager and staff will be located in Elizabethtown at a location yet to be determined. The program manager will report directly to Goodwill's regional manager of Program Services.

The full-time program manager and staff will benefit from access to Goodwill's skilled network of senior-level colleagues who collectively offer more than 100 years of experience.

During the first year of operations, Goodwill will hire three employees including a Program Director, Job/Life Coach specialist and a full-time recruiter/business services liaison. The Way to Work job/life skills specialists will provide job coaching support, life skills development training, supportive service referrals and career/employment supports to program members to assist them in obtaining and maintaining employment, overcoming obstacles and barriers, and improving the quality of their life. The Way to Work job/life skills specialist will also perform job retention activities.

The member recruiter/business services liaison will be responsible for creating and enhancing relationships with employers, area non-profit and human service entities throughout the area and be responsible for ensuring employer customer needs are met. Behavioral/mental health services, which are an integral part of the program, will be outsourced on a contract basis.

Annual performance discussions are held with staff employed by Goodwill Industries of Kentucky. Staff performance is measured by ongoing and continuous improvement strategies that are implemented on an ongoing basis. Training opportunities are numerous and offered throughout the year through various providers and venues. All staff working within Goodwill Industries of Kentucky's Program Services department are bound by the Certified Rehabilitation Counselor Code of Ethics.

If you do not have a database applicable for employment services, what are your intentions on acquiring an appropriate database? Would you want to invest in purchasing licenses for the Cincinnati Works system?

Goodwill will collect data with case management software (Vertex).

Startup Activities and Benchmarks

Activities	Deliverables	Lead	Timeframe
Identify volunteer Champion(s)	Volunteers willing to advocate publicly and ask others to get involved on Advisory Committee (have written position description)	UWCK	Complete, continue to recruit advocates. Organizational chart developed and attached in Frequently Asked Questions
Finalize staffing plans and operating budget	UWCK and Goodwill agree on plan	Goodwill	Ongoing but start with most critical agencies
Secure agreements with nonprofit partners	Signed agreements received from collaborating agencies. Current list of partners maintained on website.	UWCK	Ongoing
Secure agreements with employer partners	Signed agreements received from collaborating businesses. Current list of partners maintained on website.	UWCK	Can complete once nonprofit partners are confirmed so service gaps can be identified
Determine client intake requirements	UWCK and Goodwill agree on guidelines	Goodwill	Complete prior to launch
Location secured	Lease is signed for location agreed upon by UWCK and Goodwill	UWCK	Current UWCK office could be used until larger scale needed
Communications/ materials developed	Promotional, sponsorship, and employer/agency documents created and approved by UWCK and Goodwill	UWCK	Core documents complete with new materials being added to website
Secure funding to hire staff	UWCK Board makes initial allocation to hire Program Director	UWCK	Hire Program Director in Q1 2018, full 1 year grant committed by May 2018
First year funding secured	UWCK seeks individual donations, corporate sponsorships, and hosts special event(s). UWCK Board makes allocation to Goodwill. (see dates below)	UWCK	To complete by April 2018

Startup Activities and Benchmarks (continued)

Activities	Deliverables	Lead	Timeframe
Multi-year funding secured	Multi-year asks will be made wherever possible. Program may launch prior to having 3 years operating expenses confirmed due to the annual nature of UWCK's campaign.	UWCK	Ongoing
Performance measures selected	UWCK and Goodwill agree on guidelines	Goodwill	To complete prior to serving clients
Staff hired	Job descriptions written and publicized.	Goodwill	Complete in phases starting with Program Director, Coach, and Recruiter
Advisory Committee engaged	Meets monthly	UWCK	Ongoing

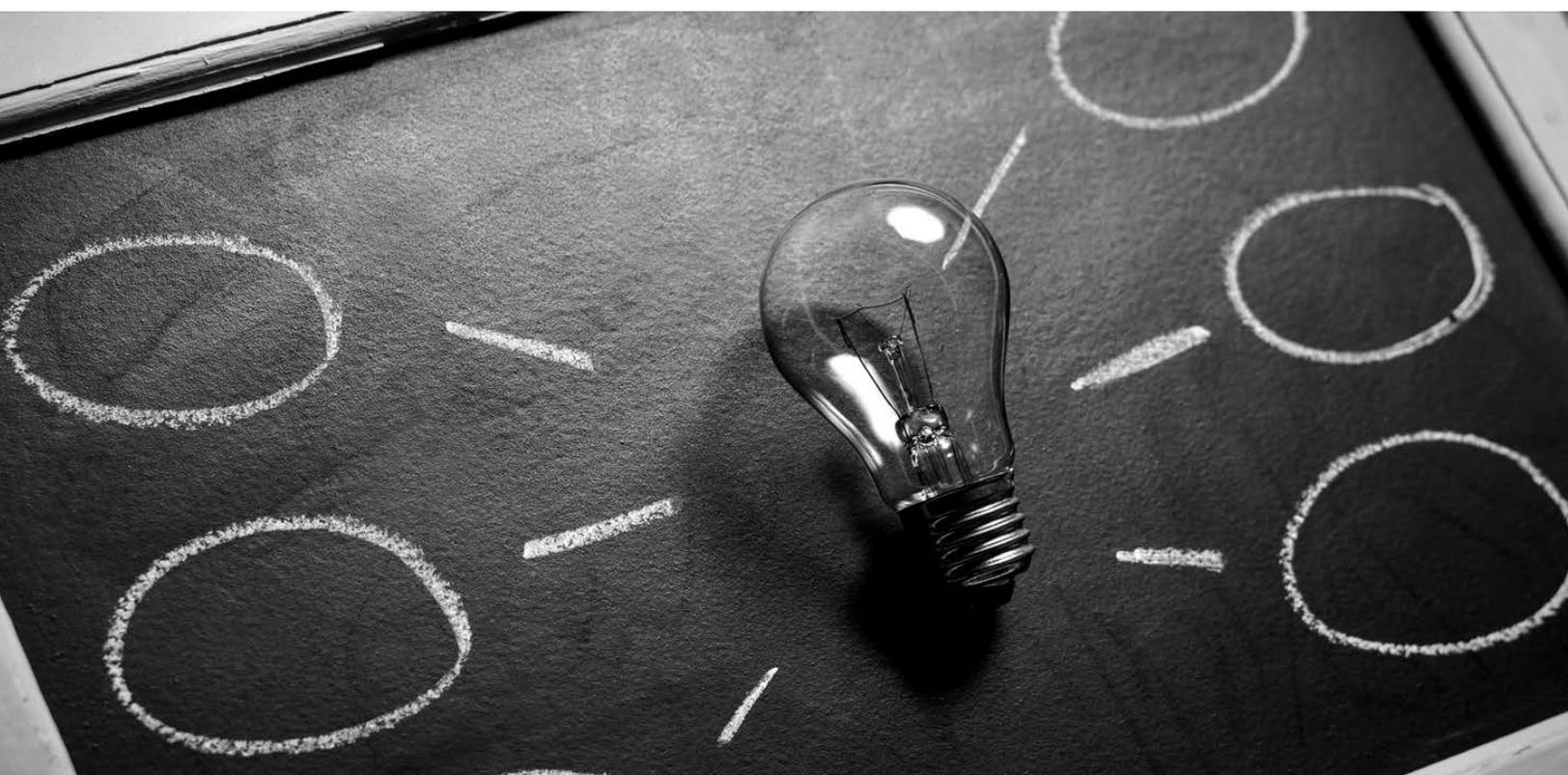
Important Dates:

UWCK annual campaign ends in late February/early March 2018

UWCK annual operating budget approved by Board - February 2018*

Amount available for community investments approved by UWCK Board - April 2018*

**Financial allocations could be made prior to/outside these dates but would require separate approval by UWCK Board. UWCK will approve allocations for June 1, 2018 through May 30, 2019 in April 2018 with initial Program Director investment by February 2018, so hire can be made in Q1 2018.*



Who in your organization will be responsible for startup activities? What activities and benchmarks will you plan in order to ensure a successful startup?

Startup responsibilities will be shared by United Way of Central Kentucky (“UWCK”) and Goodwill Industries of Kentucky (“Goodwill”). Both agencies have agreed in writing to the following division of responsibilities.

Goodwill agrees to the following:

- Provide day-to-day management of the Way to Work program, including staffing and service delivery.
- Develop the budget and review annually with UWCK.
- Operate the program in keeping with the requirements for CW affiliate membership.
- Implement operations that uphold the core principles of the CW model.
- Track program results and report to UWCK on at least a quarterly basis.
- Keep UWCK informed of challenges, concerns, and opportunities for improvement.
- Manage and implement the CW model as designed, using collateral materials and ongoing support from the CW National Replication Office.
- Recruit and hire a program manager in partnership with UWCK’s CW staff lead. Select staff to manage the program. Hire and manage additional staff needed to operate program to achieve annual performance targets set with input from UWCK.
- Provide financial management, accounting, and reporting.
- Obtain CW approval for any proposed modifications to program activities and implementation.
- Conduct annual performance review of staff and progress of program toward organizational goals.
- Recruit participants for Way to Work.
- Train candidates using CW materials and protocol.
- Support the core community partners.
- Develop additional community resources for Way to Work participants and graduates with partner agencies.

- Assign a career coach to members who will match members to job openings and follow up.
- Provide job retention and advancement assistance.
- Develop advancement services to offer members.
- Provide outreach, intake, and orientation to all Way to Work services.
- Assess skill levels, aptitudes, abilities, and supportive service needs.
- Develop Employer Partners.
- Collect data with case management software.
- Complete internal program audits regularly.
- Report outcome measures to Goodwill Leadership and to UWCK.
- Survey members for their feedback and implement continuous improvement.
- Maintain member for life services.

United Way of Central Kentucky agrees to the following:

- To be accountable to CW for ensuring model baselines and standards are implemented by Goodwill.
- Seek permission from CW for any modifications to the CW baselines, standards, or curriculum.
- Work with CW to create collateral materials that recognize the organizational identity of all partners.
- Work with Goodwill to set performance targets and monitor progress toward achieving goals.
- Form and manage an Advisory Committee composed of Champion, local civic leaders, community leaders, Program Partner staff, community outreach, and fund development. The Advisory Committee Chair and Champion will participate in calls with CW National Replication Office. The Advisory Committee will develop a business case substantiating the potential success for the viability of a CW model in the community.
- Conduct annual performance review of Goodwill. Utilize recognized performance management tools and procedures for evaluating performance, learning, and development. Incorporate feedback from CW regarding the progress being made.

- Coordinate local communications systems and activities. Maintain local Way to Work website and where appropriate, recognize CW model and replication. Link CW website prominently on webpage.
- UWCK will recognize Goodwill on its website, promotional materials, and special events, as well as anywhere Program Partners are listed.
- Participate in management/supervisory structures with reporting to UWCK's Board of Directors, with support from CW, to discuss general program management, implementation, and best practices.
- Partner to break down barriers by facilitating employer and social service groups in the community to support graduates and provide community resources.
- UWCK will raise funds for the Way to Work program and will share their fundraising plans with Goodwill prior to implementation.
- Enter into and sign a lease for office space to house the Way to Work program.
- Sign any agreements necessary for utilities and services for the leased space.
- Actively market the Way to Work program to the community and distribute marketing materials (brochures, etc.).
- Recruit Employer Partners.
- Contribute time and talent by participating in Job Readiness classes (for example mock interviews).
- Serve as an ally and resource for Way to Work members for life.

Both United Way of Central Kentucky and Goodwill agree to the following:

- Share cost of training and consulting with CW staff at a rate negotiated in advance.
- Participate fully in CW network-wide communications initiatives or campaigns
- Acknowledge and participate in CW national partnerships when available and appropriate. Participate in staff continuous learning, evaluation, and monitoring processes laid out by CW and address and make recommendations for continuous improvement.
- Participate in periodic conference calls and provide information and feedback requested via phone and email.
- Assign a career coach to members who will match members to job openings and follow up.
- Provide job retention and advancement assistance.
- Develop advancement services to offer members.
- Provide outreach, intake, and orientation to all Way to Work services.
- Assess skill levels, aptitudes, abilities, and supportive service needs.
- Develop Employer Partners.
- Collect data with case management software.
- Complete internal program audits regularly.
- Report outcome measures to Goodwill Leadership and to UWCK.
- Survey members for their feedback and implement continuous improvement.
- Maintain member for life services.

Partnerships & Support

Normally, prior to any program development a minimum of three years of budget should be raised. What are your plans for raising these funds? What donors will you target and who in your organization will be responsible for raising them? If you do not intend on raising these funds because you have a single source for income, what is that source and what is your contractual agreement with that source?

UWCK will conduct a fundraising campaign to launch and sustain Way to Work. The amount to be raised will be based on a budget developed in partnership with Goodwill of Kentucky to ensure the program can be fully resourced. Goodwill is willing to make an additional financial investment in the program and UWCK has the option of prioritizing Way to Work funds from its Community Investment grant pool. Our preference, however, is to create new funding streams so the barrier removal services provided by UWCK-funded agencies can be sustained. UWCK will seek multi-year pledges from companies and prospective major givers. Prospects will be identified through UWCK and the Advisory Committee and approached with the help of volunteers.

Our goal is to develop multiple revenue sources- corporate gifts, grants, individual major gifts- so that the program's long-term stability is not jeopardized by a change in a single funding source. Plans for the program were also announced prior to having an office location secured in hopes that this could be provided for free or at a reduced rate as an in-kind donation, thereby allowing funds raised to be allocated to client services/staffing rather than operational costs. The proposed \$267,000 operating budget will provide funding for nearly 18 months of services with plans to scale up based on results and client demands.

Who are the core group of people and organizations working on developing a Cincinnati Works Model?

Advisory Committee includes representatives from UWCK's staff, Board of Directors, nonprofits, employers, and the religious community. The group meets monthly and is the responsibility of UWCK to engage. Members include representation from:

- Goodwill and UWCK staff
- Champion/Campaign Chair- Chad Sarver, Altec Industries
- Scott Conway, UWCK Board Chair
- Grant Niebuhr, UWCK Board, Altec Industries
- Ryan Wheeler, UWCK Finance Committee, United Residential Mortgage
- Jerisia Lamons, UWCK Board, ECTC
- Pamela Deaderick, Graduate Student & Community Volunteer
- Community Action
- Helping Hand of Hope
- Lincoln Trail District Health Department
- Grace Heartland Church
- The Cecilian Bank
- Magnolia Bank

What other nonprofit, philanthropic, civic, and public sector leaders have you engaged?

Our region continues to be invited to join our collective efforts to move people out of poverty through employment. Stakeholders who have been engaged include:

- Hardin County Chamber of Commerce
- Lincoln Trail Area Workforce Development Board, WEED Committee, and Workforce Crisis Response Taskforce
- Elizabethtown/Hardin County Industrial Foundation, Plant Manager's Association
- Elizabethtown Society of HR Managers
- UWCK Agency Advisory Committee
- Hardin and Elizabethtown School Districts, ECTC
- Kentucky Career Center
- Hardin County Adult Education
- Hardin County Drug Court and Child Support Office
- Elizabethtown Unity Team (interfaith council of religious and civic leaders)
- UWCK Tocqueville Society members (donors investing \$10,000+ annually)
- UWCK Workplace Campaign partners

Expected Goals

Based on our proposed staffing levels, we anticipate preparing at least 100 people with Job Readiness training, job search services, and securing employment for 50 members. At least 200 will be connected to services to meet their basic needs and increase the pool of employable candidates. While these numbers are conservative estimates, we want to prioritize quality of results over volume of clients. Since there is no approach like this presently available in our community, we are securing recruitment partnerships with local nonprofits, school systems, Drug Court, and Child Support Office to better identify prospective Members who are willing to work but face employment barriers. Through these pipelines alone, we can identify nearly 2,000 potential clients in need of services. Membership will be open to anyone in our region of Hardin, Breckinridge, Grayson, LaRue, and Meade Counties, which also mirrors the footprint of Dow's local employment demographics. Clients can be referred from any source but participation will not be mandated to ensure that we invest only in people who are willing and motivated to change their circumstances. Intake criteria include:

- Willing to work and seeking full-time employment.
- Able to attend and meet workshop and job search session requirements.
- At least 18 years of age.
- At or below 200% of the federal poverty guidelines.
- Drug free.
- Willing to have a police record check.
- Living in stable housing.
- Legal to work in U.S.
- Complete workshop application.

Measurement & Evaluation

Investors will receive quarterly reports from UWCK including individual success stories from Members and these metrics:

- Number of program applicants and candidates accepted
- Number of soft skills workshops completed/Job Readiness Certificates issued
- Number of Members employed with support from Way to Work
- Number of Members employed after one year
- Number of employers served
- Change in wages and Member net worth
- Number of referrals for Health and Basic Needs assistance to build pipeline of future Members
- Number of Members reducing use of government or nonprofit program assistance

These measures will be tracked using a database and monitored monthly by Goodwill and UWCK. These indicators include both short-terms measures of effectiveness (number of Job Readiness Certificates issued) and long-term impact on Members' financial stability (net worth). Ultimately, our most important metric is the number of families moving to self-sufficiency, as defined by supporting themselves without government or nonprofit financial assistance. Based on our research, this will occur when members earn and sustain wages in excess of 200% of the poverty level.

As our operating partner, Goodwill of Kentucky brings additional evaluation skills to the program. Case notes will be kept upon every encounter with members. Way to Work will be subject to a mandatory quality assurance case file review performed by the Program Services statewide leadership team. Internal program audits are held at least annually and performed by Goodwill's compliance officer but may be audited at any time. Goodwill has internal software to track client information, barriers to employment, disadvantage and disability classifications, placement info and sectors, wages, and job retention.



Frequently Asked Questions

How much will the program cost per year?

An annual budget of \$250,000 would provide staff operating funds and client services outlined in this proposal for one year.

How many clients will be served?

We anticipate that at planned staffing levels, 50 members will be placed in employment in the first year. To reach this number, at least 200 candidates will need screened and receive some level of service from Way to Work (referrals to basic needs agencies, job readiness workshop, etc.).

What partners have agreed to join this collaboration?

A full list of employer and nonprofit partners is maintained at <http://www.unitedwayck.org/way-work>

How will members be recruited?

Members can be referred to Way to Work from any organization or seek services directly on an individual basis. Planned recruitment partnerships include: Hardin County Child Support Office, Hardin County Schools, Elizabethtown Independent Schools, and Hardin County Drug Court. Participation in Way to Work will not be mandated in order to prioritize clients who are willing and motivated to be successful for partner employers.

What is the organizational structure?

