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City of Lincoln Workforce Development Program

Year 4 Annual Evaluation Report

January 1, 2025 – December 31, 2025

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Executive Summary

This report provides a comprehensive evaluation of Year 4 (January 1, 2025 – December 31, 2025) of the City of Lincoln Workforce Development Program that assesses progress on program goals and implementation. In Year 4, four grantees closed out of the program, and five grantees remained active. These active organizations received American Rescue Plan Act (ARPA) funding resources to advance programs to help Lincoln workers access careers and improve the local economy.

Key Findings

Progress on all program goals continued in Year 4, even as grantee activity scaled back. Due to the reduction of active grantees and attention to close-out activities in Year 4, fewer participants were enrolled and completed programs compared to prior years. However, during this time, active grantees implemented strategies to best serve individuals in their programs and prepared for a future without ARPA funding.

Goal 1: Address the negative economic impacts of the pandemic each grantee program sought to address. During Year 4, active grantees continued to enroll, serve, and address barriers to program participation in their workforce development programs. These grantees strengthened their programs with iterative refinements, dedicated staff, and strategies to sustain their programs beyond this funding. Program impacts identified by active grantees included job attainment, increased wages, and increased skills.

Goal 2: Increase opportunities for career and wage growth. Aggregate KPI data indicates that progress continued in meeting Goal 2 during Year 4. For program Year 1 – Year 4, there have been a total of 1,588 enrollments in grantee workforce development programs. Of these total enrollments, 1,089 individuals have completed a workforce development program, and 1,134 credentials have been achieved, as reported by grantees. Of those individuals who completed programs and completed follow-up surveys or reporting, 323 obtained a job within targeted sectors, and 290 reported increased income within 12 months of completing a workforce development program. The impacts on program and data scale seen in Year 4 due to the end of ARPA funding for several grantees, and anticipated end for the remaining grantees is expected to continue as the program, overall, ends in Year 5.

KPI	Year 1	Year 2	Year 3	Year 4	Total
KPI #1: New individuals enrolled in sectoral job training programs	224	432	735	197	1,588
KPI #2: Individuals who completed sectoral job training programs	42	270	562	215	1,089
KPI #3: Individuals who achieved a credential	42	258	620	214	1,134*
KPI #4: Individuals who obtained a job in targeted sectors within 12 months of completing program	8	59	149	107	323
KPI #5: Individuals who increased income within 12 months of completing program	10	71	147	62	290

**Participants may earn multiple credentials.*

Goal 3: Increase opportunities for career and wage growth for job seekers that have been historically underserved, marginalized, or adversely affected by persistent poverty or inequality. Although demographic, economic, and geographic information was not provided for all program participants, the available data continues to illustrate that the City of Lincoln Workforce Development program focuses on individuals from impacted populations. Additionally, for participants whose targeted impacted group[1] status could be determined, nearly all comprised at least one of the following groups: unemployed or underemployed individuals,[2] individuals from low- to moderate-income households,[3] and individuals who reside in Qualified Census Tracts.[4]

Goal 4: Co-enroll 50% of workforce development program participants in the Workforce Innovation and Opportunity Act (WIOA) program. More progress is needed to meet the City of Lincoln's 50% co-enrollment goal as currently described. Just under one-tenth of the overall workforce development program enrollments were co-enrolled in the WIOA program (n = 145, 9.4%). However, not all individuals in workforce programs are eligible, or appropriate, for WIOA enrollment due to existing employment or other conditions. Removing those known to be ineligible for WIOA co-enrollment may clarify and more accurately specify and measure progress towards Goal 4. For example, by only including the 368 participants who reported being unemployed at enrollment (a requirement of WIOA participation), the WIOA co-enrollment rate improves to 39.4%.

[1] U.S. Department of the Treasury. (2022, September). *Compliance and reporting guidelines: State and local fiscal recovery funds.* Version 5.0. https://home.treasury.gov/system/files/136/SLFRF-Compliance-and-Reporting-Guidance.pdf

[2] For the purpose of this evaluation, underemployed individuals are defined as those who work part-time.

[3] Low- to moderate-income household status is determined based on household income and the size of the household in accordance with federal poverty guidelines. United States Office of the Assistant Secretary for Planning and Evaluation. (2022, January). *HHS Poverty Guidelines for 2022*. https://aspe.hhs.gov/topics/poverty-economic-mobility/poverty-guidelines

[4] Office of the Secretary, Department of Housing and Urban Development. (1986). *Statutorily mandated designation of Qualified Census Tracts for Section 42 of the Internal Revenue Code of 1986; Supplemental designation.* Docket No. FR-4372-N-01. https://www.huduser.gov/portal/datasets/QCT/qct99not.pdf

Introduction

This report provides a Year 4 (January 1, 2025 – December 31, 2025) comprehensive evaluation of the City of Lincoln Workforce Development Program to assess program implementation and progress on program goals. Collectively, the City of Lincoln Workforce Development Program aims to ensure that Lincoln workers can access rewarding and financially secure careers, and that Lincoln businesses and organizations can access the workforce needed to grow the local economy. The City of Lincoln awarded American Rescue Plan State Act (ARPA) and Local Fiscal Recovery funding resources for workforce development to agencies in industries that the Mayor's Economic Recovery task force identified as lacking applicants and needing employment.[5] Over four years, there have been seven grantees, representing nine different organizations providing programs with different lengths, start dates, and capacity (see Figure 1):

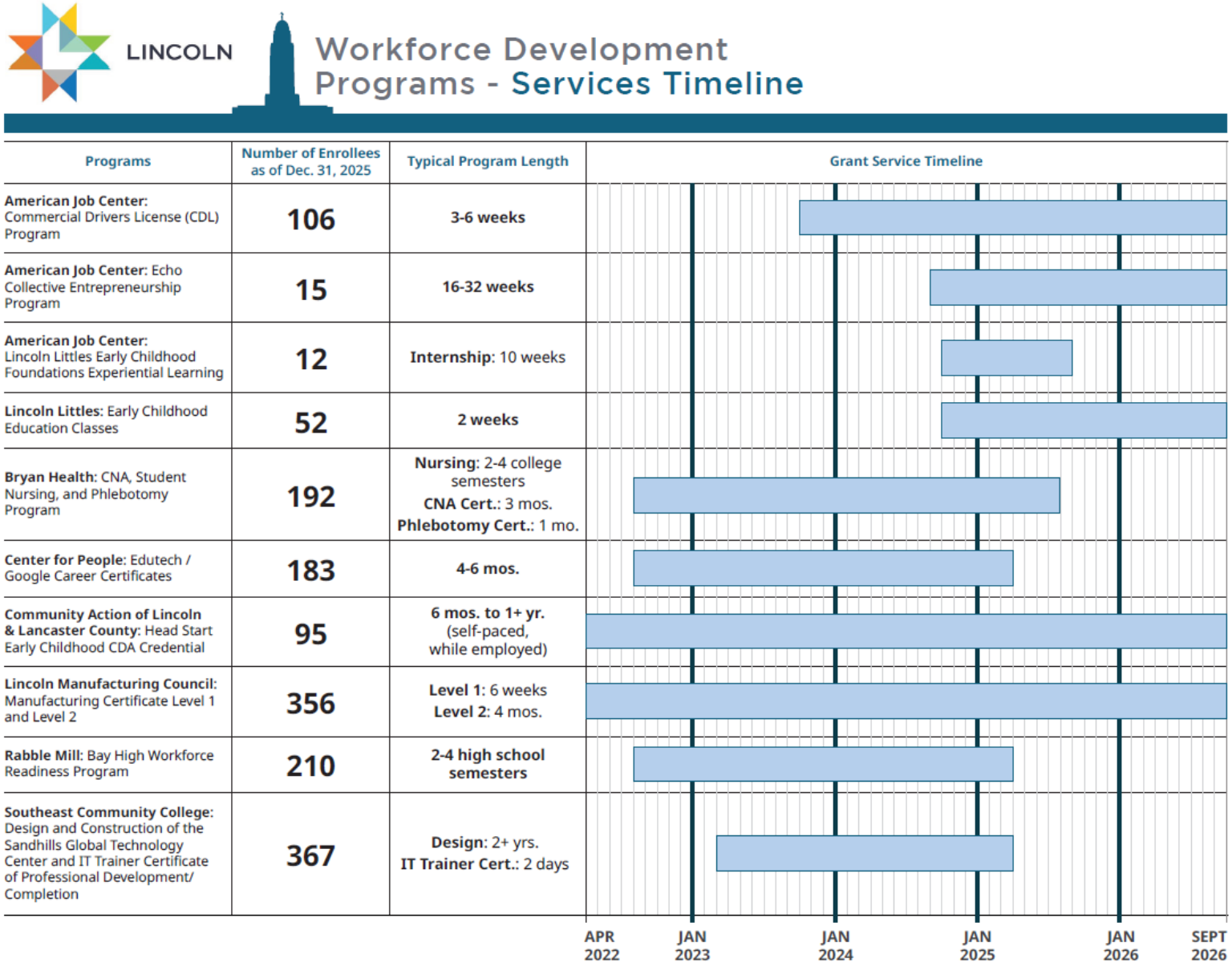
- Bryan Foundation
- Center for People (CFP)
- Community Action Partnership of Lancaster and Saunders Counties (Community Action)
- Lincoln Manufacturing Council (LMC)
- Rabble Mill
- Southeast Community College (SCC)
- American Job Center (AJC; added in Year 2)
    - ECHO Collective (added in Year 3)
    - Lincoln Littles (added in Year 3)[6]

The University of Nebraska Public Policy Center (NUPPC) partnered with the City of Lincoln to evaluate the program. The NUPPC evaluation team worked closely with each grantee to track data to report program enrollment and completion, credential achievement, job attainment or improvement, income improvement, and participant demographic data in addition to metrics unique to each grantee program. The intended users of this evaluation include the City of Lincoln and the workforce development grantees to assess progress and meet federal ARPA reporting requirements. The results of this evaluation aim to inform future workforce development programming.

[5] City of Lincoln Nebraska. (2022, March 10). *Local agencies awarded $12 million for workforce development.* https://www.lincoln.ne.gov/News/2022/3/10

[6] Upon review, Lincoln Littles Early Childhood Education Classes that were supported by ARPA funding resources were included in the City of Lincoln Workforce Development Program. This inclusion is in addition to the individuals Lincoln Littles referred and enrolled in the AJC's work-based learning internships within the childcare field.

Figure 1. Workforce Development Services Timeline



Evaluation Focus

Each year, the NUPPC evaluation focuses on the City of Lincoln Workforce Development program at a city-wide level. Progress is assessed on the following program goals:

1. Address the negative economic impacts of the pandemic within each grantee program.
2. Increase opportunities for career and wage growth.
3. Increase opportunities for career and wage growth for job seekers that have been historically underserved, marginalized, or adversely affected by persistent poverty or inequality.
4. Co-enroll 50% of workforce development program participants in the Workforce Innovation and Opportunity Act (WIOA) program.

This report evaluates the City of Lincoln Workforce Development program across all grantees. In addition, each grantee program has its own unique goals and associated metrics. Documentation of grantee goals and proposed metrics is included in each grantee's individual annual report. The NUPPC provides ongoing technical assistance to grantees to complete their individual evaluations.

Methods

Progress on the City of Lincoln Workforce Development program goals is assessed through:

1. An implementation evaluation including interviews with grantees to understand strengths, challenges, program impacts, and sustainability strategies.
2. Quarterly collection of Key Performance Indicator (KPI) data.
3. Annual collection of participant-level datasets from each grantee.
4. Nebraska Department of Labor WIOA-City of Lincoln Workforce Development Program cohort data.

Detailed information on these outcomes is included in the following subsections.

Implementation Evaluation

The implementation evaluation is primarily used to assess *Goal 1: Address the negative economic impacts within each grantee program*. It also documents successes, challenges, and lessons learned from the grantees' perspectives. The implementation evaluation was guided by three evaluation questions:

1. What steps have been taken to implement and sustain grantee workforce development programs?
2. What strategies have been successful in implementing the grantee workforce development programs?
3. What challenges were faced and what lessons were learned in implementing the grantee workforce development programs?

Qualitative data for the implementation evaluation are sourced from implementation interviews and Grantee Annual Reports.

Implementation Interviews. Brief implementation interviews were conducted during one-on-one Technical Assistance sessions with each grantee in January 2026 to document successes, challenges, and lessons learned during Year 4. Notes and transcripts from implementation interviews were analyzed to identify recurring themes.

Grantee Annual Reports. Grantees upload a Grantee Annual Report to a secure SharePoint site on an annual basis. The reports are the product of grantees completing their own evaluation and summarizing their program activities. The narratives included in the "Implementation" sections in Grantee Annual Reports may inform the NUPPC implementation evaluation.

Key Performance Indicators (KPIs)

Data on the following KPIs are collected from grantees on a quarterly basis via an online Qualtrics survey (Table 1).

Table 1: Quarterly Grantee Reporting Timeline

Quarter	Reporting Period	Due Date
Quarter 1	January 1 – March 31	April 15
Quarter 2	April 1 – June 30	July 15
Quarter 3	July 1 – September 30	October 15
Quarter 4	October 1 – December 31	January 15

KPI development was based on federal reporting requirements and grantee applications alongside City of Lincoln guidance. The KPIs only include individuals participating in the City of Lincoln Workforce Development program because of ARPA funding. The KPI data helps meet ARPA federal reporting requirements and assess progress on *Goal 2: Increase opportunities for career and wage growth*. The operationalization of each KPI varies by grantee program. KPI descriptions by grantee program are listed in the appendix.

Key Performance Indicators (KPIs) include:

1. New individuals enrolled in sectoral job training programs.*
2. Individuals who completed sectoral job training programs.*
3. Individuals who achieved a credential.
4. Individuals who obtained a job within targeted sectors within 12 months.
5. Individuals with increased income within 12 months.

*Federally mandated indicator.

Participant-Level Datasets

Grantees upload a participant-level dataset to a secure Microsoft SharePoint site on a quarterly and/or annual basis. The NUPPC provided grantees with a Data Checklist to ensure that data is collected consistently within each program across grantee programs. NUPPC works directly with grantees to discuss data security, collection, and management considerations through training and technical assistance sessions, while maintaining City of Lincoln priorities and guidance. The technical assistance sessions are also used to help grantees tailor their data collection processes to accommodate the unique characteristics of their program and the populations they serve. The NUPPC evaluation team combined participant-level datasets from all grantees into a single dataset, where the records were reconciled, prepared, and analyzed. The participant-level datasets allow for disaggregation of KPI data by the following demographics:

- Race/Ethnicity
- Sex
- Educational Attainment at Enrollment

The participant-level datasets also allow tracking of the total number of participants enrolled who are also in targeted impacted groups,[7] listed below.

- Unemployed or underemployed individuals[8]
- Individuals from low- to moderate-income households[9]
- Individuals who reside in Qualified Census Tracts[10]

The U.S. Department of the Treasury defines these groups as being specifically impacted by the pandemic. Grantee applications stated they would target unemployed or underemployed individuals, individuals from low- to moderate-income households, and/or individuals who reside in Qualified Census Tracts. It should be noted that the City of Lincoln Workforce Development program also serves historically marginalized populations negatively impacted by the pandemic. Disaggregating KPI data by participant demographics is used to assess progress on *Goal 3: Increase opportunities for career and wage growth for job seekers that have been historically underserved, marginalized, or adversely affected by persistent poverty or inequality*.

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[7] U.S. Department of the Treasury. (2022, September). *Compliance and reporting guidelines: State and local fiscal recovery funds.* Version 5.0. https://home.treasury.gov/system/files/136/SLFRF-Compliance-and-Reporting-Guidance.pdf

[8] For the purpose of this evaluation, underemployed individuals are defined as those who work part-time.

[9] Low- to moderate-income household status is determined based on household income and the size of the household in accordance with federal poverty guidelines. United States Office of the Assistant Secretary for Planning and Evaluation. (2022, January). *HHS Poverty Guidelines for 2022*. https://aspe.hhs.gov/topics/poverty-economic-mobility/poverty-guidelines

[10] Office of the Secretary, Department of Housing and Urban Development. (1986). *Statutorily mandated designation of Qualified Census Tracts for Section 42 of the Internal Revenue Code of 1986; Supplemental designation.* Docket No. FR-4372-N-01. https://www.huduser.gov/portal/datasets/QCT/qct99not.pdf

WIOA Reports

The American Job Center of Lancaster and Saunders Counties provides annual data that includes the number of Workforce Development program participants who are co-enrolled in the Workforce Innovation and Opportunity Act (WIOA) program. This data is disaggregated by grantee program to assess *Goal 4: Co-enroll 50% of workforce development program participants in the Workforce Innovation and Opportunity Act (WIOA) program*.

Results: Progress on Program Goals

Year 3 was the final year of funding for several grantees (Bryan Health, Center for People, Rabble Mill, and Southeast Community College). All grantees considered ways to sustain their programs. During Year 4, the remaining active grantees (American Job Center, Echo Collective, Lincoln Littles, Community Action Partnership of Lancaster and Saunders Counties, Lincoln Manufacturing Council) continued to meet program goals while also shifting their focus towards sustainability.

Goal 1: Address the negative economic impacts of the pandemic each grantee program sought to address.

Through the implementation evaluation, grantees described their work to implement workforce development programs that address the negative impacts of the COVID-19 pandemic. In Year 4, grantees refined their programs to address negative economic impacts in relevant fields and focused on program sustainability. The following section describes successes, challenges, and lessons learned during Year 4 of implementation.

Program Successes: Year 4

In Year 4, grantee programs continued to see successes: programs reached needed populations, program participants achieved credentials and jobs, and partnerships helped move grantee programs toward sustainability and success.

Grantee programs made extra efforts to reach populations in need of workforce support. Grantees served a variety of populations. Several organizations had programming specifically targeted to Spanish-speaking participants. For example, Lincoln Littles education classes experimented with different methods of translation in their program, eventually using translation headsets provided by ESU 18 and live translators in the back of the training room. The Lincoln Manufacturing Council provided some training opportunities to unhoused people and people in correctional facilities.

> *"I think it gave a lot of people inspiration and a lot of hope."*
>
> *"We're taking chances on people that maybe have never had a chance."*

Grantees saw successful outcomes from their programs. AJC was able to provide training that led to participants getting their CDLs, and satisfactory jobs with local employers. Multiple Community Action trainees earned Child Development Associate credentials and a variety of micro-credentials. Echo Collective graduated 12 women from their incubator/accelerator program,

all of whom have started their own businesses. All organizations reported hearing positive feedback and appreciation for their programs from participants and employers:

> *"I feel like people are positive and uplifted and empowered."*
>
> *"They're really appreciative that we were able to give them the opportunity and provide that for them."*
>
> *"Generally speaking, the feedback we've had is really positive and people feel successful."*

Grantees developed robust partnerships and systems to serve trainees. Several organizations relied on resources from community partners to provide training space, teachers and mentorship, and outreach to potential trainees. Lincoln Littles has partnerships with Southeast Community College and Lincoln Lancaster Health Department for training, Nebraska Department of Education for training certification, Catholic Social Services and Lutheran Family Services for training space, Nebraska Association for the Education of Young Children for scholarships, and American Job Center for recruitment and training. LMC plans to relaunch a youth employment partnership with the City of Lincoln in the coming year. AJC received a partnership award from the Nebraska Department of Corrections. These partnerships help to build program success and sustainability, while also developing buy-in to program outcomes.

> *"We're grateful that we have engaged partners, employers, this wouldn't be successful without them."*

Program Challenges: Year 4

A changing environment and capacity limitations created challenges for grantees in Year 4.

Changing business environments and employer needs proved challenging for programs. For example, the uncertain climate in the manufacturing sector led to employers not hiring for entry-level positions, leading to less demand for the LMC's Level 1 training. LMC also found that manufacturing companies were unable to spare staff time for Level 2 training. These factors have led LMC to consider alternative means of promoting manufacturing careers, including working with middle- and high-school students through the Lincoln Community Learning Center after school programs.

American Job Center lost their primary training provider last year, leading to some participants being unable to complete their full programs. Staff reported that the provider was aware that the majority of trainees were funded with ARPA funds, and that that money would soon no longer be available. In response to this challenge, AJC signed four employers to their apprenticeship standards and held a career fair with them. Moving forward, they intend to fund apprenticeships with these four employers using WIOA funds. Additionally, Echo Collective described a particularly challenging environment for fundraising.

> *"If there's not a need or desire from the community or an employer standpoint, is it really a service to the individuals going through the training?"*

Programs were challenged by lack of time and manpower. Community Action found it difficult to meet with teachers who were already employed full-time. Some grantees reported staff turnover. Echo Collective mentioned lacking a full-time staff member who could coach participants and

needing more mentors to invest longer amounts of time. Lincoln Littles believed there was demand to hold monthly classes instead of every other month, but they lacked the capacity to provide them. LMC emphasized the amount of time and coordination needed to conduct trainings and maintain communication between program staff and their industry partners. Several grantees also experienced unexpected staff turnover, creating further challenges for the grantees.

With grantees facing the end of ARPA funding, some continue to seek alternative funding sources in order to sustain their individual programs. LMC expects to continue funding their programming with assistance from their private industry partners. Additionally, LMC is focusing on creating longer-lived marketing and curricula materials, which can still be used even when funding ends. Community Action is working to funnel participants to a CDA community navigator funded through the Nebraska Department of Education. The AJC is receiving additional institutional funding to promote financial well-being to their participants. Conversely, Lincoln Littles has no plans to continue their programming after the end of ARPA funding.

Lessons Learned: Year 4

Grantees shared many lessons learned over the course of their programs. Key lessons noted in Year 4 included the importance of addressing community workforce needs, focusing recruiting efforts to ensure participant success, and investing enough time and resources to achieve the needed outcomes.

Address a local workforce need. First, many grantees spoke about how important it is for any program to serve a real, well-defined community need. This can be reflected in understanding how to conduct outreach to potential participants, speaking with and gathering feedback from employers, and forming connections with other community organizations doing the same or similar work.

Recruit to serve and ensure participant success. Many grantees spoke about developing systems and processes to better recruit and serve their target populations. AJC developed processes to better screen and do background checks on potential participants and are implementing an exam to assess English and basic literacy levels. Echo Collective conducts all of their classes at an intermediate English level and only recruits candidates who are able to learn at that level. LMC built out their initial steering team of three industry partners to a full advisory board that regularly provides feedback. Several grantees described adapting training programs to fit participant and employer needs and mentioned how important a strong handoff from their programs to employers was for participant success.

Invest time to achieve outcomes. Finally, a common theme among grantees perceptions of their programs was that serving participants sometimes required more investment than a single course or training opportunity. Both Echo Collective and Lincoln Littles mentioned wanting to make more of an investment in their participants by expanding their class offerings to be longer and more in-depth. LMC found it helpful to have an employee with case management experience so that they could provide additional help when it was requested. Building strong relationships with other community organizations can allow these programs to direct participants to additional resources.

Goal 2: Increase opportunities for career and wage growth.

As the Workforce Development Program began sunsetting in Year 4, aggregate KPI data indicates that progress continued towards meeting Goal 2 (Table 2).

For program Year 1 – Year 4, there were 1,588 enrollments in grantee workforce development programs. There were 197 enrollments occurring in Year 4, demonstrating a 73.2% decrease in enrollments over the peak of 735 in Year 3 with four fewer grantee programs compared to Year 3. Of the total enrollments, 1,089 individuals have completed a workforce development program (68.6%), and 1,134 credentials have been achieved (71.4%), as reported by grantees. Of those who completed programs, 323 reported obtaining a job within targeted sectors (29.6%), and 290 reported increased income within 12 months of completing a workforce development program (26.6%). The expected impacts on program and data scale due to the end of ARPA funding for several grantees, and anticipated end for the remaining grantees in Year 5, will be discussed below.

Year 4 brought the conclusion of participation in the City of Lincoln Workforce Development project for four grantees – Bryan Health, Center for People, Rabble Mill, and Southeast Community College. It should be noted that both the ARPA funded program timelines and the length of programs for enrolled participants varies across grantees and agencies. The grantees that have closed out of the Workforce Development Program have also ended data collection, follow-up engagement with participants, and data reporting. These activities occurred in early 2025. As such, the KPIs reported for these grantees represent their total efforts in the program, and the rates of completions, credentials achieved, jobs attained, and incomes increased are not expected to change. Since these grantees were not active in Year 4, the decrease across all KPIs was expected to occur.

Similarly, for grantees that are expected to be active through September of 2026, it is anticipated that their efforts will continue to shift to closing out their ARPA funding requirements, participant follow-ups, and transitioning to future contingency plans. The NUPPC will continue to provide direct technical assistance to these grantees through the end of the program to maintain data quality, consistency, and in turn usability, to best assess outcomes. While the number of enrollments, completions, and credentials is expected to decrease, the reported number of individuals obtaining a job and/or income increase (KPI #4 and #5) during the 12 months following program completion may rise in in the future for several reasons. First, follow-up information for KPI #4 and #5 remains partially incomplete, as a portion of enrollees who have completed have not yet been out of a program for 12 months and thus have not had the adequate opportunity to demonstrate job attainment or income increase. Additionally, grantees follow up with past enrollees at different points post-completion to collect employment and income information, due to their unique plans and methods for data collection. As a result, this information is not yet available for some participants. Finally, grantees experience varying rates of response when following up with individuals who completed their program, further impacting follow-up KPIs. Due to these unique circumstances, information on grantee follow-up and overall responses is limited. Rates of job attainment and income increase are calculated out of total completions.

Higher rates of completions, credentials achieved, jobs earned, and increased incomes reported in Year 4 is due to successful grantee program implementation, experience, and quality reporting

efforts. Additionally, the inclusion of Lincoln Little's Education Class participants bolstered these numbers. At the time of this report, there are individuals currently enrolled and participating in several workforce development programs. Therefore, the difference between KPI #1 (individuals enrolled) and KPI #2 (individuals completed) should not be interpreted as the number of participants who dropped out of the program. KPI data along each grantee program is shown in Table 2 - 7.[11]

Table 2: Year 4 KPI Summary

KPI	Year 1	Year 2	Year 3	Year 4	Total
KPI #1: New individuals enrolled in sectoral job training programs	224	432	735	197	1588
KPI #2: Individuals who completed sectoral job training programs	42	270	562	215	1089
KPI #3: Individuals who achieved a credential	42	258	620	214	1134
KPI #4: Individuals who obtained a job in targeted sectors within 12 months of completing program	8	59	149	107	323
KPI #5: Individuals who increased income within 12 months of completing program	10	71	147	62	290

Note. Grantee programs collect data on KPI #4 and #5 at different time points. Some have access to employment and income data on an ongoing basis while others collect this data 12 months after an individual completes the program. Data on KPI #4 and #5 represent the year in which this data was reported. Individuals enrolled in a job training program may earn one or more credentials during their participation or upon completion, therefore KPI #3 may exceed KPI #2.

Table 3: KPI #1: New Individuals Enrolled in Sectoral Job Training Programs by Grantee Program, Years 1-4

KPI #1: New Individuals Enrolled in Sectoral Job Training Programs	Year 1	Year 2	Year 3	Year 4	Total
American Job Center	-	3	71	59	133
Lincoln Littles: Early Childhood Education Classes	-	-	10	42	52
Bryan Foundation	29	43	120	0	192
Center for People	52	80	51	-	183
Community Action Partnership of Lancaster and Saunders Counties	26	16	38	15	95
Lincoln Manufacturing Council	45	100	130	81	356
Rabble Mill	72	76	62	-	210
Southeast Community College	-	114	253	-	367
Total	**224**	**432**	**735**	**197**	**1588**

[11] Revisions to Year 1 information were the result of reconciliation and data collection improvements made during Year 2. Revisions to Year 3 information was due to the addition of Lincoln Littles Early Childhood Education Classes that were supported by ARPA funding resources – this program is displayed separately.

Note. American Job Center was admitted as a grantee in Y2Q4, and Southeast Community College began participant enrollments in Year 2. As such, KPI information was not available for both grantees during Year 1. American Job Center includes reporting for ECHO Collective and Lincoln Littles Internship participants during Years 3 and 4. ARPA funding ended for several grantees at the end of Y3Q4. As such, unavailable KPI information due to grantee inactivity is indicated in the table. Distinct individuals may have been enrolled by multiple grantees or engaged in a separate enrollment during a different quarter by the same grantee.

Table 4: KPI #2: Individuals Completing Sectoral Job Training Programs by Grantee Program, Years 1-4

KPI #2: Individuals who Completed Sectoral Job Training Programs	Year 1	Year 2	Year 3	Year 4	Total
American Job Center	-	2	47	54	103
Lincoln Littles: Early Childhood Education Classes	-	-	10	42	52
Bryan Foundation	4	31	96	18	149
Center for People	2	27	12	-	41
Community Action Partnership of Lancaster and Saunders Counties	0	9	17	22	48
Lincoln Manufacturing Council	36	78	106	79	299
Rabble Mill	0	21	41	-	62
Southeast Community College	-	102	233	-	335
Total	**42**	**270**	**562**	**215**	**1089**

Note. American Job Center also includes reporting for ECHO Collective and Lincoln Littles Internship participants during Years 3 and 4.

Table 5: KPI #3: Individuals who Achieve a Credential by Grantee Program, Years 1-4

KPI #3: Individuals who Achieved a Credential	Year 1	Year 2	Year 3	Year 4	Total
American Job Center	-	2	47	53	102
Lincoln Littles: Early Childhood Education Classes	-	-	10	42	52
Bryan Foundation	4	31	96	18	149
Center for People	2	28	31	-	61
Community Action Partnership of Lancaster and Saunders Counties	0	9	17	22	48
Lincoln Manufacturing Council	36	78	98	79	291
Rabble Mill	0	22	44	-	66
Southeast Community College	0	88	277	-	365
Total	**42**	**258**	**620**	**214**	**1134**

Note. American Job Center also includes reporting for ECHO Collective and Lincoln Littles Internship participants during Years 3 and 4.

Table 6: KPI #4: Number of Individuals who Obtained a Job in Targeted Sectors Within 12 Months of Completing Program by Grantee Program, Years 1-4

KPI #4: Individuals who Obtained a Job in Targeted Sectors Within 12 Months of Completing Program	Year 1	Year 2	Year 3	Year 4	Total
American Job Center	-	0	35	30	65
Lincoln Littles: Early Childhood Education Classes	-	0	3	33	36
Bryan Foundation	4	28	57	25	114
Center for People	0	3	11	-	14
Community Action Partnership of Lancaster and Saunders Counties	0	9	12	14	35
Lincoln Manufacturing Council	4	15	19	5	43
Rabble Mill	0	4	10	-	14
Southeast Community College	-	0	2	-	2
Total	**8**	**59**	**149**	**107**	**323**

Note. American Job Center was admitted as a grantee in Y2Q4, and Southeast Community College began participant enrollments in Year 2. As such, KPI information was not available for both grantees during Year 1. American Job Center also includes reporting for ECHO Collective and Lincoln Littles Internship participants during Years 3 and 4. Grantee programs collect data on KPI #4 and #5 at different time points, and in different ways. Some have access to participant employment and income data on an ongoing basis while others collect this data 12 months after an individual completes the program. Due to inconsistencies in data collection and structure, information on grantee follow-up and overall responses is limited. Rates of job attainment and income increase are calculated out of total completions. Data on KPI #4 and #5 represent the year in which this data was reported.

Table 7: KPI #5: Individuals who Increased Income Within 12 Months of Completing Program by Grantee Program, Years 1-4

KPI #5: Individuals who Increased Income Within 12 Months of Completing Program	Year 1	Year 2	Year 3	Year 4	Total
American Job Center	-	0	26	21	47
Lincoln Littles: Early Childhood Education Classes	-	-	-	-	-
Bryan Foundation	3	24	57	25	109
Center for People	0	8	10	-	18
Community Action Partnership of Lancaster and Saunders Counties	3	6	6	11	26
Lincoln Manufacturing Council	4	30	34	5	73
Rabble Mill	0	3	10	-	13
Southeast Community College	0	0	4	-	4
Total	**10**	**71**	**147**	**62**	**290**

Note. American Job Center includes reporting for ECHO Collective and Lincoln Littles Internship participants during Years 3 and 4. Grantee programs collect data on KPI #4 and #5 at different time points, and in different ways. Some have access to participant employment and income data on an ongoing basis while others

collect this data 12 months after an individual completes the program. Due to inconsistencies in data collection and structure, information on grantee follow-up and overall responses is limited and not presented here. Data on KPI #4 and #5 represent the year in which this data was reported.

Goal 3: Increase opportunities for career and wage growth for job seekers that have been historically underserved, marginalized, or adversely affected by persistent poverty or inequality.

Disaggregated KPI data indicates that progress continued towards meeting Goal 3, and similar trends and characteristics reported in prior years persist. Although demographic information was not provided for all program participants, the data available demonstrates that the City of Lincoln Workforce Development program continues to provide opportunities for career and wage growth for those from varied racial and ethnic backgrounds (Table 8). For participants whose targeted impacted group status could be determined, nearly all were part of *at least* one of the groups (92.4%, *n* = 931), and just under one-third (n = 483, 30.4%) of all impacted participants were part of more than one group. Of those with data, this included 37.3% of program participants who were completely unemployed at enrollment (*n* = 368), 86.3% of individuals who are from low-to-moderate income households (*n* = 799), and 26.4% of individuals who reside in Qualified Census Tracts (*n* = 242).

Disaggregated Key Performance Indicator (KPI) Results

Despite substantial improvements, especially during Y3, the disaggregation of KPI data by demographics and impacted groups remains affected by the amount and nature of missing and excluded data in the participant-level datasets provided by each grantee program. As such, the "Unknown" group (missing/excluded responses) for each demographic and impacted category has been included in the disaggregated tables, as well as providing the percent of total enrollments, and the percent of enrollments with a valid response total.

The persistent factors that constrain the usability of data remain from Year 1, where building capacity for data collection and reporting was delayed and incorporated at different points in time for various grantees. This delay prevented some grantees from collecting and reporting quality participant-level data from program participants immediately. Through external technical assistance, and internal changes, grantees evaluated and improved data collection processes over time, as they realized they were not collecting all the data requested in the Annual Data Checklist or were collecting data in a way that was inconsistent across participants. Due to the unique nature of each grantee's programs and populations served, unique and varied strategies were developed to improve data collection over time. Additionally, the retroactive inclusion of Lincoln Little class participants limited data collection for these participants on an individual level. This program was not initially supported with technical assistance directly, and individual level data was limited. Despite being included in the aggregated KPI tables, these individuals have been noted and removed from disaggregated results below due to limited and inconsistent individual data.

Despite the limitations, individual grantee efforts to improve data collection, particularly during Y3, improved the quality and completion rates of Annual Data Checklist items, and *may improve the overall quality of total program outcomes.* Individual level data collection recommendations will continue to be provided by the NUPPC evaluation team in technical assistance sessions to improve data completeness, consistency, and quality for subsequent reports for continuing grantees through the end of the program.

In summary, the program results disaggregated by demographic variables are improved but again remain limited in their descriptive and analytic strength due to the amount and nature of missing (e.g., data was not collected) and excluded (e.g., data collected did not follow a format that allowed reporting) data. For these reasons, an "Unknown" group for each demographic and impacted category was created to include missing and excluded responses in the disaggregated KPI results to protect against misinterpretation. Because a portion of program participants are currently enrolled in their workforce development program or have not yet been out of the program for 12 months, individual data was not disaggregated on KPI #2: *Individuals who completed sectoral job training programs,* KPI #3: *Individuals who achieved a credential*, KPI #4: *Individuals who obtained a job within targeted sectors within 12 months of completing the program,* and KPI #5: *Individuals who increased their income within 12 months of completing the program*.

Race/Ethnicity

Race and ethnicity data was provided for 1,279 of the 1,588 total program enrollments (80.5%; Table 8). Of those with race and ethnicity data, 53.6% identified as White Alone (*n* = 686), 14.9% identified as Black or African American Alone (*n* = 191), and 10.9% identified as Hispanic or Latino of any Race (*n* = 140).

Table 8. Race and Ethnicity at Enrollment by KPI #1, Years 1-4

	KPI #1 Enrollments						
Race and Ethnicity	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Total**	**% of Total**	**% of Valid Total**
Hispanic or Latino of any Race	19	40	65	16	140	8.8%	10.9%
American Indian or Alaska Native Alone - (Non-Hispanic)	4	13	14	5	36	2.3%	2.8%
Asian Alone - (Non-Hispanic)	5	23	51	15	94	5.9%	7.3%
Black or African American Alone - (Non-Hispanic)	25	44	88	34	191	12.0%	14.9%
Middle Eastern or North African Alone - (Non-Hispanic)	1	14	38	2	55	3.5%	4.3%
Native Hawaiian or Other Pacific Islander Alone - (Non-Hispanic)	0	2	1	0	3	0.2%	0.2%
White Alone - (Non-Hispanic)	88	185	351	62	686	43.2%	53.6%

KPI #1 Enrollments							
Race and Ethnicity	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Total**	**% of Total**	**% of Valid Total**
Some Other Race Alone - (Non-Hispanic)	7	2	20	0	29	1.8%	2.3%
Two or More Races - (Non-Hispanic)	11	16	16	2	45	2.8%	3.5%
Unknown	64	93	91	61	309	19.5%	-
Total	**224**	**432**	**735**	**197**	**1588**	**100.0%**	**-**
Valid Total (Excluding Unknown Responses)	**160**	**339**	**644**	**136**	**1279**	**80.5%**	**100.0%**

Note. Due to the amount and nature of missing and excluded individual level data, the "Unknown" group (missing/excluded responses) for each demographic and impacted category has been included in the disaggregated tables and the percent of total enrollments. Lincoln Littles Education Class individuals have been removed from disaggregated results due to limited and inconsistent individual data.

When compared to the racial and ethnic demographics of all Lancaster County residents, available program participant records continue to indicate that grantee workforce development programs are increasing opportunities for career and wage growth for people of color. For example, 14.9% of program participants with race and ethnicity data identify as Black or African American Alone compared to 3.7% of total Lancaster County residents. Additionally, 2.8% of program participants with race and ethnicity data identify as American Indian or Alaska Native Alone compared to 0.3% of total Lancaster County residents.

Sex

Sex data was provided for 1,269 of the 1,588 total program enrollments (79.9%; Table 9). Of those with information, 56.8% of program participants were Female/Woman (*n* = 721), and 43.2% were Male/Man (*n* = 548).

Table 9. Individual Level Sex at Enrollment by KPI #1, Years 1-4

KPI #1 Enrollments							
Sex	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Total**	**% of Total**	**% of Valid Total**
Female/Woman	95	197	374	55	721	45.4%	56.8%
Male/Man	54	138	272	84	548	34.5%	43.2%
Unknown/NA	75	97	89	58	319	20.1%	-
Total	**224**	**432**	**735**	**197**	**1588**	**100.0%**	**-**

	KPI #1 Enrollments						
Valid Total (Excluding Unknown Responses)	**149**	**335**	**646**	**139**	**1269**	**79.9%**	**100.0%**

Educational Attainment at Enrollment

Participant educational attainment data at the time of enrollment was provided for 1,163 of the 1,588 total program enrollments (73.2%; Table 10). Of those with educational attainment data, a third reported having Some College or an Associate Degree (33.0%, *n* = 384), and a fifth reported not completing high school at enrollment (20.1%, *n* = 234).

Table 10. Educational Attainment at Enrollment by KPI #1, Years 1-4

	KPI #1 Enrollments						
Educational Attainment at Enrollment	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Total**	**% of Total**	**% of Valid Total**
Less than High School Graduate	63	69	87	15	234	14.7%	20.1%
High School Graduate (Includes Equivalency)	26	100	187	71	384	24.2%	33.0%
Some College or Associate Degree	58	109	154	33	354	22.3%	30.4%
Bachelor's Degree or Higher	15	39	118	9	181	11.4%	15.6%
Unknown	62	115	179	69	425	26.8%	-
Total	**224**	**432**	**735**	**197**	**1588**	**100.0%**	**-**
Valid Total (Excluding Unknown Responses)	**162**	**317**	**556**	**128**	**1163**	**73.2%**	**100.0%**

Impacted Groups

Nearly all determinable enrollees were in at least one impacted group. Three "impacted groups" were specifically targeted in recruitment efforts by the City of Lincoln Workforce Development program: unemployed or underemployed individuals, individuals from low- to moderate-income households, and individuals who reside in Qualified Census Tracts. Impacted group status could be determined for 1,008 of the 1,588 total program enrollments (63.5%).

For participants whose targeted group status could be determined, nearly all (92.4%, *n* = 931) were part of at least one of the impacted groups (Table 11), and just under one-third (n = 483, 30.4%) of all impacted participants were part of more than one group. All participants were part of at least one impacted group defined by the U.S. Department of the Treasury, though not all were in the "targeted impacted group" (unemployment or underemployment, from low- to moderate-income

households, or residing in a Qualified Census Tracts at enrollment) as identified by the City of Lincoln.

Table 11: Number and Percent of Program Participants in Targeted Impacted Groups, Years 1-4

	KPI #1 Enrollments						
Targeted Impacted Group Status	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Total**	**% of Total**	**% of Valid Total**
In Targeted Impacted Group	123	223	455	130	931	58.6%	92.4%
Not In Targeted Impacted Group	1	20	54	2	77	4.8%	7.6%
Unknown/Indeterminable	100	189	226	65	580	36.5%	-
Total	**224**	**432**	**735**	**197**	**1588**	**100.0%**	**-**
Valid Total (Excluding Unknown Responses)	**124**	**243**	**509**	**132**	**1008**	**63.5%**	**100.0%**

Note. Due to the amount and nature of missing and excluded individual level data, the "Unknown" group (missing/excluded responses) for each demographic and impacted category is included in the table.

Unemployed or Underemployed Individuals

Employment data at the time of enrollment was provided for 974 of the 1,588 total program enrollees (61.3%; Table 14). Rabble Mill and LMC did not collect information on employment status from high school participants due to the age of their program participants, who were all under the age of 19 during program participation. Some grantees did not collect data on whether an individual was employed part-time or full-time, so the number of "underemployed" individuals, defined as those working *part-time*, could not be completely determined, and as such, these categories are combined. Just under two-fifths of participants with employment data reported being unemployed at enrollment (37.8%, *n* = 368).

Table 12. Employment Status at Enrollment by KPI #1, Years 1-4

	KPI #1 Enrollments						
Employment Status	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Total**	**% of Total**	**% of Valid Total**
Employed (Full- or Part-Time)	52	138	379	39	608	38.3%	62.4%
Unemployed	41	79	163	85	368	23.2%	37.8%
Unknown	131	215	193	73	612	38.5%	-

	KPI #1 Enrollments						
Total	**224**	**432**	**735**	**197**	**1588**	**100.0%**	**-**
Valid Total (Excluding Unknown Responses)	**93**	**217**	**542**	**124**	**974**	**61.3%**	**100.0%**

Note. Due to the amount and nature of missing and excluded individual level data, the "Unknown" group (missing/excluded responses) for each demographic and impacted category has been included in the disaggregated tables and the percent of total for each KPI. Employment information will not be collected for Rabble Mill Bay High participants.

Individuals from Low-to-Moderate Income Households

Household income data at the time of enrollment was provided for 926 of the 1,588 total program enrollments (58.2%; Table 13). Of those with household income data, most (86.3%, *n* = 799) indicated they resided in low-to-moderate income households at enrollment.

Table 13 Household Income at Enrollment by KPI #1, Years 1-4

	KPI #1 Enrollments						
Household Income	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Total**	**% of Total**	**% of Valid Total**
Low- to Moderate-Income Households (300% and Below Federal Poverty Line)	103	200	391	105	799	50.3%	86.3%
Moderate- to High- Income Households (>300% Federal Poverty Line)	1	37	86	3	127	8.0%	13.7%
Unknown	120	195	258	89	662	41.7%	-
Total	**224**	**432**	**735**	**197**	**1588**	**100.0%**	**-**
Valid Total (Excluding Unknown Responses)	**104**	**237**	**477**	**108**	**926**	**58.3%**	**100.0%**

Note. Rabble Mill participants that indicated they received Free or Reduced Lunch were included in the Low- to Moderate-Income Households category, as guidelines for free meals and milk and reduced-price meals are 1.30 and 1.85 of the Federal income poverty guidelines. Those that indicated they do not receive Free or Reduced Lunch were included in the Unknown category. Federal poverty guidelines of the enrollee's year of enrollment were used to determine household income status, based on reported household income and size.

Individuals who Reside in Qualified Census Tracts

The U.S. Department of Housing and Urban Development (HUD) designates a census tract as "qualified" for the Low-Income Housing Tax Credit (LIHTC) tax incentive if 50% of its households have an income below 60% of the Area Median Gross Income (AMGI). HUD defines 60% of AMGI income as 120% of HUD's Very Low-Income Limits, which are based on 50% of area median family income and adjusted for high cost and low-income areas.

Address information was provided for 1,196 of the 1,588 total program enrollments (75.3%, Table 14). However, 102 participants with address information residing outside of Lancaster County were removed for interpretation, leaving a total of 1,094 valid Lancaster County participants. One-quarter (n = 289, 26.4%) of those with address information in Lancaster County reside in a Qualified Census Tract, compared to 805 who reside in a Non-Qualified Census Tract (73.6%).

Table 14. Location at Enrollment by KPI #1, Years 1-4

KPI #1 Enrollments							
Lancaster County Census Tract Qualification	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Total**	**% of Total**	**% of Valid Total**
Qualified	41	79	122	47	289	18.2%	26.4%
Non-Qualified	121	186	432	66	805	50.7%	73.6%
Unknown/Outside of Lancaster County	62	167	181	84	494	31.1%	-
Total	**224**	**432**	**735**	**197**	**1588**	**100.0%**	**-**
Valid Total (Excluding Unknown Responses)	**162**	**265**	**554**	**113**	**1094**	**68.9%**	**100.0%**

Note. Participants with address information outside of Lancaster County (*n* = 102) were included in the Unknown category.

A higher proportion of program enrollees resided in Qualified Census Tracts (26.4%) compared to Lancaster County residents (20.9%), indicating that individuals residing in Qualified Census Tracts may be targeted by the program (χ^2= 13.90, p <.001; Table 15). The location of program participants across Lancaster County is shown in Figure 2 and illustrates that the City of Lincoln Workforce Development Program is reaching nearly all parts of Lancaster County. Additionally, Census Tracts 4 and 31.04 had higher numbers of participants compared to other Qualified Census Tracts (Figure 4, Table 16).

Table 15: Proportion of Program Enrollments and Proportion of Total Residents in Qualified and Non-Qualified Census Tracts in Lancaster County, Years 1-4

Census Tract Qualified Status	Number of Participants Residing in Lancaster County	Percent of Participants Residing in Lancaster County	Number of Total Lancaster County Residents	Percent of Total Lancaster Residents
Qualified Census Tracts	289	26.4%	68,346	20.9%
Unqualified Census Tracts	805	73.6%	258,350	79.1%
Total	**1,094**	**100.0%**	**326,696**	**-**

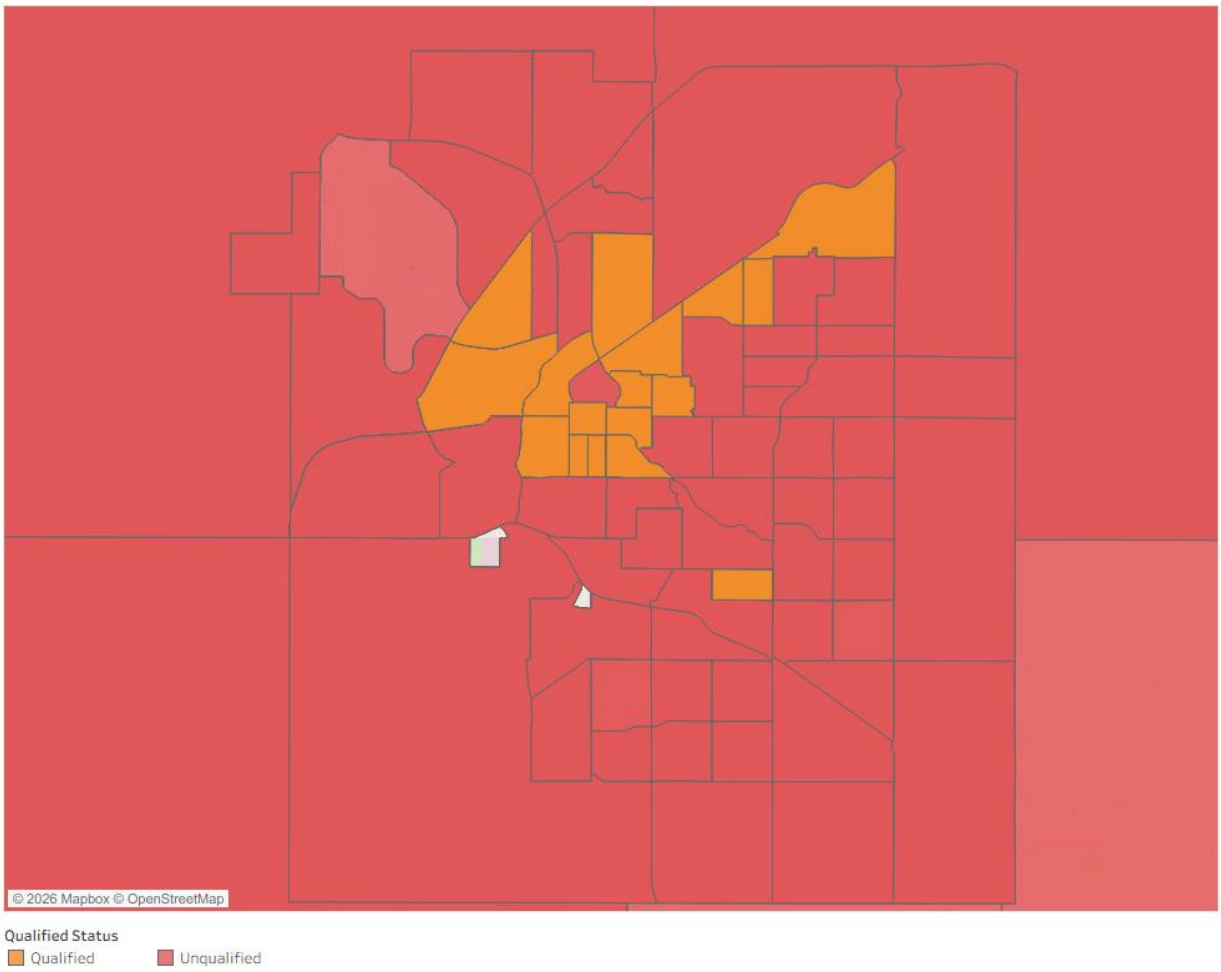
Note. Total population data sourced from the U.S. Census Bureau, American Community Survey, 2024 5-Year Estimates, Table DP05. Qualified Census Tract Designations were gathered from the U.S. Department of Housing and Urban Development *Qualified Census Tracts (QCTs) and Difficult Development Areas* data. Table only includes participants with address information provided in Lancaster County.

Table 16: Number and Percent of Program Enrollees who Reside in Qualified Census Tracts in Lancaster County, Years 1-4

Qualified Census Tract	Number of Participants Residing in Lancaster County Qualified Census Tracts	Percent of Total Participants Residing in Lancaster County Qualified Census Tracts
Census Tract 1	3	0.3%
Census Tract 2.02	2	0.2%
Census Tract 3	6	0.5%
Census Tract 4	44	4.0%
Census Tract 5	35	3.2%
Census Tract 7	20	1.8%
Census Tract 8	16	1.5%
Census Tract 17	29	2.7%
Census Tract 18	12	1.1%
Census Tract 19	5	0.5%
Census Tract 20.01	6	0.5%
Census Tract 20.02	21	1.9%
Census Tract 21	8	0.7%
Census Tract 27.01	12	1.1%
Census Tract 30.03	4	0.4%
Census Tract 31.04	46	4.2%
Census Tract 33.01	20	1.8%
Total	**289**	**26.4%**

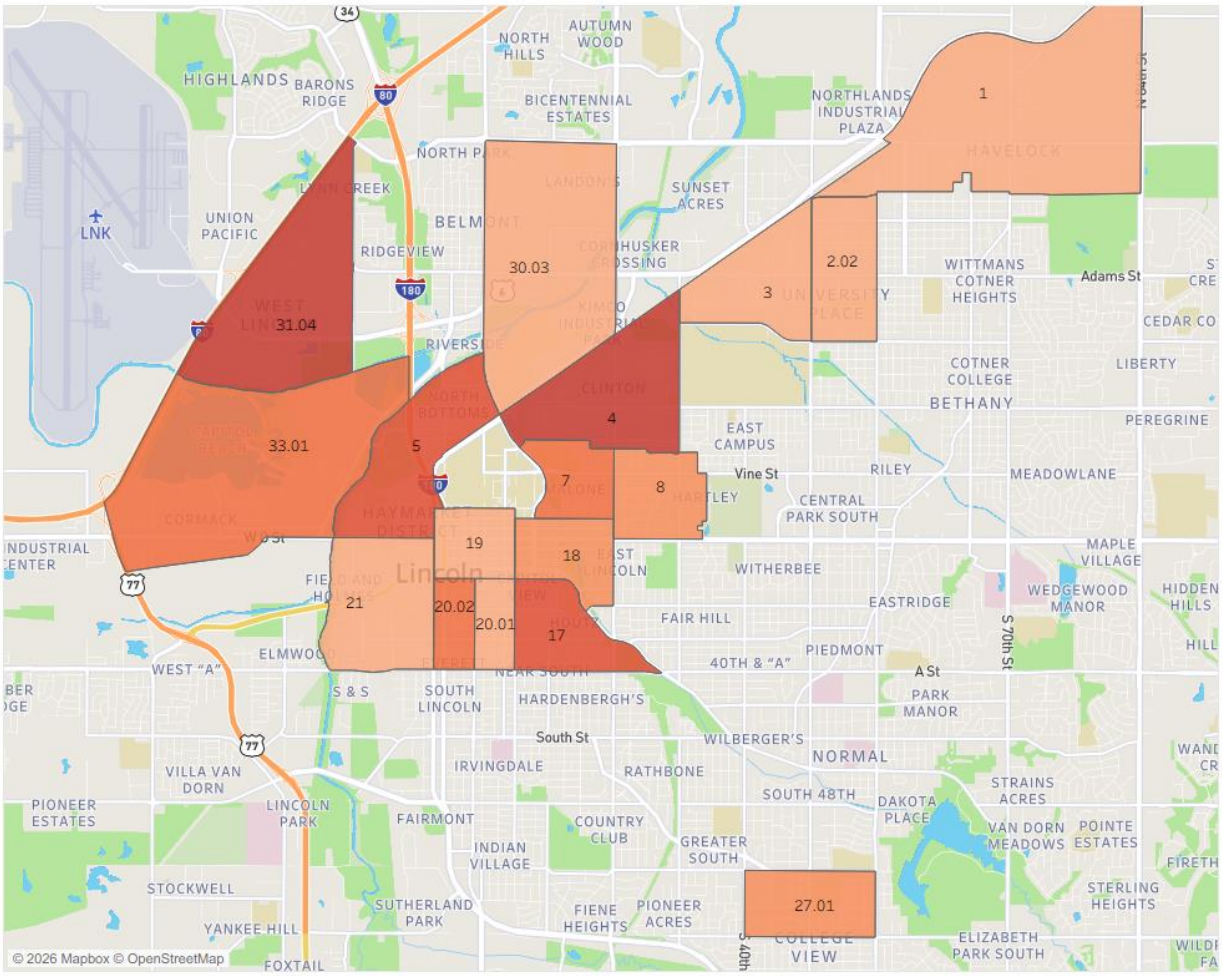
Note. Table only includes participants with address information provided in Lancaster County. Matched address information was provided for 1,196 of the 1,588 total program enrollments, with 1,094 of those residing in Lancaster County.

Figure 2: Residence of Program Participants in Qualified and Non-Qualified Census Tracts in Lancaster County, Years 1 - 4



Note. Census Tracts shaded orange represent Qualified Census Tracts. Map only displays participants with address information provided in Lancaster County.

Figure 3: Residence of Program Participants in Qualified Census Tracts in Lancaster County, Years 1-4



Note. Matched address information was provided for 1,196 of the 1,588 total program enrollments, with 1,094 of those residing in Lancaster County. At least one program participant resided in each of the Qualified Census Tracts 1, 2.02, 3, 4, 5, 7, 8, 17, 18, 19, 20.01, 20.02, 21, 27.01, 30.03, 31.04, and 33.01. Census Tracts 4 and 31.04 had higher numbers of participants compared to other Qualified Census Tracts.

Goal 4: Co-enroll 50% of workforce development program participants in the WIOA program.

As in prior reporting, more progress is needed to meet Goal 4 as currently described. In total, 9.4% of all workforce development program enrollments have co-enrolled in the WIOA program (*n* = 145). However, not all individuals in workforce programs are eligible or appropriate for WIOA enrollment due to existing employment or other conditions. Therefore, removing those known to be ineligible for WIOA co-enrollment may clarify and more accurately specify and measure progress towards Goal 4. For example, by only including the 368 participants who reported being unemployed at enrollment (a requirement of WIOA participation), the WIOA co-enrollment rate improved to 39.4% (*n* = 35).

Through enrollment in the WIOA program, the American Job Center offers participants supportive services such as transportation reimbursements, childcare and dependent care, and housing assistance, among other supports.[12] Identifying those workforce development participants who are eligible for WIOA co-enrollment may help to quickly target those able to benefit from WIOA services. WIOA staff met with each workforce development grantee to promote the WIOA program in Year 1. The American Job Center is a grantee in the Workforce Development program and is where the majority of WIOA co-enrollments are concentrated. The WIOA provider for the AJC changed in July of 2025, causing disruptions and delays in normal WIOA enrollments and operations. The City of Lincoln has recently assumed the role of WIOA provider, and steps have been taken to invest in training and development to restore WIOA capacity. Co-enrollment data disaggregated by grantee program is included in Table 17.

Table 17: Number and Percent of Enrollments Co-Enrolled in WIOA Program by Grantee, Years 1-4

Grantee	Number of Program Enrollments	Number Co-Enrolled in WIOA	Percent of Program Enrollments
American Job Center	133	113	93.2%
Bryan Foundation	192	0	0.0%
Center for People in Need	183	4	2.2%
Community Action	95	3	3.8%
Lincoln Manufacturing Council	356	0	0.0%
Rabble Mill	210	25	11.9%
Southeast Community College	367	0	0.0%
Total	**1536**	**145**	**9.4%**

Note. American Job Center includes reporting for ECHO Collective and Lincoln Littles Interns. Lincoln Littles Education Class participants are excluded from this table, as some of the class participants (n =12) were also engaged as Interns co-enrolled in WIOA through the AJC.

[12] City of Lincoln Nebraska. (n.d.). *Workforce Development Program.* https://www.lincoln.ne.gov/City/Mayor/American-Rescue-Plan/Workforce

Conclusion

Progress in the City of Lincoln Workforce Development Program continued towards all program goals in Year 4. Due to the reduction of active grantees and attention to other close out activities in Year 4, fewer participants were enrolled and completed programs compared to prior years. At the end of Year 4, there were 1,588 enrollments in grantee workforce development programs since the start of the program. There were 197 enrollments in Year 4, demonstrating the expected reduction in scope and scale from the peak in Year 3. Of these total enrollments, 1,089 individuals have completed a workforce development program (68.6%). Despite the reduction in scale of the program, active grantees in Year 4 implemented strategies to best serve individuals in their programs and prepared for future programming without ARPA funding.

The impacts on program and data scale seen in Year 4 due to the end of ARPA funding for several grantees, and anticipated end for the remaining grantees, is expected to continue as the program, overall, ends in Year 5. Although demographic, economic, and geographic information was limited, the available data indicates that the City of Lincoln Workforce Development program is meeting its goal of serving a disproportionately impacted population.

It is anticipated that in the future the number of participants reporting job attainment and wage growth may increase for the remaining active grantees. Future assessment plans include a project-end participant evaluation to better understand how program participants across workforce development programs experienced their programs and advanced their careers since completing their programs. Alongside this, further analysis with complete data may allow for individual disaggregation and in-depth analyses on additional outcome KPIs.

Appendix: Key Performance Indicator (KPI) Descriptions by Grantee Program

KPI	General Definition	AJC	Rabble Mill	SCC	LMC	CFPIN	Bryan Foundation	Community Action
1. Individuals enrolled in sectoral job training programs.	The number of new individuals enrolled in a grantee workforce development program in the quarter. This includes only new enrollees.	The number of individuals enrolled in the CDL training program.	The number of students who participated in Rabble Mill's Workforce Readiness Program (Bay High Afterschool Program, Gap Year Program once implemented).	The number of individuals enrolled in IT workforce development training taught by ARPA grant funded instructor. The number of students receiving Lincoln ARPA Scholarship	The number of individuals enrolled in LMC Manufacturing Certificate programs (Levels 1 and 2).	The number of individuals enrolled in the Google Career Certificate program.	The number of individuals who participated in BCLMT workforce development program (CNA, Student Nursing, and Phlebotomy scholarship programs).	The number of individuals enrolled in Head Start workforce development programs (CDA credentialing program or associate or bachelor's degree).
2. Individuals who completed sectoral job training programs.	The number of individuals who completed a grantee workforce development program in the quarter.	The number of individuals who completed the CDL training program.	The number of students who completed Rabble Mill's Workforce Readiness Program (Bay High Afterschool Program, Gap Year Program once implemented). Students complete the program once they graduate high school and complete their future ready track.	The number of individuals who completed a IT workforce development training, or completing educational plan/goal for Lincoln ARPA Scholarship.	The number of individuals who received a Level 1 or Level 2 Manufacturing Certificate.	The number of individuals who received a Google Career Certificate.	The number of individuals who completed CNA, Student Nursing, or Phlebotomy programs.	The number of individuals who received a CDA credential or associate or bachelor's degree.

KPI	General Definition	AJC	Rabble Mill	SCC	LMC	CFPIN	Bryan Foundation	Community Action
3. Individuals who achieved a credential.	The number of individuals who achieved a credential through a grantee workforce development program in the quarter. Credential types vary between grantees.	The number of individuals who received a CDL.	The number of students who received a credential through Rabble Mill's Workforce Readiness Program (Bay High Afterschool Program, Gap Year Program once implemented). Credentials may include food handlers permit, college credit in journalism, Live at the Bay certificate, Center Stage certificate, First Aid and CPR certificate, or leadership certificate.	The number of individuals who completed a health IT workforce development training certificate. Number of individuals earning a credential with Lincoln ARPA Scholarship funding.	The number of individuals who received a Level 1 or Level 2 Manufacturing Certificate.	The number of individuals who received a Google Career Certificate.	The number of individuals who received a CNA, Student Nursing, or Phlebotomy credential.	The number of individuals who received a CDA credential or attained an associate or bachelor's degree.

KPI	General Definition	AJC	Rabble Mill	SCC	LMC	CFPIN	Bryan Foundation	Community Action
4. Individuals who obtain a job within targeted sectors within 12 months.	The number of individuals who obtained a job within targeted sectors within 12 months of completing a grantee workforce development program.	The number of individuals who obtained employment in targeted sector within 12 months of receiving CDL.	The number of individuals who obtained employment (consistent with "success track") within 12 months of completing the program.	Number of completers who obtain a job within 12 months of completion; industry sector	The number of individuals who accepted a job offer in the manufacturing industry (or similar) within 12 months of completing program.	The number of individuals who obtained employment in targeted sector within 12 months of receiving certificate.	The number of individuals who are employed by Bryan following certification (requirement for loan forgiveness).	The number of individuals who obtained a job in early childhood education after receiving CDA credential or associate or bachelor's degrees within 12 months.
5. Individuals with increased income within 12 months.	The number of individuals who reported increasing their income within 12 months of completing a grantee program.	The number of participants with increased income within 12 months of completing the program.	The number of participants with increased income within 12 months of completing the program.	The number of participants with increased income within 12 months of completing the program.	The number of participants with increased income within 12 months of completing the program.	The number of participants with increased income within 12 months of completing the program.	The number of participants with increased income within 12 months of completing the program.	The number of individuals who increased their wages after receiving CDA credential or associate or bachelor's degree.