

# 2017 ANNUAL REPORT

The Mission of Blue Jacket, Inc. is to provide training and opportunities to any disadvantaged person who is striving to earn a second chance at gainful employment.

Dear Blue Jacket Supporter,

On behalf of the Board of Directors, the staff, and every client impacted by our intercession, thank you for your support. The year ended quite positively. The leadership of the Board, the grit from a committed staff, and the hundreds of stories of redemption fuel our Blue Jacket engine. Our bold decisions over the years (in pursuit of diversifying funding) had short term consequences, but we are now reaping the start of long-term strength and health for the organization. This God-ordained mission humbles me. I love being a part of an innovative agency that researches and pilots before jumping head first into the next best idea. We are excited how our shuttling services eliminates a major barrier for many, but we are most excited for our micro-social enterprises that will be providing jobs in-house for the most difficult to employ prior to placement. It might help us achieve the coveted 100% employment rate. We look forward to seeing you at our training, in the store, or hopefully at one of our events this year. Stay tuned!

Sincerely,

*Tony Hudson*



## 2017 Board of Directors

Fred Bean, *President*  
 Jennifer Winkeljohn, *Vice President*  
 Donnell Miller, *Secretary*  
 Jon Painter, *Treasurer*  
 Jessica Miller  
 Mike Coil  
 Kristina Gillman  
 Becky Teagarden  
 Tim Sheppard  
 Chad Edmonds  
 Chris Lambert  
 Andrea Robinson  
 Noah Diehm  
 Joe Marana

## Blue Jacket Staff

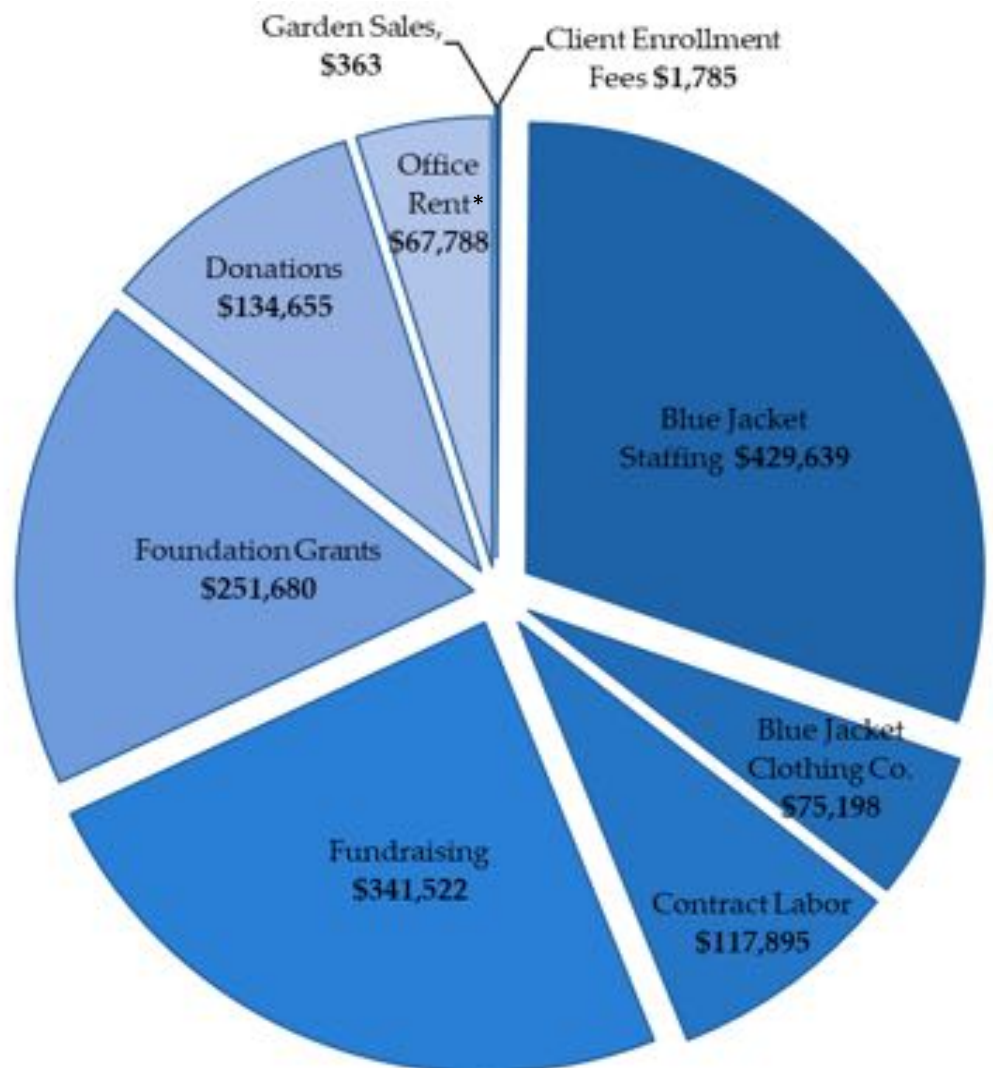
Anthony Hudson, *Executive Director*  
 Jennifer Harvey, *Blue Jacket Staffing Placement Coordinator*  
 Kurt Kline, *Director of Finance*  
 Kevin Pothast, *Director of Operations*  
 Tina Shull, *Office Manager*  
 Raquel Cheatem, *Career Advocate*  
 Jarrod Williams, *Blue Jacket Staffing Sales Coordinator*  
 Bernie Lane, *BICC Store Manager*  
 Jerry Love, *BICC Store Associate*  
 Akeba Harvey, *BICC Store Associate*  
 Diana Habegger, *Bookkeeper*  
 Emily Hoch, *Event Coordinator*

## 2017 Committee Volunteers

Michelle Houlihan      Sian Matson  
 Holly Brady              Candice Garwood  
 Nathan Gage              Kristi Edwards  
 Josh Nix                    Angela Hudson  
 Jared Applegate        Deb Washler  
 Rebecca Stockert        Jodi Nix  
 Dave Shuherk            David Perkins  
 Cindy Verduce            Matthew Smith  
 Lynell Sparks            Elisa Layton  
 Lance Stiver

# Finances

Income	2017 Budget	2017 Actual	Difference
Grants and Donations	\$297,800	\$386,335	\$88,535
Fundraising	\$237,000	\$341,522	\$104,522
Earned Income	<u>\$616,127</u>	<u>\$692,667</u>	<u>\$76,540</u>
	<b>\$1,150,927</b>	<b>\$1,420,523</b>	<b>\$269,596</b>
<b>Expense</b>			
Program	\$813,081	\$916,256	\$(103,175)
Fundraising & Grants	\$217,039	\$247,005	\$(29,966)
Administrative	<u>\$117,878</u>	<u>\$105,592</u>	<u>\$12,286</u>
	<b>\$1,147,999</b>	<b>\$1,268,853</b>	<b>\$(120,855)</b>
<b>Net</b>	<b>\$2,928</b>	<b>\$151,670</b>	<b>\$148,742</b>



\* Office Rent includes non-cash rates charged to Blue Jacket Staffing and the Blue Jacket Clothing Co. 2

# Programs

## The Career Academy

The Career Academy is a two-week course (40 hours total) providing pre-employment training including education, assessments of skills and interests; resume writing; instruction on completing job applications; mock interview training; goal setting and time management; financial literacy; and discussion on workplace expectations and requirements. Attendance and dress code requirements are strict and simulate the expectations of a real employer. This encourages clients to present themselves in a professional, sophisticated fashion and fosters pride and self-esteem. These traits transfer directly to the job search and interviews, where such qualities are advantageous and highly desired by employers.

In 2016, Blue Jacket added a Career Advocate that will help link the Career Academy and Blue Jacket Staffing. The Career Advocate will help other Blue Jacket Staff to develop a Career Action Plan and a Plan to Achieve Employment. The Plan to Achieve Employment contains the immediate steps a client to take to secure employment. The Career Action Plan helps identify the steps clients need to have the career they have always wanted. This will help lead to long-term employment.

Candidates Referred or Self-Referred:	512
Total Students Enrolled:	296
Graduates:	116
Successful Graduation:	39%

Because Blue Jacket accepts anyone with a barrier (and screens no one), the training itself acts as a screening tool because of the intensity in delivery. An expected graduation rate is 40%.

	2017	2016	Δ '16 to '17
Enrolled	296	234	+63
Graduated	116	107	+12
Graduation Rate	39%	46%	-7%

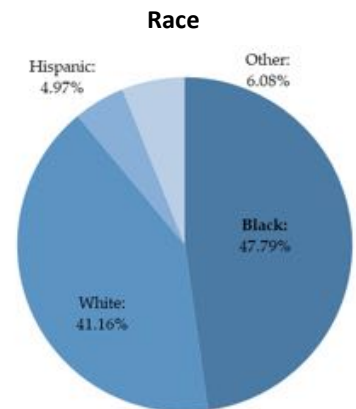
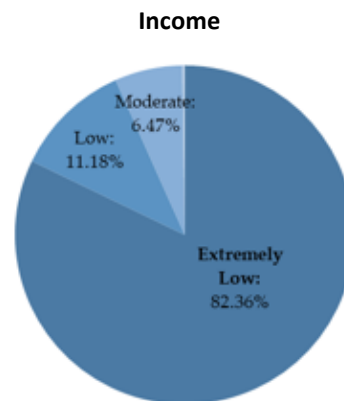
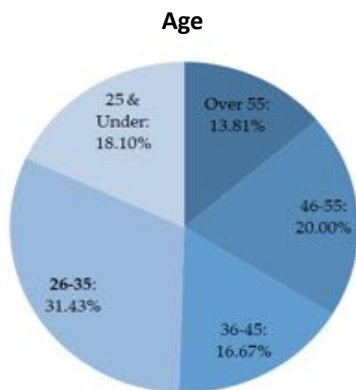
Employment Rate	2017	2016	2015
Total Students (Pending b/c Job + Grads)	120	128	116
Employed within 90 days of graduation	109	111	79
Percentage Employed	91%	87%	68%



Last Quarter	2017	2016	Δ
Average Entry Level Wage:	\$11.90/hr	\$10.64/hr	\$1.26hr

## Demographics

**Gender**  
64% Male  
36% Female



# Staffing and Employment

Our in-house staffing agency, Blue Jacket Staffing, was created to provide a sustainable and long-term job placement strategy for graduates of the Career Academy. Years ago, we found that hiring Job Developers through governmental grants puts the relationship at risk with the employer if the grant is no longer funded. Blue Jacket Staffing has the unique privilege to be customer driven, adapting to the free market. This full-service staffing enterprise allows an employer that is willing to give second chances to a low-risk, employment trial of Career Academy graduates.

**127** Temporary Placements

**25** Temporaries Hired Permanently

**38** Transitionally Employed

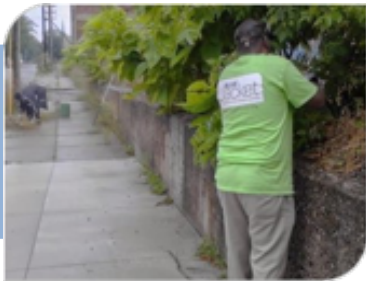
**26** Blue Jacket Staffing Employers



**Transitional Job Work Crews.** This creative arrangement offers Blue Jacket's contract labor focusing on lower-skilled, entry-level opportunities to someone needing a first step into employment. Usually shorter-term contracts lasting from weeks to years.

**Temporary-to-Direct.** A "try before you buy" option at 90-day, 180-day, or indefinite placements before you choose to hire on to your company's payroll. Clients are Blue Jacket employees and all taxes, insurance, and federally-mandated benefits are covered.

**Direct Hire.** This option is for the employer seeking a higher level employee to place onto their own payroll. In this scenario, Blue Jacket Staffing would operate like a "head-hunting" firm. We have a large number of highly-skilled candidates that remain with us for life and utilize our services when advancing their careers.



*"We have utilized approximately 7 or 8 Blue Jacket graduates through Blue Jacket Staffing. I have found Blue Jacket employees to have a positive, upbeat attitude toward their work. They are always willing to do extra and always show up on time with a 'can do' attitude."* - Ginger Gadoci, Human Resources Manager, Quadrant EPP

## Shuttle Service

In September 2017, Blue Jacket Staffing piloted a new venture to begin the systematic elimination of the largest barrier to the majority of Blue Jacket clients; transportation. We began providing a shuttle service to select employers. Two local employers, one in Warsaw and another in Markle, were selected for the pilot program. The shuttle service is expanding in 2018. Thirty one (31) people used the transportation service in 2017, many of those have transitioned into full time employment.



## Contract Labor - Janitorial Services and Blight Remediation



The Embassy Theatre partnership is the first designed to provide both training and jobs, creating two full-time and about twenty (20) 60-day jobs with permanent job placement in the community upon completion.

In March, 2017, Blue Jacket assumed responsibility for the cleaning services at the historic and indelible Embassy Theatre. At the same time, a crew of outside blight-removal crews began working for the City of Fort Wayne under the supervision of the 2009 graduate and shining star, Larry Thomas also publicly known as "Downtown Larry."

In total, 38 people worked these transitional jobs in 2017.

# The Blue Jacket Clothing Company



Our business-professional and casual attire thrift store augments the Career Academy clothing bank. We help our clients by providing them with clothing to interview in at no cost. The store allows us to make business professional clothing available to the surrounding community at deeply discounted prices. It is home to one of the highest quality thrift stores you will find in the region - you have to see it to believe it.

Total Individual Donors:	916
Total Donated Clothing Items Received:	46,390
Clothing Bank Donations to students or partners:	15,659
Total items sold in 2017:	27,433



This store continues to be Fort Wayne's best kept secret and we are hopeful that in 2018, some marketing will help the store grow. Without question, customers (and BJI clients) love our store, as reflected in the following online:

Yelp Reviews:	5 of 5 Stars	Many people provide online reviews, like Deb from Fort Wayne who wrote, <i>"Decided to take a look inside. I couldn't believe the quality and low prices. This is my new stop for dress clothes"</i>
Google Reviews:	4.8 of 5 Stars	
Facebook Reviews:	4.8 of 5 Stars	

## Pop Up Boutique

Students from the University of Saint Francis are partnering with Blue Jacket Clothing store to present a pop-up boutique during the Holly Trolley event on November 25 in downtown Fort Wayne.

## Partner Tenants

Since we moved into the building in February 2012, we pursued fruitful partnerships and are thankful that the following partner tenants bring a vibrancy and life to 2826 South Calhoun: **NeighborLink Fort Wayne, Sivad Management, Fort4Fitness, and Studio A Design.** They are reputable organizations that bring honor to Blue Jacket that they chose to cohabitate with our sometimes chaotic workplace.

## Garden Market



It is not uncommon for Blue Jacket to be a part of creative partnerships. However, the employees at Blue Jacket feel that this particular partnership with the Allen County Juvenile Probation Department, with Advanced Master Gardener Sheila Hudson, and with Community Gardening Dr. Carrie Duke was a manifestation of a divine providence, of sorts. The bumper crop, individual financial donations, and interest to keep it growing are a sign for this to continue into the future. Many people invested in the cultivation of this aesthetic 'staple' on our campus and enjoy being able to buy the produce out of the clothing store. Many kids learned about horticulture, urban farming, and most importantly, hard work.

## Land Acquisition

Blight is a common problem along the Calhoun Street Corridor and Blue Jacket wants to remediate it, in any small way that we can. Vacant parcels along Leith and Calhoun Streets were consistently overgrown with weeds so Blue Jacket was gifted an opportunity to take care of these weeds and litter by owning the land. Three properties were donated in August 2017 from the Allen County Community Development Corporation, brokered by Allen County Commissioners Peters and Bloom. One property might soon be donated forward to provide a bigger parking lot for Blue Jacket partner Headwaters Counseling. Blue Jacket will continue working to remediate blight and though there is not a long term strategy as of yet. Ideas about placing a park or additional vegetable gardens have been proposed.



# Contributors

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## Foundation Support

3Rivers Federal Credit Union Foundation	Curtis W. Fuhs Trust	M.E. Raker Foundation, Inc.
Aon Foundation via K&K Insurance	English, Bonter, Mitchell Foundation	Mary Cross Tippmann Foundation
AWS Foundation	Foellinger Foundation	PNC Charitable Trusts
Central Indiana Community Foundation	Howard P. Arnold Foundation	St. Joe Community Health Foundation
Charlie Tippmann Foundation	Ian & Mimi Rolland Foundation, Inc	United Way of Allen County
Community Foundation of Greater Fort Wayne	Lassus Bros Foundation	Waterfield Foundation
	Lincoln Foundation	Wilson Foundation
		Zollner Foundation

## Financial Contributors

Bailey, James	Hewes, Deborah	Pothast, Kevin
Baker, David	Hines, Anne	Preferred Automotive Group
Brady, Holly	Hook, Julie	Purvis, Mary Jo
Brown, Joseph	Hudson, Bob and Sheila	Rajchel, Kristen
Buck, Alan	Hull, Steven	Rasp, Fred
Burrus, Anthony	Hunt, Caroline	Richardville, Tracey
Butcher, Charles	Jolif, David	Roth, Ruth
Campbell, Mary	Jurdzy, Brandy	Samek, Richard
Chaffee, Brad	Kelly, Susan	Sappenfield, Gregg
Choka, Kathleen & Helen	Kissinger, Kathleen	Schleinkoker, David
Christ's Church at Georgetown	Kiwanis Club of South Fort Wayne	Schreck, Stephen
Clendenning, Kenneth	Kline, Kurt	Schwartz, Dennis & Mary
Cooperman, Susan	Koehl, Francis & Carol	Smith, Bryan
Coughlin, Brian	Lapp, Gregory	Sorg, Michael
Dammeyer, Mike & Annie	Layton, Derek and Elisa	Sprandel, Carol
Davis, Joann	Lehman, Tyler	St Jude Catholic Church
DeGrandchamp, Bethany	Lyons, Jeffrey and Brooke	Stewart, Daniel
Deister Machine Company, Inc.	Marcuccilli, Thomas	Summit City South Rotary
Draper, Jenness	Melching, Diane	Teagarden, Becky
Dunn, Suzanne	Miller, Donnell	Tiernon, Carlos
Everett Pamela	Morreale, Pete	Toth, Robert
Fehlhaber, Brian	Moser, David	UAW Local 2209
Fellowship Missionary Church, Inc.	Muzzillo, Thomas	Umber, David
Fishbaugh, Brenda	Natoli, Donald	Vickerman, Jack
Fort4Fitness	Northeast Indiana Association of Health Underwriters	Welch, Craig
Gage, Nathan	O'Brien, Kimbra	Wickedd, LLC
Gilles, Beth	Olympia Pools & Spas	Wiegand, Mary
Glenbrook Mall	Ormsby, Timothy	Wildrick, Albert
Green, Janis	O'Shaughnessy, Andrew, MD	Willis, Brenda
Groves, Marilyn	Patterson, Lisa & Shawn	Winkeljohn, Amy
Gutting, David	Paxia, Irene	Winkeljohn, Diane
Hamil, Brian	Payntar, Carol	Winkeljohn, Jennifer
Hartley, Linda	PEO Sisterhood Chapter AB	Wolf, Brandon & Lindsay
Hayworth, Rob	Plohr, Phil	Wood, Pamela
Hensley, Ryan		Ziegler's Window Coverings

# Fundraising Events

## 2<sup>nd</sup> Chances Art Exhibit & Auction

Blue Jacket and the Fort Wayne Museum of Art (FWMoA) partnered to bring to life this unique fundraiser with a goal to exhibit real stories of the trials, failures, and successes of Blue Jacket clients and how they are earning their second chance at a life and career. These stories are told through a variety of mediums. Artists are selected through a nomination and voting process, making this exhibit a coveted opportunity.



### Sponsors and Support

1 <sup>st</sup> Source Bank	Current Mechanical	Fort Wayne Trees	Parkview
Andrea Robinson	Doc Dancer	Mick & Brooke Stewart	Quadrant EPP
Barrett McNaghy	Excell Graphics	NIPSCO	University of Saint Francis
Beckman Lawson LLP	Fort Wayne Metals	Northwestern Mutual	Workspace Solutions

### Artists

Jared Applegate  
Derek Decker  
Daniel Dienelt  
Mary Klopfer  
Jeremy McFarren  
Erin Patton  
Stephen Perfect  
Rebecca Stockert  
Karen Thompson  
Jerrod Tobias  
Deb Washler  
Josef Zimmerman

### Clients

Luis  
Coyle  
Clifton  
Jamie  
Dennis  
Tamekia  
Edward  
Kevin  
Jackie  
Sharon  
Orental  
Veronica



Artist Karen Thompson  
"Birthday"  
Digital Photograph



Artist Jared Applegate  
"Trophy Buck"  
Chalk on Canvas



Artist: Deb Washler  
Trapped  
Hand Embroidery

## 10th Annual Golf Outing

The Annual Blue Jacket Golf Outing was held at Cherry Hill Golf Club on August 24<sup>th</sup> 2017 with an attendance of 27 teams totaling 108 golfers. A great weather day including a fantastic auction and after party were experienced.

### Sponsors and Support

Atlanta Falcons	Felderman Design	Paula's Seafood	Tuthill
Auctions America	The Forum	Phil Gillig	United Oil
Auto Collision Services	Grabill Cabinets	Premier Truck	Waterfield Foundation
Byron Hayes	Granite Ridge	Rea Magnet Wire	Wine Down
CWC	Gibson Insurance/Jordan	Renegade RV	Ziffles
Chris Lambert	Scheiber	Ron Wise/Hallmark	
Country Heritage Winery	Haller & Colvin	Mortgage	
Couture Cottage	Hallmark Home Mortgage	Salud/Jerry Rangos	
Coyote Creek Golf Club	Jack Shearer	Summit Brands	
Elliot Neubauer	Marcia Linsky	Sunday Morning Homes	
Ellison Bakery	Mike Coil	Superior Search	
Fort Wayne Komets	O'Daniel Automotive Group	Teagarden Family	
	Olive Twist	Terex/Advance Mixer	



## Team Blue Jacket

Our fourth year as a charity partner with Fort4Fitness, we had 152 registered walkers and runners with many more volunteers helping support Blue Jacket at the September 30, 2017 Fall Festival and the November 18-19, 2017 Fantasy of Lights 5K. Go Orange Shirt!

**Sponsors** Ash Brokerage 3Rivers Federal Credit Union Infinity Outdoor Services



Blue Jacket continued the cherished holiday tradition in its 23<sup>rd</sup> year with the largest attendance ever, with over 20,600 cars visiting and an equivalence of 103,400 people. We are very thankful for the nearly 460 volunteers that helped setup, teardown, or spent a few hours at any one of the 44 evenings that we were open.

We were honored to have 15 new displays and our newest feature this year was a free concession area where 12,100 people exited their vehicles to visit and make cherished memories. We hope to increase that number each year and make it the biggest holiday event throughout the Midwest.



## Display Sponsors

Adams Radio Group	Englewood Health & Rehabilitation	Kathy & Kevin Morse	Orchard Pointe Health Campus
Allstar Communications	Fort Wayne Airport	Kevin Pothast	Parkview
BAE Systems	Fort Wayne Fire Department	Kingston Healthcare Company	Penn Station East Cast Subs
Barrett McNagyn	Fort Wayne TinCaps	Lacie & Jared Wehrle	PHP
Becky Garrison	Fort Wayne's NBC	Land Cruise, Inc.	Pizza Hut
Best Roofing	Fort4Fitness	Lincoln Financial Foundation	Prairie Farms Dairy
Blackburn & Green	Fred Toenges Shoes	Liz Roth	Prevail Prosthetics & Orthotics
Brian Scott	Gleave Construction	Lutheran Life Villages	ProFed
Brotherhood Mutual	Glenbrook Rehabilitation and Skilled Nursing Center	Marrian Futter	Rea Magnet Wire
Cathy Thiem	Henry Discount Steel	Marry Me In Fort Wayne	Steve LeFebvre
Crazy Pinz	Hightech Signs	Mary & Charles Little	Strategic Growth Advisors
Cross Connections	Indiana Michigan Power	Maureen Galligan	Studio A Design
Current Mechanical	Indiana Wesleyan University	McClurg Homes	Susan Frisch
Denise & Larry Hunter	Infinite Outdoor Services	Michele & Chris Ruppert	Sweeney Law Firm
Dick & Mary Tagtmeyer	IPFW	MidWest America Federal Credit Union	Sweetwater Sound
Down Syndrome Association of Northeast Indiana	Ivy Tech	NIPSCO	Time Corner Kiwanis Club
Duane Miller Real Estate	Jason Schnelker	Nob Brick	UAW Local
Edward & Susan Hiatt	Johns Painting	North Pointe Dental Care	United Realty
Edy's Ice Cream	K&S Pallets, Inc.	O'Daniel Automotive Group	WBCL
Embassy Theatre		One Heart Disability Ministry	Wells Fargo
			Women's Health Advantage

## Program Sponsors and Other Support

Doc Dancer, Inc	Chris O'Connell United Realty	Peggy Heintz	<i>for free lending of popcorn machine</i>
Fort Wayne Metals	WFWA PBS 39	Studio A Design	<i>for all free graphic design work</i>
Current Mechanical	WBCL	Goeglein's Catering	<i>for hot cocoa and popcorn assistance</i>
Duane Miller Real Estate	WMEE	Lawnsplus Landscaping	<i>for emergency salting</i>
Sunny 103.9	Shop Local Fort Wayne	S & S Enterprises	<i>for emergency plowing</i>
ERS OCI Wireless		Penn Station East Coast Subs	<i>for program &amp; candy cane sponsor</i>



Aaron Hockemeyer	First United Methodist Church	Linda Skaggs	Robert Hudson
AEP Staff	Fort4Fitness Staff	MidWest Amercia Staff	Ruppert Family
Andy Corzine & Boy Scouts	Fort Wayne Airport	NIPSCO Staff	Sandra Harrell
Andy Thrak	Gary Scheiferstein	North Pointe Dental Staff	South Side Students
BAE Systems Staff	Habegger Family	Norwell HS Student Council	Summit City South Rotary
Barb Redding	Hampton Inn Staff	O'Daniel Automotive Group	Susan Cirino
Becky Baker and Fellowship	Hayes Family	Officer Adam Brown	Studebaker Family
Bishop Dwenger HS Students	Homestead HS Students	Officer Jason Brown	St. Michael Small Goups
Bishop Luers HS Students	Hudson Family	Officer Vern Torres	Thiem Family
Blue Jacket Board	Indiana Wesleyan University	PAL Steelers	Time Corner Kiwanis Club
Blue Jacket Graduates	Indiana Wild	Patrick Muneio	TinCaps Staff
Blue Jacket Staff	Infiniti Outdoors Service	Portage Middle School	Tom West
Brian Emerich	Judd & Kristi Edwards	Pothast Family	West Family
Chris Lambert	Karla Procise	ProFed Staff	Woodland HS Honors Society
Doc Dancer Staff	LA Electric	PHP Staff	Zach Richards
Fellowship Missionary Church	Lincoln Financial Group Staff	Rea Magnet Wire Staff	