

ANNUAL 2015 REPORT

# 70 YEARS

OF CHANGING LIVES



## RETURN ON INVESTMENT

When Goodwill Houston opened its doors in 1945, the city
boasted roughly half a million people, World War II was ending,
a new home cost \$4,600, average wages were \$2,400 a year
and a gallon of gas cost 15 cents.

Today, Houston is home to more than 2.1 million people - and growing - and Goodwill Houston has experienced record growth to keep up with the increasing needs of one of America's fastest growing and most diverse metropolitan areas.

In 2015, Goodwill achieved remarkable **return on investment**as measured by job creation and job placement. Our nine new
stores helped to energize an already strong local economy, and
our mission programs contributed to the health of the community
by reducing recidivism, providing access to stable housing and
moving individuals out of poverty and into long-term careers.

WHEN PEOPLE WORK, COMMUNITIES THRIVE.



# PRESIDENT & CEO

# FROM THE CHAIRMAN



#### DEAR GOODWILL FRIENDS AND SUPPORTERS,

As the old saying goes, the only constant is change, and Houston and Goodwill have experienced dramatic change over seven decades. The key to our success these last 70 years has been to recognize and respond to the changing environment and to continue to invest in our business, our people and our city.

In the profit-making world, return on investment is all about the value you bring to shareholders. In the nonprofit world,

it's all about the value you bring to individuals and communities. As a social enterprise, it's important for us to pay attention to the bottom line of our retail business because the revenue we generate from operating the business is the economic engine for the real mission: *Changing Lives Through the Power of Work*. But as a nonprofit, it is important for us to remember our goal is to impact the lives of the people in our community.

As Houston has grown and changed, we have invested in new programs and services to meet the changing needs of its residents. While we continue to serve people with disabilities, we now also serve youth, older workers, the formerly incarcerated, and have emerged as a nationally recognized provider of veteran services. These good works could not be achieved without the experience, talent and passion of our Goodwill Houston employees, many of whom have been with us for decades.

I am uniquely situated to observe our mission in action every day, and it's humbling to see the amazing stories of change crossing my desk. Our ability to invest in the community and future of Houston would not be possible without your investment in us. On behalf of all of us at Goodwill Houston, thank you. Here's to the next 70 years!

STEVEN P. LUFBURROW

PRESIDENT & CEO



#### DEAR FRIENDS,

As a person who makes his living in the world of finance, I know the importance of making smart investments that will reap strong dividends. The definition of leverage is using small initial investments to produce high returns, and that's exactly what we do at Goodwill Houston. Whether it's a material donation, a media partnership or the business acumen of our boards and committees, we leverage investments in Goodwill into changed lives.

In 2015, we opened a record nine new stores and celebrated the opening of our 60th store in the Greater Houston area. We also reached a record \$130 million in total revenue. As a former Chairman of the Board of Goodwill Industries International (GII), I know what an impressive accomplishment this is.

Also in 2015, our President and Chief Executive Officer Steve Lufburrow was elected to the GII board and serves on the Executive Council. I'm so proud Steve is continuing the legacy of national leadership that was established by his father, Bill Lufburrow, and recently continued by me, Bill Kacal, Bennie Duck and others. The leaders of Goodwill Houston are having an impact on the international enterprise.

As we look to the future, we need to be mindful of a changing environment and continue to invest, adapt and evolve as we always have. That strategy has taken us through the last 70 years and will help us succeed in the future.

TOMMY A. MOORE, JR.

CHAIRMAN OF THE BOARD

#### INVESTING IN GROWTH AND SUSTAINABILITY.

Goodwill has grown and changed with Houston for seven decades. Our growth in stores creates local jobs throughout the community and serves as the economic engine that fuels our mission of *Changing Lives Through the Power of Work*.

#### HIGHLIGHTS

Goodwill's growth in stores and attended donation centers (ADCs) aligns with growth in Greater Houston, including dramatic expansion in the suburbs. In 2015, we opened nine new stores and one ADC, ending the year with 60 stores, 48 ADCs and more than 2000 employees.

The 27th annual Goodwill Gala featured a 1945 Victory Party reminiscent of the parties hosted 70 years ago to celebrate the victorious ending of World War II. The May 2 event, emceed by ABC13 Eyewitness News Anchor Gina Gaston, attracted 350-plus guests and raised more than \$289,000.

Goodwill was one of only two organizations selected to receive funds from Sweat IV Vets, sponsored by the Harris County Sheriff's Office. Our Veteran Services team participated in the second annual 5k race, raising more than \$10,000 for Goodwill's veteran programs.







After operating for roughly 60 years with a business model heavily dependent on government grants and fundraising, Goodwill Houston made a dramatic, successful shift in its operating strategy in the mid-2000s.



That change, championed by then-board chair Bill Kacal and strategically funded by board member George Lindahl, transformed the organization, allowing it to move to its current headquarters and become debt-free.

Lindahl's generous \$5 million contribution in 2007 allowed Goodwill to fully implement a new decentralized business model, open new stores and create nine Job Connection Centers. His support served as a catalyst for change that allowed Goodwill to grow at an increased pace and to raise significantly more money through its Power of Work campaign.



George Lindahl with Moreton award wi Albert Mercadel and sons

"The initial funding was not a gift - but an investment in human resources, in creating jobs and changing lives," Lindahl said. "So the return is not financial; the return is the heartfelt process of changing lives by creating jobs for people in need."

Current board chair Tommy Moore was also engaged in helping transform the financial model. "I'm grateful to George for helping Goodwill make the shift to become Houston's largest job training and placement program for anyone with a barrier to employment," Moore said. "A job is not just a paycheck. A job brings dignity and self-respect. A job is hope."

"THE RETURN IS IN THE HEARTFELT PROCESS OF CHANGING LIVES."

#### RECOGNITIONS

• For the 2nd year in a row, Goodwill Houston was recognized for the Largest Percentage Sales Growth and Largest Same-Store Sales Growth by Goodwill Industries International.



- For the 4th consecutive year, Goodwill Houston earned a 4-star rating from Charity Navigator.
- For the 10th consecutive year, Goodwill received the Better Business Bureau's Winner of Distinction Award for Excellence.



#### **KUDOS**

"When Goodwill opens a new store they create 25 local jobs. Their success is proof that we can find ways to put talented people to work, no matter what their circumstances."

- Annise Parker, former Houston Mayor

"70 years of helping people find work is impressive enough. But for over 40 years Goodwill Houston's been an accredited Better Business Bureau charity!"

- Dan Parsons, President, Houston Better Business Bureau

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#### INVESTING IN PEOPLE

Goodwill Houston has been empowering people to succeed in life since 1945, when it opened its doors with nine individuals with disabilities at 201 San Jacinto Street. Upon the arrival of President & CEO Bill Lufburrow in 1965, Goodwill expanded its services and became an advocate for people with disabilities. By creating a barrier-free campus and developing innovative training programs, we created unprecedented job opportunities for people with disabilities. Today, Goodwill has nine Job Connection Centers, and in addition to our continued service to people with disabilities, we've expanded once again to serve anyone with a barrier to employment. With more than 2000 employees, we're one of the largest nonprofit employers in the region.

#### HIGHLIGHT

Because of Goodwill Houston's new partnership with the Houston Astros, the 70th anniversary Moreton Achievement Awards luncheon was held at iconic Minute Maid Park. More than 380 guests gathered to celebrate fifteen exceptional employees and program participants who overcame challenges and achieved success with the help of Goodwill. Special guests included former Astros player #24 Jimmy Wynn and his wife Marie, as well as Astros front office executives Matt Brand, Senior VP of Corporate Partnerships; Keshia Henderson, Director of Sales; and Marian Harper, VP, Foundation & Community Affairs. This exceptional event helped to raise more than \$90,000 to support Goodwill Houston's mission programs and services.







#### RECOGNITIONS

- Goodwill Houston was chosen as the 2015 Employer of the Year by Vocational Guidance Services for its extraordinary commitment to providing employment opportunities for people with disabilities.
- Goodwill Houston was recognized as a national leader in serving post-9/11 veterans by the George W. Bush Institute's Military Service Initiative. Colonel Miguel Howe, Director of the Military Service Initiative, praised Goodwill's efforts during a national summit. "By ensuring their training programs are aligned with the needs of local businesses,



Former President George W. Bush and wife Laura with Goodwill's Director of Development Will Lufburro

Goodwill Houston is setting up veterans for success in finding the right kind of jobs," Col. Howe told attendees at the Dallas summit. Goodwill Houston was the only Texas nonprofit and the only Goodwill agency named by the Bush Institute as an example of best practices in veteran services.

#### EMPLOYEE DEDICATES MORE THAN FOUR DECADES OF SERVICE TO GOODWILL



Betty Handy, Health and Safety Coordinator, started working as a supervisor in Goodwill Houston's print shop on Nov. 18, 1974. Although she's changed roles many times in the past 40-plus years, she has never stopped serving, mentoring and training for this organization that is close to her heart.

In all the roles Handy has tackled, she has deepened Goodwill's connection to the

community, and she has been the organization's secret weapon, quietly and humbly serving the people of Goodwill for more than four decades.

"GOODWILL ISN'T JUST ABOUT CLOTHES; IT'S ABOUT HUMAN LIFE."

"By the grace of God, I've had the opportunity to serve people," Handy said.

Throughout her many years on the job, Handy has assisted in the nurse's station, helped establish the dental clinic, managed Worker's Compensation, and even created community partnerships like the Houston Police Department's Panda Program, which established Goodwill as a safe haven for children and abused women. In her current role as Health and Safety Coordinator, she remains Goodwill's "go-to person" for challenges large and small.



Handy with President & CFO Steve Lufburrow at her 40th anniversary celebration

"Goodwill Houston has truly gone beyond the call of duty," Handy said. "So many places wouldn't give people second chances and a new opportunity. Goodwill isn't just about clothes, though that's what everybody thinks. It's about human life - loving each other and helping each other."

#### **KUDOS**

"It took focus and discipline to become an Olympian and a West Point graduate. Now as a Goodwill board member and a veteran myself, I'm proud Goodwill is nationally recognized for its Veterans' Services."

- Elexa Orrange, former Olympian, Veteran and Goodwill Houston Board Member

"Through their innovative programs, Goodwill Houston helps ex-offenders turn their lives around and get back on their feet. Their investment in people creates a better community for us all."

- Adrian Garcia, former Harris County Sheriff

#### INVESTING IN PARTNERSHIPS

Goodwill Houston has emerged as a nonprofit leader over seven decades because of its strong ties to the Houston community and its many collaborative partnerships.

## ASTROS SENIOR VP VALUES GOODWILL'S WORK WITH VETERANS

Matt Brand, Senior Vice President of Corporate Partnerships for the Houston Astros, was thrilled to learn that Goodwill

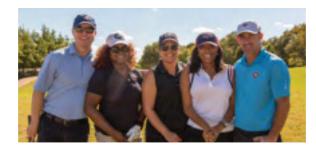
was interested in partnering with the city's team.



"The Astros gain tremendous benefits by being aligned with and partnering with Goodwill," Brand said. "Anytime you can have your brand next to Goodwill, one of the No. 1 greatest charities in the world, you receive massive amplification. We have all known Goodwill since we were little

kids, and it is definitely a blue-chip nonprofit. It represents the best of what we are as Houstonians - giving back to help others."

Brand, whose dad served in the U.S. Marines for 25 years, is especially interested in the tremendous work Goodwill is doing with veterans – and Goodwill's work with veterans fits the Astros' focus on the military, like a baseball to a well-worn glove.



Members of Astros executive team and front office (from left) Dan O'Neill, Vivian Mora, Anita Sehgal, Keshia Henderson and Matt Brand at Goodwill Golf Classic

"Goodwill is fantastic to work with from the top down, and our partnership is unique – reaching well beyond just advertising," Brand said. "We love helping them amplify their brand and sharing our resources, including the use of Minute Maid Park for their annual awards event. It's a true integrated marketing program and a valuable partnership."

Brand believes investing time and energy in local nonprofits is extremely important for the Astros and fits their culture.

"ANYTIME YOU CAN HAVE YOUR BRAND NEXT TO GOODWILL, YOU RECEIVE MASSIVE AMPLIFICATION."



#### ABC13 NEWS ANCHOR IS LONGTIME ADVOCATE FOR GOODWILL HOUSTON

Long before Gina Gaston, co-anchor of the KTRK-TV ABC13 evening news, hosted Goodwill galas, she donated to Goodwill.



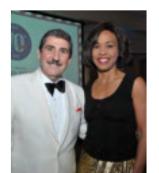
"I think the mission of Goodwill to change lives through the power of work is wonderful - and all of us can participate in that mission by donating

things we don't need," she said.

The well-known Houston celebrity began her TV news career in Tyler, Texas, then worked in Pennsylvania and Florida before joining the KTRK team in 1992. She is married to former Houston Rockets star Mario Elie and is the proud mother of triplets.

Despite her busy schedule these days, she has a special fondness for projects involving Goodwill. "I've been

covering stories about Goodwill for at least 20 years, and I hope to continue to do so for the rest of my career," Gaston said. "I think it's important to give people an opportunity to be self-sufficient, and Goodwill plays an important role in helping people build their confidence from the inside. That's priceless."



Gaston with President & CEO Steve Lufburrow at Goodwill Gala

"GOODWILL CHANGES LIVES, AND I ENJOY BEING A SMALL PART OF THAT." Gaston has emceed two Goodwill galas, hosted the 70th Anniversary primetime special, Bundles of Hope, and was the narrator for two Goodwill corporate videos.

"I'm proud to be associated with Goodwill," she said. "It's a first-class organization that does so much important work in our community. Goodwill changes lives, and I enjoy being a small part of that."

#### HIGHLIGHTS

Goodwill Houston continued its four-year partnership with KPRC-TV Channel 2. Their expertise and creativity helped us create a series of spots celebrating our 70th anniversary that told the Goodwill story through the voices of local government, business and community leaders.

Through our relationship with iHeart Media executive Lisa Baldon, who also serves on our Business Advisory Council, we've gained access to one of the largest radio outlets in the nation. With her broadcast expertise and commitment to our mission, our message of how donations change lives has reached a greater audience than ever before.

#### RECOGNITION

Goodwill Houston's Public Relations and Marketing team received the first-ever Cause Partnership Champion Award given by Goodwill Industries International (GII). The team was honored for its leadership and role in launching the national Goodwill partnership with Grammy Award-winning singer/songwriter Kristian Bush.



From left: Kym Iris King, Kristian Bush, Corinne Giacomarro and GII's Ryan Kuhn

#### **KUDOS**

"There are so many reasons why our partnership with Goodwill Houston is a great fit. We're both nationally recognized, top-ranked brands in our market. We have highly experienced teams with long-tenured employees. Most of all, we've both been dedicated to serving our Houston-area community for decades. Goodwill is creating huge local impact, and we're proud to share their story."

- Henry Florsheim, President and General Manager, KTRK-TV ABC13

"As a member of Goodwill Houston's Board of Directors, I have learned so much about what they do and how they serve this community. I'm proud that KPRC can help educate our viewers about Goodwill's real mission - and help Goodwill celebrate 70 years of changing lives through the power of work!"

- Jerry Martin, President and General Manager, KPRC-TV Channel 2

#### INVESTING IN THE FUTURE OF HOUSTON

While Goodwill Houston adapts to today's challenges, we continue to look ahead - studying trends, anticipating needs and connecting with partners across the city with the goal of becoming *Houston's premier workforce leader*. We know that work changes lives, and we want to help people from all walks of life - with all sorts of barriers - find career pathways that open doors to a better future and transform Houston. Our goal is to create opportunities for meaningful work for 70 more years - and beyond.

#### DISTRICT MANAGER INVESTS HER ENERGY IN BUILDING UP PEOPLE

When Jeannie Lawson was hired in 2007 as Goodwill's North District Manager, she brought almost three decades



of retail training and management experience from Target, DSW, Limited Corp. and Babies R Us.
She's a great representative of the talented, seasoned retail and business professionals on our team.

"I've worked for some phenomenal organizations through the years," Lawson said. "But Goodwill has my heart, and my work is something I treasure daily. Every time I go to a job fair

for Goodwill, I pray, 'Lord send me someone who needs me to enrich their life.' "

Training and developing people is her favorite part of the job, and she has the opportunity to do that every day. "When you pour knowledge, hope and encouragement into young leaders' lives, it's like a relay; they will take it further," she said. After semi-retiring from DSW and working as a consultant, Lawson felt the call to go back to retail - and she noticed Goodwill's job opening.

"I felt the job was meant for me," she said. "I see every day how we help people restore their lives and we give people a chance to earn an honest paycheck and to gain self-confidence and pride in their work. Our retail operation is a key part of our mission, and we truly invest in our biggest asset – our people."

#### "I SEE EVERY DAY HOW WE HELP PEOPLE RESTORE THEIR LIVES."

Last year, she helped expand our investment in people by bringing her immense retail expertise to the development of the Careers in Retail program.

Lawson, one of six siblings who grew up without many financial resources, has her own unique way of encouraging people facing challenges.

"I tell them, 'You're either going to handle life or life is going to handle you. There will be tough times, but if you are given an opportunity, don't let the obstacles overtake you. Just keep on trying until you become all you are meant to be.'"



From left: District Sales Managers Robin Davis, Stephen Starkey, Isaac Theus, Michael DeTienne, David Braddon,
Jeannie Lawson and Vice President of Operations Charles Canton

#### HIGHLIGHTS

Alma Duldulao-Ybarra, Director of Workforce Development, serves on the Greater Houston Partnership's Upskill Initiative Workgroup. This initiative coordinates 20 organizations across the Houston region to implement a three-year strategic plan for developing middleskills training in five key industries: manufacturing/production, petrochemical, construction, healthcare and information technology.

In 2015, Goodwill launched the Careers in Retail (CiR) program to enable retail workers to move into higher-paying retail management jobs. CiR is the first of many career pathways programs we will offer to address the region's serious shortage of workers trained to step into middle-skills jobs. These new collaborative, certification-based programs represent a shift in the way we serve clients, providing them

init st m

A Careers in Retail program graduate receives her certificate from Goodwill's Steve Lufburrow,
Jeannie Lawson and Glenn Carter (from left)

the educational components and certifications they need to gain a career, not just a job.

#### RECOGNITION

Goodwill Houston continues to make an impact on a national level as President & CEO Steve Lufburrow was named to a three-year term on the Goodwill Industries International Board of Directors and Executive Council. This honor follows last year's Kenneth K. King award as another recognition of his standout leadership among the 164 Goodwill organizations across the United States and Canada.

#### **KUDOS**

"I'm proud to be standing on the shoulders of the work my grandfather and father have done for Goodwill. Changing lives through the power of work will continue to be my family's investment in Houston's future."

- Will Lufburrow, Director of Development and Special Projects, Goodwill Houston

"As a longtime friend of Goodwill Houston, I've seen firsthand the positive impact they've had on our community. I can forecast great things to come for the next 70 years. Shine on Goodwill!"

- Khambrel Marshall, KPRC-TV Channel 2 Meteorologist and host of "Houston Newsmakers"



## GOODWILL'S RETURN ON INVESTMENT



In 2015, the Roberts Enterprise Development Fund (REDF) commissioned Mathematica Jobs Study to evaluate social enterprises' return on investment. The results from the study provided evidence that social enterprises can improve lives and yield value to society.

For workers who received services from social enterprises, average monthly wages and salary increased by 268%, reliance on government benefits decreased from 71 to 24%, and the share of workers living in stable housing increased from 15 to 53%.

### RETURN ON INVESTMENT IS BEST SEEN IN THE REAL LIVES OF REAL PEOPLE.

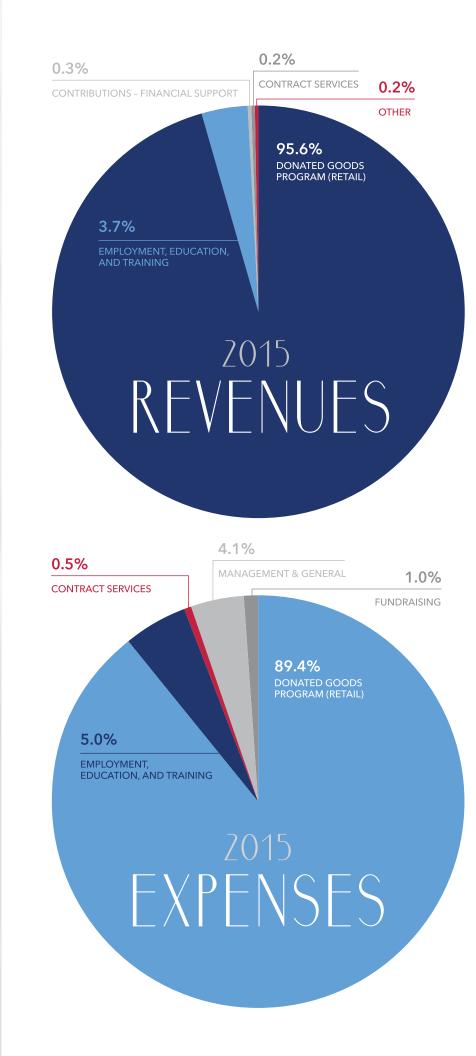
While these figures underscore the importance of supporting social enterprises, what they are unable to capture is what we see daily at Goodwill: that return on investment is best seen in the *real* lives of *real* people.

What's the ROI of a disabled veteran's civilian job after returning home from active duty?

What's the ROI of steady work after years of paying the price for a youthful mistake?

What's the ROI of a young mother's first job after leaving an abusive relationship?

This kind of return on investment is transformational and immeasurable. And it is your investment in our social enterprise that allows us to create job opportunities that open doors to a better future for individuals and families - and that can change communities for generations to come.



# COMBINED STATEMENT OF ACTIVITIES

TOTAL REVENUES & SUPPORT \$119,489,591 \$130,097,282 **TOTAL EXPENSES & LOSSES** \$116,016,297 \$130,771,285 INCREASE IN UNRESTRICTED NET ASSETS \$3,473,294 \$(674,003) **NET ASSETS AT BEGINNING OF YEAR** \$28,597,867 \$32,071,161 NET ASSETS AT END OF YEAR \$32,071,161 \$31,397,158 2015 DATA

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"FAR AND AWAY THE

BEST PRIZE THAT

LIFE HAS TO OFFER

IS THE CHANCE TO

WORK HARD AT WORK

WORTH DOING."

- TEDDY ROOSEVELT

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