

GOODWILL AT WORK

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Goodwill Houston is an organization with many different, yet interconnected parts.

Collectively, we are like the cogs and wheels of a gear assembly.

It takes all of us-accountants, human resources professionals, truck drivers, fundraising staff, career navigators, cashiers, dispatchers, store managers, donation attendants, and many more dedicated team members-to do the work of Goodwill.

Each of us depends on the input and efforts of others as we work to accomplish our specific goal—the goal of changing lives through the power of work.





PRESIDENT & CEO

STEVEN P. Lufburrow As I reflect on 2018, I can't help but see the similarities between Goodwill Houston and a complex machine. We have many moving parts with gears that are large, some that are small and some that are uniquely shaped. And just like any machine, every part is necessary for it to run efficiently and effectively. All machines require regular maintenance, and in 2018 after more than 70 years of serving Houston, Goodwill once again oiled its cogs and updated infrastructure. I'm proud to report that the Goodwill machine is running smoothly.

Goodwill Houston is reaping the benefits that its dedicated team have made through improved and refocused efforts on communications and streamlined processes.

In 2018, we started building a dream team of visionary "architects" motivated and committed to tap the potential available for Goodwill in Houston. We have reorganized and restructured so we are now hitting on all cylinders. I would be remiss if I didn't thank our loyal donors, customers and supporters. Without these friends, none of this would be possible.

Throughout this report, you will be introduced to just a few of the programs that represent Goodwill Houston's mission. I hope this annual report conveys to you why I am so proud to lead this organization, and I'm equally proud of our employees who accomplished so much in 2018.

Thank you for your commitment to Goodwill.

I am so proud of Goodwill Houston's team in 2018. As the Chairman of the Board, I've had the privilege to watch Goodwill's team innovate, streamline and redesign. Our overall financial picture included a record-breaking year in sales, and we ended the year debt-free.

As a professional in the finance field, it is exciting for me to see the stable financial foundation Goodwill Houston has built. They are uniquely positioned to change the landscape of Houston's community by connecting individuals with assistance and training as they become more productive members of society. The skilled team of professionals who run our programs and the executive team that manages day-to-day operations have stepped up their game. The ripple effect of their experience, collective wisdom, and enthusiasm can be seen all over this great city through lives that were changed by the power of work.

The most important measure of success for any nonprofit is its ability to deliver on its mission. In 2018, Goodwill Houston served more than 14,000 program participants, placed 4,540 people in meaningful jobs, and applied 95% of every dollar to mission services. With your continued support, Goodwill Houston will continue to change lives.

On behalf of the Board of Directors, Foundation Board and Goodwill Houston Trustees, I want to thank you for your support of this great organization.

CHAIRMAN OF THE BOARD

TOMMY A.
MOORE, JR.

James Marie Ja



GOODWILL AT 2018 IN REVIEW A GLANCE

In 2018, Goodwill Houston helped more than four thousand people find work. Among them were people whose livelihoods had been devastated by Hurricane Harvey, veterans returning to civilian life, young adults with no work history, older adults returning to the workforce, and individuals with disabilities.

In the past, Goodwill Houston focused on preparing people for work by providing strong education and training programs and getting them into a job. Now, many of the people we proudly serve want more than just a job—they need a job that can be built into a career. As a result, Goodwill Houston is offering career pathway programs that assess a person's strengths and interests, connect them to education and training, and help them get hired

by eager employers in high demand industries. As with all of Goodwill Houston's programs and services, there is no cost to the participant.

One example is Goodwill Houston's **Apartment Maintenance Professionals (AMP) program**, which teaches participants
introductory building maintenance skills and provides hands-on
training. Upon completion of this accredited, 9-week course,
graduates are well-positioned for employment. They frequently
receive job offers before the official end of their training period
and can earn a starting salary of \$30,000-\$48,000.
Funded by the Texas Apartment Association and the United Way
of Greater Houston, this program was developed as a response

to the critical shortage of workers with the skills necessary to maintain a growing number of rental properties and multi-family communities in our area.

Goodwill Houston's AMP program provides certified training and connects participants with on-the-job training and opportunities to shadow working professionals. Since the program began in 2016, 11 groups of students have participated, producing 76 graduates with a 92 percent job placement rate. In 2018 alone, we enrolled 24 participants and placed 21 in jobs. While the program is focused on apartment maintenance, graduates also have been considered for roles in hotel and commercial building maintenance. Others have used their training to get started with electrical or plumbing companies.

TOTAL PEOPLE
HIRED BY
GOODWILL IN 2018

2,671

INDIVIDUALS WITH DISABILITIES 385

YOUTH (AGES 16-24)
737



Goodwill's Google IT Support Professional Certificate Program prepares individuals for an entry-level role in IT support. The self-paced, five-course program is conducted primarily online. Goodwill staff members facilitate monthly, faceto-face group meetings that offer peer support and training in soft-skills, such as communication, team work, and problem solving. The curriculum takes six to eight months to complete. Launched in June of 2018, the program generated interest and produced results by year's end—32 students were enrolled, three graduates were placed in industry-related jobs, and several received raises or promotions.

The training is focused on troubleshooting and customer service, networking, operating systems, system administration and security. Funded by Google.org through Goodwill Industries International, this first-of-its kind program offers highly interactive content, hands-on labs, and



WORKFORCE DEVELOPMENT

TOTAL PEOPLE 9,555

individuals with 5,429

veterans 1,989

УООТН 785

PEOPLE PLACED 1,776

THE STRENGTH OF THE TEAM IS EACH INDIVIDUAL MEMBER. THE STRENGTH OF EACH MEMBER IS THE TEAM. - PHIL JACKSON



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learning tools exclusively developed by Google and supported by Coursera, an online education provider.

Participants in this program include young adults, veterans transitioning to civilian life, individuals starting a second career and people seeking to advance in their current career. Although they begin as a cohort, participants' completion rates vary.

The program's goal is to help 50 individuals launch a career in information technology.

The GoodPaths Retail Management Career Navigation Program (GoodPaths), funded by the Walmart Foundation through Goodwill Industries International, helps retail employees gain the skills and knowledge they need to advance in their current workplace or at other retail employers. GoodPaths helps participants create a career development plan that lays out a clear pathway for success, including the steps needed to receive a wage increase or promotion. Employees who demonstrate the drive, desire and aptitude for advanced roles within the organization receive

individualized career navigation, customized training and mentoring to equip them to fill a new role when it becomes available.

The program includes career assessment and evaluation, resume preparation and interviewing skills, career planning, referrals to community resources, coaching and follow up. GoodPaths is designed to decrease turnover, positively impact employee morale and skills, and help Goodwill recruit more employees as promotions occur internally.

Goodwill Houston piloted GoodPaths with its own employees at 27 stores in 2017 and expanded to 56 stores in 2018, with a goal of creating a successful model that can be utilized by the broader retail industry. Last year, 222 employees received job-coaching services through GoodPaths, resulting in a 98 percent retention rate and 48 promotions. GoodPaths enhances lives, increases retention and improves the productivity and professionalism within Goodwill retail stores.

ALONE WE CAN DO SO LITTLE; TOGETHER

WE CAN DO SO MUCH. - HELEN KELLER



COMBINED STATEMENT

OF ACTIVITIES

2018 2017 **TOTAL REVENUES & SUPPORT** \$156,595,348 \$136,105,912 **TOTAL EXPENSES** \$152,507,397 \$138,293,087 **CHANGE IN NET ASSETS** \$4,087,951 \$(2,187,175) **NET ASSETS AT BEGINNING OF YEAR** \$26,652,891 \$28,840,066 NET ASSETS AT END OF YEAR \$26.652.891 \$30.740.842





OUR SUPPORTERS

\$200,000+

The Moody Foundation

\$20,000-\$199,999

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George Lindahl III Family
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2018

individual retail transactions: 4,999,494

RETAIL SALES: \$79,576,079.96



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