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## Our Social Enterprise

Our business model expertly incorporates all revenue-generating divisions to best serve the estimated half million people in our community who are living in poverty or who earn less than a living wage.



**Donated Goods** 



**State & Federal Grants** 

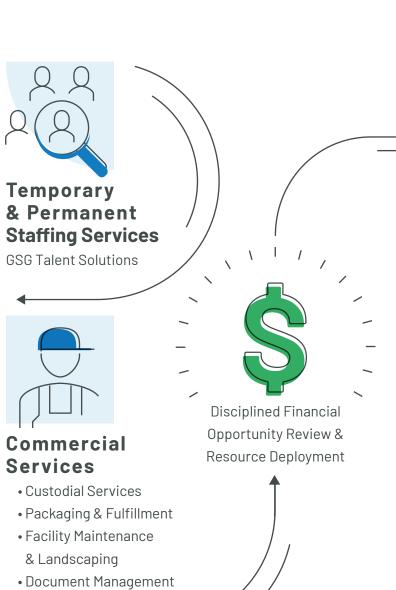


**Private Donations** → & Grants





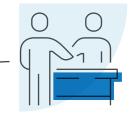
- Deconstruction
- Call Centers





#### **Employment** Readiness & Support

Workforce Advancement



#### **Educate & Advance**

The Goodwill Career & Technical Academy The Goodwill Excel Center

**Transform Generations** 

**Employment & Placement** Skilled/Elevated Employment



## **Executive Summary**

2022 was a year of growth for Goodwill Central Texas. We were excited to welcome our new Chief Executive Officer, Rob Neville. Neville is an innovative and entrepreneurial business executive with more than 25 years of development and operations experience across the life sciences industry, software, healthcare IT, venture capital, and nonprofit sectors.

Under his leadership, Goodwill Central Texas is focusing on highlighting and growing our mission work in the community. Our 2022 educational programs felt the lingering effects of the COVID-19 pandemic, as enrollment was still not at the usual full capacity, but we're continuing to see growth and adding more opportunities for our clients to enlist. Some strategies include working to bring in more instructors, growing our physical space, adjusting our class schedule, and offering more to parents through childcare and family services.

Technology and IT has been a main priority of restructuring and a challenge we're tackling head-on, including replacing old legacy systems and bringing all departments up to date with current technology and programming.

Remaining flexible as such a fast-paced organization comes with challenges, but we have tackled each challenge we've faced and grown better for it. We're continuing to push retail forward, update technology, earn new grant and donor partnerships, and expand options for clients. We were excited to see, on average, client placements making above the area living wage after our programs, achieving our goal of giving people the building blocks to thrive.

As an organization, we feel we have many great opportunities to grow and remain optimistic about our future.



## 2022 Highlights



#### Revenue

Goodwill generated **\$144.6 million** in revenue, driven by donated goods revenue (up 7% compared to 2021), contracts (up 13%), tuition for our adult charter high school and our career training programs (up 29%), and grants and contributions (up 47%).



#### **Donations**

Goodwill received **1,410,746 goods donations** across 15 Central Texas counties in 2022.



#### **Landfill Diversion**

Goodwill **diverted 85 million pounds** of material from local landfills in 2022, significantly reducing community environmental impact.



#### **Philanthropy**

Donors continued to respond with generosity. Goodwill raised **\$1.6 million** from foundations, corporations, and individual donors in support of our mission programs.



#### **Training**

The Goodwill Career and Technical Academy (GCTA) served **311 students** and awarded **350 credentials** in 2022. The average hourly wage at job placement this year was **\$17.34.** 



#### **Placement**

In 2022, Workforce Advancement **served 3,904 clients**, compared to 3,798 in 2021. This includes 1,409 community members supported in obtaining new jobs or promotions and 2,107 total people placed in jobs. The average hourly wage for WFA clients this year was **\$12.40**.



#### **Excel Center**

In the 2021-2022 school year, the Excel Center adult charter high school **served 2,138 students** across six Central Texas campuses. This year, **312** Excel Center students earned a diploma.



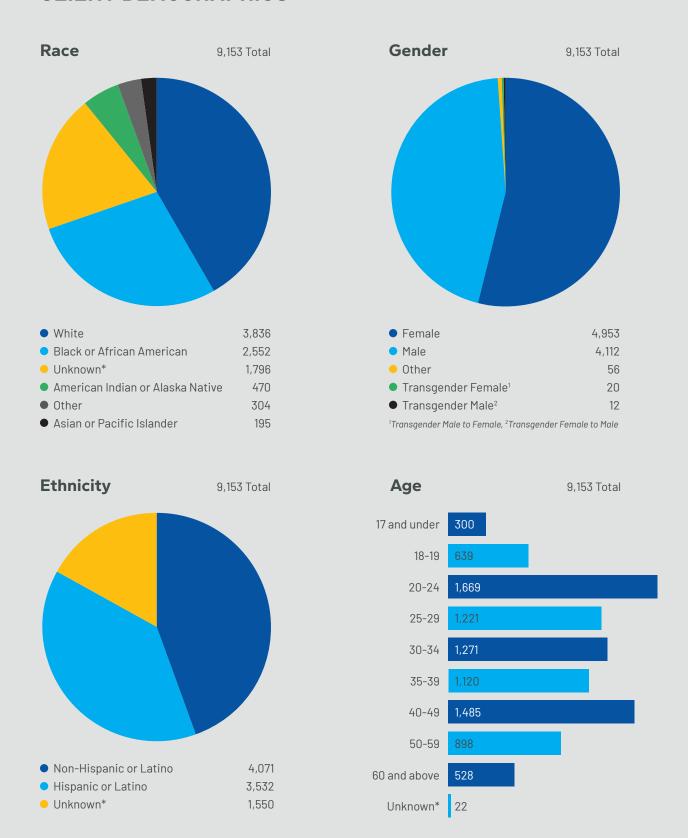
#### **Bridge Fund**

The newly established Bridge Fund provides **emergency funds** for basic needs to keep the people Goodwill serves in school, training programs, and jobs (*learn more on the following pages*).



2022 Highlights 2022 OMR Generating lifelong connections to work

#### **CLIENT DEMOGRAPHICS**



<sup>\*</sup>Unknown indicates uncollected data or individuals that chose not to respond to surveys.

#### **OVERALL FINANCIALS**

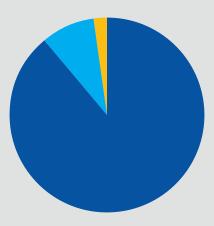
Program Services \$203,437,887
 Support for Programs \$15,320,754
 Fundraising \$514,252

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**Community Reinvestment** 

Total Expenses &

\$219,272,893



ASSETS	2020	2021	2022
Cash	14,554,913	22,757,381	12,265,787
Investments	224,136	10,539,755	9,650,987
Accounts and other receivables	4,941,047	4,781,414	9,298,888
Inventory	2,328,806	2,868,772	3,387,234
Property & equipment	54,547,705	67,571,287	71,446,360
Operating right of use assets	_	_	59,484,016
Interest rate swap asset	_	_	5,714,743
Other assets	1,172,761	1,514,587	1,725,351
TOTAL ASSETS	77,769,368	110,033,196	172,973,366
LIABILITIES	2020	2021	2022
Accounts payable	3,974,649	5,961,163	6,665,202
Accrued expenses and deferred revenue	6,696,803	7,032,398	6,820,005
Current portion of long-term debt	1,172,165	1,552,545	1,267,201
Financing lease liability	_	_	9,618,336
Notes payable, less current maturities	21,465,463	41,272,921	39,299,895
Financing lease liability, net of current portion	_	_	54,274,090
Interest rate swap liability	1,771,047	452,501	_
Other non-current liabilities	3,292,315	4,061,195	_
TOTAL LIABILITIES	38,372,442	60,332,723	117,944,729
NET ASSETS	2020	2021	2022
Without donor restrictions	38,987,897	48,431,631	53,121,324
With donor restrictions	409,029	1,268,842	1,907,313
TOTAL NET WORTH	39,396,926	49,700,473	55,028,637





## **Building Bridges**

Goodwill established the Bridge Fund to help participants with basic needs on their journey toward a long-lasting, successful career. The fund provides emergency resources for basic needs to keep those we serve in school, training programs, and jobs. In 2022, the fund was sponsored by University Federal Credit Union and corporate and individual donors

Services covered by the Bridge Fund include—but are not limited to—household items, moving fees, financial assistance, transportation, childcare, clothing, and food. Thanks to our generous donors, we have already raised over \$150,000 through our annual event, A Good Night for Goodwill, to help fund our mission to transform lives through work.



Fundraising at A Good Night for Goodwill 2022

It's difficult to achieve the next step in your career when you are constantly worried about your living conditions. The Bridge Fund helps bridge the gap for many people who are working toward achieving their dream career, but face obstacles to sustainable employment. By offering support for emergency expenses and basic needs, we make it easier for a participant to focus on their career goals and stay on track in school.

In addition to the Bridge Fund, GSG Talent Solutions support services provided over \$39,000 in funding to help team members stay connected to their jobs. These services include clothing, food, utilities, medical, and more, all to ensure team members stay focused on work and do not have to worry about immediate assistance. We then referred them to community partners and provided career advancement training to assist them as well.

Donations have a substantial impact on our mission to empower individuals who face obstacles to sustainable employment. These donations also have a broader, bigger impact on the community as well. That's because these donations give participants the opportunity to achieve their dream careers and impact their community positively. Donations, including those from the Bridge Fund, help literally spread the Goodwill throughout the community for future generations.





# Divisional Highlights

## Diversity, Equity, Inclusion, and Belonging

The DEI&B team took valuable steps to ensure we continue to work within the People and Culture department to recruit and retain team members from underrepresented groups and to create an inclusive and equitable workplace. In 2022, that encompassed hosting internal chats with team members to address topics of concern and increase social awareness across various channels.

We continued to increase awareness and sensitivity surrounding cultural observances and events and provide context about their overall historical significance through organization-wide communication and discussions. In addition, we held monthly meetings to address any pressing topics of concern among employees. We also launched three new affinity groups to provide a community for team members from underrepresented populations. Finally, we hired a DEI specialist to oversee administration and support the DEI manager as they implement our company-wide DEI&B strategy.





Overall, we significantly advanced our DEI&B strategy in 2022. We hired a DEI specialist to support the DEI manager in program development and execution of DEI priorities and initiatives. We identified metrics and created a diversity scorecard to measure our progress. We held monthly DEI council meetings to provide updates to the council and ask for input on DEI priorities and initiatives. We continued the monthly/bi-monthly internal "Let's Chat" webinars focused on exploring DEI&B-specific topics that increase awareness, build understanding, and improve engagement.

We launched three affinity groups in collaboration with the DEI council:

- Black and Indigenous People of Color
- LGBTQ+ Team Members
- Women in the Workplace

We planned and hosted several company-wide engagement activities to show team member appreciation and build an inclusive community. We also continued increased communication of cultural events and their historical significance through organization-wide communication channels: Did You Know and Goodwill Beat.

We launched the third year of the Team Member Experience Survey that included a DEI component. We held DEI focus groups with team members in the field and throughout Goodwill.

#### **RECOMMENDATIONS**

Here are the goals and actions the DEI&B team is targeting in 2023:

- Reassess previous DEI programming to ensure it is still in alignment with the overall organizational goals.
- Create a 2023 DEI&B strategic plan that equitably addresses the needs of our team members and supports the overall Goodwill Central Texas strategic plan.
- Disseminate the findings from the 2022 team member experience survey.
- Display highlights of the findings at all GCT locations.
- Share the department-specific reports with departmental leaders.
- Based on team member feedback in the survey, work with leaders throughout the organization to create and submit action plans to address issues and concerns.

- Continue to hold focus groups with team members to identify areas to be addressed.
- Continue to update the DEI sponsor group about ongoing priorities and seek feedback.
- Continue to empower the DEI council and affinity groups to reach overall DEI goals and meet the needs of all Goodwill Central Texas team members.
- Continue to identify diversity metrics and update the DEI scorecard to monitor progress on our DEI strategic goals.
- Review all existing training through an equity lens and create or
- procure new DEI-related training to support the leadership roadmap.
- Review Goodwill Central Texas policies through an equity lens.
- Work with human resources and talent acquisition to identify diversity sourcing and recruiting metrics.





### **Workforce Advancement**

Workforce Advancement (WFA) continues to work toward pre-pandemic service delivery reach. In 2022, WFA served 3,904 participants, compared to 3,798 in 2021. Over \$3 million was offered to support our participants. This support ranged from transportation and clothing assistance to short-term housing stability and tuition for career training opportunities.





Workforce Advancement was notified of several new programs and grant opportunities in 2022. As a part of the Project Connect Program in the City of Austin, we will be utilizing anti-displacement funding to support and empower community members impacted by the Project Connect expansion.

Additionally, we were awarded Homelessness Support Services funding as continued American Rescue Plan Act (ARPA) funds are distributed. This program will help connect community members who are at risk of homelessness with education and training support.

Our work with the Texas Department of Criminal Justice (TDCJ) continues with notification of the relaunch of a pilot reentry program to offer work experience, career training, and occupational certifications to identified participants. These three programs are set to start receiving participants in early 2023.

Workforce Advancement led our organization as we received two prestigious recognitions in 2022. Goodwill Central Texas was awarded the We Hire Ability award by the Texas Workforce Commission to showcase the work we do in hiring and supporting people with disabilities. Additionally, in August, we were awarded the Lex Frieden Award from the Texas Office of the Governor, recognizing our work.

Programming around opportunities for work experience remains in high demand. Our Project Search partnership grew in 2022, officially adding Kalahari Resorts as a work site for students with disabilities to gain valuable work skills and experience. Continued expansion of the program for the 2023 school year also began as we look to partner with Baylor Scott & White in Lakeway for an additional site. Our summer work experience programs continue to grow year over year, with over 200 youths served in 2022.

"Goodwill changed my life tremendously. I lacked the self-confidence to make sure I could get everything done. But it gave me that extra little push. And it changed everything."



RECOMMENDATIONS

- Monay

- In alignment with the GCT's SMART goals, analyze and identify a revised measure of effectiveness and efficiency at divisional and program levels.
- Identify partners to strategically deepen relationships for meeting community needs.
- Increase participation and engagement in outlying career centers.

## INDICATORS: WORKFORCE ADVANCEMENT PLACEMENT SERVICES

#### Workforce Advancement—All Programs

23

Category	Measure	Goal	Measured Achievement
Effectiveness	Number of Individuals that are placed into employment above \$15.42/hr.	773	1,409
Efficiency	Length of time from business solutions assessment to placement in employment.	30 days	57 days
Service Access	Increase the number of staff members dedicated to serving clients outside of Austin.	2 additional staff	Met
Satisfaction	Percent of surveyed clients expressing satisfaction with services.	86%	86.40%
Satisfaction	Percent of surveyed stakeholders expressing satisfaction with services.	85%	85.20%



#### Workforce Advancement—All Programs Indicator Information

Measure	Population Applied To	Persons Responsible for Collecting Data	How Data Will Be Collected	Goal	Extenuating/Influencing Factors
Number of individuals that are placed into employment above \$15.42/hr.	Persons served and placed by Goodwill Central Texas excluding GSG operations in Memphis, TN.	Information collected by Workforce Advancement and Business Solutions staff.	Data entered into case management system and reviewed on a monthly basis.	773	GCT exceeded the goal in supporting 1409 community members in obtaining new job placements or promotions.
Length of time from business solutions assessment to placement in employment.	Persons served who complete a BSPS assessment and are placed into employment.	Business Solutions Placement Specialist.	Data is collected and reviewed through CaseWorthy.	30 days	Evolving community needs, BSPS staff turnover with data entry gaps, and employer staffing delays all contributed to extended placement obtainment to an average of 57 days after assessment.
Increase the number of staff members dedicated to serving clients outside of Austin.	Persons seeking services from Workforce Advancement programs.	Workforce Advancement Leadership Team.	WFA Leadership will use organizational records and staffing plans to identify staff serving clients outside of Austin.	2 additional staff	A new Housing & Career Navigator for the Kyle Career Center in January 2022. A new leadership position, Program Administrator, is now based out of the San Marcos Career Center. The Landlord Outreach Specialist position was moved to Kyle Additionally, three BSW interns worked out of the San Marcos and Kyle Career Centers for the Fall 2022 semester.
Percent of surveyed clients expressing satisfaction with services.	Sample of intensively served clients.	Computer Lab Specialists conduct phone surveys, all staff will include survey links in email signatures.	Online Survey. Results to be shared on monthly Balanced Scorecard and updated in Leadership meetings.	85%	85% of surveyed clients answered "Agree" to "Strongly Agree" to satisfaction with their experience with Goodwill services.
Percent of surveyed stakeholders expressing satisfaction with services.	Sample of community stakeholders.	Workforce Advancement staff and Business Solutions Placement Specialists.	Online Survey.	85%	During the 2022 Calendar Year, The Stakeholder Satisfaction Survey was reviewed and updated. The new survey includes additional opportunities for stakeholders to provide information about their organization (the main services they provide) and how they partner with us (which divisions they work with).

## COMMUNITY REHABILITATION PROGRAMS: JOB PLACEMENT SERVICES

Workforce Advancement—Job Placement Services

Category	Measure		Measured Achievement
Effectiveness	Average wage increases over prior year.	\$12.50	\$13.51
Efficiency	Average time between completion of job readiness training and job placement.	90 days	161
Service Access	Percent of clients receiving job readiness training.	70%	72%
Satisfaction	Percent of surveyed clients expressing satisfaction with services.	85%	100%
Satisfaction	Percent of surveyed stakeholders expressing satisfaction with services.	85%	100%



#### Workforce Advancement—Job Placement Services

Measure	Population Applied To	How Data Will Be Collected	Goal	Extenuating/Influencing Factors
Average wage is high.	All clients placed through the job placement services program in 2022.	By reviewing and obtaining information from CaseWorthy case management system.	\$12.50	Career Case Managers pre-employment employer development was an integral part in exceeded the goal in advocating for equitable wages with employers.
Average time between job readiness completion and job placement.	Clients enrolled in program in 2022 and subsequently placed in 2022.	By reviewing and obtaining information from CaseWorthy case management system.	90 days	The low number of referrals to this program allow for outliers with long times between training and placement to skew the data. Examples: Clients who remained in job readiness training and put job reach on hold in light of continued Covid-19 restrictions or those who entered with employment and were selective about job placement.
Percent of clients receiving job readiness trainings.	Clients enrolled into program in 2022, cross-referenced with training service report (de-duped to get unique client number).	By reviewing and obtaining information from CaseWorthy case management system.	70%	A number of clients were able to obtain employment before completing Job Readiness Training and did not fall into the measure.
Percent of surveyed clients expressing satisfaction with services.	Sample of intensively served clients.	Online survey.	85%	All Clients enrolled in Job Placement Services in different stages were provided an opportunity to complete the Client survey. Of those that completed the survey, all expressed satisfaction with services. For 2023, an emphasis has been placed on increasing the frequency that Clients' complete Client surveys to track their progress over time.
Percent of surveyed stakeholders expressing satisfaction with services.	Sample of community stakeholders.	Online survey.	85%	Stakeholders such as Vocational Rehabilitation staff, external community organizations, and employers were provided the opportunity to complete an online survey. Of those that completed the survey, all expressed satisfaction with services.

## COMMUNITY REHABILITATION PROGRAMS: SUPPORTED EMPLOYMENT

Workforce Advancement—Supported Employment

Category	Measure	Goal	Measured Achievement
Effectiveness	ess Average wage increases over prior year. \$9.50		\$9.00
Efficiency	Average time between VR plan meeting and placement.	180 days	394
Service Access	Percent of clients receiving job readiness training.	50%	70%
Satisfaction	Percent of surveyed clients expressing satisfaction with services.	85%	100%
Satisfaction	Percent of surveyed stakeholders expressing satisfaction with services.	85%	100%



#### Workforce Advancement—Supported Employment

Measure	Population Applied To	How Data Will Be Collected	Goal	Extenuating/Influencing Factors
Average wage is high.	All clients placed through the Supported Employment program in 2022.	By reviewing and obtaining information from CaseWorthy case management system.	\$9.50	There has been a decrease of supportive employment referrals in 2022 due to a change implemented by TWC for supportive employment. Data for this category based on one client obtaining a job in 2022. Our programs are person centered and employment is determined by the client's interest.
Average time between plan development and job placement.	Clients enrolled in program in 2022 and subsequently placed in 2022.	By reviewing and obtaining information from CaseWorthy case management system.	180 days	This data is based on one client obtaining placement in 2022. This was based on our service delivery method to meet clients' employment goals. Many areas of employment were discussed and pursued with client before the most suitable placement for the client was obtained.
Percent of clients receiving job readiness trainings.	Clients enrolled into program in 2022 cross referenced with training service report (de duped to get unique client number).	By reviewing and obtaining information from CaseWorthy case management system.	50%	The majority of supportive employment referrals focused on job readiness training in 2022 and have not yet moved to the job placement benchmark.
Percent of surveyed clients express satisfaction with services.	Sample of Intensively Served Clients.	Online Survey.	85%	All clients enrolled in supportive employment in different stages were provided an opportunity to complete the client survey. Of the clients that completed the survey, all expressed satisfaction with services.
Percent of surveyed stakeholders express satisfaction with services.	Sample of Community Stakeholders.	Online Survey.	85%	Stakeholders such as vocational rehabilitation staff, external community organizations, and employers were provided the opportunity to complete an online survey.

The Standard Occupational Classification (SOC) tables show the number of placements and average wage by industry. The following tables look at the 12 highest average wage at placement as well as the 12 most frequent placement categories. The top five categories made up 72.4% of total placements in 2022.

#### Workforce Advancement—SOC Codes 2022—12 highest average wage at placements

SOC Code	Description	Average Wage at Placement
33-0000	Protective Service Occupations	\$38.76
13-0000	Business and Financial Operations Occupations	\$30.16
15-0000	Computer and Mathematical Occupations	\$25.75
17-0000	Architecture and Engineering Occupations	\$17.33
11-0000	Management Occupations	\$32.66
21-0000	Community and Social Service Occupations	\$25.56
19-0000	Life, Physical, and Social Science Occupations	\$34.89
31-0000	Healthcare Support Occupations	\$15.75
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	\$16.00
29-0000	Healthcare Practitioners and Technical Occupations	\$115.45
53-0000	Transportation and Material Moving Occupations	\$15.35
43-0000	Office and Administrative Support Occupations	\$16.18

#### Workforce Advancement—SOC Codes 2022—12 most frequent placements

SOC Code	Description	Placement Count
11-0000	Management Occupations	1,069
51-0000	Production Occupations	272
41-0000	Sales and Related Occupations	237
37-0000	Building and Grounds Cleaning and Maintenance Occupations	166
23-0000	Legal Occupations	151
53-0000	Transportation and Material Moving Occupations	124
31-0000	Healthcare Support Occupations	101
35-0000	Food Preparation and Serving Related Occupations	94
29-0000	Healthcare Practitioners and Technical Occupations	88
21-0000	Community and Social Service Occupations	80
25-0000	Educational Instruction and Library Occupations	52
43-0000	Office and Administrative Support Occupations	43



This table shows the breakdown of hourly wages by unique placements. Growth in wages from previous years is due to a strategic priority on connecting clients to employment at or above the average living wage. The Business Solutions Placement team created deeper connections with employers in 2022 to match client skillset and employer needs.

#### Workforce Advancement—Wage Brackets

Wage	2017	2018	2019	2020	2021	2022
<\$9.00	15%	12%	16%	2%	12%	7.36%
\$9-\$10.99	36%	32%	26%	36%	15%	1.24%
\$11-\$12.99	18%	21%	21%	11%	13%	14.12%
\$13-\$14.99	15%	13%	13%	11%	19%	11.47%
\$15-\$16.99	6%	8%	9%	22%	15%	15.38%
\$17-\$18.99	5%	7%	8%	7%	8%	18.20%
\$19-\$20.99	1%	2%	2%	1%	3%	7.71%
\$21+	4%	5%	5%	10%	15%	24.52%
Total	100%	100%	100%	100%	100%	100%





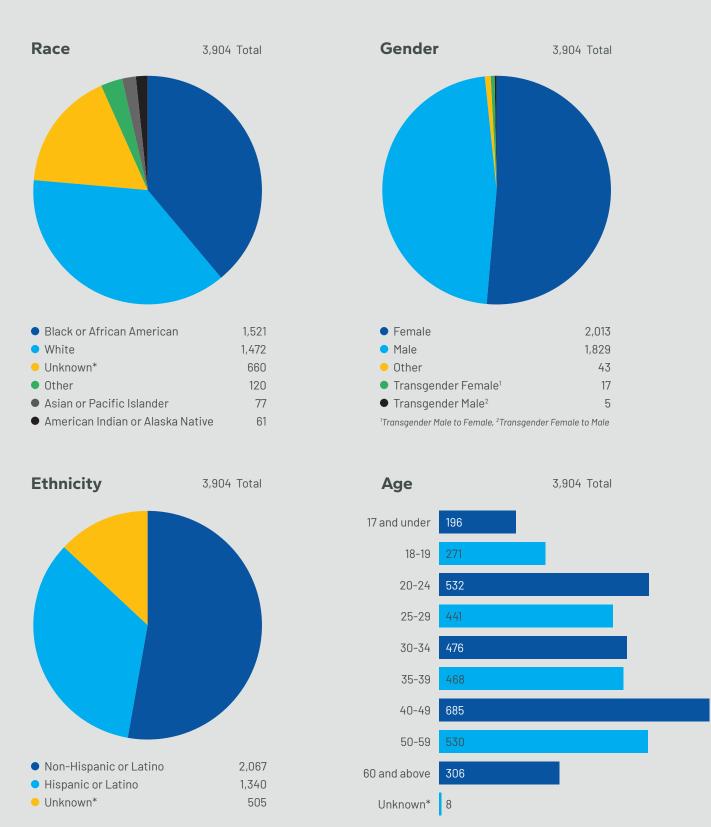
#### **IDENTIFIED TRENDS**

- There are other supported employment providers which has led to fewer referrals received.
- The addition of the prerequisite program, Career Planning Assessment (CPA), prior to enrollment in supported employment has impacted the rate at which supported employment clients secure employment.
- Due to client needs regarding transportation and employment accommodations, Supported Employment continues to present a lower rate of placement. However, Goodwill staff continues to attempt to meet any presented need internally or externally.

#### **RECOMMENDED ACTIONS**

A comprehensive analysis of the impact of the prerequisite program CPA and its addition to the time before job placement is recommended. A study of the needs for these services in the community with the cost of programing and additional supports to determine increasing impact for the population served will be conducted.

#### **WORKFORCE ADVANCEMENT DEMOGRAPHICS**



 $<sup>\</sup>hbox{$^*$Unknown indicates uncollected data or individuals that chose not to respond to surveys.}$ 



## Goodwill Career & Technical Academy

During 2022, the Goodwill Career and Technical Academy (GCTA) continued to serve students looking to change their lives through career training. While overall enrollment was lower than forecasted, outcomes were positive: Students were completing courses, obtaining certifications, and securing employment in their field of study.

Prospective students continue to be challenged by childcare issues and housing instability, which have a profound impact on eligibility and attendance expectations. Also of importance, the popularity of training courses offered was not equal. As an example: Most healthcare courses remain popular, while there is little to no interest in the skilled trades.

Also of great significance is the challenge of attracting and hiring qualified instructors. Instructors must meet certain qualifications and be approved by a licensing body. In response, the GCTA has contracted with third-party providers to prevent disruption to programming.

Commercial Vehicle Operator is the GCTA's most popular program. The GCTA has also been unable to secure a long-term lease for a space that can support road skills training for this program. The GCTA is currently seeking a new and/or additional facility location for 2023 and beyond to support our growing demand for services and to enable the longer-term goal of becoming a DPS-approved third-party skills-testing program site.



During 2022, the GCTA saw lowerthan-expected enrollment numbers. The GCTA expanded offerings suitable for a wide range of students, but the interest remained uneven. Courses with lower barriers to enrollment, such as nursing assistant, did not fare as well as expected, while courses with more challenging eligibility requirements, such as Python programmer, fared quite well. The GCTA posits this is likely due to the published Bureau of Labor Statistics average pay rates associated with these industries and is also due to some lingering fears about COVID-19 and working in long-term care facilities.

The GCTA continues to have difficulty attracting and hiring instructors that meet the state requirements and budget limitations without requiring additional training or experience. Ideally, the GCTA would add evening and weekend options to accommodate additional students but have been challenged with finding talent who meet the standards required for industry-related skills and teaching experience. To address this concern, we contracted two staffing companies who specialize in healthcare placements to assist in our hiring process.

35

Current classroom sizes limit the number of students we can enroll. We have been as creative with scheduling as possible, but there are limited options for us when it comes to space, particularly given the limited availability of our current instructor roster.

Consequently, we again struggled with a stable space for the range portion of Commercial Vehicle Operator (CDL) in 2022. As a result, we were forced to transfer back and forth between the Veterans of Foreign Wars (VFW) and Circuit of the Americas (COTA)—neither of which are geographically desirable for students or on a bus route. We have signed a lease for a space that will cover through the end of 2023, but we will once again need to look for a space for 2024 in hopes of finding a new home that can supplement our growing demand for services to enter the workforce. The community demands it.



"At the end of the day, all the classes are for the opportunity for work so you can better yourself."

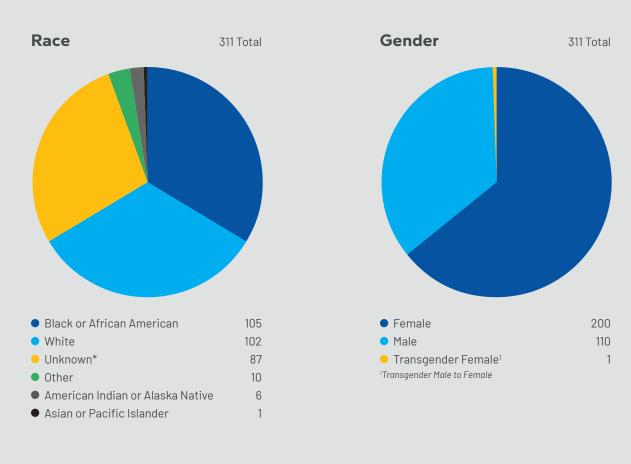
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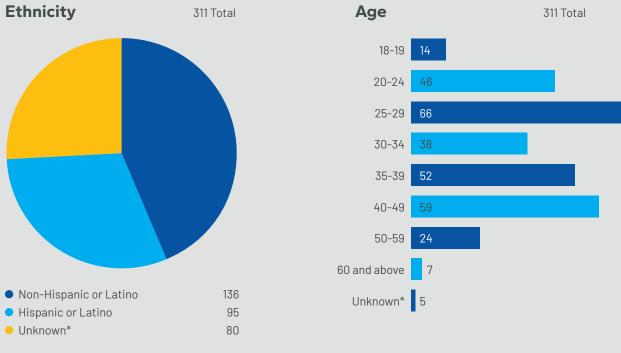
#### RECOMMENDATIONS

- Continue to work with the development team to identify more opportunities for funding that has fewer restrictions, opening opportunities geographically, financially, etc. This type of funding is critical for us as we turn away many deserving students who cannot be admitted under current funding restrictions; this is also of top priority, given that a few of the funding sources we currently rely on for Occupational Training (OT) (Goodwill Helps) can no longer fund OT.
- Focus on finding an additional space that can support expansion and current demand; ideally, the GCTA would host all skilled trades at one site that would include the range for CDL. This is always the unknown factor that puts this program and related expansion—at risk.
- Find a way to support Goodwill team members. The GCTA knows that we have many team members who want to take training at the GCTA but are not able to due to their schedules; this relates to our inability to offer evening and weekend classes, but we continue to be focused on making this happen and increasing flexibility for those interested.
- Create a comprehensive onboarding program and implement ongoing professional development requirements for GCTA instructors. Attracting and retaining instructors continues to be one of our biggest risks and challenges.



#### **GCTA DEMOGRAPHICS**



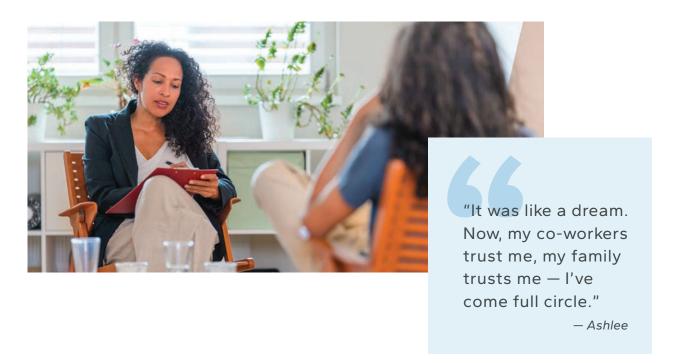


<sup>\*</sup>Unknown indicates uncollected data or individuals that chose not to respond to surveys.

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## Upward/ **Goodwill Counseling**

As Goodwill continued its transitional year impacting hiring, we continued to meet the needs of our team members both remotely and in-person through partnerships with various organizations that align with our overall mission of empowering individuals to positively impact their communities. The demand for Upward services continued to be high in retail and post-retail positions throughout the organization. As such, an additional supportive program funded by the Texas Financial Education Endowment was created to help connect team members with the tools and offers to maximize their savings. With these programs in place, transportation and personal development were the two most sought-after services.





We continued a strong partnership with Cook's Nook, whose mission is to improve health and economic outcomes by providing vulnerable populations access to quality nutrition with dignity and choice. Over 10,000 meals were provided to our Goodwill Resource Center, Goodwill Distribution Center, and Goodwill Commercial Services locations. In addition, partnerships thrived in meeting the needs of team members with hygiene kits, connection to financial services, and additional resources identified by team members.

The need for Upward services remained high, resulting in 7,237 services in total being provided for team members in retail and post-retail. An additional supportive program called Good Match was launched in 2022. This program—funded by the Texas Financial Education Endowment—assisted in connecting team members to financial empowerment training, as well as partnering with University Federal Credit Union (UFCU) to offer match savings to boost habits of saving money in case of emergencies. At the end of 2022, 67 team members enrolled in the Good Match program. An analysis of services provided by

Upward reveals a continued high need for transportation assistance and mitigation; goal setting with creating personal development plans (PDPs) and goal completion were also highly sought services:

- Transportation assistance (1,625)
- Personal development plan creation (447)
- Goal achievement incentive (177)
- Referral to career advancement training opportunities (150)

As the Good Match Program launched, we recognized a challenge in the accessibility of financial empowerment classes to meet the needs and schedules of our team members. To improve service access, two career case managers became Certified Financial Coaches to assist team members in improving financial outcomes. Additionally, both coaches are bilingual in Spanish to increase access for team members.

Upward began hosting PDP events to spread awareness of the Upward program and help team members come up with short-term and long-term goals. In addition, Upward invited representatives from UFCU to participate in PDP events by assisting team members with banking-related goals. With this, we were able to help over 150 team members achieve their goals.



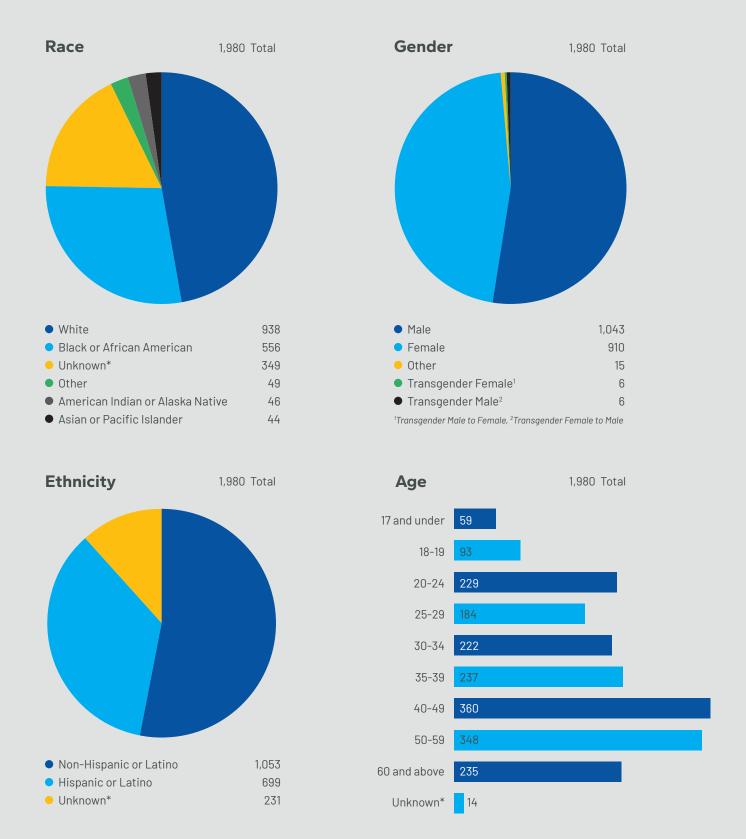
#### **RECOMMENDATIONS**

- In 2023, Upward needs to focus on partnering with internal departments regularly by inviting them to PDP events, store visits, and having quarterly meetings.
- Work closely with internal departments to promote and report on Upward's services and trends.
- Increase partnership and referral resources for outlying stores in Hays, Williamson, Bastrop, Gillespie, Caldwell, and Burnet counties.

- Provide professional development opportunities for staff to enhance service delivery.
- Recognizing that digital literacy and financial empowerment skills are aligned with the needs of our team members, Upward will increase offerings of these services.

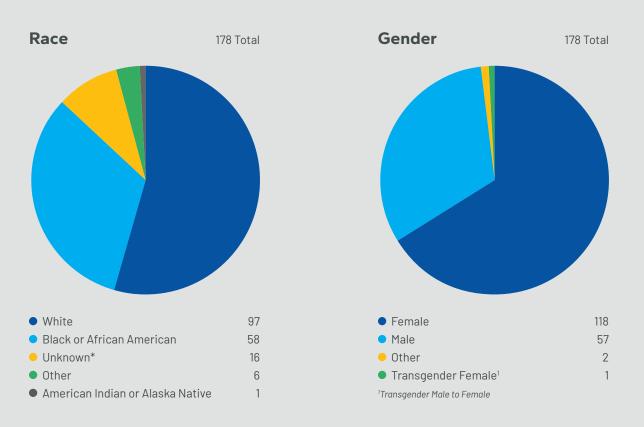


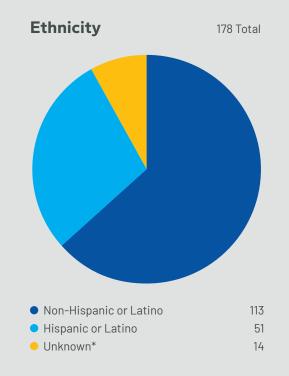
#### **UPWARD DEMOGRAPHICS**

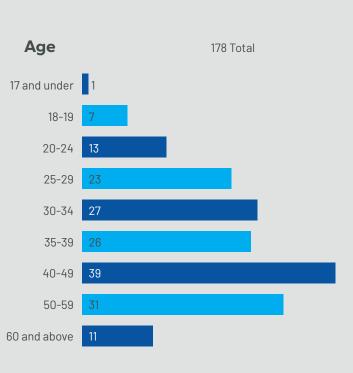


Upward/Goodwill Counseling | 2022 OMR

#### **COUNSELING DEMOGRAPHICS**







<sup>\*</sup>Unknown indicates uncollected data or individuals that chose not to respond to surveys.



<sup>\*</sup>Unknown indicates uncollected data or individuals that chose not to respond to surveys.

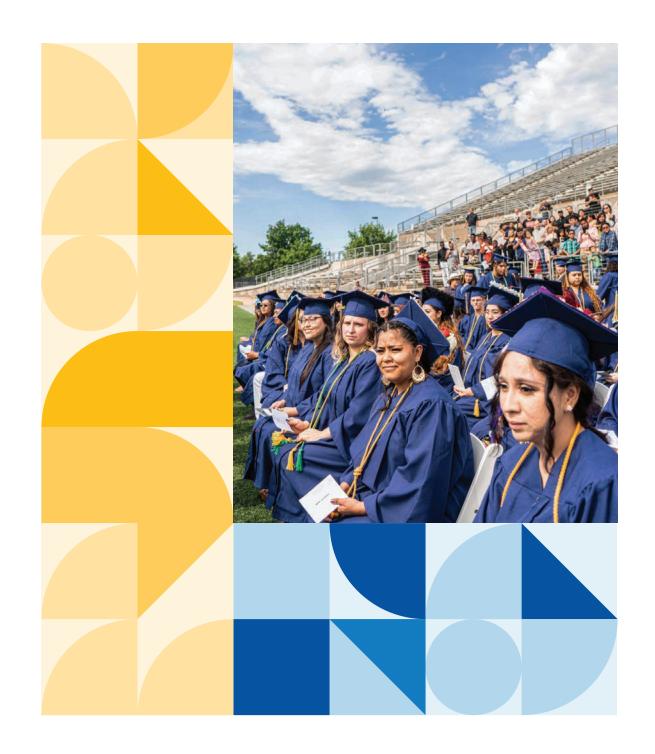
## The Goodwill Excel Center

In 2022, The Goodwill Excel Center served 2,138 students (including Excel and Exploration Center), with 312 graduating. The school continued its focus on adults seeking to earn their high school diplomas and concurrent career certification, with additional support for English language learners (ESL Academy), students with disabilities (Special Education Services), and students with children (Exploration Center). Upon adopting a hybrid in-person and remote classroom for a year, we continued our transition back to fully in-person instruction and services.



"The Goodwill Excel Center helps everybody excel by making sure they have the resources they need to stay in school."

- Rose





Our highest-level accomplishment for Excel in 2022 was seeing 2,138 students enrolled in our adult education program. From that selection of individuals, we saw 312 graduates in 2022 who, with the help and guidance of their career coaches, successfully completed not only their training courses but were successfully employed through Goodwill's job placement program and able to achieve their dream job. As a result of this growing student body, we established a district academic office to support instruction, curriculum, and assessment across all five campuses. This supports our strategic plan pillar four to "Develop inquisitive and confident learners ready to extend their learning in careers and college."

We initiated a pilot project for re-entry transition support for our justice education campuses. These five campuses include Norwood, South Austin, Coleman (Lockhart-Justice Ed), Billy Moore (Tyler-Justice Ed), and Diboll (Lufkin-Justice Ed).

Despite these prospects, we still face ongoing challenges in 2023, including the re-entry transition. There are simply too many diverse areas and

neighborhoods with a high population of people released from prison who don't have access to Excel. At the time, we gave them the option to continue school via our statewide virtual school offered, but many students opted out of the program. To address that development, we began a pilot program to support re-entry transition and hired a transition coach who focuses strictly on students who have been incarcerated and face obstacles now to obtaining sustainable employment. We have found that these support systems, combined with education, are an effective strategy to transition back into society.

We continue to refine our instructional practices within both the free world and justice education models. We are focusing on better integration of diagnostic data to measure growth, common midterm and final assessments on all campuses, and district-wide curriculum development to include more opportunities for remediation that support student learning.

We are continuing to develop career and technical options to ensure each student can graduate with a high school diploma and an industry certification. This includes partnering with the GCTA and other community organizations, as well as building relationships with local businesses.



The Goodwill Excel Center Graduation 2022

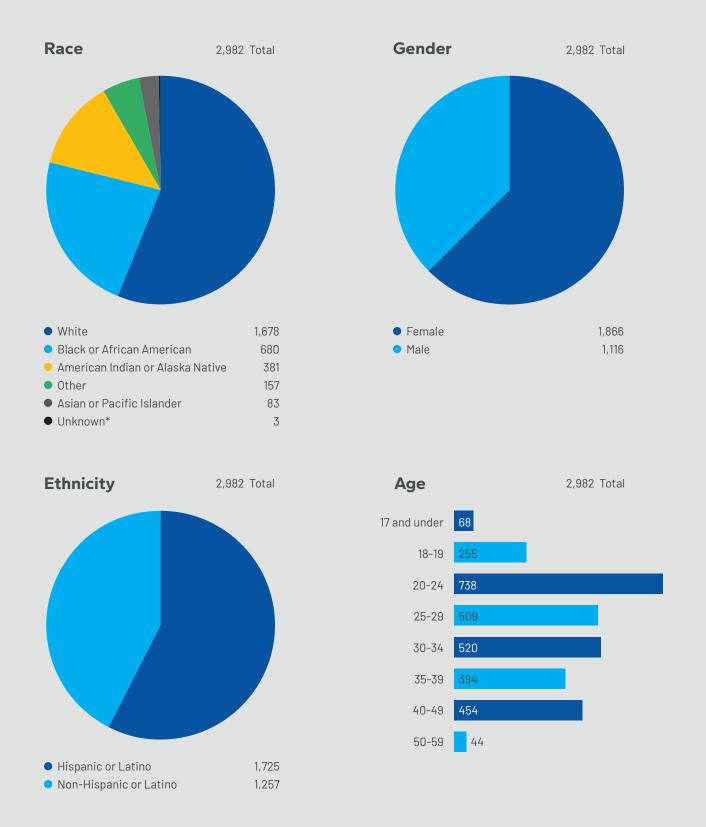
#### **RECOMMENDATIONS**

Prepare for implementation of 2021 legislative work:

- New funding model will be based on enrollment and performance.
- Develop recommendations for the adult education accountability framework and assessment tool.
- Ensure the district and all campuses are culturally and systemically aligned and work collaboratively on meeting these new performance metrics.
- Conduct a feasibility study for district expansion in partnership with other Goodwill organizations.
- Perform a fiscal review to identify measures to improve the financial sustainability of the free-world campus model.



#### **EXCEL CENTER DEMOGRAPHICS**



 $<sup>\</sup>hbox{$^*$Unknown\ indicates\ uncollected\ data\ or\ individuals\ that\ chose\ not\ to\ respond\ to\ surveys.}$ 

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### Retail/Post-Retail

In 2022, we experienced a 4.57% year-over-year (YOY) revenue growth at our retail store locations throughout Central Texas, with an estimated \$3.01 YOY growth in dollars generated per donation received. Furthermore, we exceeded supply chain revenue/budget by 21.98%. Donated goods were down 2% from last year and reached their lowest in four years. Furthermore, employee pay and staffing reported an improvement to \$12 per hour in 2022.





The Goodwill Excel Center | 2022 OMR



In terms of struggles, not all forecasts were a success. Donated goods were down 2% and were at our lowest in four years. Donation campaigns have been a success, as we've seen this impact January, but February 2023 continues to see a downturn in donations.

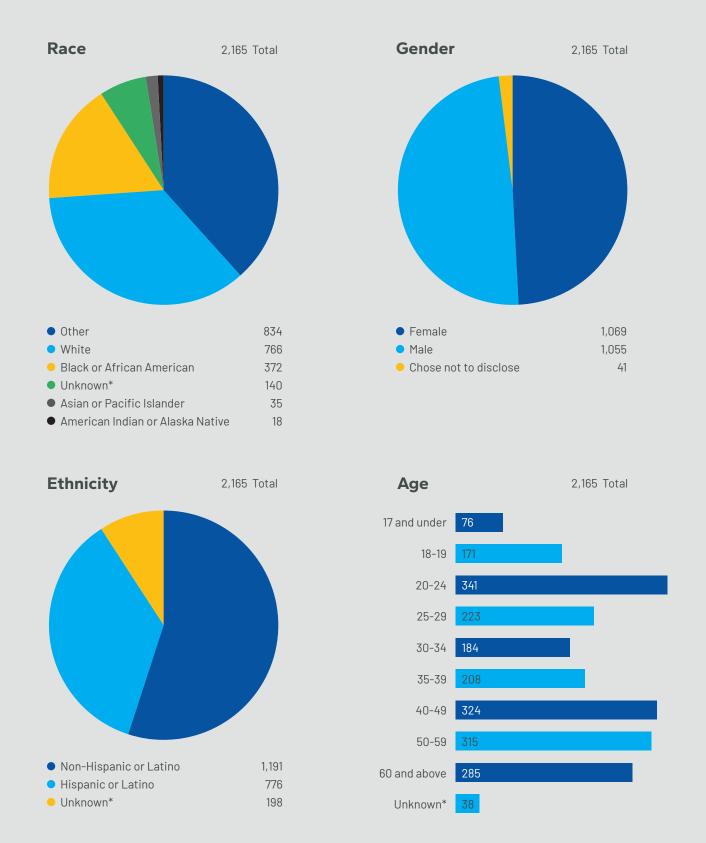
Employee pay and staffing reported an improved pay beginning at hourly pay to \$12 per hour in Q1. As a result, they made manager market adjustments in Q4.

#### **RECOMMENDATIONS**

- Approve new store in Liberty Hill and develop a 5- to 10-year real estate plan.
- Improve donations and production processes at stores.
- Explore the purchase of a deconstruction business.

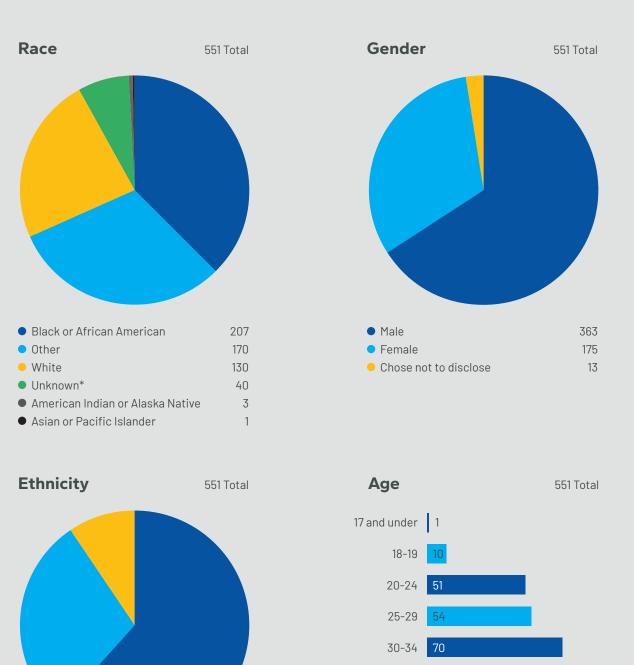
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#### **RETAIL DEMOGRAPHICS**



 $<sup>\</sup>hbox{$^*$Unknown indicates uncollected data or individuals that chose not to respond to surveys.}$ 

#### **POST-RETAIL DEMOGRAPHICS**



35-39

50-59

60 and above 69

Unknown\*

40-49 119

341

159

51



Non-Hispanic or Latino

Hispanic or Latino

Unknown\*

<sup>\*</sup>Unknown indicates uncollected data or individuals that chose not to respond to surveys.

### **Commercial Services**

Commercial Services grossed its highest year on record, closing out 2022 at \$10M in revenue for the first time. This is the fourth year in a row to break our revenue record. In addition, we exceeded our controllable margin by \$744K. We did continue to struggle to fill positions and improve our vacancy rate over the course of the year. We addressed this by adjusting recruiting efforts and raising wages on average by \$2 per hour, but this still remains a challenge going into 2023.



"Goodwill assisted me, and I appreciate it. I came to Austin not knowing anybody, but Goodwill helped me."

- Marlon





We expanded into a 60,000 square foot warehouse to grow and meet the demand of business.

We exceeded over \$10 million in revenue for the first time ever.

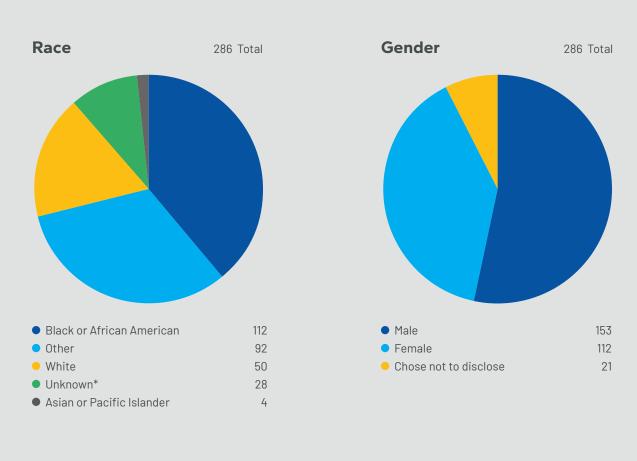
We exceeded our controllable margin budget by \$744k.

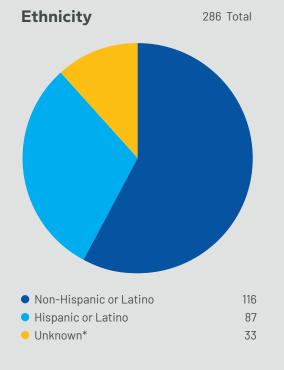
#### **RECOMMENDATIONS**

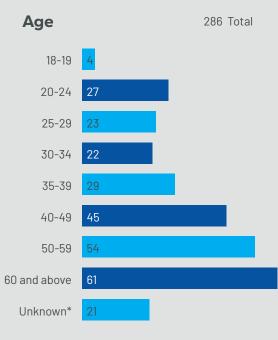
- Launch the Commercial Services website to attract new business and recruit top talent.
- Continue to grow our business now that our new facility is up and running.
- Develop junior-level leaders so they are ready to manage new business lines as they come in.

Commercial Services | 2022 OMR

#### **COMMERCIAL SERVICES DEMOGRAPHICS**







 $<sup>\</sup>hbox{$^*$Unknown indicates uncollected data or individuals that chose not to respond to surveys.}$ 



GOODWILL
GENTRAL \* TEXAS

Generating lifelong connections to work



## Goodwill Staffing Group (GSG Talent Solutions)

GSG exceeded the topline revenue budget by \$4.5M in 2022, representing record-setting growth for the agency. The 2022 controlled margin was exceeded by close to \$900K. Although COVID-19 continued to present staffing challenges both externally for customers and internally for Goodwill, GSG Talent Solutions began securing new customers in our Austin branch and providing staffing services to private businesses.

We also strengthened our relationships with customers in the State of Texas. Furthermore, we filled more positions with persons with disabilities and qualifying medical conditions in 2022. Finally, GSG fully restructured our division to operate more efficiently. This included building a new internal team from scratch after losing almost the entire staff at the end of 2021.



GSG Talent Solutions set an annual record by exceeding the topline revenue budget by over \$4 million and controllable margin by close to \$900k. We began securing new customers in our Austin branch and providing staffing services to more private businesses.

GSG Talent Solutions deepened relationships with our customers at the State of Texas and is filling more positions with people with disabilities and qualifying medical conditions.

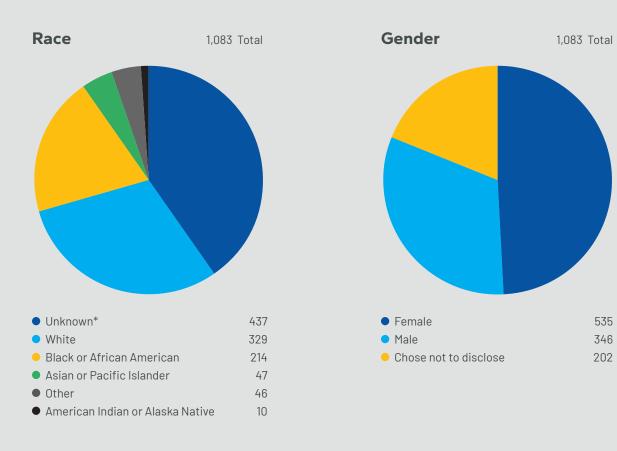
GSG Talent Solutions fully restructured the division to operate more efficiently, and we built a new team from scratch after losing almost the entire staff at the end of 2021 to the "great resignation."

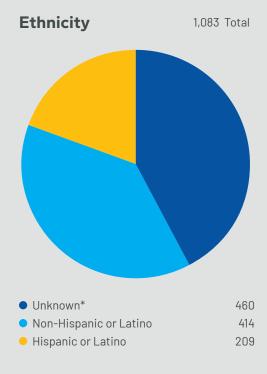
#### **RECOMMENDATIONS**

- Expand our sales team so that we don't have just one person dedicated exclusively to sales. This will provide greater market penetration as well as a necessary redundancy in case of attrition.
  - This is already in progress. In December of 2022, GSG was approved to expand our sales team. We have already hired one Business Development Manager who is currently in training and sourcing for a third.

- Explore opportunities for mergers and acquisitions.
  - For many industries (medical, legal, IT, engineering, etc.), this is the best way to break into a new market. There are extremely lucrative business lines out there, but we do not currently have the expertise or established relationships to pursue them. By looking into acquisition as a strategy, we can bring in new highly profitable business lines that will directly bring positive margin dollars to our mission spend.

#### **GSG TALENT SOLUTIONS DEMOGRAPHICS**





<sup>\*</sup>Unknown indicates uncollected data or individuals that chose not to respond to surveys.





#### **WORKFORCE ADVANCEMENT**

Explore service delivery models that capture and track light-touch services to meet the needs of community members who are seeking shorter-term, less intensive assistance.

Response: In an effort to serve our outlying counties in a more impactful way, work was done to strategically strengthen collaboration between more intensive programs versus more light-touch services based on needs and individualized service plans of clients.

A pilot was run in the last half of the year in our Williamson County career centers. There was strong collaboration between career case managers, housing navigators, and business solutions placement specialists, as we were able to co-enroll many clients to serve needs at an appropriate level.

In 2023, there will be continued work to identify impact and mission metrics to ensure that the work being done is reflected appropriately to show impact at both intensive and light-touch levels.

Evaluate the client survey experience to understand the effectiveness of service delivery. Additionally, enhance the stakeholder experience to expand responses from the community.

**Response:** Work was done this year to review and update the client survey process and experience. Questions were updated to gather responses.

On a stakeholder experience collection, work continues to be done. The organization has begun conversations on how we can collaborate and communicate more effectively in regard to stakeholder involvement and information. As a part of this collaboration, we will need to plan for gathering feedback and survey responses that meet the needs of the organization as a whole. Work will continue in 2023 on this recommendation.

Building upon the results and information provided by the 2021 Community Needs Assessment, analyze and expand community partnerships to collaborate on the needs of Central Texas.

Response: Several partnerships deepened in 2022—leading the organization to have more conversations around intention and quality of partnerships in the community. The work WFA carried out in 2022 has expanded to the organization in identifying partners and strategies in deepening our relationships in 2023.



## GOODWILL CAREER & TECHNICAL ACADEMY

Work with the development team to apply for external funding opportunities with geographic and demographic flexibility.

Response: Changes in the development team impacted this goal, but we did again receive funding from Texas Mutual and continued to work with them to identify opportunities with corporate funders, etc.

Secure long-term space to host classroom and behind-the-wheel commercial driver's license (CDL) training and customize to meet employer and student needs.

Response: We found a longer-term spot (to cover us for 2023) but not a permanent spot, which is our primary goal.

Identify strategies to support interested Goodwill team members to engage in training.

Response: We did host a CDL training cohort just for Goodwill team members. Unfortunately, we had fewer enrollments than expected. We maintain this is not about low interest but more about the challenge of attending training while working full time. We would like to try again in 2023, but are challenged by the changes with Goodwill Helps (not funding OT).

#### **UPWARD**

Scale prevention services and staff training.

Response: The Upward team had various trainings throughout the year to address the needs of team members, such as crisis response, resource navigation, trauma-informed service delivery. Work will continue in 2023 around this recommendation.

Expand external partnerships and referral programs.

**Response:** We deepened key partnerships in 2022 with UFCU and Cook's Nook, as well as connections to resources as needed for team members.

**Evaluate services and utilization of our Employee Assistance Program (EAP) provider.** 

**Response:** A review of services began in late 2022 and will continue in 2023.



#### **EXCEL CENTER**

Demand throughout the state of Texas for adult high school education programs is growing. As a result, Goodwill Excel Center continues to expand. To meet this need, we will continue to work with our partner organizations, including other Goodwill organizations through the state, to expand adult high school education programs in Texas. Our goal is to serve 20,000 students by 2027.

Response: Pillar V of The Excel Center Strategic Plan is to "Build a sustainable network of high schools for adult students." This foundational plan comprises two focus areas: growth and financial capacity. The three-year goals developed to achieve this pillar are:

- 3,000 students enrolled by 2025
- A fund balance of 90 days or more by July 2025

In the 2021/2022 school year, through the continued collaboration with Management Training Corporation (MTC), which manages private prisons and United States Job Corps centers in eight states, and a partnership with Goodwill Central East Texas in Lufkin, Texas, Excel opened a justice education campus at the Diboll Correctional Center in Diboll, Texas. The campus added 80 students to enrollment and will continue to add more in the future. Additionally, the partnership with MTC expanded to include Excel provision of all academic programming (high school and non-high school) and services to the general population at the three Excel Justice Education campuses.

In pursuit of other growth opportunities, Excel is exploring options for opening additional adult high schools across the entire correctional system.

#### RETAIL/POST-RETAIL

Continue to elevate customer care.

**Response:** We continued to measure customer care through our mystery shopper program.

Raise wages for hourly team members.

Response: Improved beginning hourly pay to \$12 per hour in Q1 and made manager market adjustments in Q4.

Continue to improve our workspaces to be efficient and create a better work environment for our employees while improving our customer environment.

Response: We did multiple tests on our donations process but did not get to implementation across the company (aiming for completion in Q1, 2023). Furthermore, we implemented a new ERP and had to transition to the new system and the challenges presented with it. This caused significant changes to our management, production issues, etc.

Grow eCommerce to meet our \$10 million revenue goal.

Response: We were unable to meet this recommendation. Total eCommerce (books included) finished the year at +3.2% YOY growth and \$8,322,404 in total sales.



#### **COMMERCIAL SERVICES**

Continue working on contract renewals to secure at least a \$15/hour starting/entry-level wage to attract and retain top talent.

**Response:** About 40% of our contracts are now starting at \$15 per hour. We will continue to work on getting 100% of all contracts starting at \$15 and up.

Explore warehouse/fulfillment opportunities to grow business.

**Response:** The team is still working on this recommendation.

Locate a larger warehouse to accommodate planned business expansion over the next three-to-five years.

Response: To grow our warehouse and fulfillment business lines, we were able to lease the other half of the GCS warehouse, which allowed us to expand to an additional 60,000 square feet of warehouse space. This expansion will allow Commercial Services to compete for new business opportunities over the next couple of years while also providing an additional 30,000 square feet to move new goods into our location as well as expand the eCommerce and eBooks departments, making them more efficient while also allowing them to add more staff to increase revenue.

#### **GSG TALENT SOLUTIONS**

Evaluate expansion into IT staffing, executive search, or finance and accounting verticals.

Response: This goal was pushed to 2023 due to attrition in the department that occurred in late 2021. 2022 was focused on training the new team members and rebuilding the foundation of GSG Talent Solutions to ensure long-term success).

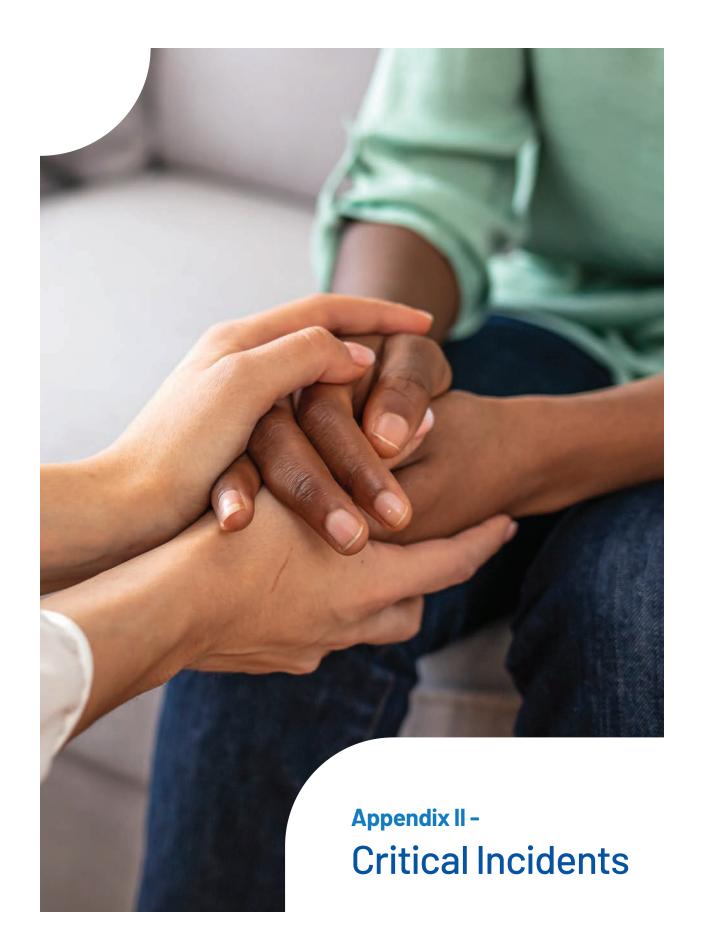
Improve our candidate, customer, and contractor experience and engagement, including streamlining the application process.

Response: This goal is accomplished and ongoing. We completely reworked our onboarding documents and made a two-step process a one-step process, creating a more efficient and convenient onboarding experience.

Evaluate our existing applicant tracking system and transition to a new system if indicated.

Response: This goal was accomplished and ongoing. The system was identified, and Implementation has begun. We anticipate going live on the new system by end of September 2023.



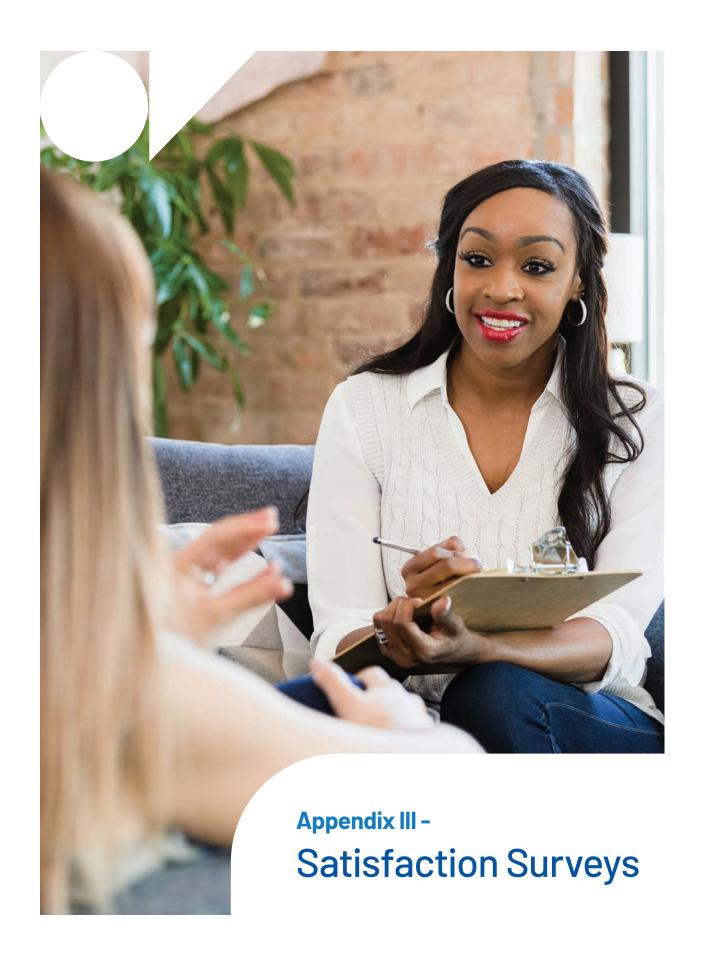


In 2022, there were 19 separate critical incidents reported. The incidents fell into the following categories:

- Aggression/destruction of property: 7
- Theft/alleged theft: 2
- Reporting crisis (mental health, suicide ideation/ domestic violence): 3
- Inappropriate communications: 4
- Breach of confidentiality: 1
- Illness: 1
- Other (Insubordination): 1
- Wandering: 1

In October 2022, a safety review was conducted at the Goodwill Community Center Computer Lab/Intake Area. There were several safety recommendations to improve access and address concerns. Examples of improvements include adding cameras and mirrors in the lobby areas. Larger improvements are being explored and budgeted in 2023.

Recommendations for 2023 service delivery improvements include continued training on mental health crisis response and de-escalation techniques. Annual training covers protecting personal identifying information, establishing boundaries, and understanding when it is mandatory to break confidentiality; reminders and ensuring that staff are ready to act will be critical to review.



#### STAKEHOLDER SURVEY ANALYSIS

In 2022, there was work to refine and look at ways to increase engagement and responses to stakeholder and client surveys. Stakeholder surveys were sent to partners, employers, and other agencies to gain feedback on Goodwill Central Texas' response to the community.

This survey is available at any time upon request and has been added to the signature line of mission staff email communication. During the year, there was a focus on refining questions for clearer feedback.

Sample comments include:

- "[Career Case Manager] has gone over and above for my customer and me."
- "Overall, it was a good experience."
- "Initially slow to get started."

## STAKEHOLDER SURVEY RECOMMENDATIONS

Continue work to improve responses to stakeholder surveys. There was intentionality on survey pushes, which resulted in responses at key times of the year. A key strategy and focus on the entire organization may be beneficial to gain responses.

#### **CLIENT SURVEY ANALYSIS**

Client surveys were sent to clients who participated in programming. A randomized sample was pulled from CaseWorthy; our computer lab specialists would also reach out via phone to seek feedback. Additionally, this survey can be found in the signature line of mission staff email communication.

#### **86% SATISFACTION RATE**

A full copy of survey responses is available upon request. The following are some sample comments from this survey.

#### Positive:

- Keep hiring representatives like <staff> whom helped me. They had a positive attitude and were respectful and courteous.
- [staff] was very respectful and clearly communicated with me about expectations and provided helpful information. They were very knowledgeable and patient with me through the process of understanding what to expect and do.
- Obtained a desktop computer and hotspot. Also received clothes for an interview.

#### Areas for improvement:

- Communication and the process for getting assistance.
- Extend the Good Match program for employees.
- More Spanish-speaking employees.

#### **CLIENT SURVEY RECOMMENDATIONS**

- Continue to work on communication improvements, documenting changes when staff turnover occurs. This will mitigate confusion about a client's main point of contact.
- Review hiring trends to align with the needs of clients (serving different populations, speaking a variety of languages).
- Continue to advocate for programs to expand to serve broader populations.

#### POINT IN TIME CLIENT FEEDBACK

In 2022, we rolled out a "Happy or Not" feedback stand in our public-facing computer lab. This tool was intended to take feedback at the moment to identify trends and respond to concerns in the moment. There were 427 responses received during open computer lab hours.

#### 92% SATISFACTION RATE

Highlights included:

- Helpful staff (153 responses)
- Customer service (112 responses)

#### Areas for improvement:

- Tools/technology (2 responses)
- Customer service (2 responses)





We are committed to reducing our environmental impact through the use of sustainable materials.

This report was printed using carbon neutral materials, utilizing a minimum 30% post-consumer recycled paper and water-based ink.