



GOODWILL CAREER CENTER



goodwill

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We
put
people
to
work

We
put
people
to
work

BUILDING GOODWILL.



GOODWILL OF NORTH GEORGIA
2016 ANNUAL REPORT

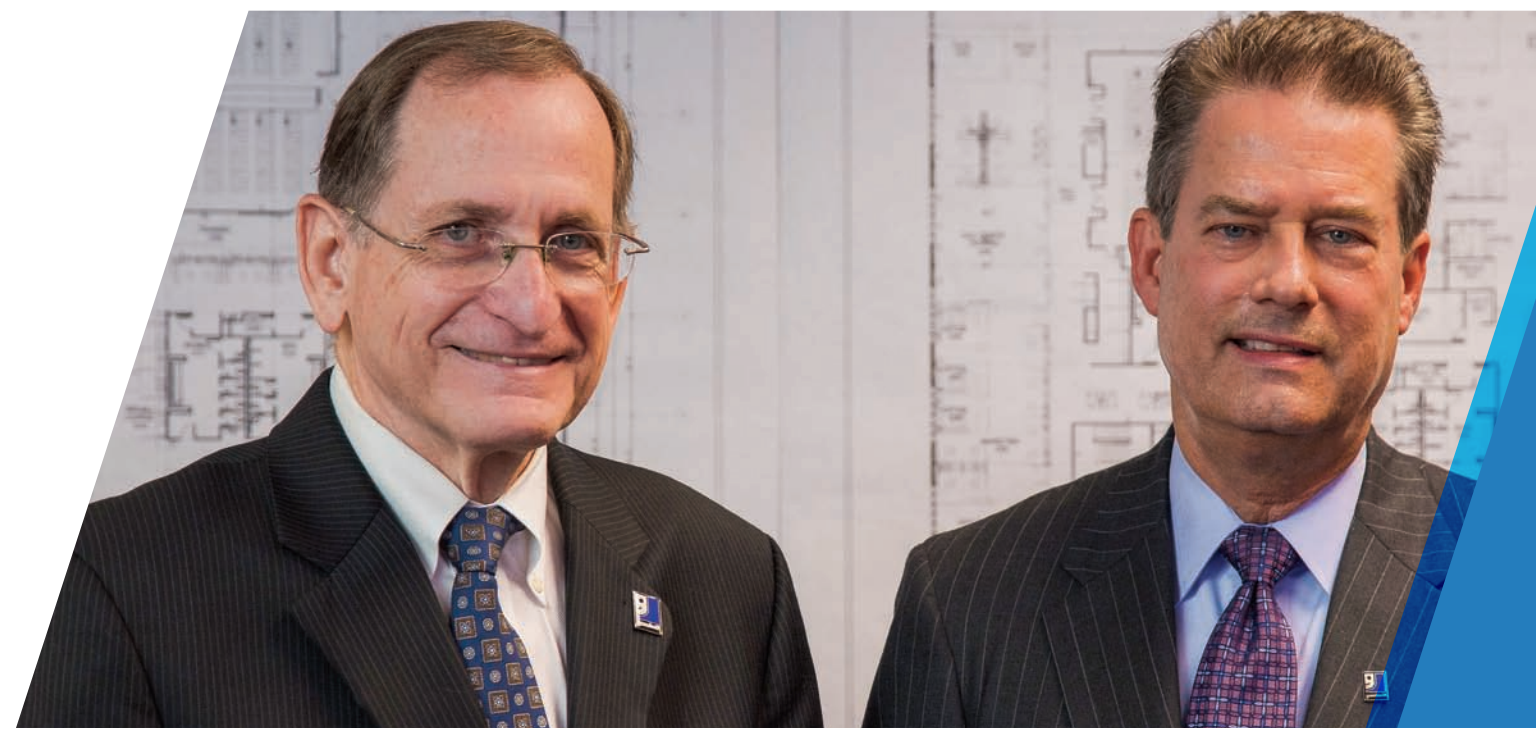
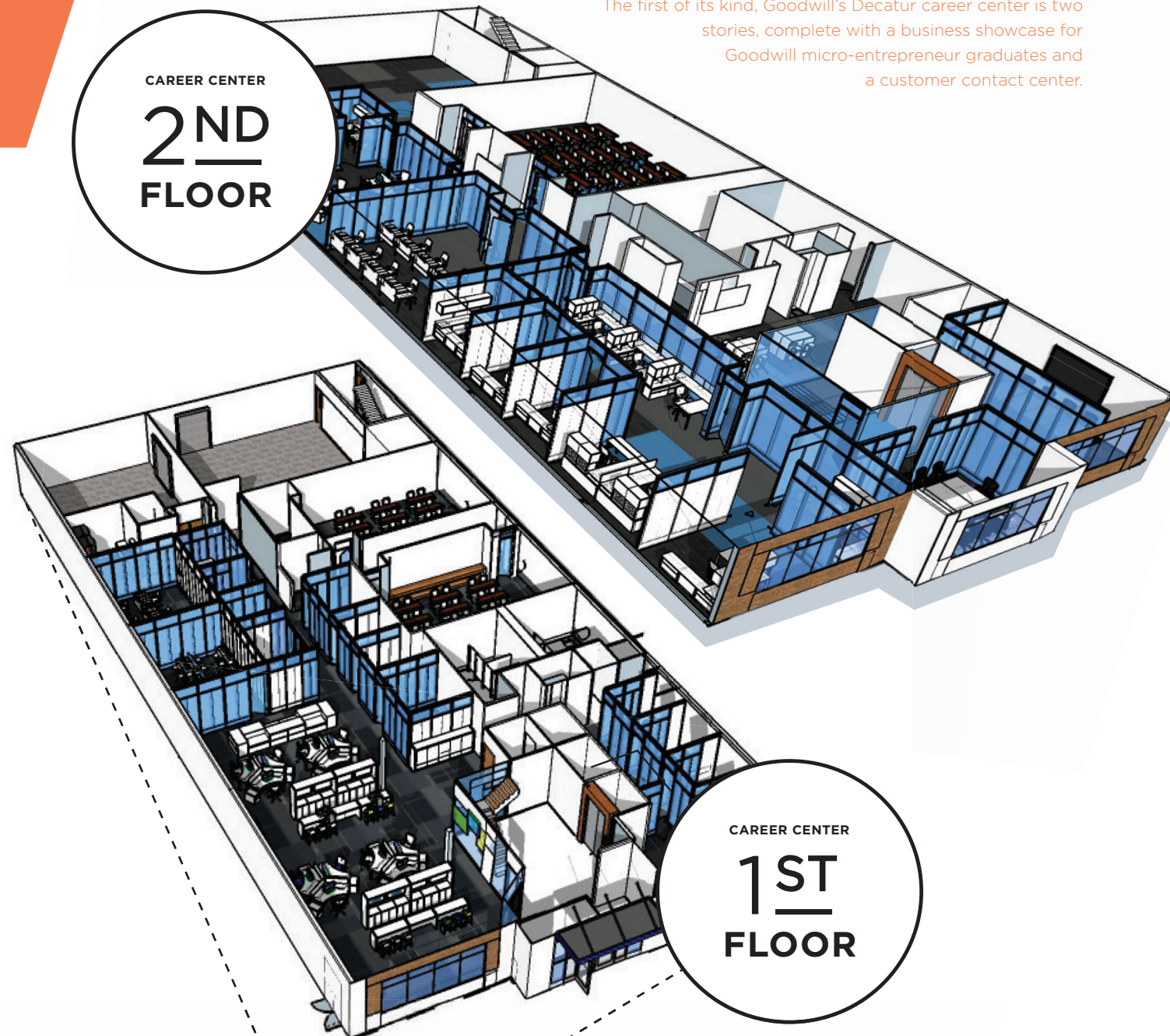
Goodwill of North Georgia Annual Report

FISCAL YEAR 2016: JULY 1, 2015 – JUNE 30, 2016

**OUR MISSION IS TO PUT
PEOPLE TO WORK.**

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The first of its kind, Goodwill's Decatur career center is two stories, complete with a business showcase for Goodwill micro-entrepreneur graduates and a customer contact center.



Board Chairman Eduardo Carreras (left) and President Raymond Bishop (right)

Message from the President and Board Chair

HELPING MORE PEOPLE

We are honored to have served the North Georgia community for 91 years and counting. While we have stayed true to our mission and our founder's vision of helping people help themselves, our nine decades of service have also taught us the importance of adapting with the times to continue improving our practices and better supporting those we serve.

Fiscal year 2016 was a busy year for us. We opened four stores, a career center and an attended donation center (ADC), further increasing our footprint in our 45-county territory. Additionally, we launched Building Goodwill, a \$4 million capital campaign in support of a flagship career center in Decatur that will help us train and assist a record number of people in going to work. We sought support for this project from community philanthropic investment, inviting support from foundations, community members and employees alike.

Building Goodwill (in both senses of the word) looks quite different than it did when we opened our doors in Atlanta in 1925. Not only are we enlisting support from the community for the second time in our 91-year history, we are also working diligently to better meet the needs of

local job seekers, employers and community partners with Career Connector, our virtual career services platform. With features such as job-matching, customizable profiles and online training modules, Career Connector will help us meet job seekers where they are, connecting them to resources and employers when they are not able to connect in our brick-and-mortar facilities.

As we write this letter, Georgia's unemployment rate remains well above the national rate. We are working to close this gap and address issues of poverty and workforce needs through our job training and placement services, and our work will have an enormous impact on each person we assist, giving them all a hand up, not a hand out. We would like to thank everyone involved in helping us achieve this goal. Our successes are not possible without your support.

Sincerely,

Raymond W. Bishop
President

Eduardo Carreras
Board Chairman



From left to right: Board Members Dan King, Tim O'Connell, Ed Carreras, President Ray Bishop, Jennie Woodlee, Marc Azar, Dr. John McNeal and Charles Meriwether

Constructing a New Standard

BUILDING GOODWILL CAPITAL CAMPAIGN

For years 2201 Lawrenceville Highway in Decatur was little more than an eyesore. Passersby could see a crumbling exterior to what had been a Kmart and later an Indian Bazaar. Through the collapsing structure Goodwill's Vice President of Donor Services Paula Swearingen saw opportunity, and she quickly spread that vision to the rest of Goodwill of North Georgia's executive leadership team. "We were looking for a space for a store in the Decatur community. When we had a trailer at North DeKalb Mall it was very well received, and with all the space that was available across the street we couldn't pass up the opportunity to build a store, career center and support center," Swearingen says. So began a project to build a new retail store, support center (housing the organization's finance, I.T., human resources and marketing departments) and career center in Decatur, all co-located at one site.

With environmental stewardship in mind, all three buildings were constructed to the specifications for LEED® (Leadership in Energy and Environmental Design) certification. Boasting energy-saving characteristics such as skylights and windows to allow natural light inside and use less electricity to illuminate the interior, as well as landscaping designed to lessen water consumption with drought-tolerant plants and arrangements, the facility has many features in place to reduce its overall environmental impact. The sale of gently used goods at the retail store factors in as well, diverting thousands of pounds of household goods from landfills.

The Decatur site houses a flagship career center, a two-story, 30,600-square-foot space that will focus on Metro Atlanta and DeKalb County's workforce development needs. In 2016 Georgia had the second highest unemployment rate in the nation, and residents of DeKalb County did not fare much

better. In the same year, 19 percent of DeKalb's population was living below the poverty level and 14 percent in the Metro Atlanta area were living in poverty. Free and open to the public, Goodwill career centers are community resources for local employers and job seekers, providing Internet access, hosting regular job fairs, offering job readiness workshops and classes, and updating job boards with local listings. "DeKalb County is important to Goodwill. We have roots here. We have services here. But the needs are great, too. We knew one more service site would be very helpful to the area," says Cheryl Cornett, vice president of career services. In its first full year of operation the Decatur career center is projected to serve 9,000 people and help place 30 percent of those individuals – 2,700 local job seekers – into new jobs.

Revenue generated by Goodwill's donated goods business helped support the completion of the retail store and support center, totaling \$11 million of the project. The remaining \$4 million for the career center was made possible by generous support from local foundations, community givers, Goodwill's Board of Directors and Emeritus Counsel and its employees. "We've got a good track record of demonstrating our ability to achieve and sustain growth," says President Raymond Bishop. "From 1995 to 2014 we grew from nine stores

"We've got a good track record of demonstrating our ability to achieve and sustain growth."

and six donation centers to 51 stores, nearly 60 donation centers and nine career centers. This new facility is the first of its kind in our market and it will help us place a record 100,000 people into jobs by 2018."

The store was the first completed part of the structure, officially opening its doors to the public April 28, 2016. Bringing Goodwill's store count to 57 in the North Georgia region, the store opening created 50 jobs in the city of Decatur and DeKalb County. The support center and career center closely followed, opening July 11, 2016. Showcasing the Goodwill process from donations to job placement in one facility, this new site will help us share our story with the community. This investment in DeKalb County and its surrounding areas, as well as the hopes and dreams of family members going to work, is laying the groundwork for a new standard in employment services.



OUR MISSION IS TO PUT PEOPLE TO WORK.

| | | | |
|---|--|---|---|
|  | 58 Attended Donation Centers in Service |  | 2,788,229 Donations Collected |
|  | 57 Stores Open For Business |  | 2,811 People Employed through Goodwill and Goodwill Industries of N. Georgia |
|  | 49,691 People Served |  | 195 Employees who Contributed to the Building Goodwill Capital Campaign |
|  | 20,903 People Placed into Jobs |  | 6,101 Website Visitors to Career Connector |
|  | \$10.27 Average Wage of People Placed into Jobs |  | 11 Career Centers Served the Community |
|  | 7,479,845 Customers Served |  | 314,000 Square Ft. Maintained by Goodwill Industries of N. Georgia |
|  | 47,200,559 LBS of Materials Diverted from Landfills | | |

Building Blocks from Fiscal Year 2016

EVERY DONATION A BUILDING BLOCK TO A STRONGER COMMUNITY

A multi-faceted enterprise, Goodwill's work is made possible by the coming together of seemingly disparate elements. For decades we have transformed materials people do not need or want into job training and placement services. Each year a series of milestones allows us to serve even more people than the year prior. Here is a look at some of those milestones – or building blocks – from this fiscal year.

Each year a series of milestones allows us to serve even more people than the year prior.



(Right-photo) Kim Guy (center) holds up donations with her daughters Vivian and Abby.
 (Left-photo) The Guy family donates regularly to Goodwill's Oakwood Store and Donation Center.

Kim Guy

DONATIONS ARE THE FOUNDATION FOR MORE MISSION

A long-time Goodwill donor, Kim Guy makes regular trips to the nonprofit's donation centers for a number of reasons. A mother of three, she has made countless trips to donate gently used toys, children's books and outgrown clothing. "I took lots of toys and clothes over the holidays," she says. "I have three children of my own, and as we clean out their closets and rooms we always

donate to Goodwill." To her it's a great solution for cleaning out the house, making room for new items and keeping old household goods and clothing out of landfills.

Beyond those reasons, Guy donates because she knows and loves the organization's mission. She is the workforce development coordinator for Lanier Charter Career

"Having a skill is half the battle, but being able to lead a team, communicate verbally, collaborate, arrive on time... all of those topics are things Goodwill covers in their training."

Academy in Oakwood, Georgia, and she sees the need for employment training and opportunities for Hall County's teens. "Goodwill takes care of the soft skills – the employability skills – youth need to get and keep a job," she says. "Having a skill is half the battle, but being able to lead a team, communicate verbally, collaborate, arrive on time... all of those topics are things Goodwill covers in their training."

Inspired to donate by Goodwill's mission and enabled to donate because of her growing children, Guy is a frequent donor and a huge advocate for the organization. She understands first-hand the impact of every donation and is proud to support it with every carload of donated goods. As she raises her children to support causes they believe in and be good stewards of the things they have as well as the things they no longer need, not only is she impacting local job seekers, she is also laying the foundation for future donors.



Algernon Johnson

Johnson is both a shopper and a local advocate.

ASSEMBLING ALL THE RIGHT PIECES

Known in Atlanta's fashion circles as "Sir Algernon," Algernon Johnson is a self-taught tailor, designer and fashion stylist who mixes old Hollywood glamour with modern flair. One insider's trick he has picked up as a fashion expert is how to look fabulous for less. For that Johnson frequents Goodwill of North Georgia stores, keeping his eye open for quality stitching, fabrics, and brands at every visit. "If you know what you're looking for, Goodwill has some great stuff," he says. When Johnson canvasses a store for thrifty treasures he looks for more than his own style needs. As a stylist he searches for one-of-a-kind pieces for his clients. He has also eyed items from pillow cases to linens to deconstruct and transform into custom-designed gowns and suits. No medium is off limits when he is in hunting mode.

Eager to share his passion and talents with others, Johnson has looked for different ways to connect with

"I love Goodwill. Every time I visit I find great stuff, and I can pass that along to my [personal stylist] clients for great value."

Goodwill. A three-time designer in the organization's annual RE2URRECTION fashion show, host of fashion workshops at its metro-area stores and featured panelist at a Goodwill fashion networking event, he enjoys working with Goodwill not just because of the retail experience but also because of its mission. "I think it's so cool what Goodwill does for others," Johnson says. "I am always telling people to consider Goodwill. The opportunities are endless."

From the street to the runway Johnson is all about smart style. As he expands his brand with Atlanta's fashion-minded professionals and protégés, he remembers the real value available to him at a thrift shop down the road.



Brian Lockley

BUILDING CAREERS TOGETHER

Brian Lockley is district team trainer for Big Lots in Duluth, Georgia, and he credits much of his store's success to its on-going collaboration with Goodwill's local career center. "When I first started here at Big Lots, career center employees actually approached me and let me know about the resources available at the career center," he says. "I attended one of their job fairs as an employer to fill open positions at the store. Our relationship has grown over the years because of the quality of candidates from Goodwill."

Not only has Lockley filled many open positions at his store with candidates sourced and pre-screened at Goodwill's career center, his store also serves as a hands-on training site for people enrolled in Goodwill's Workforce Development program.

While enrolled in the program, Goodwill participants gain on-the-job experience at Lockley's store, learning to navigate workplace demands and challenges while in an actual work



Goodwill participants gain on-the-job experience at Lockley's store, learning to navigate workplace demands and challenges while in an actual work setting.

setting. Program participants are supported by Goodwill case managers and job coaches and Lockley's store team gains additional stocking and retail support. Sometimes upon successful completion of their training, program graduates are invited to join the Big Lots team as full-time employees.

This was the case for Socorro Garcia. Now one of Lockley's top merchandisers at the store, Garcia originally came through Goodwill's Workforce Development program because she is deaf and was having a hard time finding work on her own. While in the program she identified different ways to communicate on the job, like lip reading and using her phone to text. She discovered a love for

organization and helping others and has decided these skills will help her toward her dream career of being a Kindergarten teacher for deaf kids.

In the meantime Garcia is enjoying her job as a stockperson at Big Lots. "Socorro has been a key to the success of this store," Lockley says. "Other management that come into the building can actually see that." Enlisted to help train employees at other stores in Lockley's district, Garcia shares her knack for merchandising and teaching to other locations. One of the many successes of an enduring partnership between Big Lots and Goodwill, Garcia exemplifies how hard work, determination and a little networking are the building blocks of a gratifying career.



Kerrie Christain

Among other skills, flagging cars to move through a construction zone is one new skill Christain learned in her training.

A NEW BLUEPRINT TO EMPLOYMENT

According to the National Institute of Corrections, Georgia's incarceration rate for adults is about 35 percent higher than the national average. In 2014 Kerrie Christain was part of that statistic. That same year she was also given a second chance to change her life for the better through Goodwill's Train2Work program, a re-entry program for ex-offenders.

Seven weeks of classes – ranging from soft skills development to construction – prepared the program's inaugural group of women from the Arrendale Transitional Center to re-enter the workforce. Christain and her fellow participants worked on their résumés, practiced job interviews and learned about maintaining professional relationships. They also had time for introspection, considering their past and where they hoped to go in their future.

"Before I even heard about the Goodwill program I was lost."

"Before I even heard about the Goodwill program I was lost," Christain says. "I was trying to figure out what I was going to do with my life – the next step." While enrolled in the program she developed a career plan and learned a new skill set. More than that, she gained the confidence to jump into the job market after her release. In the months following graduation Christain put her new skills to work. She obtained full-time employment as an office manager at Auto Fitness in Cornelia, Georgia, and is leaps and bounds from where she was in 2014.

Determined to pay it forward to others working to transition from the corrections system into careers, Christian joined Goodwill's Alumni Association after graduation. As an alumna she volunteers her time and shares her story with others facing the challenges to employment. She even brought her story to Georgia's congressional members on Capitol Hill. "I think it was an act of God that put the Goodwill program in my path," she says.



Walter Moody

CREATING A BETTER ENVIRONMENT FOR CUSTOMERS

One of 15 team members responsible for maintaining 210,000 square feet of space at Yerkes Primate Research Center in Atlanta, Walter Moody is a stand-out employee. Moody has been an integral part of the custodial team

Fifteen Goodwill employees clean 210,000 square feet at Yerkes Primate Research Facility.



Moody has a hearing impairment and is one of 79-percent of the Goodwill Industries employees at his facility with a disability.

for six of the 10 years Goodwill has serviced the research facility. His primary responsibilities include cleaning the hallways. Well versed in maneuvering vacuums, buffers and strippers, Moody's job is to keep the hallway floors gleaming. "I check everything in the hallways," he says. "Then I do everything – mopping, stripping the floors, buffing... everything." He takes pride in the quality of his work, happy to provide top service to the customers at his work site.

In addition to customer satisfaction, Moody enjoys the company of his colleagues at work. "My friend, Kenny, works in the hallways with me, and he shows me how to do some things," Moody says. "He tries to help me and I help

him. We work hard." Moody has a hearing impairment and is one of 79-percent of the Goodwill Industries employees at his facility with a disability. Utilizing lip reading, written notes and a video relay service through his cell phone, he is able to communicate in different ways with those around him. "My boss is learning just a little bit of sign language, too," he says.

Goodwill's custodial staff at Yerkes works diligently to ensure Yerkes employees can focus their energy on research rather than the cleanliness of the buildings. The idea is to provide top service for quality results. With dedicated employees like Moody at the helm, the job gets done and it gets done correctly.



**FINANCIAL STEWARDSHIP
ALLOWS US TO SUPPORT OUR
MISSION AND GROW OUR IMPACT.**

2016 Financial Highlights

MAINTAINING OUR ORGANIZATION
THROUGH A SUSTAINABLE BUDGET

A combination of financial support from the community and revenue generated in our stores and custodial contracts allows us to support our mission and pave the way for a sustainable future. Financial stewardship remains a top priority for us as we work to build stronger communities by placing 100,000 people into jobs by 2018.

| Source | FY2016 Percent | FY2016 Dollars | FY2015 Percent | FY2015 Dollars |
|----------------------------------|-------------------|----------------------|-------------------|----------------------|
| External Support | | | | |
| Community and Foundation Support | | \$1,131,000 | | \$3,100,000 |
| Government Grants | | \$3,377,000 | | \$4,700,000 |
| Total Support | 3 | \$4,508,000 | 6 | \$7,800,000 |
| Revenue Generated | | | | |
| Store Sales | | \$121,390,000 | | \$114,700,000 |
| Salvage | | \$7,576,000 | | \$9,200,000 |
| Vocational Services Fees | | \$1,313,000 | | \$1,800,000 |
| Investment Income | | (\$1,511,000) | | \$1,300,000 |
| Facility Services Contracts | | \$592,000 | | \$127,000 |
| Total Revenue | 97 | \$129,360,000 | 94 | \$127,000,000 |
| Total Revenue and Support | 100 | \$133,868,000 | 100 | \$134,800,000 |
| Expenditures | | | | |
| Program Services | 72 | \$96,164,000 | 76 | \$102,800,000 |
| General and Administrative | 8 | \$10,352,000 | 7 | \$9,100,000 |
| Fundraising | 1 | \$1,050,000 | 1 | \$1,200,000 |
| Depreciation | 3 | \$4,713,000 | 3 | \$4,100,000 |
| Financing and Start-up Costs | 1 | \$1,376,000 | 1 | \$1,700,000 |
| Capital Spending and Reserves | 15 | \$20,213,000 | 12 | \$15,900,000 |
| Total Expenditures | 100 | \$133,868,000 | 100 | \$134,800,000 |



WE GENERATE THE MAJORITY OF OUR REVENUE THROUGH OUR DONATED GOODS BUSINESS.

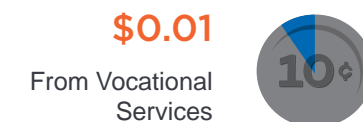
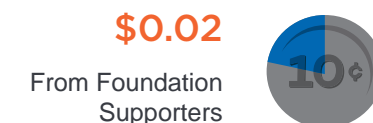
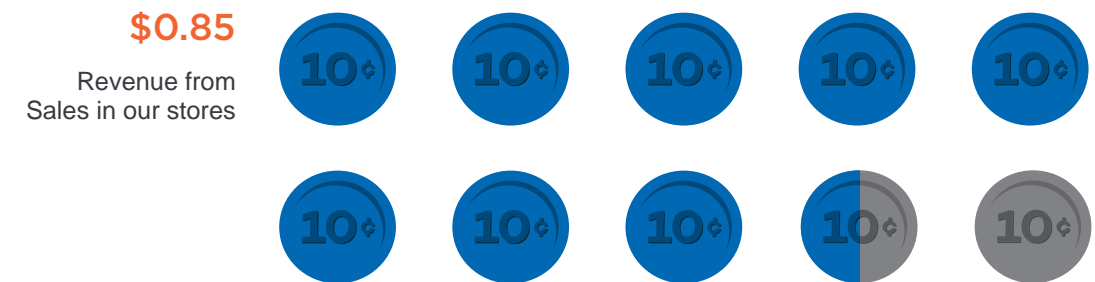
In construction, a keystone is a tiny, wedge-shaped piece of stone at the apex of an arch locking all of its supporting stones into place. As we seek to sustain and expand our social enterprise into the future, every dollar acts as a keystone of sorts, because every dollar makes a difference in the overall support of our mission. Last year 91 cents of every dollar we earned was generated in our donated goods retail stores, bolstered by additional support from our facility services contracts. The driving

revenue engine for our organization, Goodwill stores processed 2,788,229 donations last year, generating \$121,387,792 in sales. Store revenue was buttressed by generous support from a variety of funding sources, including recyclers, individual donors, corporate, government and foundational grants.

Special thanks goes to United Way of Greater Atlanta, The Goizueta Foundation, The Marcus Foundation, Gap Foundation, The Atlanta

Women's Foundation, Atlanta CareerRise, and McKinsey Social Initiative for their generous support. To all who have had a hand in the support and success of our mission, we sincerely thank you. With your continued support we plan to build stronger communities and more Goodwill in North Georgia. Together we will turn "keystones" into careers for the foreseeable future and beyond.

FOR EVERY DOLLAR WE EARN



It takes a lot of resources to support a growing social enterprise. Revenue from our stores, grants and the community allow us to serve a record number of job seekers.

BUILDING GOODWILL.



At Goodwill of North Georgia, we appreciate every donor and community partner that believes in and supports our mission. Our donor wall recognizes those who have generously invested in our mission, to put people to work, through monetary gifts.

NONE OF OUR WORK WOULD BE POSSIBLE WITHOUT THE GENEROUS SUPPORT OF OUR COMMUNITY.

We would like to extend a special thanks to those who contributed to our Building Goodwill Capital Campaign, investing in the future of the Metro-Atlanta workforce.

Allen E. Phinney
Angela Staup
Aubrey and Lisa Harrell
BB&T/McGriff Seibels
Brian East and Family
Charles A. Meriwether, Jr.
Cheryl Cornett
Corporate Environments
Corrie C. West

Ishmael and Linda Tweneboa-Kodua and Family
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SunTrust Foundation
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Tacita Miller
The Imlay Foundation
The Primerica Foundation
The Rushton Family
three squared
Tim and Monica O'Connell
Tony and Elizabeth Tatum Family

Foundations

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J.B. Fuqua Foundation
Kaiser Permanente of Georgia
Mary Allen Lindsey Branan Foundation
Sara Giles Moore Foundation
SunTrust Foundation
The Atlanta Foundation
The Holly Lane Foundation
The Imlay Foundation
The John and Mary Franklin Foundation
The Primerica Foundation
Sartain Lanier Family Foundation
Waterfall Foundation, Inc.
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Horizon Construction
IBM
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Piedmont Companies, Inc.
Pollock—Atlanta, Georgia
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Employees

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Alicia Andino
Alicia Battle
Alma Fleming
Alton Turner
Ana Laureano
Andre D. Clements
Andrew Millette
Andrew Wilder
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Angela Taylor
Angelo D. Compton
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William Miller

General Contributions

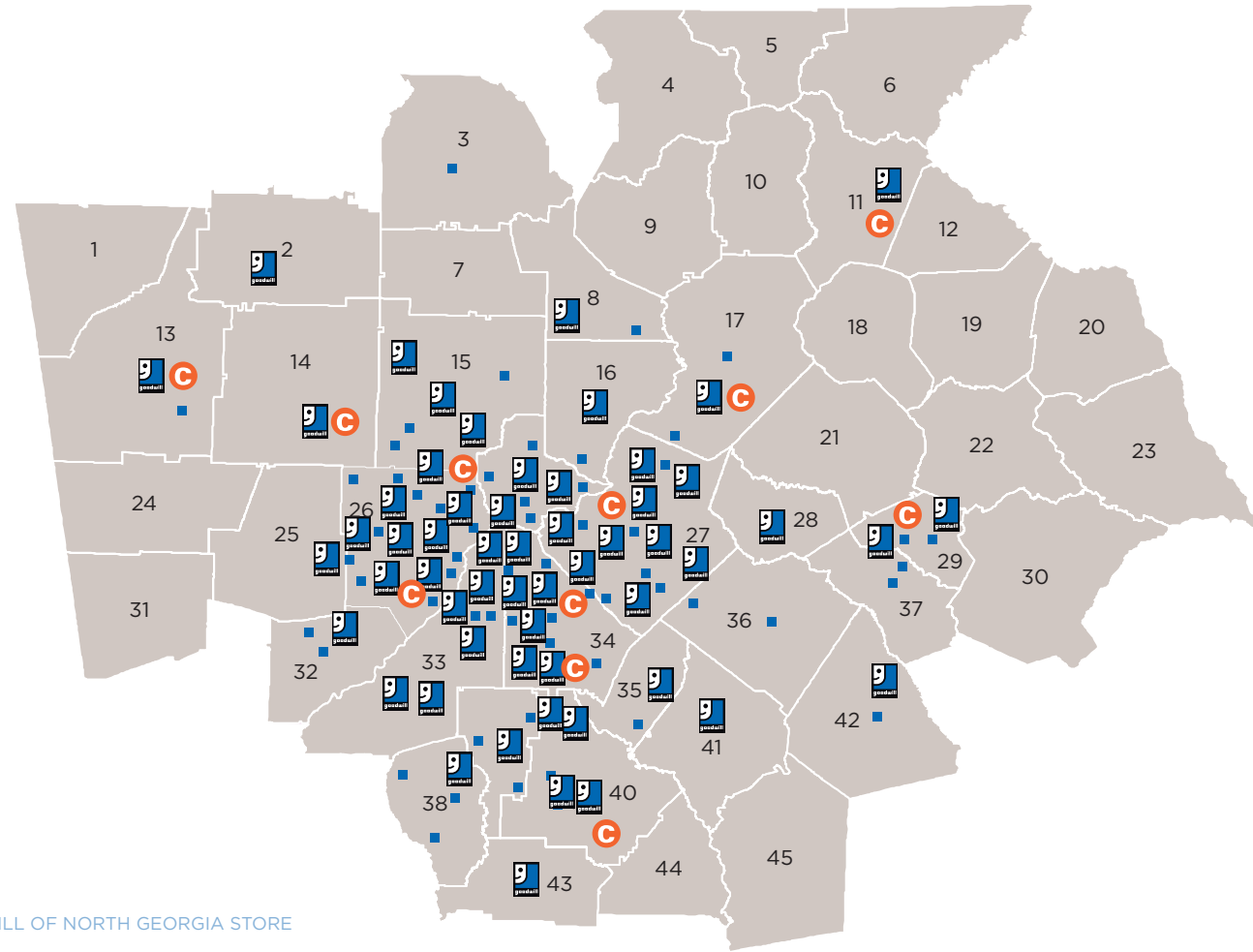
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Barbara W. Lundberg
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Brinker International
Charles L. Florence
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Clayton School Employees Foundation
Clinton Jameson
Daniel Hill
Decatur Book Fair
Decatur Women's Club
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Eli Michael
Elizabeth Juodis
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EmployTest
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Serving Our Neighbors

45 COUNTIES IN NORTH GEORGIA



-  GOODWILL OF NORTH GEORGIA STORE
-  GOODWILL OF NORTH GEORGIA CAREER SERVICE CENTER
-  GOODWILL OF NORTH GEORGIA DONATION CENTER

OUR TERRITORY: 45 COUNTIES IN NORTH GEORGIA

Goodwill of North Georgia is a locally governed 501(c)(3) nonprofit corporation. We were established locally in 1925 and are a member organization of Goodwill Industries International.

| | | | | | |
|---------------|--------------|----------------|--------------|-----------------|---------------|
| Banks (18) | Cobb (26) | Franklin (19) | Hart (20) | Oconee (37) | Stephens (12) |
| Barrow (28) | Dawson (8) | Fulton (33) | Henry (40) | Oglethorpe (30) | Towns (5) |
| Bartow (14) | Dekalb (34) | Gilmer (3) | Jackson (21) | Paulding (25) | Union (4) |
| Butts (44) | Douglas (32) | Gordon (2) | Jasper (45) | Pickens (7) | Walton (36) |
| Chattooga (1) | Elbert (23) | Gwinnett (27) | Lumpkin (9) | Polk (24) | White (10) |
| Cherokee (15) | Fayette (38) | Habersham (11) | Madison (22) | Rabun (6) | |
| Clarke (29) | Floyd (13) | Hall (17) | Morgan (42) | Rockdale (35) | |
| Clayton (39) | Forsyth (16) | Haralson (31) | Newton (41) | Spalding (43) | |

Goodwill
of North Georgia



Goodwill is grateful to its volunteer board members for their commitment to our organization, their wise counsel and their invaluable time given during fiscal year 2016.

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GOODWILL

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Goodwill 
of North Georgia 

2016 ANNUAL REPORT

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Goodwill of North Georgia, a 501(c)(3) corporation, provides job training and employment services to people who are having trouble finding work, want to change careers, or start their own business. With the agency's support, Goodwill participants overcome employment hurdles caused by physical, emotional and developmental disabilities, limited job skills, poverty and other challenges. We sell donated clothing, books, furniture and household goods in stores across North Georgia, and the proceeds help fund our mission. Since 1925, your donations have been helping to change lives.