2020 ANNUAL REPORT

Through every challenge we face, Goodwill Detroit is COMMITTED. DETERMINED. STRONGER TOGETHER.
Friends,

2020 was bruising. It was bruising in so many ways, both collectively and personally, that it has left me whipsawing back and forth between a recognition of our fragility and an equally important recognition of the healing power of relationships and love. We are individually and collectively fragile, and at the same time, we are committed, determined, and stronger together.

In addition to the pandemic and racial reckoning that we collectively experienced in 2020, I also faced the challenge of a personal battle with throat cancer. The treatment left me terribly weakened, in the hospital for a week, and on short-term disability from February through June. Our team at Goodwill Detroit had to carry on without me, and in the face of a global pandemic at that. As you’ll read in the pages that follow, the team not only persevered through the challenge, but excelled through it. We are stronger together, indeed.

DANIEL S. VARNER
President & CEO
Goodwill Industries of Greater Detroit

So, as I thought about how to introduce this annual report, it became clear to me that you should hear from two of the other people charged with leading Goodwill Detroit in 2020: Chief Mission Officer Felicia Hunter, who served as Interim CEO in my absence, and Board Chairperson Tom Margosian. Their brief notes, and the stories that follow, reflect the commitment, determination, and collective strength of the Goodwill Detroit family.

That family is made up of employees and board members, as well as trainees and job seekers, corporate and government partners, donors, and other stakeholders. All together, we are a powerful force for good that truly has become the most successful social enterprise in the region at helping people grow their independence and dignity. It is an honor to work alongside you in service of our mission.

Sincerely,
Dan Varner

We collaborated with community entities to provide COVID-19 testing for employees and telehealth services for persons served at home. Together we implemented hybrid service delivery for most program participants and rotational remote work employees. Lastly, we provided support for Detroit and Oakland County Michigan Works! agencies to respond to thousands of customer calls for unemployment insurance benefits applications.

As an organization, we demonstrated collective resilience and diligence in our mission work and operations. As we look towards the future, we will continue to revisit lessons learned to further our mission of building up our community and helping individuals live a life of dignity and respect.

FELICIA HUNTER
Chief Mission Officer & Executive Vice President

We are grateful for your generous support and confidence in our mission.

Sincerely,
Felicia Hunter
Goodwill Detroit provides best-in-class personal and workforce development training to Metro Detroit residents living with mental health challenges or developmental disabilities, returning citizens, and residents who have been chronically underemployed or unemployed. Providing a range of support services—from financial coaching and tax preparation to resume development and job training—Goodwill Detroit’s work is founded on helping people and their families move from poverty and dependence to prosperity and independence. For a full description of our programs and services, visit www.goodwilldetroit.org.
Through every challenge we face, Goodwill Detroit is COMMITTED. DETERMINED. STRONGER TOGETHER. Goodwill Detroit is a social enterprise comprised of three distinct operations, including Goodwill Donated Goods Retail stores, Goodwill’s Green Works, and Goodwill Integrated Solutions. Goodwill’s enterprises generate income while providing training, work experience, and job opportunities.
MISSION IMPACT

PEOPLE SERVED 26,900

COMMUNITY & BASIC SERVICES 8,245
(School to Work, Unemployment/Retention, and Walk-in Services)

INTENSIVE PERSONAL DEVELOPMENT SERVICES 399
(Ongoing Intensive Personal Development Services not focused on job entry)

INTENSIVE JOB PLACEMENT SERVICES 1,939
(Employability skills, job readiness, and job development services)

VIRTUAL SERVICES 16,316
(Virtual Unemployment Insurance Agency Liaison)

1,337 persons obtained competitive employment out of 1,553 job-ready candidates

The skills gained through Goodwill services help individuals maintain employment beyond 90 days

Job-ready individuals who participate in Goodwill programs earn competitive wages

Goodwill Wages paid to persons in transitional work experience programs

AVG. STARTING HOURLY WAGES $15.95

GOODWILL WAGES PAID $480,333

JOB RETENTION 95%

100%
Goodwill Integrated Solutions, a tier 1 automotive supplier and subsidiary of Goodwill Detroit, successfully moved at the end of October 2020 into a 170,000-square-foot facility. This expansion will create over 200 additional jobs for Metro Detroiters, ranging from entry level to middle management.

**BLAIR VESTERFELT**

“Our new facility provides GIS with the opportunity to grow its business and expand client services to people with employment challenges throughout our communities. GIS is now positioned to generate more revenue that can be reinvested to further the mission of Goodwill Industries of Greater Detroit.”

CEO, Goodwill Integrated Solutions & Executive Vice President, Goodwill Detroit
DONATED GOODS RETAIL

After being closed for two months, Goodwill Detroit reopened all retail stores and implemented COVID-19 sanitization and safety standards and protocols within the stores to create a safe and comfortable shopping environment for employees and customers.

GOODWILL’S GREEN WORKS

Goodwill’s Green Works was deemed essential work and pivoted to packaging and selling hand sanitizer in response to the COVID-19 health and safety demands and to meet customer and supplier needs. Additionally, GGW prepared and distributed PPE kits to vulnerable Detroit residents and the community providing six schools and two community organizations with over $10,000 worth of PPE.

JEFF UKRAINEC

“Coming out of the pandemic, there were several unknowns and many people were reluctant to venture out to shop and work. However, we received tremendous support from our loyal supporters through the difficult time, and we saw a significant increase in both donations and sales. Much to our surprise, that continued throughout the end of 2020 and well into 2021, which resulted in record sales growth for the agency. All of this contributes to additional job training and placement programs for those we serve, which is why we exist. We are thankful for the continued support.”

Vice President Donated Goods Retail

CALEB RUTLEDGE

“I am proud Goodwill’s Green Works is an employment opportunity for those who often have challenges finding a job. We have so many success stories of people starting here and are now managers at other companies.”

President & CEO of Goodwill’s Green Works & Vice President, Goodwill Detroit
In March of 2020, Christopher was laid off due to COVID-19 and was struggling to find other options for employment. In June a friend told him that the Pontiac career center was offering funding for a CDL class, so he jumped at the opportunity. Christopher is dedicated and focused on doing better.

“I can’t tell you what this program means to me. I am wanted and desired by companies, where before I wasn’t. This program has helped me gain back that confidence I had lost and I know that someone out there wants me to work for them. With this license I get to travel and meet new people.”

Christopher Chapman
Goodwill’s Oakland County
Michigan Works! Pontiac
Darrin McNeely
Goodwill’s Green Works

Darrin came to Goodwill’s Green Works in 2020 after hearing about it from his parole officer. Darrin worked hard and took advantage of opportunities for growth and training, learning how to drive a forklift and becoming a stand-out team member at GGW.

“I knew that I needed to do something with my life after getting out,” said Darrin. “I’m glad that I did.” GGW has made Darrin more independent, showing him that he has what it takes to make it on the outside.

James Traylor
Flip the Script

James came to Goodwill Detroit’s Flip the Script re-entry program through the Michigan Department of Corrections parolee early release program. James attended financial literacy and workforce development workshops and began working with the Center for Working Families (CWF) team. James needed help locating housing and securing employment. His CWF Employment Coach quickly obtained free housing for James through a local veterans program (James is an Air Force veteran) and found him work through Allegiance Staffing.

“James has taken a great deal of initiative to improve the quality of his life in a very short period of time. He is a phenomenal example of how returning citizens with a sense of purpose, along with the willingness and determination to improve the quality of their lives, can do just that.” - Kathryn Henry, Goodwill Financial Coordinator
## DATA AND FINANCIALS

### EMPLOYMENT RETENTION OUTCOMES

- Competitive Placements: 1,337
- Average Hourly Wage: $15.95
- Average Hours Worked Per Week: 39
- Percent Full Time Status: 92%

### EMPLOYMENT TYPE

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<tr>
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<th>Total</th>
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<tbody>
<tr>
<td>Substances Abuse</td>
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<td>Physical Disability</td>
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<tr>
<td>Veterans</td>
<td>127</td>
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<tr>
<td>Mental Health</td>
<td>283</td>
</tr>
<tr>
<td>D.O. Offender</td>
<td>577</td>
</tr>
<tr>
<td>Intellectual/Developmental Disabilities</td>
<td>305</td>
</tr>
<tr>
<td>Unemployed/Underemployed</td>
<td>9,142</td>
</tr>
<tr>
<td>Total</td>
<td>10,584</td>
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### PERSONS SERVED PROFILE

<table>
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<table>
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<tr>
<th>Category</th>
<th>Total</th>
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<td>Welding</td>
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<tr>
<td>Customer Service</td>
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<tr>
<td>Retail/Sales</td>
<td>45</td>
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<tr>
<td>Janitorial</td>
<td>36</td>
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<tr>
<td>Food Service</td>
<td>63</td>
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<tr>
<td>Health Care</td>
<td>147</td>
</tr>
<tr>
<td>Other (Tech., Prof., Transportation)</td>
<td>478</td>
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<tr>
<td>Factory/Industrial Labor</td>
<td>509</td>
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<tr>
<td>Total</td>
<td>1,337</td>
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### COMPARATIVE VIEW

0% 25% 50% 75% 100%

- 30 Days
- 60 Days
- 90 Days
- 180 Days
- 1 Year
PERSONS SERVED BY COUNTY

<table>
<thead>
<tr>
<th>County</th>
<th># SERVED</th>
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<tr>
<td>Wayne County</td>
<td>52</td>
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<tr>
<td>Macomb County</td>
<td>148</td>
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<tr>
<td>Oakland County</td>
<td>4,194</td>
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<tr>
<td>City of Detroit</td>
<td>6,110</td>
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<tr>
<td>Virtual UIA Services</td>
<td>16,316</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>26,900</strong></td>
</tr>
</tbody>
</table>

POSITIVE OUTCOMES OTHER THAN EMPLOYMENT

- Returned to High School: 2
- Entered GED Preparation: 40
- Entered College Degree Program: 2
- Entered Vocational Training: 80
- Obtained High School Diploma: 2
- Obtained GED: 10
- Obtained Post-Secondary Degree: 2
- Obtained Occupational License: 14
- Obtained Industry Certification: 77
- Clean Downtown Detroit TWE: 4
- Green Works TWE: 4
- Automotive Center TWE: 6
- Community TWE: 41
- Returned to High School: 2
- Entered GED Preparation: 60
- Entered College Degree Program: 2
- Entered Vocational Training: 80
- Obtained High School Diploma: 2
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Total: 304

FINANCIALS

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2020</th>
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<tr>
<td>Total Revenue and Support</td>
<td>$48,113,246</td>
<td>$36,654,315</td>
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<tr>
<td>Total Expenses</td>
<td>$49,347,976</td>
<td>$39,225,123</td>
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<tr>
<td>Total Gains/Losses</td>
<td>(-1,234,730)</td>
<td>(-2,570,808)</td>
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<tr>
<td>Net Assets at Beginning of Year</td>
<td>$23,858,671</td>
<td>$22,388,200</td>
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<tr>
<td>Net Assets at End of Year</td>
<td>$22,388,200</td>
<td>$21,914,784</td>
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<tr>
<td>Change (+/-) in Unrestricted</td>
<td>(-1,470,471)</td>
<td>(-3,073,416)</td>
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</table>
GOODWILL DETROIT LEADERSHIP

OFFICERS

Thomas Margosian
Chairperson
Retired Director IT Audit Services
Ford Motor Company

Deirdre Groves
Vice Chairperson
Executive Director
Challenge Detroit

Randal Leslie
Secretary, Retired Vice President
Marketing, Distribution & Product Support-Global
Johnson Controls

Jeff Huebner
Treasurer
Managing Member
Pointe Capital Management

Laura Byars
Immediate Past Chairperson
Vice President Human Performance
Blue Cross Blue Shield of Michigan

BOARD MEMBERS

Lena Barkley
Area 7 Manager Workplace Initiatives CVS Health

Dennis Cours
Partner, Risk Assurance
PricewaterhouseCoopers (PwC)

Amy Good
CEO Alternatives for Girls

Ryan Hoyle
Senior Director of Global Solutions

Talvis Love
Senior Vice President, Chief Information Officer
Baxter International Inc.

Liza Muschong
Corporate Secretary & Chief of Staff DTE Energy

Terah Oplerman
Managing Director & Region Manager / JP Morgan Chase

Erica Robertson
Chief Executive Officer
Education at Scale

Daniel S. Varner
President & Chief Executive Officer
Goodwill Detroit

EXECUTIVE TEAM

Daniel S. Varner
President & Chief Executive Officer, Goodwill Detroit

Felicia Hunter
Chief Mission Officer & Executive Vice President, Goodwill Detroit

Jeffrey Ukrainec
Vice President Donated Goods Retail, Goodwill Detroit

Raymond Byers (Rev August 2020)
Vice President Finance, Goodwill Detroit

Michael Kleinheksel (September 2020)
Chief Financial Officer & Executive Vice President, Goodwill Detroit

Mark Maher
Vice President Information Technology, Goodwill Detroit

Jen Merz
Vice President Fund Development, Goodwill Detroit

Blair Warner
CEO, Goodwill Integrated Solutions & Executive Vice President, Goodwill Detroit

Joni Nelson
Vice President Human Resources & Organizational Development, Goodwill Detroit

Caleb Rutledge
President Goodwill’s Green Works & Vice President, Goodwill Detroit

Karen Gamber
Executive Assistant Office of the President & Compliance Officer, Goodwill Detroit

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<thead>
<tr>
<th>Support Level</th>
<th>Supporters</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$50,000 - above</strong></td>
<td>DTE Foundation, The McGregor Fund, United Way for Southeastern Michigan, W.K. Kellogg Foundation</td>
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<tr>
<td><strong>$10,000 - $49,999</strong></td>
<td>Ally Financial Foundation, Barbara Smith, Goodwill Store Shoppers, CVS Match Campaign, Helen L. Kay Foundation, Rose Ann Comstock Living Trust, Vera and Joseph Desmarais Foundation</td>
</tr>
<tr>
<td><strong>$5,000- $9,999</strong></td>
<td>Dennis Curtis, Dr. Douglas and Linda Huck, Meine City Casino Hotel, Blue Cross Blue Shield of Michigan &amp; Blue Care Network, Barton Malow Foundation</td>
</tr>
<tr>
<td><strong>$1,500- $4,999</strong></td>
<td>The Northern Trust Company, Cardinal Health Foundation, Hudson-Webber Foundation, Palette, Inc.</td>
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</table>
OUR SUPPORTERS

Robert and Mary Shang
Robert and Patricia Swedberg
Robbie B. and Georgia
Roman and Fulvia Kord
Romulo Espis
Ronald Chalifour
Ronald Ischeit
Ronald Jones
Ronald Kraja
Ronald Lipar
Ronald and Alfreda Ross
Ronald and Valeda Nelson
Ronald and Sherry Baker
Ronald C. and Betty Cope
Ronald and Susan Carpenter
Ronald and Susan D. Hoffman
Ronald and Sara Harper
Ronald and Sylvia Johnson
Ronald and Valobra Roy
Ronald and Valeria Zimbo
Ronald and Valeria Zimbo
Ronald H. and Mary Silverman
Ronald and Margaret Basa
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Ronald and Margaret Basa
Ronald and Margaret Basa
Ronald and Margaret Basa
Ronald and Margaret Basa
Robert and Linda Nicolau

OUR LOCATIONS

COMMITTED. DETERMINED. STRONGER TOGETHER. C 2020 ANNUAL REPORT

OFFICES & PROGRAM SITES

Corporate Headquarters
3111 Grand River Avenue Detroit, MI 48208
313.954.3900

Detroit Skill Building Services
3111 Grand River Avenue Detroit, MI 48208
313.557.8635

Supports Coordination Services
3111 Grand River Avenue Detroit, MI 48208
313.557.8610

Flip the Script
2777 East Grand Boulevard Detroit, MI 48211
313.557.4848

A Place of Our Own Clubhouse
1401 Ash Street Detroit, MI 48208
313.931.0901

North Oakland Career Center - Pontiac
1890 N. Perry Street Pontiac, MI 48340
248.276.1777

North Oakland Career Center - Novi
31186 Beck Road Novi, MI 48377
248.878.1820

Northern Michigan Career Center
31870 Edwards Road Traverse City, MI 49686
231.947.7200

Resale Locations

Canton
41973 Ford Road Canton, MI 48187
734.981.1672

North Oakland Career Center
1401 Ash Street Detroit, MI 48208
313.931.0901

North Oakland Career Center
31186 Beck Road Novi, MI 48377
248.878.1820

Detroit at Work Career Center
18100 Meyers Rd, Detroit, MI 48235
313.378.7500

Goodwill's Green Works, Inc.
6431 Lynch Road Detroit, MI 48234
313.499.3100

Goodwill Integrated Solutions
14011 Prospect Street Dearborn, MI 48126
313.964.3900

RESALE LOCATIONS

Canton
41973 Ford Road Canton, MI 48187
734.981.1672

Commercial Township
8311 Colony Square Commerce Township, MI 48090
248.839.3527

Dearborn
24315 Michigan Avenue Dearborn, MI 48124
313.288.3527

Livonia
1651 Middlebelt Road Livonia, MI 48150
734.993.0115

Woodhaven
20800 West Road Woodhaven, MI 48183
734.301.3902

Ypsilanti
3782 Carpenter Road Ypsilanti, MI 48197
734.272.0667

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