More Than
A Store,
A Story.
Our mission: to co-create independence and dignity through the power of personal and workforce development.
When the economy is strong, Goodwill Detroit must be stronger.

We are pushing beneath the surface to uplift those overshadowed by a promising economy. We must remember there are still households struggling to make ends meet, folks who’ve dropped out of the workforce because they can’t take one more rejection, returning citizens who know that once they ‘check the box’ their hopes for employment may be dashed.

Goodwill Detroit is the bridge that connects the recovery to the community. Now more than ever, we’re strengthening our resolve to meet our mission of co-creating independence and dignity through the power of personal and workforce development.
Rolling up our sleeves. That’s the best way for me to describe 2018. Whether it was diversifying our automotive operation, improving the brand experience at our donated goods retail operation or expanding key partnerships that allow us to put more people to work. We entered the year ready to dig in and make Goodwill Detroit an organization that reflected our values: dignity and respect, integrity, continuous improvement and diversity and inclusion.

Truthfully, once people come to Goodwill, they’ve already been put through the wringer. We’re sensitive to the less than kind realities of living in the shadows. People deserve to be treated well regardless of their past, be it long term unemployment, recent incarceration or living with a mental illness. When we give people dignity and respect it builds trust and confidence in those we serve. It strengthens our reputation in the community and gives us the opportunity to do so much more.

And when we do more, we have a greater responsibility to our partners, stakeholders, vendors and donors. When the road gets tough and we fall short of what we hope to deliver, we have to be transparent with those who invest in our work. 2018 was a year that tested our integrity. But we knew there was no way we could teach accountability to others if we weren’t willing to put it into practice ourselves. So we examined our enterprises, strengthened supplier relationships and began working to diversify our revenue streams beyond automotive. We improved the merchandising of our donated goods retail operation and enhanced its inventory.

As the region continues to evolve, Goodwill Detroit will periodically reevaluate how we’re meeting the needs of the people; prioritizing growing our mission work to better serve them. When continuous improvements are made in operations like our placement services, critical partnership flourish. The expansion of our relationship with MI Works! granted us the opportunity to become the service provider for their Pontiac office. Now we’re connecting more people in the region to quality employment.

And with the introduction of the SURGE Center, Goodwill Detroit is helping companies who want to retain their employees provide critical services like identifying affordable childcare and reliable transportation, access stable housing and improve their credit.

Goodwill Detroit’s diversity has always been one of our greatest strengths. We’re an organization that is a reflection of our community. But we can’t stop there; what good is our diversity if the inclusion of those voices isn’t a consideration? Employee engagement is more than a committee, it’s a practice that we routinely put into action. We have a chorus of voices informing our efforts to make Goodwill Detroit a great place to work. We hold ourselves to the same standard that we hold our employer partners.

Goodwill Detroit has been serving the southeast Michigan region for nearly a century. Ours is a story that remains rooted in serving those who are on the fringes of a healthy economy—the parts of our community that have to work harder to experience a small piece of the recovery others relish.

The stories you’ll read in this year’s report are from those who exemplify our values. They’re the folks who roll up their sleeves every day to ensure that vulnerable populations get the support they desperately need.

Because we’re more than a store... Goodwill Detroit is at the heart of Detroit’s story.

Dan Varner
CEO Goodwill Detroit
STORY 1

integrity
Honesty is something that’s always been important to me. I expect it from the people around me.

I’m a textile processor. So when people donate boxes of clothing, I open them up, sort through them and pull out the clothes. If they’re nice, I’ll lay them out, size them and put tags on them; get them ready to go out to the sales floor. If they’re not nice, or if they’re worn socks or underwear, I’ll toss them into a ball because we can’t sell them.

Once, I had this entire bag of used socks. I still went through it because you never know… I’m pulling them out and pulling them out, and putting them into the ball. But then I saw a new pair and I thought, ‘alright, well we can sell these.’ So, I set that pair aside, and started feeling around in the bag.

That’s when I felt something. It was a pair of used socks but it felt like it had packaging on the inside.

I flipped them inside out and I saw a roll of money. A large roll of money.

Without thinking, I bunched it up in my hand, went onto the sales floor and got the manager. I was kind of uncomfortable because I saw what looked like several hundred dollars. My manager came back to the office with me and we counted $3,500. Can you believe it? There was a prayer card with it too.

Our suspicion was that it belonged to someone who died whose kids or caretakers cleaned out all their closets and donated everything. We recorded the money, and tried to figure out who it belonged to, but no one claimed it. A lot of times people don’t give us their information; they just want to drop off their stuff so we don’t push.

A lot of people have said to me since, “Why didn’t you keep it? Shouldn’t it be yours if nobody came to claim it?”

To be honest, it never once occurred to me. My thinking was, ‘It’s not mine.’ Everything that’s donated belongs to Goodwill and the people we help. It’s their property, whether it’s socks, a fur coat or a wad of cash.

At the end of the day, honesty is something that’s always been important to me. I expect it from the people around me. I expect people to be good. And I gotta be what I expect others to be, right?
STORY 2

dignity & respect
People are missing out on real money because they just don’t know. Filing taxes can be expensive and intimidating. Especially if you’re low income. You wouldn’t believe how many people don’t file, make mistakes or even worse pay money they can’t spare for expensive prep services. They don’t know they qualify for credits or deductions. And it costs them hundreds, even thousands.

Goodwill Detroit serves as a tax intake and prep service to low income households during tax season. For three years I’ve been meeting with Goodwill employees and anyone, really, who qualifies for the Volunteer Income Tax Assistance (VITA) program. It’s a critical service for both our employees and the community we serve.

It doesn’t matter how much they make, as long as it’s less than $55,000 annually or if it’s been years since they filed. They can trust me to keep their information confidential and treat them with respect. It’s really important to me that they know I have their back. I don’t take it lightly that they’re trusting me with very sensitive information that, truthfully, because we’re serving a vulnerable population, could’ve been compromised in the past.

There’s no fear that their information is going to be used for purposes other than their taxes. No fear about confidentiality. I take the time to make sure they understand the process so it’s not scary.

Most of my clients don’t even know they could be eligible for the Earned Income Tax Credit (EITC) or the Home Heating Credit. They miss out on refunds that could make them more self-sufficient when they don’t have this information.

And because we’re Goodwill, I can take it a step further and introduce them to services that can help their families budget, connect them with programs that can support their efforts to stay employed. Once I get them in, I make sure to take advantage of the opportunity.

I’ve met with over one hundred people and put more than $80,000 in cash refunds back into the hands of those who need it most. I’m really proud of that.

It makes me feel like I helped. If you’re filing, you’re a tax payer and you shouldn’t be leaving your money on the table. You can heat your home, have extra money for food, create an emergency fund... These credits allow people who are living paycheck to paycheck have a little extra money. It’s the right thing to do.
STORY 3

continuous improvement

Jalani
Detroit, MI
I’m a counselor and instructor to women who are in Goodwill Detroit’s Flip the Script program. It’s harder to serve women. They’re responsible for so much. They’re almost always the head of household. They’re suffer from high degrees of trauma and are often battling addition. They’ve got a lot on their plates. We’re working all the time to improve how we serve women.

A lot of women have no one they can trust. They come in with walls up. We try to create a safe space for them where they can let down those walls. Many of our staff members have gone through similar issues. Sharing their own stories shows the women they’re not alone.

The team and I sit down with participants and create a five year plan to get them back on track and reach their goals. Some may want to further their education, others want to find employment and be more financially stable. I have to respect how they want to improve and the vision they have for their life. This is their five year plan, not mine or Goodwill’s.

When they first come to us, they’re like, ‘who has time for all this when I’ve gotta make sure the kids are fed, clothed and have a place to sleep.’ But when they stick with us and graduate from the program, they always come back and share their journey and accomplishments.

I believe helping women rise up, helps the community rise up. Witnessing the growth of their confidence and independence… it’s one of the reasons why I love what I do. It’s amazing when you see it all come together for them.
STORY 4

diversity & inclusion

FROM LEFT

Rick
Detroit, MI

Jay
Rochester Hills, MI
Jay: we can’t just be diverse. Being diverse isn’t enough. We’ve gotta have a culture of inclusion. Too many employers are reluctant to hire people with mental illness and developmental disabilities. We’re Goodwill Detroit! We’ve got to lead and model the way.

We want companies to err on the side of giving people a shot. Let them show you they can do it. And we’ll show you they can do it. Maybe even be willing to redefine a job to match someone’s skills, bring them in; give the dignity and respect they deserve.

Rick: I’ve been a member of the Clubhouse since 2017. I was homeless before and always felt written off by society. Then I got the chance to work at Green Works. They don’t discriminate here. Now I have an apartment and I take classes when I’m not working.

Jay: Being inclusive makes us a better company. We’ve learned to step back and ask, ‘if we do things a little different, how many more people can we help?’ Does it take a little more time? Sure, sometimes. Is it worth it? Absolutely.

“Is it worth it? Absolutely”
social enterprises &

program highlights
Goodwill Industrial Solutions

REBRAND & EXPAND

Recognizing that we could do more than service the automotive industry, in 2018 we renamed Goodwill Automotive to Goodwill Industrial Solutions and began diversifying our client base.

In addition to responding to existing clients like GM, Ford and FCA, we’re exploring new partnerships in med tech, heavy machinery and other areas of assembly and kitting.

We ship over 1,400,000 parts every month to our customers globally.

Goodwill’s Green Works

RECOVER & RECYCLE

Every year millions of electronic products and retired utility assets containing materials harmful to our health and the environment are disposed of in landfills. Goodwill’s Green Works is Detroit’s solution to the problem of electronic waste and component disposal and recycling.

500 Detroit residents with employment challenges have been assisted since 2010.

Donated Goods Retail

ROTATE & ENHANCE

In 2010, when Goodwill Detroit reopened its donated goods retail division in Canton, we committed to providing a high-end resale experience to both donors and shoppers. Since then we have expanded to five other locations throughout metro Detroit.

Providing a high-quality resale option is not only good for our wallets, it’s good for our environment, too.

Employment & Training Partnerships

PARTNER & GROW

Partnerships are key to our success: Oakland County MI Works!, GM and Henry Ford Community College, Clubhouse International, the W.K. Kellogg Foundation and the McGregor Fund; at the federal level and state.

Our dynamic partners provide the support and resources we need to help people create the lives they want, assist more people in finding quality employment and aid employers in retaining their workforce.
**Community & Basic Services**

Individuals are not assigned a case manager and/or do not receive an Individual Employment Plan (IEP) or treatment plan for services.

**Intensive Job Placement Services**

Mission services with an expected outcome of job placement. Individuals are assigned a case manager and/or complete an individual treatment plan. At least one service is focused on job entry.

**Intensive Personal Development Services**

Mission services that include case management and the development or use of a treatment plan. Intensive Personal Development Services are not focused on job entry.

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**2018 Snapshot**

**People Hired**

1,135

In 2018, 1,135 people were placed in employment by Goodwill, primarily in the Factory/General Labor, Food Service/Hospitality, and Building Trade Industries.

**Retention Rates**

- **90 Days**: 77%
- **180 Days**: 70%
- **1 Year**: 60%

**Customer Satisfaction Rating**

98%

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**Change (+/-) in Unrestricted Net Assets**

- **2018**: 2,710,390
- **2017**: -4,712,337

**Net Assets at Beginning of Year**

- **2018**: 25,860,618
- **2017**: 28,571,008

**Net Assets at End of Year**

- **2018**: 28,571,008
- **2017**: 23,858,671

**Combined Statement of Activities**

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<th>Year</th>
<th>Total Revenue &amp; Support</th>
<th>Net Assets at Beginning of Year</th>
<th>Total Expenses</th>
<th>Net Assets at End of Year</th>
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<td>60,438,875</td>
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<td>49,420,709</td>
<td>23,858,671</td>
<td>-4,712,337</td>
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**People Serving by Disability/Disadvantaged Condition**

- **PHYSICAL DISABILITY**: 27
- **UNEMPLOYED/UNDEREMPLOYED**: 9,101
- **YOUTH**: 531
- **FORMER OFFENDER**: 855
- **VETERANS**: 140
- **SUBSTANCE USE**: 15
- **MENTAL HEALTH**: 121
- **INTELLECTUAL/DEVELOPMENTAL DISABILITY**: 345

**Total Number of People**: 11,135

**Average Salaries**

- **AVG**: $13.48
- **MIN**: $9.25
- **MAX**: $77.50
Executive Team

Daniel S. Varner
President and CEO
Goodwill Industries of Greater Detroit

Felicia Hunter
Executive Vice President
Employment & Training

Jeffrey Ukrainec
Vice President
Donated Goods Retail

Raymond Byers
Vice President
Finance

Mark Mahur
Vice President
Information Technology

Jessica McCall
Vice President
Marketing & External Affairs

Jennifer Marx
Vice President
Fund Development

Blair Vesterfelt
Executive Vice President
Goodwill Industrial Solutions

Joni Nelson
Vice President
Human Resources & Organizational Development

Caleb Rutledge
President
Goodwill’s Green Works

Karen Gamber
Executive Assistant
Office of the President & Compliance Officer

Board

Laura Byars
CHAIRPERSON
Vice President Human Performance
Blue Cross Blue Shield of Michigan

Thomas Margosian
VICE CHAIRPERSON
Director IT Audit Services
Ford Motor Company

Clarence Pozza Jr.
VICE CHAIRPERSON
Mediator & Arbitrator
JAMS

Randal Leslie
SECRETARY
VP Marketing, Distribution
& Product Support-Global
Johnson Controls

Dennis Curtis
TREASURER
Partner, National Power & Utilities
PricewaterhouseCoopers (PwC)

Jane Bowman
IMMEDIATE PAST CHAIRPERSON
Retired Sr. Vice President/Market Manager
JPMorgan Chase

Laura Byars
CHAIRPERSON
Vice President Human Performance
Blue Cross Blue Shield of Michigan

Thomas Margosian
VICE CHAIRPERSON
Director IT Audit Services
Ford Motor Company

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TREASURER
Partner, National Power & Utilities
PricewaterhouseCoopers (PwC)

Jane Bowman
IMMEDIATE PAST CHAIRPERSON
Retired Sr. Vice President/Market Manager
JPMorgan Chase

Lena Barkley
Area 7 Manager
Workforce Initiatives
CVS Health

Charles Dardas
President and Chief Operating Officer
Alpha Stamping Company

Amy Good
CEO
Alternatives for Girls

Deirdre Groves
Executive Director
Challenge Detroit

Ryan Hoyle
Senior Director
GalaxE.Solutions

Talvis Love
SVP & CIO Pharmaceutical Segment
Cardinal Health

Lisa Muschong
Corporate Secretary & Chief of Staff
DTE Energy

Terrah Opferman
Executive Director, Healthcare
JPMorgan Chase

Daniel S. Varner
President & CEO
Goodwill Industries of Greater Detroit

Scott Ward
Central Region Market Manager
Bank of America

Board Members
**Offices & Program Sites**

**Corporate Headquarters**
3111 Grand River Avenue
Detroit, MI 48208
313.964.3900

**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

**North Oakland Career Center - Novi**
31186 Beck Road
Novi, MI 48377
248.926.1820

**Flip the Script**
2777 East Grand Boulevard
Detroit, MI 48211
313.557.4850

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

**North Oakland Career Center - Highland**
330 South Milford Road
Milford Charter Twp, MI 48381
248.889.0410

**North Oakland Career Center - Pontiac**
1850 North Perry
Pontiac, MI 48340
248.276.1777

**Wayne County Employment & Training**
28526 Van Born Road
Westland, MI 48186
734.467.6600

**Other Locations**

**Goodwill’s Green Works, Inc.**
6421 Lynch Road
Detroit, MI 48234
313.499.3100

**Goodwill Industrial Solutions**
3111 Grand River Avenue
Detroit, MI 48208
313.964.3900

**Resale Locations**

**Canton**
41937 Ford Road
Canton, MI 48187
734.981.1692

**Commerce Township**
3281 Crumb Road
Commerce Township, MI 48390
248.859.5927

**Dearborn**
22451 Michigan Avenue
Dearborn, MI 48124
313.288.5927

**Livonia**
12651 Middlebelt Road
Livonia, MI 48150
734.245.0115

**Woodhaven**
20080 West Road
Woodhaven, MI 48183
734.301.3902

**Ypsilanti**
3782 Carpenter Road
Ypsilanti, MI 48197
734.272.0667