



**GOODWILL**  
CENTRAL ★ TEXAS

# 2023 OUTCOME MANAGEMENT REPORT

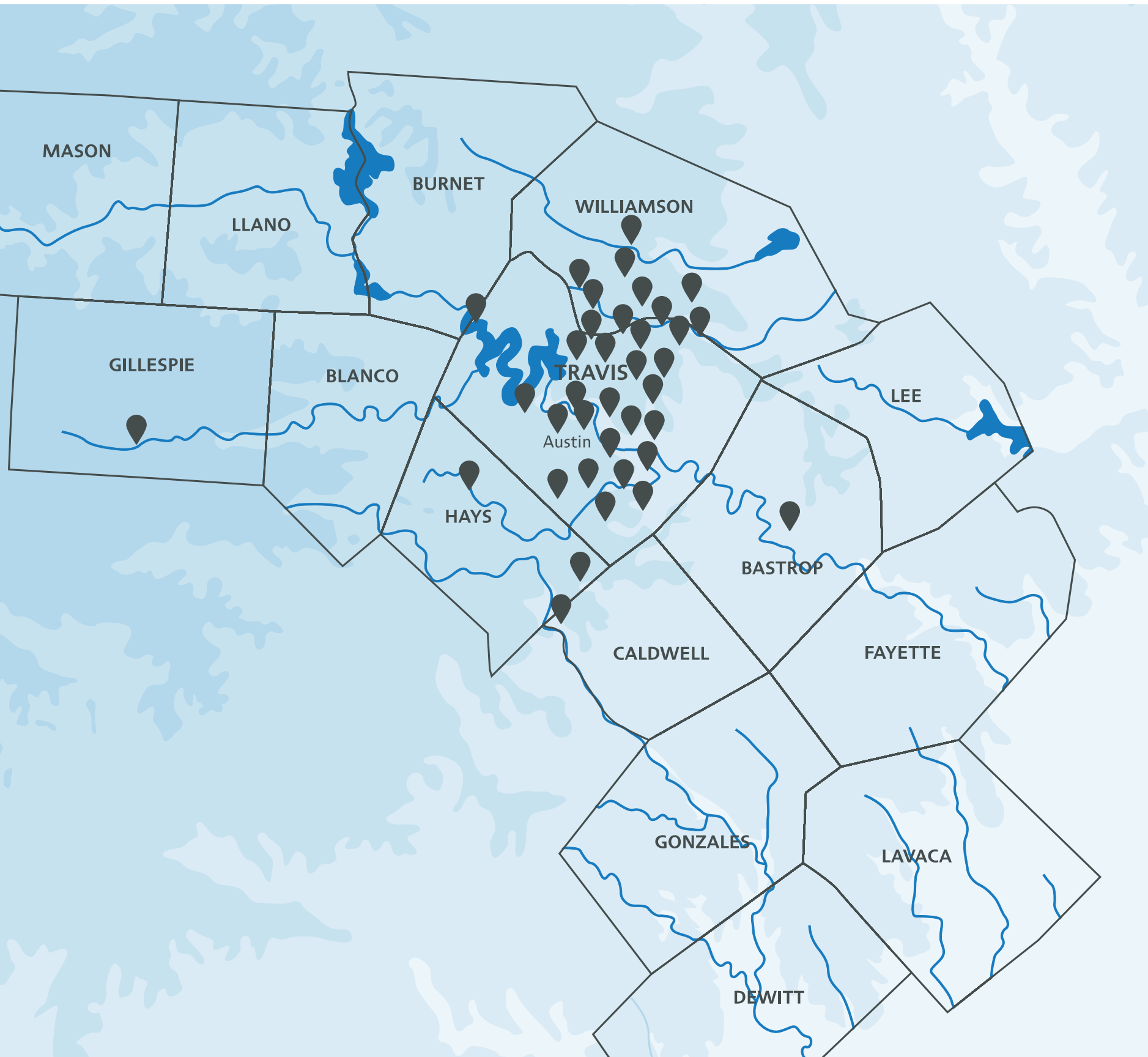






Goodwill Central Texas is committed to reducing our environmental impact through the use of sustainable materials. This report is printed with a 30% post-consumer recycled cover and 100% post-consumer recycled paper.

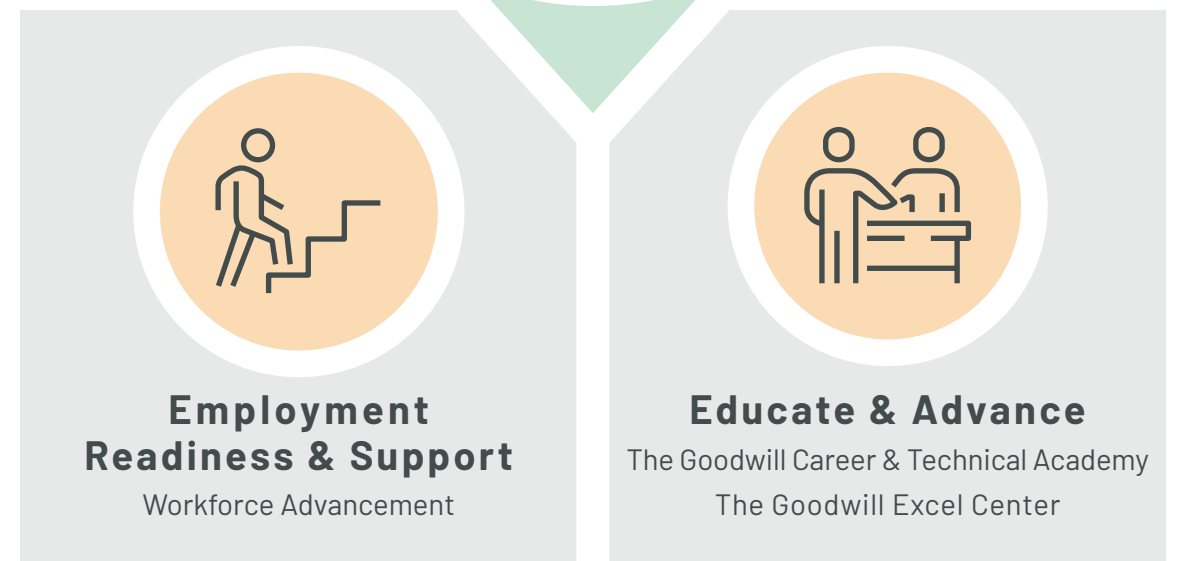




# Table of Contents

Our Social Enterprise.....	2	<b>Retail</b> .....	<b>46</b>
Mission, Vision, Values.....	4	<b>Supply Chain</b> .....	<b>50</b>
Executive Summary.....	5	Recommendations.....	52
<b>2023 Highlights</b> .....	<b>6</b>	<b>Commercial Services</b> .....	<b>54</b>
Client Demographics.....	8	Recommendations.....	57
Overall Financials.....	9	<b>GSG Talent Solutions</b> .....	<b>59</b>
Our Commitment to Sustainability		Recommendations.....	60
.....	10	<b>Appendix I -</b>	
Our Dedication to Diversity.....	12	<b>2023 Responses to Recommendation</b>	
<b>Divisional Highlights</b> .....	<b>14</b>	.....	<b>62</b>
<b>Workforce Advancement</b> .....	<b>16</b>	DEI&B.....	63
Outcomes.....	18	Workforce Advancement.....	66
Recommendations.....	19	GCTA.....	68
<b>Indicators: Workforce Advancement</b>		Upward.....	70
<b>Placement Services</b> .....	<b>20</b>	Retail/Post-Retail.....	72
Trends and Recommendations.....	22	Excel Center.....	74
<b>Community Rehabilitation Programs:</b>		Commercial Services.....	76
<b>Job Placement Services</b> .....	<b>24</b>	GSG Talent Solutions.....	77
Trends and Recommendations.....	26	<b>Appendix II -</b>	
<b>Community Rehabilitation Programs:</b>		<b>Critical Incidents</b> .....	<b>78</b>
<b>Supported Employment</b> .....	<b>28</b>	<b>Appendix III -</b>	
Trends and Recommended Actions.....	30	<b>Satisfaction Surveys</b> .....	<b>80</b>
Workforce Advancement			
Demographics.....	32		
<b>Goodwill Career &amp;</b>			
<b>Technical Academy</b> .....	<b>34</b>		
Recommendations.....	37		
GCTA Demographics .....	39		
<b>The Goodwill Excel Center</b> .....	<b>40</b>		
Recommendations.....	42		
Excel Center Demographics.....	45		

# Our Social Enterprise



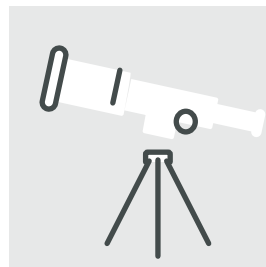
# MISSION

Transforming lives through the power of education and work.



## VISION

We envision a Central Texas where everyone has the opportunity to thrive.

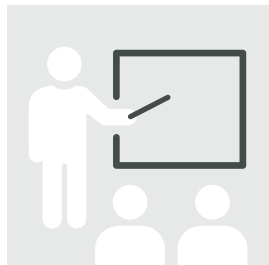


## VALUE

**BE CARING**  
about our team, those we serve, and our community.

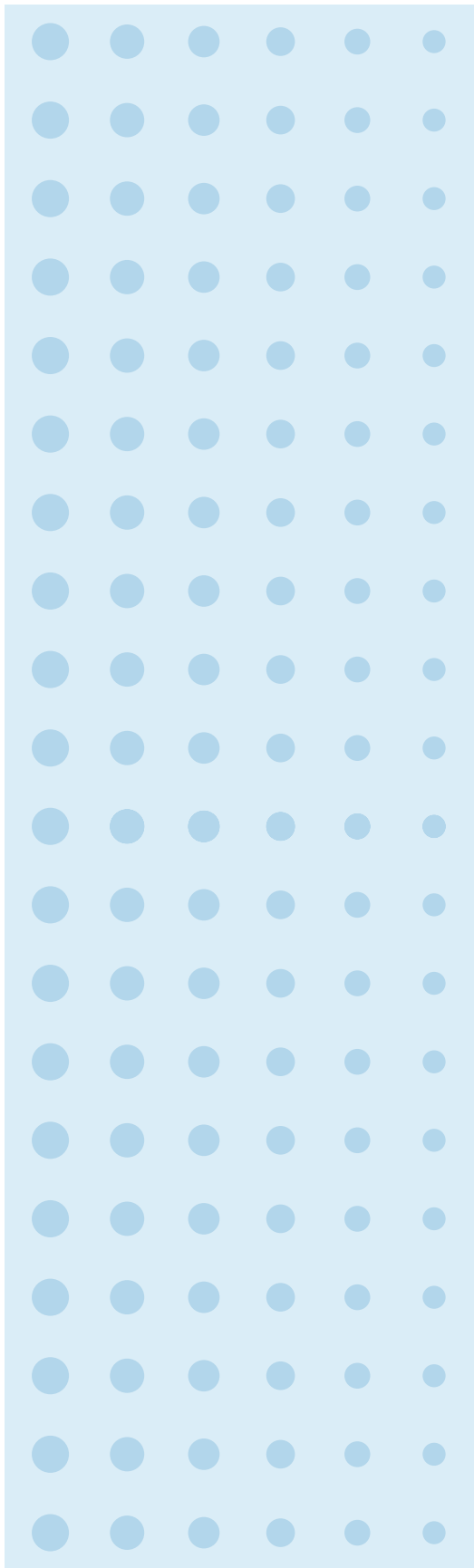
## VALUE

**BE INNOVATIVE**  
to advance our mission and protect our environment.



## VALUE

**BE ACCOUNTABLE**  
to deliver on our promises.



## Executive Summary

2023 was a year of organizational alignment, self-appraisal, and evolution for Goodwill Central Texas. As an organization that exists to serve the members of our community, we want to continually evaluate our approach and make sure we are doing everything we can to support our clients and make a positive impact.

That's why we evaluated and honed our mission, vision, and values this year. Our simplified mission, "Transforming lives through the power of education and work," is more than just a motto. It's the driving force behind everything we do. As our clients continue to navigate the tricky post-pandemic employment landscape, we strive to innovate our offerings and give each individual the tools they need to succeed.

The efforts and achievements outlined in this report all reflect our values:

- Be caring
- Be innovative
- Be accountable

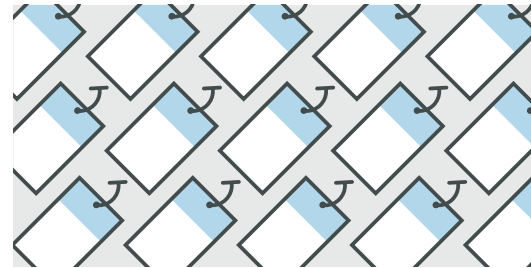
And the work has just begun. We are already well underway with some exciting additions that we can't wait to share with the community in 2024!

# 2023 Highlights

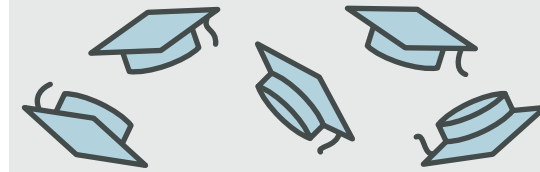
Received **1.5 million** goods donations



Recycled **1 million pounds** of electronics



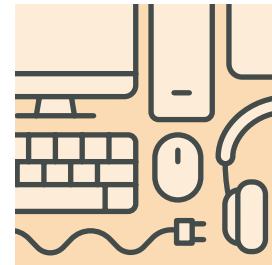
The Excel Center adult high school served **2,845 students** across six Texas campuses.



This year, **360** Excel Center students earned a diploma.



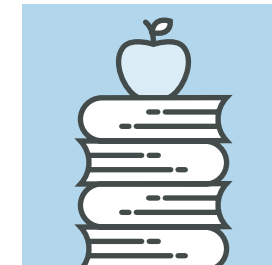
Diverted **93 million pounds** from local landfills



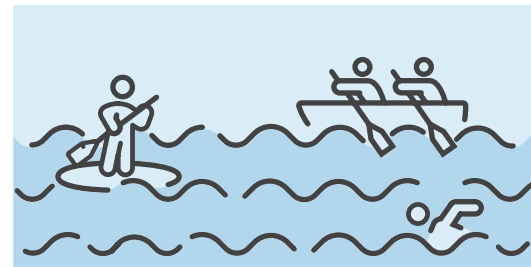
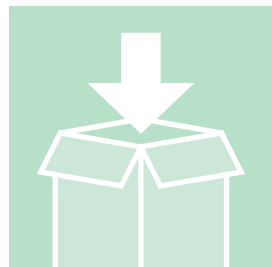
The Goodwill Career & Technical Academy awarded **235** certificates in 2023.



A total of **261** people were served and placed in jobs at an average wage of **\$18.05**.



Generated **\$228 million** in revenue



Total number of Central Texans served this year: **10,184**.



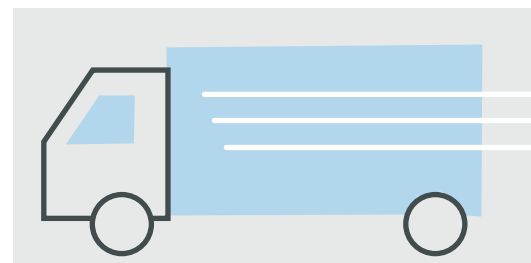
Workforce Advancement served **7,524 clients**.



Of this total, **2,640** people were placed in jobs with 1,135 placements with an average pay of \$22.34/hr.

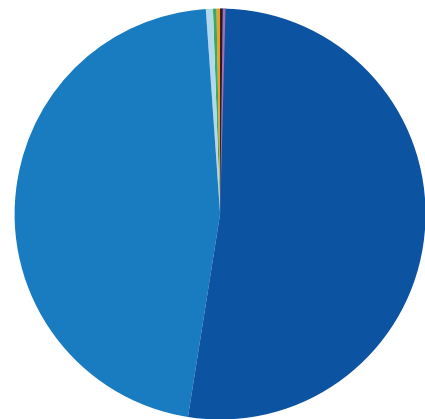


Raised **\$1.7 million** from philanthropy in support of our mission programs



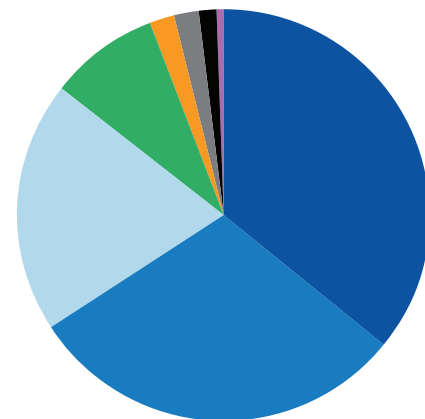
## CLIENT DEMOGRAPHICS

Gender 10,184 Total



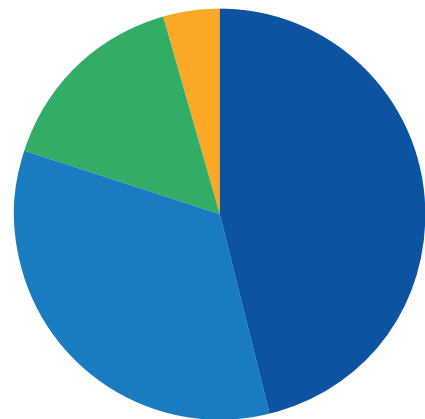
Female	5,374
Male	4,720
Unknown*	37
Trans Female (MTF)	23
Other	14
Trans Male (FTM)	13
Non-Binary	3

Race 10,184 Total



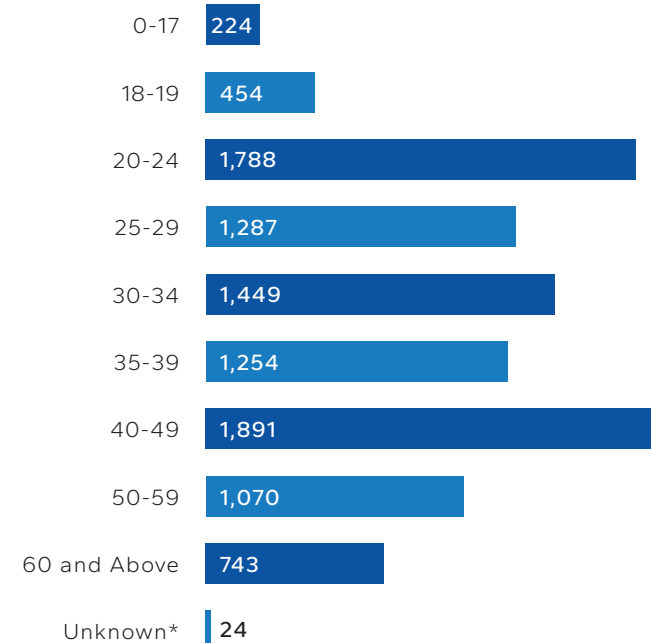
White	4,182
Black, African American or African	2,804
Unknown*	1,491
Other	648
American Indian or Alaska Native	535
Asian or Asian American	252
Two or More Races	225
Native Hawaiian or Pacific Islander	47

Ethnicity 10,184 Total



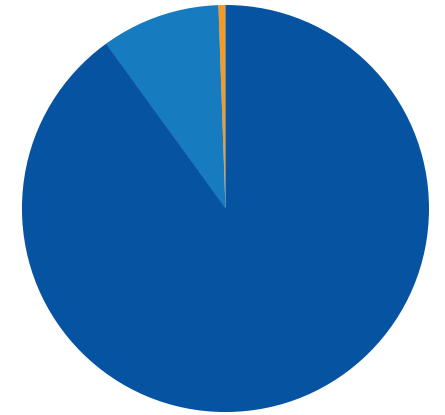
Not Hispanic or Latino	4,543
Hispanic or Latino	4,154
Unknown*	1,155
Other	332

Age 10,184 Total



## OVERALL FINANCIALS

Program Services	\$205,790,119
Support for Programs	\$22,055,238
Fundraising	\$563,311
<hr/>	
Total Expenses & Community Reinvestment	\$228,408,668



ASSETS	2021	2022	2023
Cash	22,757,381	12,265,787	14,806,151
Investments	10,539,755	9,650,987	10,782,162
Accounts and other receivables	4,781,414	9,298,888	10,140,669
Inventory	2,868,772	3,387,234	2,990,367
Property & equipment	67,571,287	71,446,360	69,492,308
Operating right of use assets	—	59,484,016	51,561,143
Interest rate swap asset	—	5,714,743	5,032,172
Other assets	1,514,587	1,725,351	1,822,640
<b>TOTAL ASSETS</b>	<b>110,033,196</b>	<b>172,973,366</b>	<b>166,627,612</b>
LIABILITIES	2021	2022	2023
Accounts payable	5,961,163	6,665,202	4,617,919
Accrued expenses and deferred revenue	7,032,398	6,820,005	7,833,734
Current portion of long-term debt	1,552,545	1,267,201	1,293,966
Financing lease liability	—	9,618,336	9,933,067
Notes payable, less current maturities	41,272,921	39,299,895	38,074,509
Financing lease liability, net of current portion	—	54,274,090	45,871,943
Interest rate swap liability	452,501	—	—
Other non-current liabilities	4,061,195	—	—
<b>TOTAL LIABILITIES</b>	<b>60,332,723</b>	<b>117,944,729</b>	<b>107,625,138</b>
NET ASSETS	2021	2022	2023
Without donor restrictions	48,431,631	53,121,324	56,377,304
With donor restrictions	1,268,842	1,907,313	2,465,325
<b>TOTAL NET WORTH</b>	<b>49,700,473</b>	<b>55,028,637</b>	<b>58,842,629</b>



# Our Commitment to Sustainability

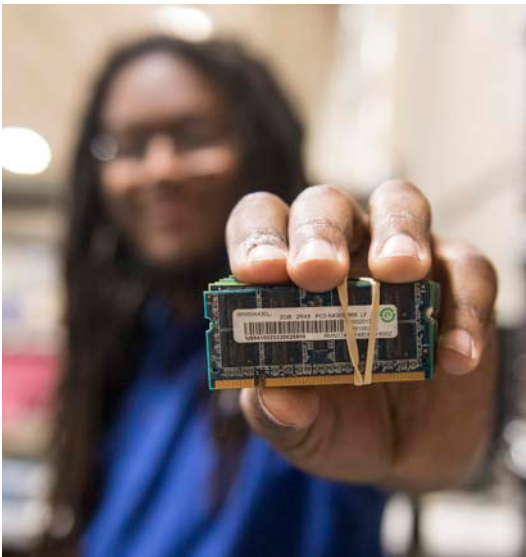
With a retail model of repurposing and recycling donated goods that would have otherwise gone to a landfill, Goodwill has always been at the forefront of the “reduce, reuse, recycle” movement.

For example, in 2004 we partnered with Dell Technologies to pioneer the Dell Reconnect program that ensures consumers and small businesses have convenient, responsible ways of handling e-waste. For the past 20 years, this program has spread to other Goodwills and non profits throughout the country. Today, Dell Technologies partners with 72 Goodwills nationwide to provide this free resource in 44 states.

We are proud to be Dell Reconnect's number one electronics recycler in 2023, keeping a whopping 1,026,731 pounds of electronics, toxic chemicals, and non-biodegradable materials out of our Central Texas landfills!

Furthermore, approximately 77% of all donations received by Goodwill Central Texas are kept out of landfills. In 2023 alone, we diverted a staggering 93 million pounds from local landfills.

This commitment to sustainability is also evident in our day-to-day practices. For example, we've worked to shorten the wording on our receipts, so they don't use as much paper and ink.







## Our Dedication to Diversity

The Culture and Engagement team has spearheaded the development and implementation of a comprehensive strategic plan. This initiative is instrumental in cultivating an organizational culture that not only reflects but actively supports the diverse demographics within our community. By holding ourselves accountable to tangible actions rather than mere rhetoric, we are committed to authentically embodying our values.

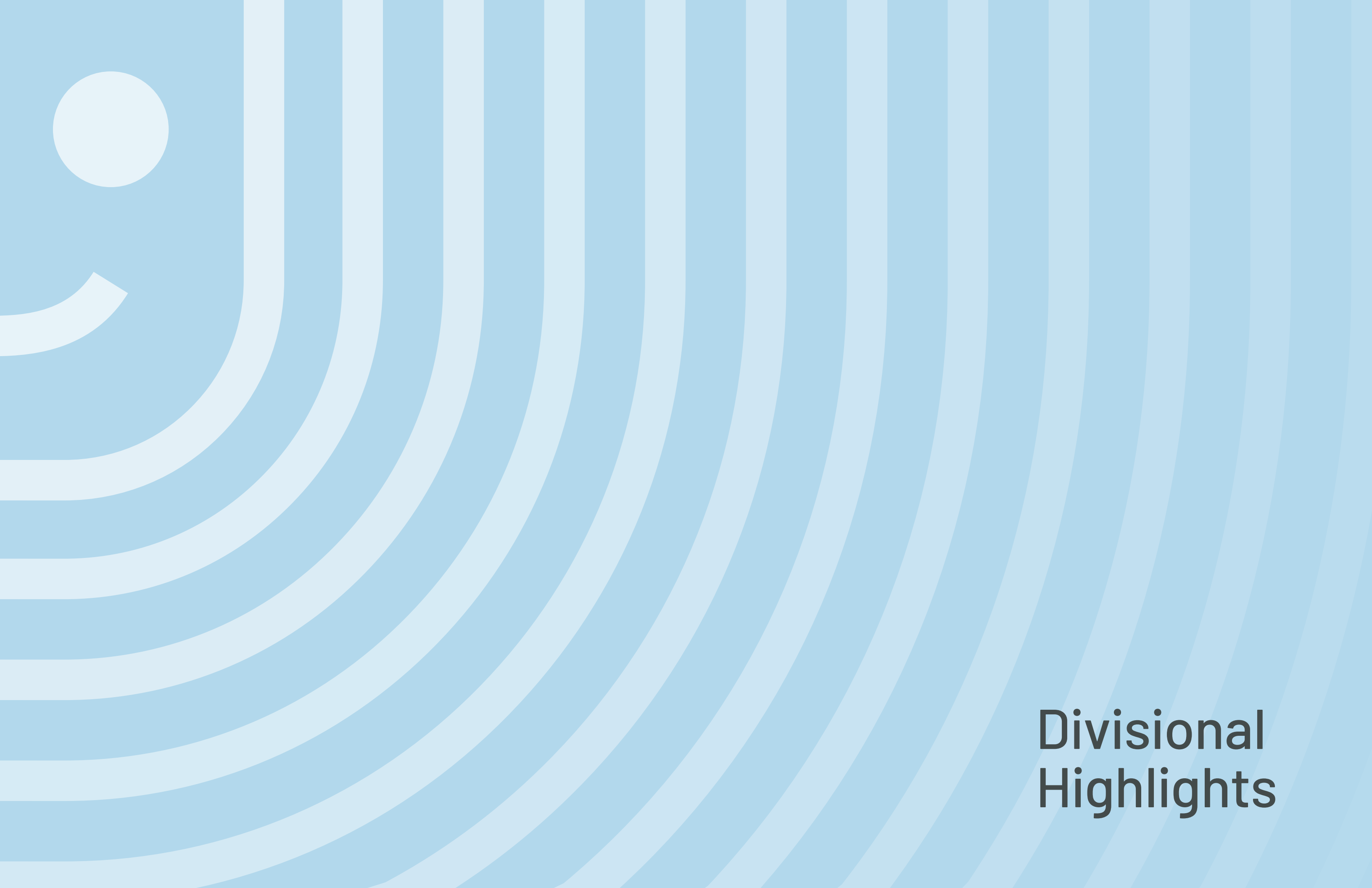


Central to our efforts are Employee Resource Groups. ERGs are vital internal networks where team members with shared interests converge to foster a sense of belonging and engage in dialogues pertinent to our organizational impact. These groups are dedicated to the needs of LGBTQIA+, female, Black and African American, young professional, Veteran, Indigenous and Hispanic, and differently abled team members, and serve as platforms for meaningful conversations and collective empowerment.



Moreover, our Diversity Council, comprised of representatives from various segments of our workforce, acts as an advisory body, offering valuable insights to enhance our culture's accessibility and inclusivity. Looking ahead to 2024, our aspiration is to extend outreach efforts, particularly in our stores, by leveraging innovative approaches such as trivia activities and community engagement initiatives like cultural walks.





**Divisional  
Highlights**



## Workforce Advancement

In 2023, WFA sought to improve service effectiveness in participant job placement. The goal was to place 1,011 individuals into employment positions that paid above \$17.46 per hour. Goodwill Central Texas exceeded this goal by supporting 1,142 community members in obtaining new job placements or promotions. This metric measures how successful WFA was in helping clients secure jobs with competitive wages.

To hone our efficiency, WFA aimed to minimize the time from enrollment into the service delivery program to the first service provided. The target was to achieve this within seven business days to ensure that clients receive timely support and reduce delays in accessing services. Because well-trained staff can handle inquiries more quickly and efficiently, we continued to enhance staff training. Our training efforts focused on skills refinement, such as clear communication with clients, employers, and stakeholders, ensuring smooth coordination and timely data entry. An evaluation of Workforce Advancement program services revealed an average duration of 10 business days from program enrollment to participants' initial service utilization.

Our service delivery leaders understand the importance of collaboration with community agencies to maximize support for community members. WFA has significantly





increased engagement with partners both locally and in outlying counties to better serve our communities. As a result, various organizations have referred clients to WFA programs, including Integral Care, Foundation Community, Hope Alliance, Georgetown Women Net, Hutto Resource Center, Opportunities for Williamson & Burnet Counties, Hays/ Caldwell Women's Center, Caldwell County CSCS, Del Valle ISD, Enterprise Professional Services, the Healing Project, Family Eldercare, Capital Area Private Defender Services, Meals on Wheels, and many more. One notable avenue of increased community engagement has been enhancing client access to devices and broadband within Hays County, thereby expanding the reach and effectiveness of our support services.

Throughout the year, we conducted a comprehensive analysis of the processes designed to set clients up for success. This analysis included evaluating the impact of Supported Employment services in comparison to the community's needs. Our findings revealed a shift in the demand for these services, with fewer referrals

as more individuals move toward different service pathways. Given the significant decrease in clients seeking Supported Employment, we have decided to transition this service out of CARF Accreditation. Moving forward, our team will prioritize other services that better meet the needs of our clients, such as Job Placement, Work Experience, and Career Planning Assessment. This strategic shift aims to enhance our ability to support clients in achieving their employment goals and improving their career prospects.

### Outcomes

- Supported 1,142 clients in obtaining jobs that paid above \$17.46 per hour.
- Increased engagement with partners both locally and in outlying counties.
- Conducted comprehensive analysis of career planning assessments, individual career plans, and other tools to support clients' individual pathways to success.
- 144 devices provided to community members, including laptops, desktops, and hotspots. Participants received both devices and training on how to use them.

### Trends

The trend observed in 2023 highlights the presence of plateaus in client progress following the pandemic. It underscores the critical importance of integrating basic services with education and job pathway support to facilitate clients' attainment of their employment goals. Recognizing the multifaceted needs of individuals navigating the post-pandemic landscape, this trend emphasizes the necessity of a holistic approach to service provision. By addressing fundamental needs alongside educational and career support, organizations can better equip clients with the tools and resources needed to overcome obstacles and achieve sustainable employment outcomes. This trend reflects a shift towards more comprehensive and integrated service delivery models aimed at fostering long-term success and resilience in the workforce.

### Recommendations

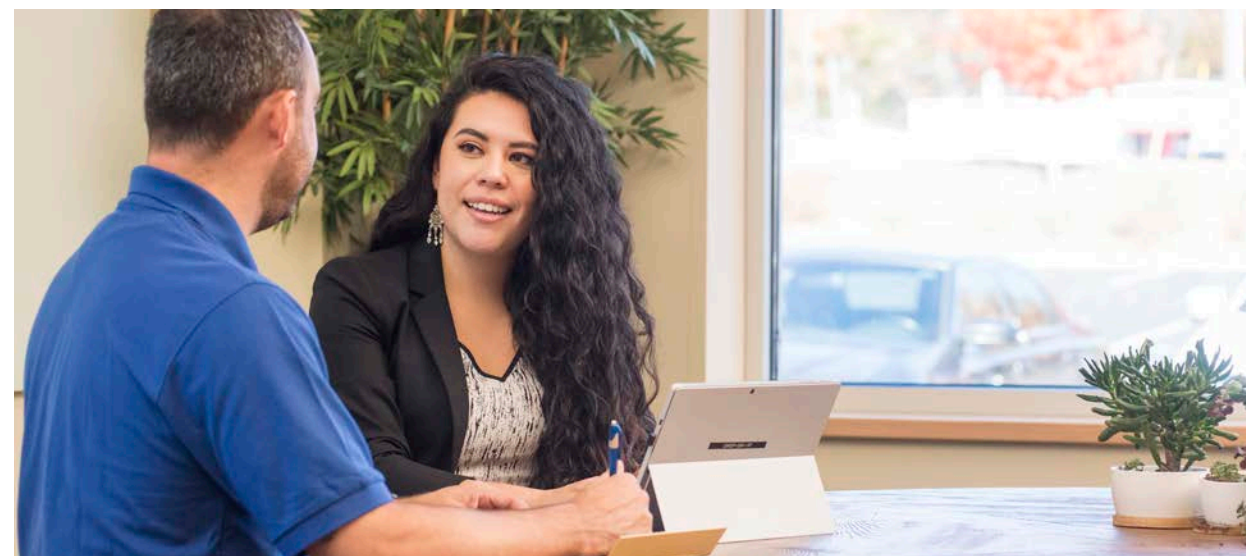
- Explore and create artificial intelligence trainings for staff and clients.
- Launch digital equity van.
- Explore service delivery improvements through Kaizen modeling.
- Identify strategic partnerships to expand and enhance mission service delivery.
- Enhance data entry by updating and migrating CaseWorthy to GII's instance for streamlined collection and reporting.



## INDICATORS: WORKFORCE ADVANCEMENT PLACEMENT SERVICES

### Workforce Advancement—All Programs

Category	Measure	Goal	Measured Achievement
Effectiveness	Number of individuals that are placed into employment above \$17.46/hr.	1,011	1,142
Efficiency	Length of time from enrollment into service delivery program to first service.	7 business days	Average 10 business days
Service Access	Increase Upward services by serving additional business units.	1 new unit	Yes, added Commercial Services
Service Access	Increase client access to devices and access to broadband.	100 devices	144 devices given
Satisfaction	Percent of surveyed clients expressing satisfaction with services.	85%	88%
Satisfaction	Percent of surveyed stakeholders expressing satisfaction with services.	85%	89%



### 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 \$17.46/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 monthly.	1,011	GCT exceeded the goal in supporting 1,142 community members in obtaining new job placements or promotions.
Length of time from enrollment into service delivery program to first service.	Persons served who complete a BSPS Assessment and are placed into employment.	Business Solutions Placement Specialist.	Data is collected and reviewed through CaseWorthy.	7 business days	An evaluation of Workforce Advancement program services revealed an average duration of 10 business days from program enrollment to participants' initial service utilization. Diverse program intensities lead to varied service timetables, with pre-enrollment discussions already addressing client goals.
Increase Upward services by serving additional business units	Persons served by Workforce Advancement programming.	Information collected by Workforce Advancement leadership team	WFA leadership will use organizational records and staffing plans to identify staff serving clients outside of Austin.	1 new unit	More individuals eligible for career coaching support and services were served with the addition of this unit.
Increase client access to technology and broadband	Persons seeking services from Workforce Advancement Programs.	Information collected by Workforce Advancement leadership team.	Data is collected and reviewed through CaseWorthy.	100 devices	144 devices provided to community members, including laptops, desktops, and hotspots. Clients received both devices and training on how to use them.
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%	88% of surveyed clients answered "Agree" to "Strongly Agree" to satisfaction with their experience with Goodwill services. Over 945 responses from individuals.
Percent of surveyed stakeholders expressing satisfaction with services.	Sample of community stakeholders.	Workforce Advancement staff and Business Solutions Placement Specialists.	Online survey.	85%	89% of stakeholders that responded to the survey answered "Agree" to "Strongly Agree" to their satisfaction with Goodwill Services Only 10 responses.



## INDICATORS: WORKFORCE ADVANCEMENT PLACEMENT SERVICES

### Trends and Recommendations

The trend observed in 2023 highlights the presence of plateaus in client progress following the pandemic. It underscores the critical importance of integrating basic services with education and job pathway support to facilitate clients' attainment of their employment goals. Recognizing the multifaceted needs of individuals navigating the post-pandemic landscape, this trend emphasizes the necessity of a holistic approach to service provision. By addressing fundamental needs alongside

educational and career support, organizations can better equip clients with the tools and resources needed to overcome obstacles and achieve sustainable employment outcomes. This trend reflects a shift towards more comprehensive and integrated service delivery models aimed at fostering long-term success and resilience in the workforce.





## COMMUNITY REHABILITATION PROGRAMS: JOB PLACEMENT SERVICES

### Workforce Advancement—Job Placement Services

Category	Measure	Goal	Measured Achievement
Effectiveness	Average wage is high.	\$12.50	\$15.50
Efficiency	Average time between completion of job readiness training and job placement.	90 days	108.5
Service Access	Percent of clients receiving job readiness training.	70%	90%
Satisfaction	Percent of surveyed clients expressing satisfaction with services.	85%	50%
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 2023.	By reviewing and obtaining information from CaseWorthy case management system.	\$12.50	Career Case Managers developed relationships with diverse employers, which was an integral part in exceeding the goal in advocating for equitable wages for clients obtaining placements.
Average time between job readiness completion and job placement.	Clients enrolled in program in 2023 and subsequently placed in 2023.	By reviewing and obtaining information from CaseWorthy case management system.	90 days	Case Managers were able to efficiently build relationships with clients to have a better understanding of the clients' employment needs and their skill sets for the clients which resulted in accurately tailoring job searches for clients. Compared to previous years, we have decreased the average span between the completion of job readiness training and job placement by 52.5 days and are closing the gap towards meeting our goal.
Percent of clients receiving job readiness trainings.	Clients enrolled into program in 2023, cross referenced with training service report (de duped to get unique client number).	By reviewing and obtaining information from CaseWorthy case management system.	70%	In relation to Goodwill trends, there was an emphasis placed on delivering intensive services to all clients. This was done to foster clients' independence and accountability in meeting their job-related goals.
Percent of surveyed clients expressing satisfaction with services.	Sample of intensively served clients.	Online survey.	85%	This number directly relates to the trends mentioned below. This number directly correlates to the impact of internal staff turnover and inconsistent stakeholder communication leading to challenges with customer service.
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. For 2024 there will be a priority of increasing targeted outreach to gather a better understanding of services provided.



## COMMUNITY REHABILITATION PROGRAMS: JOB PLACEMENT SERVICES

### Trends

Because there was an increase in clients presenting with a higher urgency to become employed in the latter part of 2022, placements mainly occurred the first quarter in 2023. Placements were limited in the following quarters due to factors including staff turnover within Goodwill and contracted stakeholders; Goodwill staff not obtaining credentials timely; and a decrease in the referrals and authorizations from the Texas Workforce Commission needed to deliver services. These challenges influenced the Goodwill team to focus on increasing pre-employment training delivered to clients.

In partnership with the Texas Workforce Commission, there has been a need for increased collaboration to better expedite processes and meet the client's needs. Due to limited bandwidth from Goodwill and the Texas Workforce Commission, client services were regularly delayed as there is a specific process that is needed to be followed for Vocational Rehabilitation Services.

### Recommendations

Due to delays in clients obtaining employment and 50% of clients expressing satisfaction, Goodwill Case Managers will focus on accelerating client employment, and providing consistent customer service to clients. This will be done by ensuring additional staff are credentialed to supplement for Case Managers turnover and efficiently utilizing the client's circle of support to maintain focus on scope of services thus prioritizing clients gaining employment 90 days after Job Readiness Training.

In an attempt to increase stakeholder engagement, the Disability team will distribute a monthly newsletter to stakeholders. The newsletter will review programs that are currently accepting referrals, staff updates, and recommendations for any challenges faced.



## COMMUNITY REHABILITATION PROGRAMS: SUPPORTED EMPLOYMENT

### Workforce Advancement—Supported Employment

Category	Measure	Goal	Measured Achievement
Effectiveness	Average wage is high.	\$10	\$11.37
Efficiency	Average time between beginning Career Assessment and job searching (plan).	180 days	203
Service Access	Percent of clients receiving job readiness training.	50%	100%
Satisfaction	Percent of surveyed clients expressing satisfaction with services.	85%	50%
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 2023.	By reviewing and obtaining information from CaseWorthy case management system.	\$10	Data for this category based on one Client obtaining a job in 2023. Career Case Manager was able to obtain a higher wage for their client due to establishing a working relationship with the client and the client's circle of support. This allowed the CCM to showcase the client's abilities and strengths when meeting with employers. Thus the client gaining competitive integrated employment.
Average time between assessment and job searching.	Clients enrolled in program in 2023 and subsequently completing an assessment and beginning job searching 2023.	By reviewing and obtaining information from CaseWorthy case management system.	180 days	This data is based on three Clients completing an assessment in 2023 and afterwards being referred for Supported Employment. Factors that delayed the initiation of job searching include: Career Case Manager turnover, client engagement, and challenges in receiving the appropriate documentation from stakeholders.
Percent of clients receiving job readiness trainings.	Clients enrolled into program in 2023 cross referenced with training service report (de duped to get unique client number).	By reviewing and obtaining information from CaseWorthy case management system.	50%	In 2023, all clients that were referred for Supported Employment engaged in at least one job readiness training. In relation to Goodwill trends, there was an emphasis placed on delivering intensive services to all clients. This was done to foster clients' independence and accountability in meeting their job-related goals.
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, 50% did not respond to surveyed question leading to a skewed result. Of the other 50%, 100% expressed satisfaction.
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. Of those that completed the survey, all expressed satisfaction with services. For 2024 there will be a priority of increasing targeted outreach to gather a better understanding of services provided.



## COMMUNITY REHABILITATION PROGRAMS: SUPPORTED EMPLOYMENT

### Trends

The prerequisite program, Career Planning Assessment (CPA), which is completed prior to enrollment in Supported Employment, has impacted the rate at which Supported Employment clients begin job searching. This is due to the demands of the assessment as well as the mandatory stakeholder engagement in order to formally enroll clients into Supported Employment.

Placement numbers continue to be low for Supported Employment. This year, variables to client placements included Goodwill and stakeholder staff turnover, lack of required documentation to progress through services, client suitability and lack of Case Manager creativity when searching for employment as most Supported Employment clients require job carving.

Survey responses continue to be scarce due to the cadence in which surveys are distributed. This led to limited opportunities for clients to share their insights and opinions outside of meetings with their Case Managers.

### Recommended Actions

For 2024, a recommendation is increasing the number of internal staff that hold the credentials to complete Supported Employment. This will assist with being able to provide services during turnover and having a large internal support team to assist with the direct client services. As we are noticing a higher success rate in the completion of Career Planning Assessments rather than the placements in Supported Employment, increasing the credentialed staff will also assist with the ability to complete more Career Planning Assessments and better determining the suitability for client services.

To accommodate low placements and clients that might not be best suited for Supported Employment, an additional program, Work Experience, has been rolled out to offer clients an additional opportunity to better prepare clients for permanent paid employment. Work Experience is a 12-week paid or unpaid internship focused on integrating clients into the workforce.



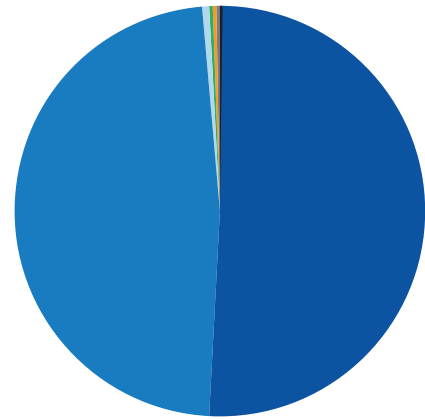
In an attempt to increase stakeholder engagement, the Disability team will distribute a monthly newsletter to stakeholders. The newsletter will review programs that are currently accepting referrals, staff updates, and recommendations for any challenges faced.

An evaluation of the efficiency and impact of Supported Employment services in comparison to the cost of programming and the need of the community is needed to determine the future implications of Supported Employment Services. At this time,

Supported Employment continues to show challenges in meeting projected outcomes. As a result, Supported Employment will transition out of being CARF Accredited and this has led the team to shift the focus to prioritizing other services that can better meet the needs of these clients, such as: Job Placement, Work Experience, and Career Planning Assessment.

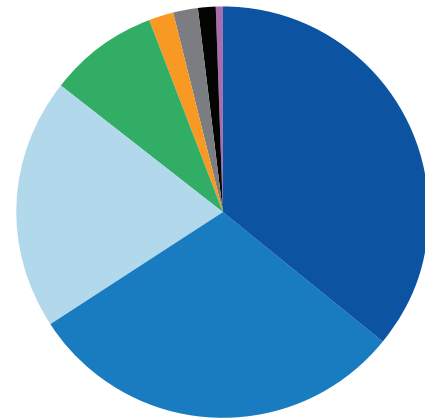
# WORKFORCE ADVANCEMENT DEMOGRAPHICS

Gender 7,524 Total



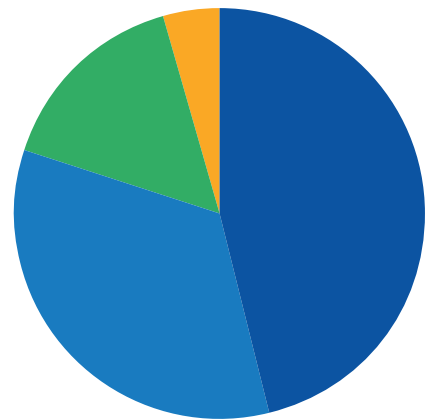
Female	3,831
Male	3,603
Data Not Collected	37
Trans Female (MTF)	23
Other	14
Trans Male (FTM)	13
Non-Binary	3

Race 7,524 Total



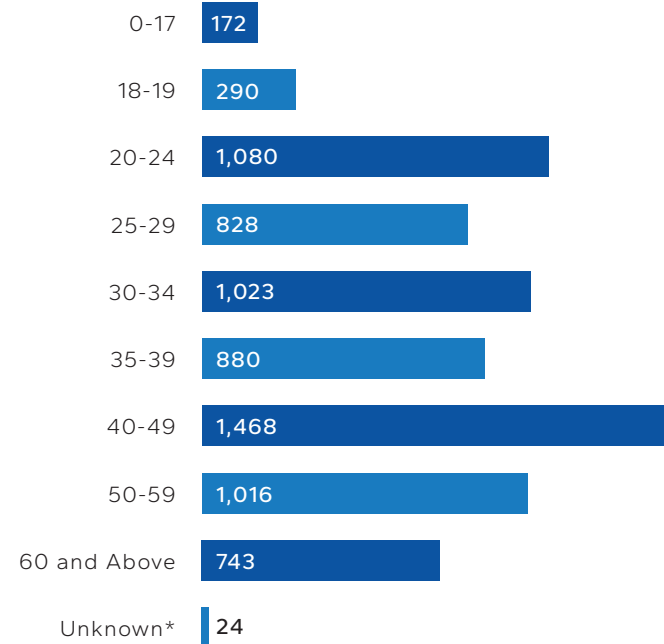
White	2,702
Black, African American or African	2,254
Unknown*	1,490
Other	648
Two or More Races	155
Asian or Asian American	140
American Indian or Alaska Native	108
Native Hawaiian or Pacific Islander	27

Ethnicity 7,524 Total



Not Hispanic or Latino	3,480
Hispanic or Latino	2,560
Unknown*	1,153
Other	331

Age 7,524 Total





# Goodwill Career & Technical Academy

In 2023, the Goodwill Career and Technical Academy (GCTA) embarked on an exciting journey, unveiling two new programs: Medical Billing and Coding and Apartment Leasing. These additions weren't just about filling course catalogs; they were crafted in direct response to the aspirations and needs of potential students as well as local job market demands. Medical Billing and Coding emerged as a beacon of flexibility, recognizing the intricate dance of balancing family commitments and personal growth. Meanwhile, the Apartment Leasing program tapped into the pulse of Austin's bustling housing scene, offering a gateway into the thriving multi-family housing industry.

Amidst these innovations, GCTA soared to new heights. The healthcare courses witnessed remarkable success, boasting sky-high completion, certification, and employment rates. Yet, beneath these impressive statistics lay a sobering reality: High employment didn't always translate to equitable wages. Similarly, the Commercial Driver's License (CDL) program boasted stellar completion rates, with graduates commanding impressive hourly rates. However, some students hesitated at job offers, signaling a shift in industry expectations and preferences.

Not one to rest on its laurels, GCTA also worked to streamline CDL course processes to fast-track students into lucrative careers. The focus on student experience went beyond mere coursework; it encompassed tailored support for fundamental study skills, math proficiency, and vocabulary enrichment. Looking forward, there's a bold recommendation: an inaugural course aimed at empowering students with study techniques, essential job skills, and foundational education, promising to increase their success.





Yet, beyond the classrooms and coursework, GCTA remains deeply committed to holistic student support. From housing assistance to mental health resources, the institution stands as a pillar of unwavering support. Initiatives like the Bridge Fund have been literal lifelines, preventing countless dropouts and ensuring dreams remain within reach. Collaborations with industry partners, like the transformative electrical helper training with Excel at Coleman, underscore GCTA's dedication to impactful alliances.



However, challenges persist, particularly in tech programs like Python, where employment transitions have proven elusive. Here, the call is clear: the need for industry champions to step up, offering transformative apprenticeships that bridge the gap between education and employment. It's a clarion call for change, a rallying cry for a brighter, more inclusive future in the ever-evolving landscape of career and technical education.

## Recommendations

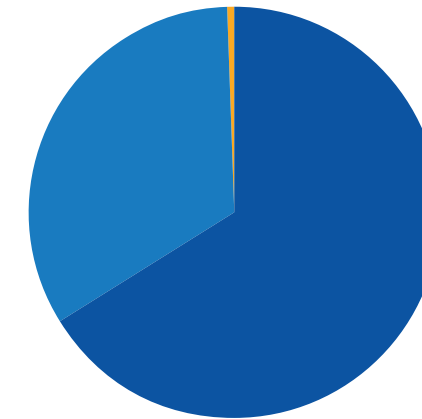
- In 2024, focus on “Take it to the Max” – getting to target numbers through grant funding and WFA support that will allow us to max out enrollment. We should focus on how to get more people in the door/enrolled – success will be based on collective efforts (WFA, GCTA, Marketing, etc.).
- Build out training/certificate offerings—identify opportunities for GCTA to offer trainings and certificate programs that are not industry recognized, but would benefit clients and in some cases, staff and broader community.
- Add non-traditional schedule options: The GCTA is currently primarily limited to daytime/all day classes; we have experimented with some classes (shorter days/delayed starts) but there is a great need to build out offerings to accommodate non-traditional schedules—this could include partnering with training providers, offering more evening and weekend options and looking at ways to partner with Excel that allow students be enrolled in both. Add non-traditional schedule options: The GCTA is currently primarily limited to daytime/all day classes; we have experimented with some classes (shorter days/delayed starts) but there is a great need to build out offerings to accommodate non-traditional schedules—this could include partnering with training providers, offering more evening and weekend options and looking at ways to partner with Excel that allow students be enrolled in both.





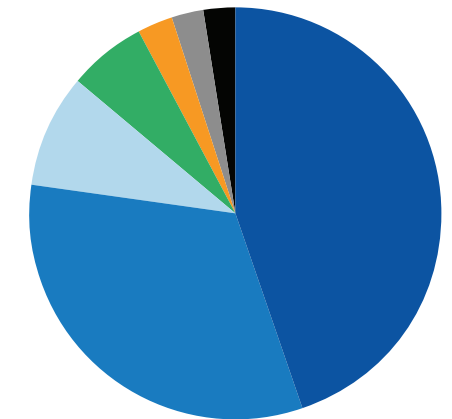
## GCTA DEMOGRAPHICS

Gender 261 Total



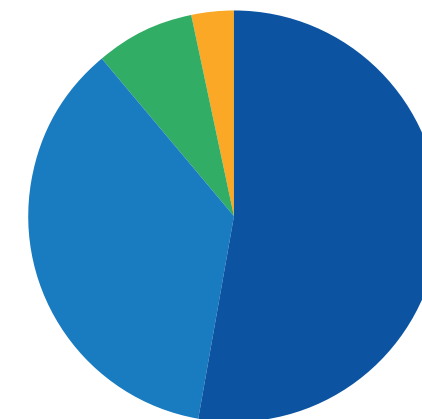
Female	173
Male	87
Trans (FTM)	1

Race 261 Total



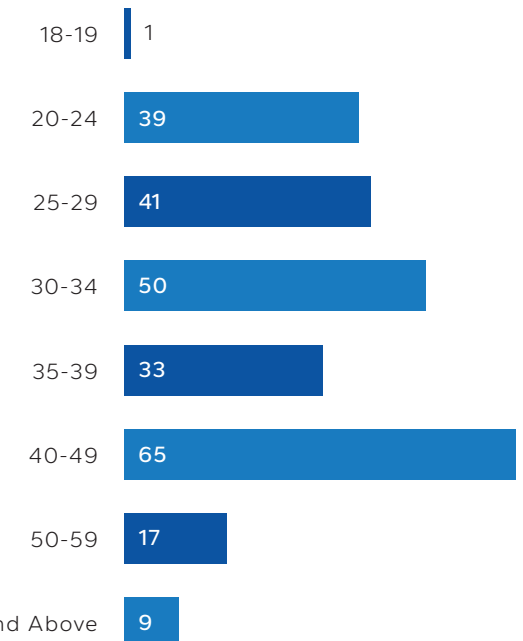
White	117
Black, African American or African	85
Unknown*	23
Other	16
Asian or Asian American	7
Two or More Races	7
American Indian or Alaska Native	6

Ethnicity 261 Total



Not Hispanic or Latino	138
Hispanic or Latino	94
Unknown*	21
Other	8

Age 261 Total





## The Goodwill Excel Center

The Excel Center Charter High School celebrated its milestone of embarking on its 10th school year, a testament to its enduring commitment to educational excellence and community impact.

A significant achievement this year was the establishment of a transformative partnership with United Way, aimed at repurposing the former Pease Elementary School into an early childhood center. Through a rigorous process, the Exploration Center, conceived in collaboration with United Way, emerged victorious in a competitive RFP, promising to enrich the educational landscape for young learners.

Despite facing the challenge of a change in leadership early in February 2023, the Excel Center continued to forge impactful partnerships, notably with the Windham School District. This strategic alliance laid the groundwork for the successful passage of SB 2158, a groundbreaking initiative facilitating educational opportunities for adults within correctional facilities. Moreover, plans are underway for the opening of a new justice education campus at Connally, poised to commence operations in January 2024, marking yet another milestone in the institution's expansion journey.



The Excel Center remains at the forefront of innovation and collaboration, as evidenced by its engagement with national conferences and esteemed organizations like Goodwill Education Initiatives (GEI) and the Texas Association of Goodwills (TAG). Noteworthy presentations at the National Excel Conference and initiatives such as the Teacher Impact Council underscore the institution's commitment to continuous improvement and fostering a vibrant professional community. As the school looks ahead to 2024, it is poised for further growth and impact, with strategic goals including the exploration of innovative teaching methodologies, expansion of community school initiatives, and preparations for the upcoming legislative session in 2025. With a steadfast focus on excellence and inclusivity, the Excel Center Charter High School stands as a beacon of hope and opportunity for its students and the community it serves.

## Recommendations

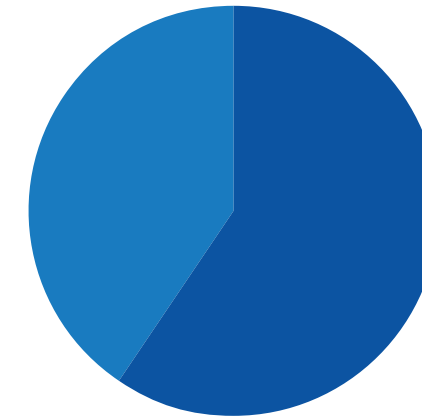
- Exploration Center expansion
- Excel Center Community and Justice Education Campus expansion
- Instructional, support, and college and career program enhancements to improve overall student outcomes, examples include:
  - New partnerships with institutes of higher education
  - Teacher incentive allotment planning and program development
  - Quality advancement for online course offerings
  - Team member development initiatives to support high-quality instruction and support and to build an internal leadership pathway





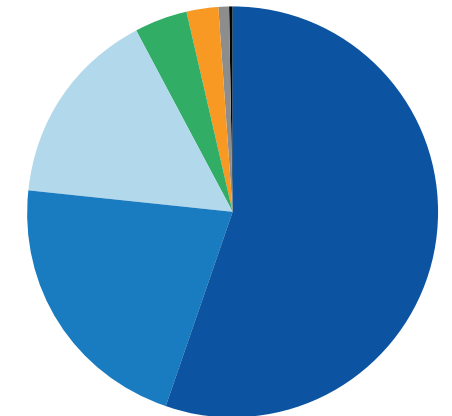
## EXCEL CENTER DEMOGRAPHICS

Gender 2,845 Total



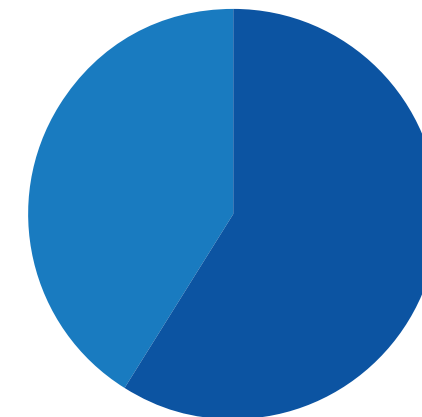
- Female 1,697
- Male 1,148

Race 2,845 Total



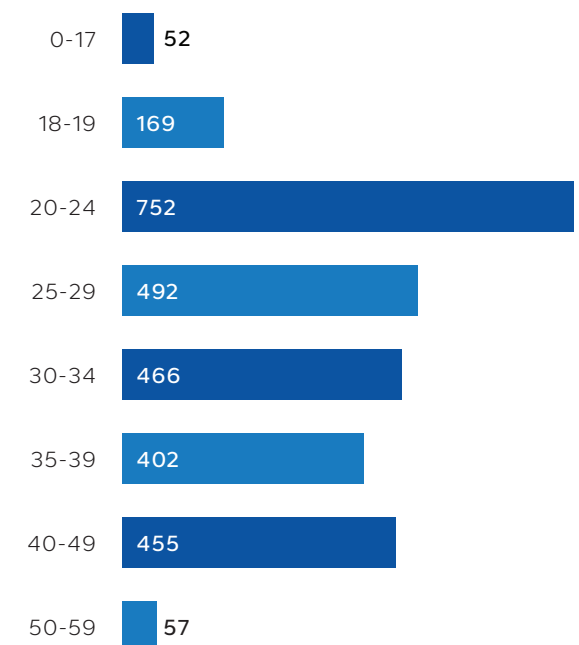
- White 1,577
- Black, African American or African 611
- American Indian or Alaska Native 440
- Asian or Asian American 118
- Two or More Races 75
- Native American or Pacific Islander 20
- Unkown\* 4

Ethnicity 2,845 Total



- Hispanic or Latino 1,676
- Non Hispanic or Latino 1,169

Age 2,845 Total





# Retail

In 2023, Goodwill Central Texas embarked on a strategic journey focused on laying robust foundations for future success. The year was marked by deliberate planning and decisive actions aimed at enhancing operational efficiency and fostering growth. A cornerstone achievement was the inauguration of the Lake Austin store, the culmination of a six-year endeavor, underscoring the organization's commitment to expanding its footprint and serving diverse communities.

Simultaneously, significant efforts were directed towards fortifying existing infrastructure to meet evolving demands. The Georgetown store underwent substantial expansion, effectively doubling its size to better accommodate the burgeoning needs of the community. These initiatives underscored a proactive approach towards addressing growth dynamics and ensuring sustained relevance in the marketplace.







Amidst these endeavors, Goodwill Central Texas prioritized innovation and process optimization. The introduction of lean-table production and the subsequent development of an in-house software production system exemplified the organization's commitment to harnessing technology for enhanced productivity. Strategic investments in retail leadership development and comprehensive retail planning further positioned the organization for future growth and scalability.

In tandem with operational enhancements, Goodwill Central Texas remained steadfast in its commitment to community engagement and social impact. The unwavering support from the community, evidenced by surpassing donation goals and the consequent creation of numerous job opportunities, underscored the organization's integral role in fostering economic empowerment. Despite commendable achievements, a critical assessment of key performance indicators revealed areas for improvement, necessitating a continued focus on revenue growth and operational efficiency to sustain momentum and drive lasting impact.





## Supply Chain

In the dynamic landscape of supply chain management, Goodwill Central Texas's Supply Chain division has demonstrated an unwavering commitment to sustainability and social responsibility. Through innovative strategies and steadfast leadership, the division has achieved remarkable milestones, exemplifying its dedication to making a positive impact.

One of the division's notable accomplishments is the diversion of 93 million pounds from landfills, constituting 77% of total donations. This impressive feat underscores its proactive approach to environmental stewardship, aligning with Goodwill's broader mission of waste reduction and community betterment.

Moreover, the division has embraced and spearheaded the Good Jobs strategy, advocating for incremental wage increases aimed at achieving a starting wage of \$15 an hour by Q4 2024. Through workplace enhancements and process optimizations, the team has prioritized the well-being and professional development of its 200 team members, fostering a culture of empowerment and ownership.

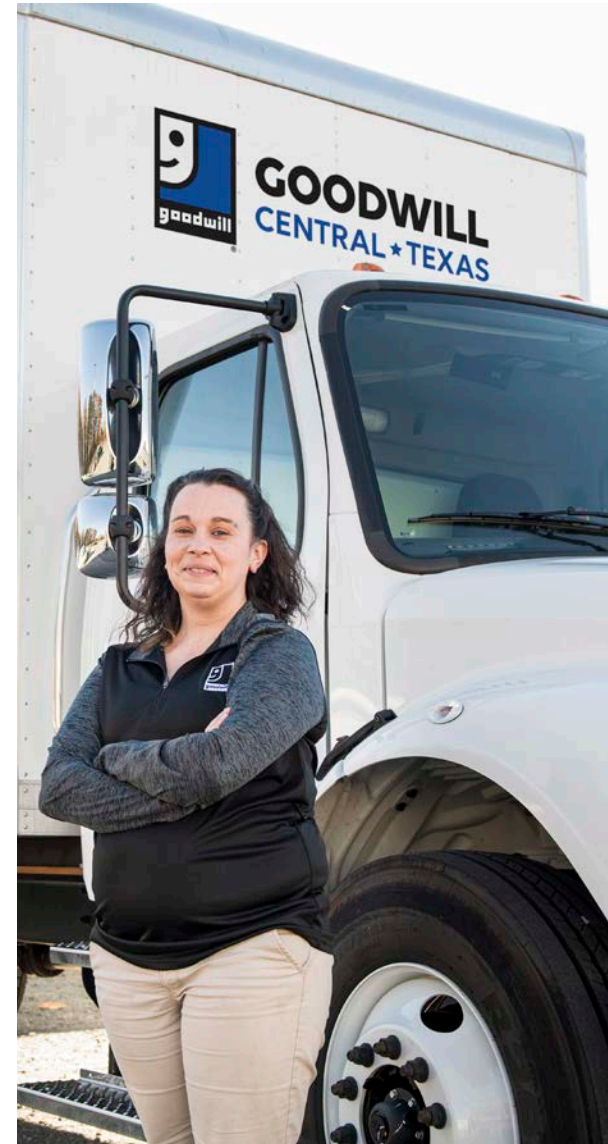


Furthermore, initiatives such as the opening of an ADC bookstore in Manor in 2023 signify the division's strategic market expansion and donation acquisition endeavors. By focusing on hiring individuals from diverse backgrounds, including those transitioning from correctional facilities or halfway houses, the division has created a supportive and inclusive work environment, characterized by structure and safety.

In essence, Goodwill Central Texas' Supply Chain division stands as a beacon of innovation and social impact, driving sustainable practices and fostering meaningful change within the organization and beyond. Through ongoing collaboration and a steadfast dedication to its mission, the division continues to set a commendable example for the industry at large.

## Recommendations

- Execute the donation acquisition strategy for 2024 to support future retail revenue growth.
- Roll out Mission in Business including a lean table production process.
- Continue developing sustainability strategy in line with strategic plan.





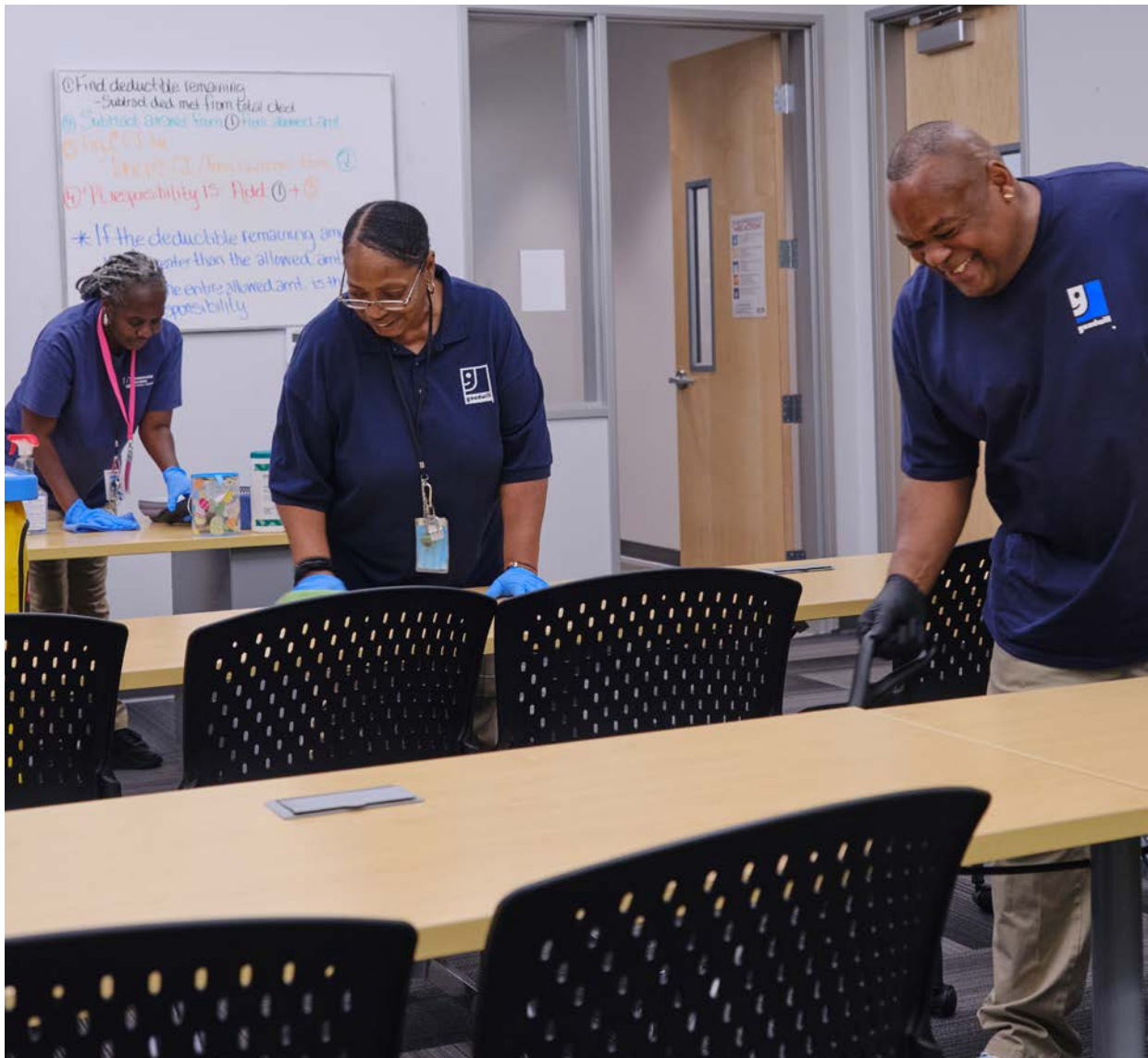
## Commercial Services

The Commercial Services division has achieved remarkable success over the past year, marked by a record-breaking performance in revenue and margin. Through astute decision-making, the division has not only retained existing customers but also renewed contracts at a higher rate, demonstrating a strong commitment to client satisfaction and loyalty.

The addition of a dedicated marketing manager and the launch of a professional website have bolstered the division's credibility and market presence, positioning it as a formidable player in the industry. Positive Yelp reviews and client testimonials on the website further instill confidence in prospective clients, solidifying the division's reputation for excellence.

Moreover, the division's focus on social impact is evident through its dedication to promoting individuals with disabilities into better-paying jobs and facilitating their professional development, exemplified by the attainment of credentials such as CDL. Initiatives like the Bridge Fund underscore the division's commitment to employee welfare, ensuring peace of mind for the team and fostering a supportive work environment.





Despite challenges posed by market dynamics, the division remains resilient and forward-thinking, with plans to expand business operations through the strategic hiring of a Business Development Manager. Emphasizing opportunities in warehouse, packaging, and fulfillment services, coupled with a keen awareness of the value of continuous training and development at all levels, positions the team for sustained growth and success. Above all, the Commercial Services division takes pride in its cohesive team culture, characterized by mutual support and camaraderie, setting a standard of excellence in both business performance and employee well-being.

### Recommendations

- Expand marketing to advertise our services while educating the community on our mission to generate new customers.
- Hire a Business Development Manager to target specific businesses lines to sell/promote our services to.
- Manage all store remodels internally to eliminate contractor management fees.



## Goodwill Staffing Group (GSG Talent Solutions)

GSG Talent Solutions has achieved remarkable success over the past two years, marking consecutive record-breaking periods in both revenue and margin. With a strong emphasis on building enduring relationships with state agencies, end users, and purchasers, the division has consistently delivered excellence to both candidates and customers alike. By establishing and adhering to rigorous communication standards and outreach schedules, GSG has demonstrated a commitment to accountability and continuous improvement, thereby elevating expectations across the board.

Notably, GSG has implemented proactive measures such as conducting surveys and providing coaching to ensure top-notch service delivery for both candidates and clients, striving for nothing short of five-star satisfaction. In 2023 alone, the division contributed \$75,000 in support services for its contingent workforce, significantly impacting the lives of over 900 individuals, many of whom faced barriers to employment. This commitment extended further, with over \$20 million in wages disbursed to contingent staff, injecting vital resources into families and the broader economy.



A key milestone for GSG was the placement of 1,126 individuals at or above the living wage threshold, with 70% of these placements attributed to the division's efforts. This achievement underscores the transformative potential of meaningful employment, as it not only provides individuals with jobs but also empowers them to positively alter the trajectory of their lives. Despite challenges, such as the loss of a major customer and the impact of layoffs in the tech manufacturing sector, GSG remains resolute in its mission to connect job seekers with opportunities that not only sustain but also uplift their livelihoods. Through strategic sales initiatives and a steadfast focus on generating revenue to support its mission, GSG continues to forge a direct pipeline for job seekers into gainful employment, all while making a tangible difference in their lives and communities.

## Recommendations

- Expand into at least one other market.
- Create a professional vertical category through either internal design and hiring or potential merger or acquisition.
- Achieve revenue, margin, and state disability ratio.





## Appendix I - 2023 Responses to Recommendations

### **DEI&B:**

**Reassess previous DEI programming to ensure it is still in alignment with the overall organizational goals.**

**Response:** Deliberations held among the DEI Council and the team lead to the development of a written guide for affinity groups, thereby fostering sustained efforts and yielding tangible outcomes.

**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.**

**Response:** The DEI&B team worked on the strategic plan to chart our course toward excellence in equity and embrace a diverse symphony of perspectives to enrich our collective vision. This allows us to develop a plan around our internal culture supporting the demographic in our community.

**Disseminate the findings from the 2022 team member experience survey and display highlights of the findings.**

**Response:** In 2023, the DEI&B team shared the results of the 2022 team member experience survey. They then worked with the Marketing team to visually showcase key findings to all Goodwill Central Texas locations, enhancing awareness of staff perspectives and needs.

**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.**

**Response:** Our team provided department-specific reports to leaders within each department, We proactively collaborated with leaders to develop action plans that directly address the issues and concerns identified in the survey feedback in order to assign ownership for each action item, clearly define who is responsible for driving progress, and regularly engage with action item owners to discuss updates, roadblocks, and adjustments.

**Continue to hold focus groups with team members to identify areas to be addressed.**

**Response:** This continues to be a priority. The team had to divert their attention to the Strategic Plan in 2023, they are keeping this recommendation for 2024.

**Continue to update the DEI sponsor group about ongoing priorities and seek feedback.**

**Response:** As a result of structural changes, this habitual practice lapsed in 2023 but was reinstated in early 2024.

**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.**

**Response:** The DEI Council continued to explore avenues to hear and bring awareness to challenges. In 2023, the operation of affinity groups encountered difficulties with inconsistent sponsorship, leading to their suspension. This issue has since been addressed, and in 2024, these groups are poised to positively influence the experience of team members.

**Continue to identify diversity metrics and update the DEI scorecard to monitor progress on our DEI strategic goals.**

**Response:** To ensure steady progress in DEI targets, the divisional scorecard metrics include increasing the diversity of leadership across the organization.

**Review all existing training through an equity lens and create or procure new DEI-related training to support the leadership roadmap.**

**Response:** The team demonstrates a steadfast commitment to enhancing programming by introducing novel avenues for development.

**Review Goodwill Central Texas policies through an equity lens.**

**Response:** Although the goal wasn't achieved due to competing priorities, it remains significant and warrants future attention and dedication to ensure its realization.

**Work with human resources and talent acquisition to identify diversity sourcing and recruiting metrics.**

**Response:** Due to other priorities and organizational shifts, this was not completed in 2023.



## Workforce Advancement (WFA)

**In alignment with the GCT's SMART goals, analyze and identify a revised measure of effectiveness and efficiency at divisional and program levels.**

**Response:** In 2023, WFA sought to improve service effectiveness in participant job obtainment. The goal was to place 1,011 individuals into employment positions that paid above \$17.46 per hour. GCT exceeded the goal of supporting 1,142 community members in obtaining new job placements or promotions. This metric measures how successful WFA was in helping clients secure jobs with competitive wages.

To hone our efficiency, WFA aimed to minimize the time from enrollment into the service delivery program to the first service provided. The target was to achieve this within seven business days to ensure that clients receive timely support and reduce delays in accessing services. To do this, WFA continued to hone staff training as well-trained staff can handle inquiries efficiently and provide timely assistance. Training incorporated skills such as clear communication with clients, employers, and stakeholders ensuring smooth coordination and timely data-entry to enhance efficiency. An evaluation of Workforce Advancement program services revealed an average duration of 10 business days from program enrollment to participants' initial service utilization.

**Identify partners to strategically deepen relationships for meeting community needs.**

**Response:** The WFA division increased engagement with partners both locally and in outlying counties to better serve our communities. Organizations then referred clients to WFA programs including Integral Care, Foundation Communities, Hope Alliance, Georgetown

Women Net, Hutto Resource Center, Opportunities for Williamson & Burnet Counties, Hays/Caldwell Women's Center, Caldwell County CSCS, Del Valle ISD, Enterprise Professional Services, the Healing Project, Family Eldercare, Capital Area Private Defender Services, Meals on Wheels, and many more.

**Increase participation and engagement in outlying career centers.**

**Response:** One of the avenues to increased community engagement included increased client access to devices and broadband within Hays County.

**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 programming and additional support to determine increasing impact for the population served will be conducted.**

**Response:** Throughout the year, we conducted a comprehensive analysis of Career Planning assessments, evaluating the efficiency of completing these assessments in relation to the subsequent referrals received for various programs. Despite ongoing efforts, the low number of referrals for Supported Employment in 2023 prompted a formal decision to gradually phase out full program operations, with a planned shift towards increasing the number of Career Planning assessments in 2024. Although occasional support may still be extended to a limited number of Supported Employment Clients, our primary focus will pivot towards the Career Planning Assessment phase, as it aligns more closely with Goodwill's service delivery model.

## Goodwill Career and Technical Academy (GCTA)

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), known as "Goodwill Helps," can no longer fund OT.

**Response:** The GCTA successfully secured funding from Texas Mutual, Bank of America, DEWALT Stanley Black & Decker, and Lowe's Charitable and Education Foundation. Additionally, private donors who visited the main campus specifically allocated their donations to the GCTA. This influx of financial support has enhanced our ability to assist students who do not meet the criteria for existing grants. It's a positive development that will benefit a broader range of students seeking educational opportunities.

**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.**

**Response:** Aside from successfully securing training space for Commercial Driver License courses, no other significant progress was made. Our current vision still involves having skilled trades in a separate facility, which would allow us to reintroduce the welding lab. However, this plan is still a long-term goal.

**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.**

**Response:** The GCTA did introduce an additional evening opportunities, but our challenge lies in recruiting evening instructors, which has restricted our capacity to provide coursework beyond the conventional classroom hours. Discussions that were initiated during the planning phase in 2023 for 2024 initiatives included innovative ways to include more team members in courses.

**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.**

**Response:** The pilot program involving the two instructors hired in 2023, along with a comprehensive two-month onboarding program, demonstrated a proactive approach to ensuring their effectiveness in the classroom. Additionally, the introduction of quarterly development opportunities for instructors covering essential topics such as supporting students with disabilities, classroom management, and leveraging creative tools, will undoubtedly enhance the overall teaching experience and contribute to student success.



## Upward

**In 2023, Upward needs to focus on partnering with internal departments regularly by inviting them to PDP events, store visits, and having quarterly meetings.**

**Response:** In 2023, Upward moved toward improving its internal integration by adjusting program processes to better match Workforce Advancement goals. As a result, Upward was able to collaborate with various teams, like the Career Advancement Financial Literacy Trainers, to organize monthly events at different locations, expanding its services to eligible participants in the Commercial Services department. Additionally, Upward worked alongside Outreach and Intakes teams to increase understanding of Workforce Advancement programs and make better use of current resources.

**Work closely with internal departments to promote and report on Upward's services and trends.**

**Response:** Goodwill's dedication to enhancing Team Member services via the Upward program was evident in its efforts to broaden the program's scope throughout 2023. This endeavor involved the integration of multiple teams collaborating to facilitate growth, bolstered by improved internal communication systems for enhanced data tracking in Human Resource and case management systems that allowed to better demonstrate program efficacy and utilization. Upward also partnered with Learning and Development to educate new hires about the benefits of Upward assistance, expediting service delivery processes to begin at new hire orientation for all eligible team members. Furthermore, collaborative discussions during monthly district directors meetings facilitated improved and streamlined communication with retail leadership regarding programmatic adjustments.

**Increase partnership and referral resources for outlying stores in Hays, Williamson, Bastrop, Gillespie, Caldwell, and Burnet counties.**

**Response:** Resource guides were developed for Gillespie and Hays, with updates applied to all existing guides. The team improved collaboration with career centers by increasing the number of training courses held at these locations. Notably, they strengthened partnerships with key resources in the Hays county area, such as WFS Rural Cap for Hays, Hays County Food Bank, and Community Action utility and rental assistance programs.

**Provide professional development opportunities for staff to enhance service delivery.**

**Response:** Team members actively engaged in various programs and attained credentials where relevant, including financial literacy training courses, reentry employment specialist certification, career coach certification, and UNT wise certifications. Additionally, the team actively participated in internal training to further enhance their skills and knowledge.

**Recognizing that digital literacy and financial empowerment skills are aligned with the needs of our team members, Upward will increase offerings of these services.**

**Response:** The expansion of the Upward program in 2023 enabled a greater number of eligible team members to benefit from Upward coaching, resulting in increased utilization of personal development plans with a specific emphasis on digital literacy and financial empowerment. Moreover, career advancement and financial literacy trainers broadened the scope of workshop offerings to include outlying hosting trainings at career centers and Commercial Services employees worksites, contributing to an overarching program focus on prioritizing the attainment of both digital and financial skills.

## Retail/Post-Retail

**Approve new store in Liberty Hill and develop a 5- to 10-year real estate plan.**

**Response:** In response to the recommendation to approve a new store in Liberty Hill and develop a 5- to 10-year real estate plan, we've made significant progress. The planning stages for the Liberty Hill store are well underway, and we continue to collaborate with local government authorities to facilitate the building process. Simultaneously, our focus remains on the real estate plan. We're diligently evaluating opportunities, considering property acquisitions, and optimizing our portfolio for sustained growth.

Additionally, we have exciting plans ahead: One major store remodel and two minor remodels are in the pipeline, enhancing customer experience and aligning with our strategic vision. We are thrilled to share that we're in contract for an additional San Marcos store. This expansion reflects our commitment to growth and community engagement. As we identify and evaluate properties, we remain steadfast in our pursuit of excellence and strategic advancement.

**Improve donations and production processes at stores.**

**Response:** Through significant strides in our efforts, donations have notably improved from 2022 to 2023, demonstrating our dedication to fostering positive social impact.

Rigorous research and exploration of our production processes lead to pilot production changes initiated in Q4 that diligently align with our Mission in Business initiatives.

**Explore the purchase of a deconstruction business.**

**Response:** After researching, it was decided to not move forward with the purchase of a deconstruction business.



## The Goodwill Excel Center

**Prepare for implementation of 2021 legislative work:**

**The new funding model will be based on enrollment and performance.**

**Response:** The new funding model is in effect, and we are working closely with the Texas Education Agency to develop rules and procedures to implement the new model. An error in the model was identified and we are prepared to correct it during the 2025 legislative session.

**Develop recommendations for the adult education accountability framework and assessment tool.**

**Response:** This was successfully completed. Our superintendent, Theresa Rappaport, was appointed as a member of the Adult Education Advisory Committee who have been working to provide insight into operating an adult high school. The committee will be finalizing recommendations for the Commissioner of Education in May 2024.

**Ensure the district and all campuses are culturally and systemically aligned and work collaboratively on meeting these new performance metrics.**

**Response:** We have made significant progress on this priority at each campus and within key programs, such as English as a Second Language and College and Careers. We now have a data dashboard that allows us to track these metrics in real-time for the most responsive approach as issues arise.

**Conduct a feasibility study for district expansion in partnership with other Goodwill organizations.**

**Response:** Expansion models were developed and implemented as we partnered with Goodwill San Antonio in 2023.

**Perform a fiscal review to identify measures to improve the financial sustainability of the free-world campus model.**

**Response:** Extensive financial modeling has been completed for multiple campus sizes. The community school model includes extensive wrap-around resources and support for students. With the new funding model, we have identified key metrics that can help improve the financial sustainability of our community campuses. These metrics include increasing the number of earned credits for students and increasing the percentage of graduates who have also earned an industry-recognized certification.

## Commercial Services

**Launch the Commercial Services website to attract new business and recruit top talent.**

**Response:** In the late third quarter of 2023, we successfully launched the website to enhance our online presence and attract new business opportunities. Currently, we are collaborating with our marketing team to implement modifications and enhance the website. This includes adding professional photos of our staff, which will further strengthen our brand image and appeal to potential talent.

These steps demonstrate our commitment to growth and excellence. We look forward to the positive impact this website will have on our business endeavors.

**Continue to grow our business now that our new facility is up and running.**

**Response:** We successfully onboarded a Marketing Manager in late 2023 to drive our promotional efforts to reach new audiences.

**Develop junior-level leaders so they are ready to manage new business lines as they come in.**

**Response:** We are still in the development phases to implement a staffing structure to give new leaders the support to be successful in managing new business lines. Once implemented, this will be a new avenue of growth for the team.

## Goodwill Staffing Group (GSG Talent Solutions)

**Expand our sales team so that we do not have just one person dedicated exclusively to sales. This will provide greater market penetration as well as a necessary redundancy in case of attrition.**

**Response:** GSG was approved to expand the sales team and we have already hired a second Business Development Manager who is currently in training while we source for a third to continue to grow our reach and exposure.

**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.**

**Response:** This was pushed to 2024 initiatives, due to the high-volume performance.



## Appendix II - Critical Incidents

In 2023, there were 13 separate critical incidents reported. A breakdown of the types of incidents are as follows:

- Aggression/Destruction of Property: 9
- Inappropriate Communications: 1
- Medical Emergency: 1
- Wandering: 1
- Incident Involving Injury: 1

In May 2023, Goodwill Resource Center Site Leadership, the Safety Director, and Workforce Advancement Leadership met to review current safety protocols should an individual become aggressive while meeting with a Workforce Advancement team member. A thorough evaluation was conducted and a new procedure was created. The new Standard Operating Procedure was then provided to staff in a training.

Here are some of the key components of the new Standard Operating Procedure:

- All client appointments at the Goodwill Resource Center are to be done during business hours (8am-5pm) unless the staff member's supervisor is informed and a member of leadership is in the building.

- If a client brings in belongings larger than one backpack, they will be asked to store them in designated lockers.
- Meetings will be held in a space with windows so that other staff are able to see. No closed blinds.
- If a client becomes aggressive or threatens violence, the meeting is to stop immediately and the team member will deescalate or remove themselves from the space.

Recommendations for 2024 service delivery improvements include creating a procedure for communicating critical incidents related to clients at the Goodwill Community Center between the Security team, front desk lobby staff, and Workforce Advancement leadership. The goal for completion of this procedure will be by end of Q2.

Annual trainings related to mental health first aid and de-escalation techniques will continue as client aggression continues to be the most common reason for a critical incident and staff need refreshers on the best practices related to deescalating individuals. All staff who interact with clients will attend trainings at hire, and annually.

## Appendix III - Satisfaction Surveys

### Stakeholder Surveys

In 2023, continued utilizing the updated stakeholder survey to increase engagement and standardize processes across Workforce Advancement.

Stakeholder surveys were distributed to partners, employers, funders, and other relevant agencies to gather invaluable feedback on Goodwill Central Texas' community initiatives. Accessible upon request or conveniently included in the signature line of mission staff email correspondence, this survey has become a cornerstone of our feedback mechanism.

Since the streamlining of questions in 2022, we've enabled seamless year-over-year departmental comparisons. While our outreach efforts expanded in 2023, unfortunately, we observed no corresponding uptick in participation. This phenomenon can likely be attributed to the introduction of a standardized mission survey email designed for feedback collection. In previous years, responses were directly solicited by the Chief Mission Officer.

89% Satisfaction in 2023

- Austin Free Net: "We are tremendously grateful for Goodwill's partnership this year, especially during Digital Inclusion Week 2023. Thank you for all your support!"
- Any Baby Can: "We really appreciate this partnership and are looking forward to many more years together to push forward our missions."
- Dress for Success: "Love working with Goodwill Central Texas, always such a positive experience."

### Recommendations:

To prioritize the improvement of stakeholder survey responses. Our intentional and targeted survey collection approach has yielded valuable feedback at key moments. To enhance response rates, implementing multiple collection points using familiar email addresses is recommended. This will facilitate easier participation and engagement with our surveys for stakeholders. Additionally, fostering a culture of feedback and participation across the organization will ensure all team members are actively involved in soliciting surveys. By prioritizing these efforts, better alignment of actions with stakeholder needs and driving greater impact in the year ahead can be achieved.



## Client Satisfaction

Client satisfaction was measured using a combination of client satisfaction surveys and on-site "Happy or Not" feedback stands. Surveys were distributed to program participants throughout the year, with additional large department-wide collection efforts targeting individuals served within the previous six months. Furthermore, these surveys are conveniently accessible in the signature line of mission staff email correspondence. The "Happy or Not" tool was designed to capture feedback in the moment, enabling us to identify trends and address concerns promptly. In 2023, we took a significant step forward by standardizing client satisfaction efforts across all Workforce Advancement programs. This strategic move aimed to improve the quality of collected data and drive department-wide enhancements.

## 88% Client Satisfaction rate in 2023

Sample comments from this Survey are below. A full copy of survey responses is available upon request.

Positive:

- "Thanks so much Goodwill for being my good supportive system. With the good experience of Goodwill, now my husband and I are happily working for Austin international airport."
- "I'm so grateful for the staff and everyone that believed in me."

Areas for improvement:

Increased communication, reducing response times, and increasing access to flexible funding sources to serve clients.

## Recommendations:

By reducing the time it takes to contact clients and addressing their immediate needs promptly, we can enhance engagement and facilitate progress towards long-term goals, ultimately fostering better outcomes for our clients. It's essential to maintain manageable caseloads for case managers while securing ample funding sources to support their work effectively. This balance ensures that resources are optimally allocated to meet client needs and organizational objectives.



**GOODWILL**  
CENTRAL★TEXAS