In a high-performing, not-for-profit organization, success is measured in mission impact as well as financial performance. At Goodwill, our overall approach is to maximize mission-related impact while maintaining a financial position that’s good for long-term viability.

Sounds pretty simple, but it’s not. The real challenge lies in how to define and measure “impact.” Peter Drucker wrote that the purpose of a “third-sector” organization is to change lives. But how do you measure that? Certainly, it’s much more than mere activity. Measures of persons served, sessions attended, hours or days of service provided, etc. give no evidence of any change that resulted. They are simply measures of “busyness.” Even a measure of job placements made, in the absence of quality indicators, does not tell us if there was any significant impact.

In the schools we operate, the best indicator of how well we’ve done our job is not standardized test scores or even graduation rates. Rather, it’s how well our graduates do in the next phase of their lives. If we graduate a student who isn’t prepared for post-secondary education or training or the workforce, we’ve failed. However, if that student goes on to succeed in college or the workforce—it can be a pretty good indicator that we did have some positive impact.

In The Excel Center, the economic impact of what we do can be seen in the rate of employment and earnings of our graduates. We compare their rate of employment and earned income prior to enrollment with employment and earnings data post-graduation. Last year we engaged Dr. Michael Hicks, Director of the Center for Business and Economic Research at Ball State University, to assess the fiscal and earnings impact of The Excel Center. While the study used data from the first two years of the school’s existence, when the program was not yet fully developed, the outcomes were highly positive. Numerous changes made during the past two years have further improved outcomes.

A big reason we worked to bring Nurse-Family Partnership (NFP) to Indiana is the strong evidence of significant, long-term impact as measured in several randomized controlled trials over more than 30 years. Children whose moms enrolled in NFP have fewer language delays, fewer behavioral and cognitive problems at age 6, and fewer arrests from ages 11-17. NFP has significant positive impact on those children.

And in one of Goodwill’s historic roles—employing people whose options are limited by disability, criminal history, or other significant barrier—we can measure the economic impact of their being employed rather than depending solely on public support.

Of course, not everything that matters can be measured. Still, we believe it is important to identify the true impact of our operations and services as fully and accurately as possible. This is one way to help ensure we continue to be worthy of the confidence and support of our many friends in central Indiana.

Want to read more insights from Jim McClelland? Check out his blog, Perspectives. http://jmmcclelland.wordpress.com
The Excel Center’s Model for Success

Growing up, Katie Haas wanted to do well in school, go to college and someday become a lawyer. But a tough home life, lack of support and becoming pregnant with her first son led her to drop out of high school.

Her story is common. Thousands of students in Indiana and across the country drop out each year. Well over 500,000 Hoosiers — at least 12.4% of adults — lack a diploma. This population experiences higher rates of unemployment, lower wages and productivity, increased dependency on government assistance and more.

For Haas, earning a high school diploma became a personal goal — something she wanted for herself and for her children. Her opportunity came at The Excel Center, Goodwill’s school for adult learners. The school meets adults’ unique needs and provides support to address challenges outside of class, including free child care, transportation and a flexible schedule. Students can earn transferable college credits and industry-recognized certifications at no cost.

Now four years old, The Excel Center serves about 3,000 students at nine locations. Students hail from nearly 100 cities and towns across the region. Soon, the school will celebrate its 1,000th graduate. More significant than this achievement is what graduates do after they finish school.

Haas completed her diploma requirements at The Excel Center in Anderson in September and is now employed with CVS/pharmacy — thanks in part to the pharmacy technician certification she earned. She also plans to enroll in college next year.

“I’ve always had big aspirations for my education and career, but due to life circumstances my goals were put on hold,” Haas said. “Earning my diploma gave me a lot of closure and helped me find the person I really want to be.”

Goodwill has attracted national attention for its commitment to adult education. Goodwill Central Texas recently began implementing The Excel Center model in Austin. The Excel Center at Memphis Goodwill is set to begin classes in 2015. Other Goodwill agencies have expressed interest in the model as well. Expansion to these and other states would not only improve their economies, but also contribute to increases in the national graduation rate as more and more adults like Katie Haas step back into the classroom to prepare for next steps in education or employment.

Goodwill’s Nurse-Family Partnership works with low-income, first-time mothers to improve pregnancy outcomes, child health and development and families’ economic self-sufficiency. Learn more at goodwillindy.org/nfp or nursefamilypartnership.org.

Day Early Learning is Indiana’s oldest child care provider. The nonprofit operates eight Indianapolis-area child care centers, providing quality care and education daily to more than 800 children ages 0-6. Learn more at daynursery.org.

Working Together to Benefit Young Families

Since January, Goodwill’s Nurse-Family Partnership (NFP) has partnered with Day Early Learning (formerly Day Nursery) to provide training, employment and affordable, reliable child care for NFP moms and their families.

In searching for child care and employment solutions for NFP moms, Goodwill connected with Day Early Learning to create a win-win partnership. NFP refers its participants who are interested in early childhood education as prospective employees for Day Early Learning. This has the potential to provide a steady source of employees — often a challenge in the child care field.

NFP moms have the opportunity to train toward a Child Development Associate credential while working in child care, earning income and paying Day Early Learning’s employee rate for child care. To participate, an NFP mom must be recommended by her nurse, interview with Day Early Learning and complete pre-employment screening and training.

Still early in its implementation, the NFP–Day Early Learning partnership has about a dozen active participants. There are plans to make it available to more moms in the future. NFP mom Dianna Tolentino, whose daughter Rain turned 1 in October, has participated for three months and appreciates the opportunity to train and work in the education field.

“Although I had a job previously, this opportunity is a step into the education field. I have the chance to be around children and people who have the desire to see children flourish,” Tolentino explained. “At Day Early Learning, I work where I’m needed, so I see the range of ages and developmental stages. I can take what I learn from NFP and apply it in the classroom, and I’ve taken my experience in the classroom and applied it with my daughter.”
Goodwill Commercial Services Employees Honored

In June, Goodwill Commercial Services employees at the Birch Bayh Federal Building and U.S. Courthouse were recognized for outstanding performance and commitment to customer service.

The Partners in Service Excellence Award was given by the General Services Administration (GSA — a government agency that manages federal properties) and SourceAmerica (a not-for-profit that helps organizations employing people with significant disabilities secure federal contracts).

Goodwill employs nearly 200 people, most with disabilities or other barriers, thanks to these contracts. Other facilities served include the VA Medical Center, Emmett J. Bean Federal Center at the former Fort Harrison and the airport’s FAA tower.

The courthouse team was selected for the regional award from among nominees in four states. A strong collaboration between Goodwill and local GSA representatives has led to the achievement of recycling goals, reduced water costs and energy consumption, and improved worker safety at the century-old courthouse — one of the few sites in SourceAmerica’s Midwest region listed on the National Register of Historic Places.

Intricate, mosaic-tiled ceilings, marble staircases, bronze, granite and limestone elements are everywhere. Goodwill employees clean all the interior spaces, including common areas, hallways, court rooms and the chambers of the federal court’s judges.

“Winning the award is an accomplishment, and we deserve it,” said Webster. “We do quality work and take pride in it.”

Retail Employee Lands Dream Job

After being laid off from her full-time office job, Bobbie Jo Franson, who has some learning and cognitive disabilities, had a goal: to find her dream job. When she came across an opening at Goodwill’s Emerson Pointe store on Indianapolis’ Southside, she knew it wasn’t the job she wanted for the long term, but she needed to work.

“I hired Bobbie Jo because I could tell that she had a strong work ethic,” said Deb Eakle, Store Manager. “She talked about always wanting to get all her work finished and wanting a chance to show what a good employee she is.”

Franson worked as a cashier for almost two years. Thorough and detailed, she became the store’s number-one register trainer, providing notes, feedback and assessment of trainees’ readiness to move forward. She also earned Employee of the Month twice.

“My managers kept me going and brought out the best in me,” Franson said. “They stepped up to be more than supervisors — they were mentors, and that means so much to me.”

Franson connected with several services, including Goodwill Guides — dedicated advisors who visit each retail location, every month, to work with employees on setting and achieving goals ranging from housing, to education, to job skills and more. With Guides and other Goodwill services, she improved her employment readiness and job-search skills.

“She has so much drive and was very interested in using our resources to meet her goals,” said Kate Biehl, Franson’s Guide. “She said to me, ‘I need help finding my dream job.’ Goodwill encourages positive turnover — if there’s a job that improves an employee’s situation and is a better fit, we support that.”

Franson used her resources to identify areas in which she could advance her skills and grow as a worker. Eventually, she learned of a position with ARC of Indiana — an agency that provides support for people with disabilities. She landed the job and is now a full-time administrative assistant making $10 an hour.

Franson stays in touch with her friends at Goodwill, even volunteering at the store when her schedule allows. She is happy to work at another organization that supports employment for people with barriers.

“People with disabilities will work harder than anyone else in your office,” she said. “We’re the most loyal employees because we want to show how much we want to be here to work. We’re loyal, punctual and hard-working — just give us a chance.”
**Women Lead Habitat Build**

A unique, all-women Habitat build this summer was led in part by Zaida Monell, Goodwill’s Vice President for Employee and Organization Development. Monell, a Habitat board member, has helped raise the $75,000 and 300 volunteers needed, including other women from Goodwill. “The all-women build has been a great endeavor,” Monell said. “This home is for a single mom and her daughter, and I’m excited about it being completed.” Monell also noted how the missions and values of Habitat and Goodwill complement one another, encouraging people toward self-sufficiency.

**Goodwill Employee Earns Habitat House**

It’s apparent within minutes of meeting Verdell Evans that she has a burning desire to succeed. Previously, she was fueled by negative influences and destructive choices. She left home at a young age and used and sold drugs. She was incarcerated twice, serving nearly 18 years in prison. Having fulfilled the terms of her sentence and parole, Evans is now blazing a trail that she had never thought possible.

“In prison, I came to a turning point where I knew I wanted to change and make a difference in my life,” Evans explained. “It was hard at the beginning, starting over. I didn’t have anything, but I didn’t complain. I felt blessed just to be out of prison and working on a new life.”

In November 2013, Evans began working as a janitor at Goodwill’s Westside outlet store. When Evans met Kent Kramer, Goodwill’s Senior Vice President and COO, at a job-readiness focus group, she was homeless, living at a shelter and trying to save money for rent.

“Right away, Verdell stuck out,” Kramer said. “The way she talked about liking her job and being good at it made an impression, so I gave her my business card and a challenge. If she stuck with her current job for 90 days, and if she was in good standing with her attendance, productivity and other benchmarks, we would talk about some next steps.”

Despite the difficult (but welcome) transition from prison and an unstable housing situation, Evans successfully met Kramer’s challenge, so she called him.

“I’d received good reports about her,” Kramer said. “I was impressed. I hand out a lot of business cards, but often don’t get the follow-up. She was one who took the time.”

Kramer connected Evans to Goodwill Commercial Services. She secured a position at the VA Medical Center, where Goodwill has a contract to provide janitorial services. Evans was soon promoted to Team Lead. When their paths next crossed, Kramer asked her if she had found a place to live and what she’d think about owning her own home.

“T’d never owned a home,” Evans said. “I just never thought it would be possible because of the life I was living before.”

Kramer encouraged her to complete an application for Habitat for Humanity. She was nervous about the background check, thinking her criminal history would hamper her approval, but it didn’t.

“The day after Habitat got my application, they told me I was approved!” Evans said. “I was so happy and excited!”

Habitat participants must commit to 300 sweat-equity hours consisting of financial and homeownership classes, and time spent building one’s own home and other homes. Evans moved into her home June 14. Soon after, she hosted friends, family, volunteers who helped with her build and other guests to her home’s dedication.

“I love my house — my favorite part is walking up to the front door and realizing it’s mine,” Evans said.

Evans was recently promoted to Assistant Supervisor at the VA. She wants others to know that there are people and organizations that can help with a fresh start — as long as individuals help themselves by believing and working hard.

“My former life is not even a temptation. Goodwill and Habitat give people like me with a criminal history a chance, and it’s a blessing,” she said.
The Warm Glow of Giving

I love the holidays—the whole season. I love giving (and getting) presents, but a few years ago, I put the word out on the family network to aunts and uncles, nieces and nephews, and cousins and siblings: STOP! No more candles, no more scarves, no more fruit-of-the-month club. I loved that they wanted to share their joy with me, but I don't need that stuff.

Instead, I challenged them: This year and each year, I’m going to make a gift to Goodwill. Take the money that you would have spent on a gift for me and do something meaningful.

The first year was hard. I came out of the holidays with gift cards for candles, scarves and, yes, that West Coast purveyor of fruit. My niece embraced the challenge, though, and made a contribution to a local children's hospital. She said it made her feel good to know that those children might have a little better chance because of her gift. She tells me that this year, she plans to set up a recurring gift so that she can do a little more.

Year two: My brother, knowing my passion for what Goodwill does, made an unrestricted gift to the Goodwill Foundation. When I thanked him and explained that Goodwill uses 100% of that money for direct service to people in our community, he knew it was a win-win. He didn't have to decide between gift cards, and he was changing lives for the better. To my delight, he is planning to continue that tradition.

Year three: My nephew bought me a box of really good chocolates. They were delicious. This year, we’re going to have a chat about what Goodwill could have done with that money.

As you think about year-end giving this year, give some thought to what really gives you joy. Please consider a gift to the Goodwill Foundation. We’ll use the money for education, training and placement services so people can get jobs to help support their families. We’ll use it for gas cards and taxi vouchers that will help people get to work. Your gift will change lives.

We welcome all financial gifts, large or small. If you would like to do a little more, but you can’t give it all at once, visit us online at goodwillindy.org/donatenow to make a recurring gift that will allow you to set up automatic deductions from a credit or debit card. And if you want the socks and coffee mugs to stop, talk to your family about a charitable gift instead.

There may be tax advantages to making a charitable gift, and I’m happy to send you a copy of the IRS advice to make sure you have everything you need for a deduction.

Oh, and if you get socks and coffee mugs, we’ll take those, too.

Robin L. Kares
Director of Development
Goodwill Industries Foundation of Central Indiana, Inc.
Honor gifts received by the Goodwill Industries Foundation of Central Indiana, Inc. recognize birthdays, anniversaries or other significant occasions in people’s lives. Memorial gifts to the Foundation honor the memory of a relative or friend and provide lasting help to people served by Goodwill Industries. The names listed are those honored or memorialized by donors during the period from January 1–June 30, 2014.

**Honor Gifts**

In Honor of Malcolm W. Applegate
Anonymous

In Honor of J. Scott Enright
Anonymous

In Honor of John D. Perry
Anonymous

In Honor of Steven C. Robinson
Anonymous

In Honor of Maribeth Smith
Mr. James M. McClelland

In Honor of Richard A. West
Anonymous

**Memorial Gifts**

In Memory of Ervin R. Blish
Jeff A. Hathaway

In Memory of Clifford V. Brown
TOPS Indiana 115 Beech Grove

In Memory of Rita Code
Wilma Clodfelter

In Memory of Joanne Dugan
Mrs. William L. Halpern

In Memory of Jerry Freese
Mrs. William L. Halpern

In Memory of Howard and Doris Lytle
Jacquelyn Lyerly

In Memory of Richard O. Morris
John E. Peacock

In Memory of Grace, Delores and Alfred
Darrow A. Owens

In Memory of William Doman Wells
Jack G. Brown

In Memory of Howard and Doris Lytle
Jacquelyn Lyerly

In Memory of Richard O. Morris
John E. Peacock

In Memory of Grace, Delores and Alfred
Darrow A. Owens

In Memory of Ed Zaremba
Mrs. William L. Halpern

**Memorial Funds**

Charles Bookwalter Memorial Fund
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Traci Underwood

Mark A. Wise

James O. Kneisley Memorial Fund
Joyce Kneisley

Alan M. McNeil Memorial Fund
Mr. James M. McClelland

Steven A. McNeil

For contributors and more donor listings: goodwillindy.org/foundation
Beat the crowds

The true test of a Goodwill donation attendant is right around the corner—year-end donation season. It’s common to see lines at the donation door on weekends in December, as Hoosiers plan to make their donations count for the current year’s taxes. But, there’s no rule against donating early. Head to your nearest Goodwill before the holidays to avoid the rush! If you do wait, our stores will be open until 5 p.m. on December 31.

Donate at home

Have you ever asked, “Can Goodwill come to me?” In increasingly more central Indiana communities, the answer is “Yes!” Goodwill continues to expand our donation pickup service to homes and businesses throughout our 29-county territory. Find out if donation pickup is available in your area at goodwillindy.org/pickup or call 855-GW-PIK-UP (855-497-4587).

Double your impact

Is your company looking for a way to give back this holiday season? Make your efforts count twice as much with a Collect & Connect project. It’s easy.

1. Organize a clothing donation drive.
2. Goodwill will provide a $5 voucher (good at any of our 50+ stores) for each bag of donations.
3. Donate the vouchers to organizations or families in need.

Get started at goodwillindy.org/donate—just click on “Clothing Drive.” Or call 317-524-4465.

Retail with mission

In August, Goodwill Industries of Central Indiana was honored with the 2013 Mission Integration Award from Goodwill Industries International. The award recognizes a Goodwill that exemplifies the incorporation of mission services in retail operations. Of Goodwill’s nearly 2,100 central Indiana retail employees, two-thirds have a barrier such as a disability or lack of a high school diploma.