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GOODWILL INDUSTRIES OF CENTRAL INDIANA, INC.

WORKING TIMES

A look at Goodwill's direction for 2011

2011 rushed in across the country with a slightly more optimistic economic outlook, but many across central Indiana still faced uncertain futures. As Goodwill looks ahead to its goals, the organization remains committed to helping people we employ, as well as many others in the community, by improving their education and skills so they can better support themselves and their families.

Commitment to Education

The Excel Center, which opened in September 2010, will graduate its first students early this year, and about 100 are expected to graduate by the end of 2011. The Excel Center, operated by Goodwill Education Initiatives, Inc., provides adults the opportunity and support to earn a high school diploma and begin post-secondary education. Current enrollment is at 300, and The Excel Center now has 1,300 prospective students on a waiting list.

“The response to The Excel Center has been overwhelming,” said Scott Bess, Vice President and Chief Operating Officer of Goodwill Education Initiatives. “We have an opportunity to affect real and lasting change in every student who passes through our doors. Even more profound is the impact we can have on the children of our students, as growing up as the child of a graduate is much different from growing up as the child of a dropout.”

Currently, among The Excel Center's student population:

- The average student age is 25.
- Students range in age from 17 to 56.
- 9% have Individualized Education Plans (special education).
- More than 68% currently earn less than \$10,000 a year.
- 59% are unemployed.

(continued on page 3)

President's Message

During the last five years Goodwill has experienced growth that has been far greater than I would have imagined. Five years ago I did not imagine that by the end of 2010 we would have added more than 1,000 employees and have total employment of nearly 2,400 people. Neither did I imagine that we would have opened a high school that generated so much interest there would be 1,300 prospective students on the waiting list. And I did not imagine that the fastest growing part of the organization would be our eCommerce operations.

All of these examples have been a result of four factors:

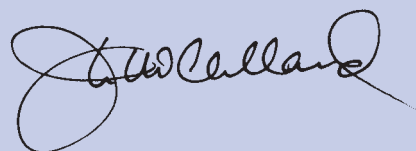
- A significant increase in our pool of highly talented staff who not only have tremendous skills, but also a deep commitment to Goodwill's mission and values.
- The development and strengthening of relationships with many individuals who have similar or complementary interests and who, as individuals or through the organizations in which they work, have complementary resources that make possible new or better approaches to develop opportunities.
- Continuous learning — from others and from our own experiences.
- A strong financial position, without which we would not be able to invest in new opportunities that have potential to further enhance the accomplishment of our mission.



Summarized, we have experiences, learn, and make connections. Those experiences and connections often lead to new ideas and ways of combining strengths or using them in different ways. And as this process continues to repeat itself, the organization continues to evolve to higher levels with greater impact in the lives of people and in the larger community.

The plans we have for 2011 — described elsewhere in this issue — are a result of all of these factors. And if past experience is an indicator, what we do this year will lead to more learning and other ideas that will help us further strengthen the organization and enhance the accomplishment of our mission.

We are grateful for all those who work with us in so many different ways, and we thank you for your interest in and support of our work.



(continued from page 1)

Plans for 2011 include refining the operating model and making other needed adjustments. "We have already learned much in the first few months of operation. 2011 will bring the first large group of students taking advantage of the post-secondary options we offer, and we will undoubtedly make adjustments based on their experiences," Bess said.

In the latter half of 2011, plans include replicating the model to serve a greater percentage of the untapped demand. The goal is to open two more centers, reaching a total enrollment close to 1,000 students. "Over time, we believe The Excel Center can change the shape of adult education throughout the state," Bess said.

Indianapolis Metropolitan High School, the public charter high school serving grades 9-12, will focus in the coming year on:

- holding a consistent enrollment around 400 students.
- increasing the graduation rate for the fourth straight year.
- developing a College and Career Readiness Center for students.
- greatly increasing the number of courses that cut across curricular areas.

"The No. 1 emphasis is preparing our students for what comes next, which includes refining behavior and social skills that will enable them to be successful for whatever they choose to do," Bess said.

Indianapolis Met has graduated 194 students since it opened in 2004, and more than 96% of graduates were accepted into post-secondary institutions. After two years, 69% have completed or are still enrolled in their post-secondary course of study. The current student population, many of whom come to the school at least two grade levels behind, is comprised of:

- more than 80% who come from a low-income household,
- more than 80% minorities, and
- 27% in special education.

"While we focus almost entirely on impacting the students who are in Indianapolis Met, an outcome that has community impact is proving that high-quality education is possible within a high-poverty school setting given an appropriate amount of innovation and reform," Bess said. "Our students will consistently outperform what the 'expected' educational outcome would be if they went to their designated schools."

Providing Holistic Services

In 2011, Goodwill began a streamlined and holistic approach to "helping people find jobs." Goodwill's three employment centers, located at 1635 W. Michigan St. (Goodwill's headquarters), the Community Alliance of the Far Eastside and the Fay Biccard Glick Neighborhood Center at Crooked Creek, will start recruiting employees to work in Goodwill stores. The employment centers will pre-screen candidates for hourly store positions, and those job seekers not interested in a retail career will receive individualized employment assistance. Job seekers who qualify for disability services or a specialized program for older workers are identified, and all job seekers are provided with basic workshops that teach work-readiness skills.

"We are providing people with more options and helping people with the support to address their barriers," said Zaida Monell, SPHR, Vice President, Employee and Organization Development.

Once job seekers are employed in hourly positions with retail, they then have an opportunity to work with Goodwill staff to create a development plan, including learning how to build necessary resources and future plans to create stable, secure lives for themselves and their families; how to evaluate their personal financial situations and improve their financial decisions; and how to further their education. After employees have completed their individualized plans, they will work with Goodwill to determine the next steps in their careers.

Goodwill also is working to launch Nurse-Family Partnership, an evidence-based community healthcare program that helps transform the lives of low-income women pregnant with their first child. Mothers are partnered with a registered nurse and receive ongoing home visits through the child's second birthday.

"Goodwill has recognized that preventing social problems in the lives of young people will reduce our need for remediation services when individuals become adults," said Keith A. Reissaus, Vice President, Community and Workplace Initiatives. "The need in our community is great, and we are ready to undertake this challenging work to help first-time mothers and their children achieve their long-term dreams for a better life."

Serving Individuals with Barriers

Goodwill's Commercial Services Division will continue to provide employment opportunities for individuals with disabilities and other barriers while offering commercially viable business services at Goodwill's packaging and assembly facility. Commercial Services employees also provide services such as janitorial, lawn care and shelf stocking at 11 federal and state government locations throughout Indianapolis.

Jim Humphrey, Vice President, Commercial Services, said the division's primary objectives will be:

- growing mission impact through new business development and growth with current customers,
- increasing the impact of employment through more structured skill development and learning opportunities,
- meeting or exceeding customer service and quality expectations, and
- pursuing operational excellence through implementation of continuous process improvement and lean principles.

"Overall, our primary objective is to provide value-added employment to people with barriers while also providing those business services in an ongoing financially viable way," he said.

In business development, Humphrey said Commercial Services will target medical device and life science customers in assembly and packaging to build on the type of work employees already perform. GW Commercial Services will work to develop business plans for new services. New metrics also are being implemented for all sites, scoring them on their lean principles and tracking and auditing equipment and chemicals that meet the green standard for cleaning services. "It's just a way for us to keep on the front end of what's happening in both cleaning and manufacturing," Humphrey said.

(continued on page 4)

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For Commercial Services employees, 87.7% of whom have a significant barrier, Goodwill also will offer services, including:

- Skill level development through a new program that defines the steps necessary to advance in career paths as well as continued support for employees with disabilities to help them also progress in their personal life through education, training and other resources.
- A new cyber café at the Tremont Street location to help employees with criminal backgrounds learn computer skills and conduct job searches to transition to employment outside of Goodwill. Individualized case management support is available to find resources for housing, education, computer skills and other needs.
- A new employee incentive “Goodwill Value Store” that allows employees to earn “Goodwill Bucks” by providing good customer service or offering a continuous improvement suggestion. The “bucks” can be redeemed for merchandise.
- A continued commitment to wellness, including access to healthy snacks, pedometers, weight loss programs, a work schedule that incorporates daily stretching, and a fitness center at the Tremont facility that offers customized equipment and workouts for employees with disabilities.

Supporting Goodwill Through Retail

Goodwill Retail, which had more than 5 million customer transactions and received 1.7 million clothing and household donations in 2010, works to blend mission and business savvy. With a substantial direct contribution margin that helped support Goodwill’s mission objectives in 2010, Goodwill Retail is consistently looking for new ways to engage shoppers and donors and raise the revenue that supports Goodwill’s mission. This year, shoppers and donors have several new ways to shop, save, donate and support Goodwill’s mission, including:

- New sales, deeper discounts, gift cards and extended shopping and donating hours on Sundays at Goodwill stores and Goodwill Outlet stores. *See the Retail Update on p. 5 of this publication for details.*
- Expansion of eCommerce sales: moving the operation to a new location where central Indiana residents can pick up items to save shipping costs; expanding sales of books, media and collectible items; piloting online jewelry sales; and offering great online deals through www.clickgoodwill.com.
- Three new Goodwill stores in central Indiana by the end of the year, including a Vintage Vogue by GW boutique store opening this spring in Bloomington, which will sell donated upscale, fashionable, name brand and vintage items.
- A loyalty program for shoppers and donors, scheduled to launch later this year.

Kent A. Kramer, Vice President, Retail Operations, said these new strategies to keep growing Goodwill retail evolved out of his team’s research.

“Over the last few years we have visited several of the top-producing Goodwill organizations around the country,”

Kramer said. “Through these visits, we have benchmarked several great ideas that have been brought to life at our Goodwill.”

Although Retail emphasizes increasing its financial contribution to the mission, at the heart of every store is a focus on employing people, particularly those with barriers to employment. At the end of 2010, Goodwill stores employed 1,500 people. Of those:

- 25% have a physical, mental or developmental barrier
- An additional 30% have an educational or other barrier.

This year, with the planned expansion of eCommerce and the addition of three stores, Retail will add another 80 to 100 employees to its payroll. Retail works closely with Goodwill employees who have barriers to understand the opportunities available at Goodwill.

“We have increasingly worked hard to develop and provide opportunities to our employees who wish to improve their individual situations,” Kramer said. “I am proud of the efforts put forth by Goodwill as well as the participants of the various services we offer. I see us continuing to focus on delivering services to our employees.”



Goodwill President James M. McClelland is joined by Lt. Gov. Becky Skillman, Indiana Minority Business Magazine Publisher Bill Mays, and Indiana Minority Business Magazine President Shannon Williams as he accepts the Dr. Martin Luther King Jr. Freedom Award on behalf of Goodwill Industries of Central Indiana.

Goodwill honored to receive diversity award from Indiana Minority Business Magazine

Indiana Minority Business Magazine presented Goodwill Industries of Central Indiana with the Dr. Martin Luther King Jr. Freedom Award in January at the 6th Annual Champions of Diversity Awards Dinner in downtown Indianapolis.

The award recognized Goodwill for its exceptional efforts to educate youth and to offer jobs to a diverse population and for the considerable outreach programs and community partnerships in which Goodwill is involved.

Shannon Williams, President of Indiana Minority Business Magazine, said during the event that Goodwill has “exceedingly gone above and beyond and made a tremendous impact on the lives of adults and youth” through the services it provides.

The Champions of Diversity event recognized 14 individuals and corporations throughout the state who have been models of diversity and inclusion in their respective professions. Among the other recipients were Tanya Walton-Pratt, our state’s first African-American U.S. judge, who received the Rosa Parks Trailblazer Award, the highest honor awarded.



RETAIL UPDATE

Goodwill stores offer new sales and deeper discounts

The New Year brought new and exciting changes for central Indiana retail stores and outlets. In an effort to enhance the Goodwill retail experience, shoppers can now expand their retail dollar by:

- **Shopping big at the monthly 50% off storewide sales.** Shoppers can enjoy 50% off all donated merchandise the first Saturday of the month.
- **Stockpiling on per-pound merchandise at the Goodwill Outlet Blowout Sale.** For the first time, every first Saturday of the month, outlet shoppers receive lower per-pound pricing on merchandise and 50% off on all other items.
- **Saving in style by shopping the 99-cent Sunday Sale.** If the 50% off Color of the Week sale isn’t discount enough, shoppers have the option of purchasing clothes and shoes for 99 cents from the current Color of the Week items.
- **Spending two additional hours shopping on Sundays at all retail and outlet stores.** All locations have extended hours from 11 a.m. to 7 p.m., which means more time to shop 99-cent clothing and shoes in the retail stores and two additional rotations of merchandise at the three outlets.
- **Simply “Liking” Goodwill Retail on Facebook to receive weekly discounts.** What began as a pilot in 2010 has become a permanent promotion in 2011. Facebook Fridays offer weekly discounts to our social media followers. Discounts are good for Fridays only. Visit: www.facebook.com/goodwillretail

Goodwill Gift Cards now available



Goodwill launched the new **Goodwill Gift Cards** at all central Indiana retail locations. Gift cards are the perfect gift for birthdays, special occasions and holidays and are available in denominations from \$5 to \$250. The multi-colored card can only be used in central

Indiana Goodwill stores. Additionally, the card does not have an expiration date and no annual or monthly fees. For more information, visit www.goodwillindy.org/card

New Goodwill store opens on Indianapolis’ northside

On Dec. 9, Goodwill shoppers discovered more than 90,000 pieces of quality merchandise and a radiant Goodwill



interior during the grand opening of the new Nora Goodwill Store. The store, located at 1520 E. 86th St., in the Nora Corners shopping plaza, marks Goodwill’s 45th retail store in central Indiana.

The northside store houses wall-to-wall modern and vintage designer clothes, household items, books and toys, and boasts more than 14,000 square feet, four checkout lanes, a donation drive thru and 23 employees.

Goodwill to open first boutique store in spring 2011

Goodwill will offer a new retail experience for shoppers.

Opening in spring 2011, Vintage Vogue by GW will offer a unique blend of clothes ranging from chic, designer fashions to one-of-a-kind classics. In addition, the 2,137-square-foot store will carry jewelry, shoes and rare home décor items.

Vintage Vogue by GW will be located at 422 E. Kirkwood Ave. in Bloomington, Ind., near the Indiana University campus.



Buy & sell on eBay to support Goodwill

As an eBay user, you can support Goodwill Industries of Central Indiana by:

- Shopping Goodwill listings on eBay.
- Selling an item on eBay and opting to donate 10-100% of your final sale price to **Goodwill Industries of Central Indiana** when setting up your listing.
- Saving us as your favorite nonprofit on eBay, allowing you to:
 - Donate \$1 (or more) whenever you checkout on eBay with PayPal.
 - Make us the automatic beneficiary of any listing you create on eBay.

Visit us at www.clickgoodwill.com/ebay to learn more.



Class of 2011 Graduation

Saturday, June 4 • 1 p.m.

University of Indianapolis
Ransburg Auditorium

Monell named vice president



Zaida Monell

Zaida Monell has been promoted to Vice President, Employee & Organization Development.

Monell came to Goodwill Industries in 2003 as Director, Employee and Organization Development. She formerly worked with migrant workers for Red Gold, Inc., in Orestes, Ind., and in a variety of human resources management positions with Ethicon, LLC, a division of

Johnson & Johnson, and Hanes Menswear, Inc., and Sara Lee Corporation, both in her native country of Puerto Rico.

“My personal vision is to encourage and support others as they explore possibilities to reach their dreams and aspirations. Goodwill is certainly the right place to accomplish that,” she said. “I look forward to continuing to support our organization as we grow and expand our footprint in central Indiana.”

Monell has developed and directed HR functions in domestic and offshore organizations for over 20 years. Her proficiency is developing talent through coaching, training and mentoring. She was selected by the U.S. Chamber of Commerce’s Institute for a Competitive Workforce to attend the Business LEADs Institute in Washington, D.C., in 2010. She is a board member of Indiana INTERNnet, a program managed by the Indiana Chamber of Commerce and a volunteer for Staffing Management Association (SMA), a special interest group within IndySHRM, the Indiana Chapter of the Society of Human Resource Management.

She earned a degree in psychology from the University of Puerto Rico. In May 2011, she will receive a Master’s Degree in Positive Organization Development and Change from the Case Western Reserve University Weatherhead School of Management.

Fashion show partnership demonstrates professional dress doesn’t have to be pricey

Finding the right outfit for an interview or a professional job doesn’t have to cost a lot of money or be purchased brand new.

Goodwill Industries, 33 students from Ball State University’s Department of Family and Consumer Sciences department, and 12 graduates from the Getting Ahead program and other participants at TEAMwork for Quality Living in Muncie showed off this concept at a fashion show in Muncie in mid-November.

Before the show, individuals from TEAMwork for Quality Living participated in a 30-minute presentation on workplace dress taught by the Ball State students. The presentation gave information on the basics of a professional wardrobe, how to dress for an interview, and how to find clothes that best fit their body types. Through a grant, Ball State students then paired with participants to spend \$50 at Goodwill on professional clothing and accessories, some of which the students altered. Shoes, makeup and haircuts also were provided, and the project culminated with the fashion show, after which individuals kept their outfits.

Mary Faulkner, an employee at the Muncie Goodwill Store and a TEAMwork for Quality Living Getting Ahead graduate who participated, came away with two professional suits, accessories, shoes, makeup, a new hairstyle and a wealth of knowledge about the dos and don’ts of dressing for an interview. Mary, who is pursuing a technical certificate in human services as a result of her Getting Ahead goals, said the best part of the program was gaining the confidence that she will need for future interviews.

“The clothes were just a bonus,” she said. “It made me feel good about myself.”

Jinhee Nam, Ph.D., an assistant professor in Ball State’s Family and Consumer Sciences Department, said the project was a great learning experience for Ball State students as well.

“This project gives our students the opportunity to have a chance to identify the fit and sizing problems,” she said. “In addition, the students gained experience interacting with diverse populations beyond college students with regards to dress.”

TEAMwork for Quality Living, which partners with Goodwill to provide Getting Ahead classes in Delaware County, works to bring together and support Delaware County volunteers in building a stronger community. Getting Ahead classes are designed to help employees in Goodwill’s Retail Division build the necessary resources to create stable, secure lives for themselves and their families.

The fashion program, which is scheduled to repeat this spring, also was made possible by Discovery Group, Indiana Campus Compact, The Community Foundation of Muncie and Delaware County, Inc.



Mary Faulkner

From illiteracy to published author, Excel Center student is living his dream

Joe Cooper is an unlikely author.

The son of a Tennessee sharecropper, Joe didn’t learn to read, write or spell until age 38.

With the support of a caring tutor and self-determination, he is sharing his life’s story of illiteracy, dyslexia and hope to help inspire others.

“I know that God has given me a gift, and even though I didn’t have an education, it’s just a blessing and a miracle to watch all these things happen,” Joe said.

The “things” include authoring one book, *Day Dream to Dream Catcher*, a personal account of his life growing up not knowing how to read and its impact in his life, and the recently released, *Don’t Erase Your Dreams*, a message to encourage troubled youth to follow their dreams.

Another “thing” is returning to school at The Excel Center, the public charter school operated by Goodwill Education Initiatives that provides adults the opportunity to earn a high school diploma and begin post-secondary education.

“I left home at age 15 and have slept in vacant cars, highway underpasses, park benches, friends’ couches, shelter houses, halfway houses, and cardboard boxes. I have been the victim of many unsavory people who have taken advantage of my illiteracy,” Joe recalled.

That all changed when he met Sue Smith, a volunteer from Indy Reads, who sat by his side as he read his very first book, *Brer Rabbit* at age 40.

According to Joe, Sue set goals to slowly develop his reading skills. Joe now reads at the third-grade level, has his own car, owns a home, is married and has a full-time job as a material handler in the communications department of Indianapolis-Marion County Public Library.

During his reading tutoring sessions, Sue began to write down Joe’s words as they talked about his life. Those talks became the content for his first book.

When he’s not working, Joe spends a lot of his time at speaking engagements. Despite being well-received by audiences, one thing was missing: he didn’t have a formal education. That changed when he learned about The Excel Center.

“I have had great success at my job at the library, but I saw everyone progressing except for me,” Joe said. “I went to my supervisor and asked what I needed to do. She said the only thing holding me back was that I didn’t have anything on paper about my education, a diploma. That really bothered me.”

He learned about The Excel Center and enrolled last September. He attends classes two nights a week and is working to complete his courses.

“Joe has been able to accomplish so much because he is always honest with himself,” said Nioka Clark, Joe’s English teacher at The Excel Center. “He knows reading is difficult for him and that his dyslexia means he has to work harder than anyone else. Since he is so honest with himself about these difficulties, he is able to take the steps to overcome them.”

The steps include using a combination of one-on-one sessions with Nioka and working independently to improve his reading. And Joe, who recently shared his story with other Excel students and staff, earned course credits in speech toward graduation for his presentation.

“The teachers at The Excel Center know the challenges I’ve had, and they are willing to work with me. That means a lot,” Joe said.

To purchase Joe’s books, *Day Dream to Dream Catcher* and *Don’t Erase Your Dreams*, contact (317) 685-0028.

Reaching for the next step



Dawn Baxter

In 2005, Dawn Baxter enrolled in Goodwill’s janitorial training program, desiring more flexibility in the workplace than she had found previously.

Dawn, who has no use of her legs and uses a motorized wheelchair, worked a few months in the program with staff who trained her in basic janitorial tasks and worked with her to focus on areas that she could master.

“I learned how to clean. I’d never cleaned anything,” Dawn says. “Goodwill helped me learn what the proper protocol is, what the proper chemicals are and what not to mix together.”

In March 2006, Dawn completed her training and interviewed with the GW Commercial Services supervisor at the Major General Emmett J. Bean Federal Center. GW Commercial Services provides employment, job training and skills development for people who have severe disabilities, primarily through janitorial and other service contracts with the federal government under Ability

One, a program established by Congress to increase employment opportunities for people with severe disabilities.

“All the parties involved agreed that this could be a good move for her and put her in a bigger environment with more responsibilities,” says Amy Kieckbusch, Dawn’s current supervisor.

Now, Dawn travels quickly around the 1.6 million-square-foot building during her daily routine. Over time, Dawn’s supervisor has made special arrangements to help her add more tasks to her workday. She adapted a tool typically used to wash windows to aid Dawn while washing tables and chairs throughout the building.

Dawn says Goodwill has not only taught her additional skills but has built her confidence.

“I like working with the customers and the other Goodwill workers. I try to give my all,” she says. “With Goodwill, they treat you like a regular individual. They don’t treat you like you have limitations. They encourage you to better yourself and go the extra mile and reach for that next step so you can improve yourself. They were willing to make adaptations for me so I can be a success.”

Foundation Report

Memorial gifts to the Goodwill Industries Foundation honor the memory of a relative or friend and provide lasting help to people served by Goodwill Industries. Honor gifts received by the Foundation recognize birthdays, anniversaries or other significant occasions in people's lives. The names listed below indicate those memorialized or honored by donors during the period from Sept. 1 through Dec. 31, 2010. Beginning with all 2011 donations to the Goodwill Industries Foundation, donor recognition listings will be posted quarterly to our website, www.goodwillindy.org.

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In Honor of Jonathan L. Birge

Anonymous

In Honor of Peggy Boehm

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In Honor of Derrick Burks

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In Honor of Jean Wojtowicz

First Merchants Corporation

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Wilson Marketing Group, LLC

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\$500-\$999

Anonymous (4)

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