



RESILIENCE

AT WORK

*GOODWILL HOUSTON
ANNUAL REPORT*

WHAT IS *RESILIENCE?*

Resilience is the capacity to experience adversity, to survive trauma, to prevail over the unexpected events of life – and bounce back. Rather than let challenges defeat them, resilient people and organizations find a way not just to rebound, but to learn, grow and thrive.

Throughout this report, you will read stories of resilience at work in our organization and in the lives of our team members and the people we serve. These stories reflect the can-do spirit of our city and our Goodwill – and we are proud to share them with you.



STEVEN P. LUFBURROW

P R E S I D E N T & C E O

As those of us who live near the Gulf Coast know, the big story of 2017 was Hurricane Harvey. It made landfall on August 25, 2017 as a category 4 hurricane, and its rainfall set a new record exceeding that of any other flood event in the continental U.S. in recorded history.

Businesses and organizations across the Greater Houston area were impacted, including most of our Goodwill Houston locations. People were displaced. They lost homes, vehicles and other valuable possessions. Some – including many members of our staff – lost everything.

As I write this, our Goodwill is back and stronger than ever. Many have asked how we recovered so quickly. The answer is resilience and a lot of help from our friends.

I want to acknowledge how proud I am of our entire Goodwill Houston team. In the midst of the disaster, they reached out to find our employees and clients to make sure they were safe and dry. They worked tirelessly to get our operations back up and running so we could be there during the recovery phase of this disaster.

Finally, I want to publicly thank Jim Gibbons, President & CEO of Goodwill Industries International and my fellow Goodwill CEO's from across the country, who called, emailed, sent money and provided vital support. We are honored to be part of such a generous and compassionate enterprise.

A handwritten signature in white ink, appearing to read 'Steve Lufburrow'.



TOMMY A. MOORE, JR.

C H A I R M A N O F T H E B O A R D

There's no way around it, 2017 was a challenging year. As it began, Houston was still rebounding from a slower than normal economy, while Goodwill Houston continued to struggle with stabilizing retail sales and declining revenues.

In August, Hurricane Harvey hit the Gulf Coast. According to some experts, it may be one of the costliest natural disasters in U.S. history – with economic losses estimated as high as \$125 billion dollars. Goodwill Houston alone reported a \$1.5 million loss in donated goods revenue.

While Hurricane Harvey was perhaps the most important story of the year, it was not the only one. In 2017, Goodwill Houston processed 1.8 million generously donated material items, handled 4.6 million retail transactions thanks to our many loyal shoppers, generated \$71 million in retail sales and kept 52 million pounds of waste out of local landfills.

We also hired 2,685 people. Through our job connection centers, we served 11,700 more – including 1,050 veterans.

Through both adversity and storms, the team at Goodwill Houston remained steadfast and strong. On behalf of my fellow members of the Board of Directors, Foundation Board and Goodwill Houston Trustees, I want to recognize Steve and his entire team for leading us through these challenging times and demonstrating those qualities that truly define Resilience at Work.

A handwritten signature in white ink, appearing to read 'Tommy A. Moore, Jr.'.



KEEPING THE FAITH

ROLONDA CLEMENTS-MARTIN

After Rolonda Clements-Martin lost everything to Hurricane Katrina, she and her family moved from New Orleans and started over in Houston. Despite her bachelor's degree in computer science, master's degree in communication and 25 years experience in higher education administration, the former Fulbright Fellow found employment doors at Texas universities closed to her.

Rolonda's search for a meaningful new career led her to us. She serves as Program Manager for our River Oaks Job Connection Center and oversees the program offering supportive services and housing opportunities for people with HIV/AIDS. Her dedication to serving clients is well known at Goodwill Houston.

"No one would imagine the trials and struggles Rolonda has experienced because she has always helped and served others

first. Making an impact on people's lives is her personal mission, and that aligns with Goodwill's mission very well," said her supervisor, Alma Duldulao-Ybarra, Director of Workforce Development.

In 2013, Rolonda lost her husband to a massive heart attack. Two years later, she lost everything – again – in a devastating flood that affected much of southwest Houston. "I stepped out of bed into four and a half feet of water," she recalled. "I was able to save a few pictures, two lamps and a small sack of personal items."

Rolonda's faith is her foundation, and the support of her church and her Goodwill Houston colleagues carried her through the tough times. After eight months of displacement, she finally felt like she had a home again. Then Hurricane Harvey hit; her apartment flooded, and her belongings were destroyed once again.

MAN NEVER MADE ANY MATERIAL AS RESILIENT AS THE

HUMAN SPIRIT. - BERNARD WILLIAMS

I WAS TAUGHT
 THAT IF I CAN HELP
 SOMEBODY, THEN
 MY LIFE SHALL NOT
 BE LIVED IN VAIN;
 THAT MY BLESSINGS
 COME FROM

**HELPING
 OTHERS.**

“I probably talked to someone from every agency in the city, and some were able to help,” Rolonda said. “I had to get in line at 3 a.m. to wait for mattresses. Goodwill has been amazing, allowing me the flexibility to figure all this out. Many other people were not so fortunate.”

Many members of our Goodwill Houston family were seriously impacted by Harvey’s

floodwaters. When the leadership of other Goodwill organizations around the country heard of the devastation in Houston, they responded by contributing to an assistance fund that we used to help our employees during this difficult time. Rolonda was a beneficiary of this fund.

“That help was the difference between being stable and not being stable,” Rolonda said. “You don’t realize all that you’ve lost until your daughter asks you where the hair dryer is, or she needs to print a paper for school and you have no printer. Goodwill’s generous funds helped us be able to breathe.”

Rolonda credits her resilience to the deep faith and sincere desire to help others instilled in her by her grandparents and her mother.

“I was taught that if I can help somebody, then my life shall not be lived in vain; that my blessings come from helping others. I know that Goodwill is the best place for me to apply that teaching, every day.”

CAMT: A PATH TO NEW LIFE

WINSTON WILLIAMS



with periods of unemployment and homelessness, he returned to us for assistance. Learning that Winston had completed a heating and air conditioning certification on his own, his employment specialist thought that the Certified Apartment Maintenance Technician (CAMT) program might be a good fit.

Soon after completing the two-month long training, Winston was hired by Judwin Property Management. His employer praises his work quality, knowledge and positive attitude, and has offered him advanced training and an apartment at a reduced rental rate.

Now Winston frequently refers veterans to our programs and serves as a CAMT mentor. “Goodwill put me on a career path that allows me to support my daughter and have secure housing,” Winston said. “The employment specialists and CAMT instructor were very genuine. They encouraged me to keep going when times were tough. They were really concerned about me and wanted me to succeed. Goodwill changed my life.”

Winston Williams found our Veteran Services Program not long after his discharge from the U.S. Navy. Unable to make ends meet with multiple low wage jobs, he was homeless in spite of working hard. Our program helped him land a good job, but a series of unfortunate events — including family difficulties and a serious accident that totaled his car — led to his unemployment.

Named after resilient leader Winston Churchill, the veteran was determined to get his life back on track. After struggling

2017 GOODWILL HOUSTON SNAPSHOT



2,685
 PEOPLE HIRED



1,050
 VETERANS SERVED



11,711
 TOTAL PEOPLE SERVED



I LIVED TO TELL THE STORY

NICHOLE WILSON

California native Nichole Wilson moved to Texas with her family when she was 12 years old. “My mom and stepdad struggled with alcohol and drug addiction. Things were difficult,” she explained.

When her stepfather was jailed, Nichole’s mother left her and her sister behind and returned to California. Children’s Protective Services placed the girls with their grandmother. Soon, 13-year-old Nichole was being taken by helicopter to a medical center hospital, where she underwent 18 hours of surgery. The man her grandmother was dating had attacked her.

The prognosis was not good. She survived, but had trouble moving and speaking. “It took me three weeks of trying just to move my right arm and leg. I was depressed and ready to give up.” Her little sister visited, and asked, “When are you going to take me for a walk?” That brought her around.

Hospitalized for three months, Nichole then went to a rehabilitation center for six months. Years of physical therapy followed. Learning to walk and talk again, she never gave up. She came to accept that she had limited use of her right arm but could still have a good life. “I was not going to let my disability stop me. ‘Failure is not an option’ became my motto.”

Nichole had always enjoyed working from time to time at various jobs. With two of her three children grown and the third in high school, she was interested in finding work again. She joined our Goodwill Houston family as a cashier a little over two years ago. After six promotions, Nichole is now a supervisor responsible for 19 attended donation centers.

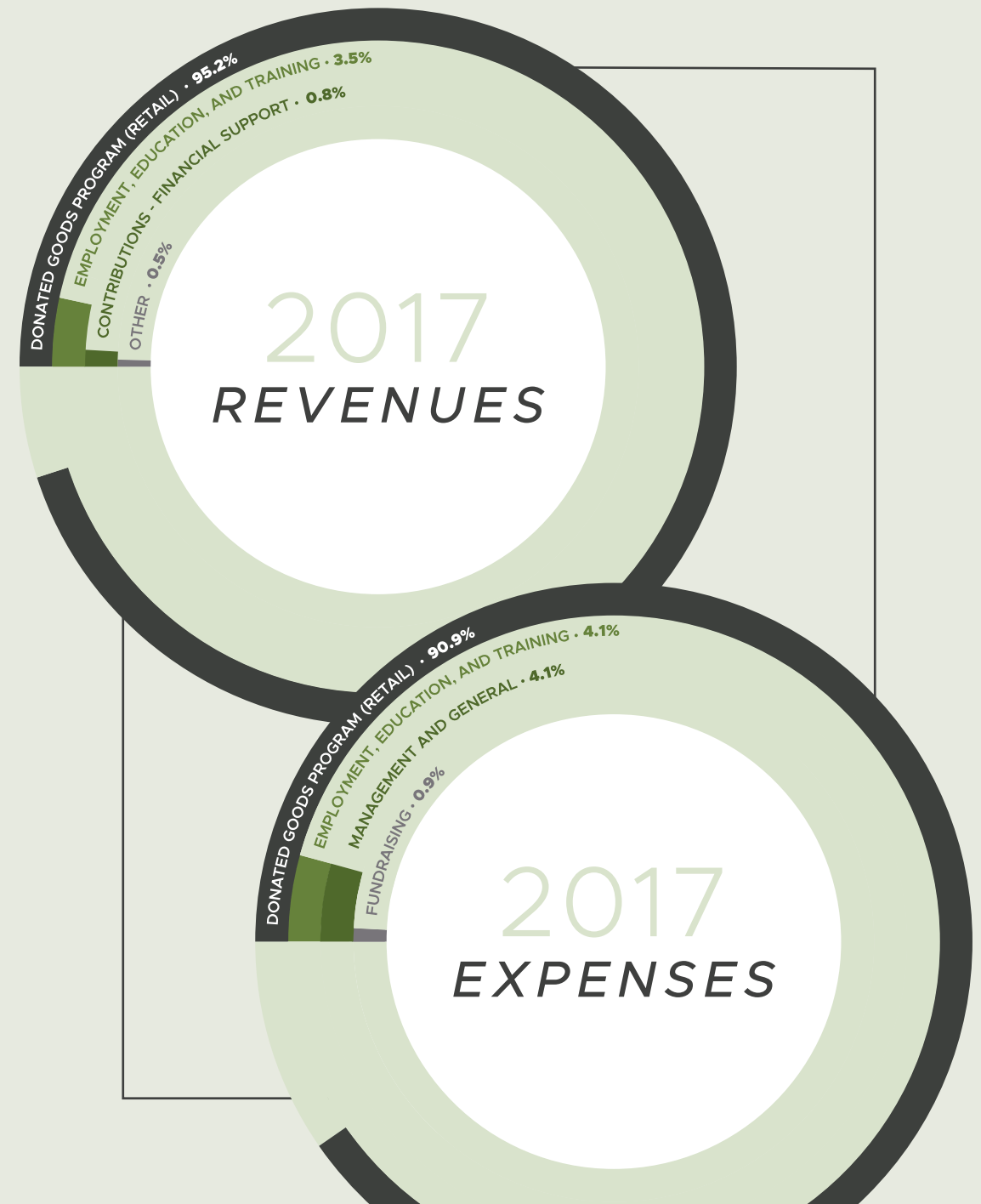
*I KNOW THAT I AM PART OF
**SOMETHING
GREATER,**
AND THIS JOB ALLOWS
ME TO HELP OTHERS.*

“Over the years, I had some difficulty getting hired. Maybe it was someone thinking I couldn’t do the job, or they thought I was a liability. That was not an issue here at Goodwill. I was hired because they saw I had something to offer. I feel respected. I know that I am part of something greater, and this job allows me to help others. I truly believe I lived because I am supposed to tell my story and inspire others. I know that no matter what you are going through, you can overcome it and achieve.”

COMBINED
STATEMENT

OF ACTIVITIES

| | 2016 DATA | 2017 DATA |
|-------------------------------------|---------------|---------------|
| TOTAL REVENUES & SUPPORT | \$141,160,147 | \$136,105,912 |
| TOTAL EXPENSES & LOSSES | \$143,717,239 | \$138,293,087 |
| DECREASE IN UNRESTRICTED NET ASSETS | \$(2,557,092) | \$(2,187,175) |
| NET ASSETS AT BEGINNING OF YEAR | \$31,397,158 | \$28,840,066 |
| NET ASSETS AT END OF YEAR | \$28,840,066 | \$26,652,891 |



RESILIENCE ISN'T A SINGLE SKILL. IT'S A VARIETY OF
SKILLS AND COPING MECHANISMS. TO BOUNCE BACK FROM
BUMPS IN THE ROAD, YOU SHOULD FOCUS ON EMPHASIZING

THE POSITIVE.

OUR **SUPPORT**

\$200,000+

W.T. and Louise J. Moran Foundation

\$20,000-\$199,999

Houck Family Foundation
John P. McGovern Foundation
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Second Baptist Church
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THAT WHICH DOES NOT DESTROY,
STRENGTHENS.
- FRIEDRICH NIETZSCHE

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RESILIENCE IS THE CAPACITY
OF A SYSTEM, ENTERPRISE,
OR PERSON TO
**MAINTAIN
ITS CORE
PURPOSE**
AND INTEGRITY IN THE
FACE OF DRAMATICALLY
CHANGED CIRCUMSTANCES.

- ANDREW ZOLLI

GOODWILL INDUSTRIES OF HOUSTON

1140 WEST LOOP NORTH | HOUSTON, TEXAS 77055

G O O D W I L L H O U S T O N . O R G

