



Goodwill Renews!

*A Campaign for
Goodwill of Southwestern Pennsylvania*

Goodwill Renews!

We reuse and recycle your donations to help us improve job and educational skills, careers and lives. Our well-known stores, which are vitally important, are just part of the big picture. Goodwill is a widely recognized leader and community partner in helping people gain the many benefits of work to improve their quality of life. With the financial support of our stores and other funding sources, we provide expert services to help people overcome physical, mental, educational, social and economic barriers that stand between them and having a meaningful job. In everything we do, Goodwill renews!

Prologue

Goodwill of Southwestern Pennsylvania is a diversified human service agency and network of not-for-profit businesses that helps people with special needs overcome barriers to employment so they can enjoy the dignity and benefits of work. With more than 900 employees, it is one of the largest social and human service organizations in the region.

Founded in 1919 as Goodwill Industries of Pittsburgh, Goodwill SWPA serves all of southwestern Pennsylvania and manages several affiliate units and special-purpose entities, including Goodwill of Fayette County; Goodwill of North Central West Virginia; Goodwill Commercial Services, Inc.; Goodwill Residential Services, Inc.; and Northside Common Ministries. Annually, the agency serves nearly 100,000 people in various ways and helps approximately 2,000 people find jobs.

Goodwill's thrift stores and other businesses help to support its programs and provide training and employment opportunities for people with disabilities and disadvantages. Revenues from these operations — along with income from salvage sales, contract work, rehabilitation grants and fees, and public support — go directly to job-training programs and other services. Over 90% of all revenues generated by Goodwill support job-training and employment programs.

As demand for its services and programs have increased due to the lingering economic difficulties, Goodwill has responded by taking several “future-focused” steps to expand its capacity to serve more clients. Most significantly, it sold its long-time headquarters building on Pittsburgh's South Side, which severely hampered the agency in several ways, and is creating a new Workforce Development Center in the Lawrenceville section of the city.

During the winter of 2008, Goodwill retained A.L. Brouman Associates to conduct a Fundraising Planning Study with key community leaders to gauge their impressions of the organization and their reaction to a proposed capital campaign for the Workforce Development Center. The response was overwhelmingly positive. Based on the findings of the study, it was recommended that Goodwill move forward with a capital campaign – its first since 1994.

To enable Goodwill to meet the increased demand for existing programs and to develop additional services at its new Workforce Development Center, the agency launched in November 2009 a two-year, \$14.5-million capital campaign — \$6.5 million of which will come from the sale of its South Side property.

Our mission ...

to help people improve their quality of life through work and other related services.

Our vision ...

to be recognized as the region's premier human service organization offering exceptional services.

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Workforce Development Center

As Goodwill developed long-range strategies to meet growing community needs, it immediately became clear that the building which had been the agency's headquarters since 1967 was actually restricting its capabilities and limiting its ability to grow. Constructed in the early 1900s, the Carson Street building served Goodwill well for many years, but it had become functionally



“Goodwill gave me a chance when I was down on my luck and desperate. They stood by me every step of the way and their support helped me take the steps to make my business the success it is today.”

Vinny, a graduate of Goodwill's Intensive Vocational Rehabilitation Program who successfully returned to his hair salon business and became an inspiration to others dealing with drug and alcohol issues.

obsolete, suffering from an inefficient seven-floor, one-elevator layout and considerable deferred maintenance. Additionally, major building systems were at or near the end of their useful lives and lacked the capacity to meet future needs.

Main Entrance



A study by Holliday Fenoglio Fowler, a respected real estate capital market firm, determined that maintaining the old building was the least desirable option due to its inefficiencies and high operating costs. The structure would have required immediate, basic capital repairs costing \$2.25 million, plus \$15 million to \$20 million in additional capital repairs that still would not have adequately resolved its deficiencies.

Goodwill's strategic need is uncomplicated; it must continue to evolve functionally and programmatically in order to serve the changing needs of the community and its constituencies. This simply could not happen in the Carson Street building. The new Lawrenceville facility and the capital campaign will allow Goodwill to strengthen its core operations ... expand existing programs ... realize new programs and services ... be flexible in planning and executing programs in response to community needs ... and become a leader in the developing green economy. The capital campaign also will allow for critical investment in the agency's stores and retail system infrastructure — the lifeblood of Goodwill.

After an extensive search process, a site on 51st Street near Butler Street in Lawrenceville was selected as the location for the new Goodwill Workforce Development Center. This location is financially feasible and closely matches important Goodwill criteria, including size, space flexibility and adaptability, public accessibility for clients, safety, a more-functional layout, and long-term sustainability.



Lobby reception area

Pittsburgh-based Strada Architects handled the design and layout of the facility, adding a second floor within the structure. Nearly 90% of the 104,087-square-foot facility is dedicated to program services. Due to the special needs of Goodwill’s clientele, renovations include several enhancements that exceed ADA requirements, such as areas of rescue assistance for individuals who are not ambulatory, restrooms to accommodate multiple persons with disabilities, pressurized fire-safe areas, and other safety and accessibility improvements both inside and outside the building.

Goodwill plans to move into the new facility in late fall of 2010.

Enhancing Programs & Services

Particular attention was given in the interior design to facilitating inter-department relationships, allowing for maximum program synergies and efficiencies — features that were conspicuously lacking in the South Side facility. Many of Goodwill’s clients have multiple needs and are enrolled in several programs. The improved ability for departments to interact with each other encourages creative crossover among programs and provides clients with new opportunities for education, training, and development.

Other important components of the capital campaign are Goodwill’s education, job training, workforce development, and community services programs, which are critical to its mission. All of the agency’s programs, services, and clients will benefit from this capital campaign through new and improved classrooms and computer



“I went from thinking I couldn’t do anything to believing I can do anything! I would not be where I am today without that program.”

Amy is a graduate of the Goodwill Employment Training Center and is now employed and thriving.

Goodwill Education Classes

- Adult basic education and General Equivalency Diploma preparation
- Adult basic special education for adults with special needs
- Computer training and certifications
- English as a second language and related training programs
- Literacy programs
- State-licensed driver training

Job Training and Workforce Development Programs

- Assessment services
- Goodwill Employment Training Center (GETC)
- Job readiness
- Job placement
- On-line job search and PA CareerLink®
- Youth services
- Work experience programs
- Post-employment follow-up

Community Services

- Elderberry Junction, a center for seniors with developmental disabilities
- Residential services for homeless families; homeless men with disabilities; low-income adults with physical, developmental, and mental health disabilities; and a work release facility for non-violent male offenders
- Emergency needs fund
- Community food pantry for Northside residents
- Energy utility assistance program

Goodwill’s employment services programs are accredited by CARF (Commission on Accreditation of Rehabilitation Facilities), an independent, non-profit accrediting body whose official certification is a mark of distinction among agencies that provide such services.



“I am proud of my accomplishments.”

Coming to Pittsburgh from Venezuela, Xio earned her U.S. citizenship and found employment by attending Goodwill classes that helped her improve her English and computer skills.

labs, modern equipment and enhanced technology, and better and more effective teaching and communications systems.

Most of the individuals who use Goodwill’s services reside in Allegheny County, with the largest number coming from the City of Pittsburgh. Approximately 50% are minorities and nearly all face a variety of economic and/or social barriers. Goodwill is unique in that it helps the hardest-to-serve populations including those with low literacy skills and those who face multiple issues requiring assistance from agencies such as Behavioral Health/ Developmental Disabilities, the Office of Vocational Rehabilitation, and the Department of Public Welfare. Goodwill prepares clients to succeed in the workplace, not only by providing training and education but also by offering support and case management services to help them overcome barriers to employment and achieve an improved lifestyle.

The new facility enables Goodwill to enhance and improve programming, and to stay up-to-date with the needs of both clients and employers. Clients will be better prepared to find employment and to earn advancement. It also provides the flexibility for Goodwill to be proactive in recognizing trends, forecasting services, and developing new programs that directly respond to community needs.

Job retention is another important theme that runs through all of Goodwill’s services — training and educating in order to keep a job and earn a living wage. Goodwill is very employer-focused, helping companies meet specific labor needs in areas such as housekeeping and custodial, food service, medical office administration, and customer service. As the bridge between qualified, trained employees and employers seeking these individuals, Goodwill helps to fill a regional shortage of skilled labor.



“I enjoy working at the zoo and seeing the animals every day.”

Nick is a four-year participant in a program with the Pittsburgh Zoo & PPG Aquarium that employs Goodwill-trained people in housekeeping and grounds crew jobs.

Education, Job Training & the Environment

Through green initiatives made possible by the new facility, Goodwill will solidify its position as a regional leader in business practices that emphasize new uses for products that would otherwise be discarded. Goodwill is already at the forefront of the green movement and, in many ways, has been cutting a green path for 90 years by reusing and recycling donations from the public to improve job and educational skills, careers and lives. Education and training programs, combined with occupational services, will support these green initiatives and allow Goodwill to integrate clients into this emerging industry.

Goodwill’s Production Services Unit — which provides a variety of contract services such as sorting, collating and assembling for businesses and organizations — will realize



Goodwill cafeteria



Production Services workshop

increased capacity, workloads, and productivity, with new opportunities for hands-on job training and instruction. Training and work areas will be larger, more accessible, and able to handle a greater volume and variety of work — some of which had to be turned away in the past. New environmentally friendly equipment will allow for the expansion of the current recycling program to include most metals, cardboard, and plastics. A new shredder will provide opportunities to turn recycled materials into products that can be sold in Goodwill stores. This new equipment will increase productivity, broaden the types of salvageable materials Goodwill can handle, generate additional revenue, and reduce operating costs.



Learning center classroom

Goodwill’s e-waste initiative seeks economically and environmentally sound ways to recycle and reuse donated computers and other electronic equipment. At its Computer Recycling Center, clients are trained and employed to refurbish and de-manufacture donated items, recycling millions of pounds of non-biodegradable parts each year that would otherwise litter and contaminate landfills. New recycling initiatives will focus on educating and providing skilled labor. By investing in the community and the environment, Goodwill will provide training for these specialized jobs and a workspace for people to apply their new skills. In addition to its successful computer recycling program and retail program, Goodwill will explore new products and services related to the green movement.



“Goodwill is challenging and rewarding, and it definitely changed my life.”

Alex made himself more marketable to employers with the help of Goodwill job training and computer classes.

Investment in Goodwill's stores is another vital part of the capital campaign. Some stores and the retail system infrastructure are aging and in desperate need of upgrading. Signage, HVAC, and security systems must be repaired or replaced and reorganization of space within the stores is needed to improve efficiency, productivity, training, and customer experience. Updating and refurbishing the stores are essential to Goodwill's ongoing success because they provide more than half of the agency's annual revenues. A re-branding campaign for the stores will generate awareness and visibility to help increase both customers and donations.



"I am grateful for the opportunity to raise my children in a clean and safe environment and to be able to obtain my degree in accounting! None of this would have been possible without the support of the HEART House Program."

Asia successfully completed Goodwill's transitional program that helps homeless single mothers find their way to permanent housing, employment and self-sufficiency.



"I think Goodwill is a unique place for individuals to get good job experience. I am enjoying the opportunity the program gives me and I like my worksite."

Natalie is a participant in Project SEARCH, a training program for high school students with disabilities.

Operational Improvements & Cost Savings

Goodwill's internal business infrastructure also will be upgraded through this campaign to better manage the overall organization. New telecommunications systems will include speaker and conferencing capabilities along with voicemail, paging and intercom functions. Video and web-based conferencing will better connect staff, volunteers, board members, clients, and affiliate sites. Accounting functions will upgrade from software-based programs to an Enterprise Management System resulting in greater efficiency, fewer errors, better information sharing, and more transparent financial reporting. Information technology needs also will be addressed by replacing aging servers, PCs and monitors, and implementing a wide-area network to seamlessly connect all Goodwill sites. A new

Quality Assurance Systems

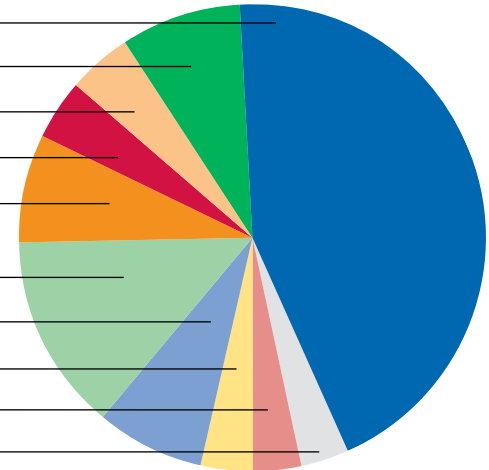
All Goodwill programs and services are evaluated, both quantitatively and qualitatively, on an on-going basis through its Department of Divisional Quality Assurance. The goal is to ensure that performance indicators are collected, analyzed and reported in a manner that meets or exceeds stakeholder or funder requirements, expectations or mandates, and that program data measurement and management meet or exceed requirements to maintain Goodwill's accreditation by CARF (Commission on Accreditation of Rehabilitation Facilities).

Evaluation tools include:

- Outcome Measurement Matrix designed to measure program effectiveness, efficiency, service access, and satisfaction.
- Consumer satisfaction surveys.
- Funder satisfaction surveys.
- Start Sheet used to collect individual demographics.
- Change of Status Form which states outcomes at the time the form is completed.
- Job Placement form.
- Employment Follow-up form.
- Any other forms required by each program, service or funder.

Campaign Budget Summary

New Workforce Development Center Buildout	\$ 6,427,000
Closing/Relocation Costs	1,187,000
Design/Project Management/Construction Fees & Permits	674,000
Furniture, Fixtures & Equipment	600,000
Workforce Development/Job Training/Education Programs	1,100,000
Capital Improvements	
Retail Stores & Community Program Facilities	1,962,000
New Technology	1,090,000
Classroom Computer Labs	500,000
Transitional Operating	496,000
Campaign Expenses	464,000
Total Campaign Goal	\$14,500,000



Client Management System will provide better tracking, reporting, billing, and follow-up mechanisms.

The new Workforce Development Center will allow Goodwill to realize more efficient and effective operations from the very beginning. The previously mentioned Holliday Fenoglio Fowler study, as well as internal analyses of operating systems and functionality, estimate operational cost savings of \$300,000 to \$500,000 annually. This reduction in operating expenses, coupled with the opportunities for new and increased revenue streams, further validates the importance of this capital campaign for both Goodwill and its constituents.

Through the Goodwill Renews! Capital Campaign, Goodwill of Southwestern Pennsylvania will become more efficient in its operations, more progressive in its client services, more responsive to community needs, and more accessible to donors. The successful completion of this capital campaign will ensure that the programs and services

of Goodwill continue to grow, expand, and respond to the needs of the community – carrying out its mission and providing a fundamental and indispensable public service to the people and communities of this region.

Did You Know?

- Goodwill helps about 2,000 men and women find jobs every year – about five people a day.
- Over 2,000 people participate in our numerous education and literacy courses annually.
- Goodwill's job training and education programs serve approximately 24,000 people a year, including our partnership with the PA CareerLink program.
- Goodwill recorded 16.7 million pounds in retail recycling in 2009, including 12 million pounds of clothing and other items donated to Goodwill stores.
- We also recycled 1.5 million pounds of computers and other electronic equipment and processed 1.9 million pounds of recyclable material from Fayette County communities through our Recycling Center in Uniontown.
- Nearly 90 percent of Goodwill's new Workforce Development Center is dedicated to program services.
- The new facility is expected to realize operational cost savings of \$300,000 annually.



"I like to hang clothes, run the racks to stock the sales floor, and help keep the store organized. I tell my friends about my job with pride."

Tina is a Retail Trainee who serves as the final quality control check on clothing racks going to the sales floor at the North Hills Goodwill store.

Campaign Leadership

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Goodwill of Southwestern Pennsylvania

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Richard M. Scaife
Honorary Campaign Co-Chairperson

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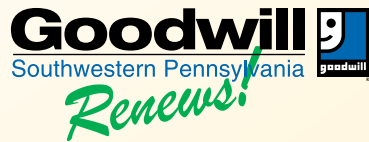
Patricia L. Trainer
Chief Operating Officer

Campaign Fundraising Counsel

A.L. Brouman Associates, Inc.

Audrey L. Brouman
President

Robert DeOrio
Vice President



Goodwill of Southwestern Pennsylvania*

Robert S. Foltz Building

2600 East Carson Street

Pittsburgh, PA 15203-2102

Telephone: 412-481-9005

**Address and telephone number in use until late 2010*

Goodwill of Southwestern Pennsylvania**

Workforce Development Center

Robert S. Foltz Building

Between 51st and 52nd Streets near Butler Street

Pittsburgh, PA 15201

***Actual address and telephone number will be announced when relocation is completed*

Web Site

www.goodwillswpa.org

Affiliates

Goodwill of Fayette County

Goodwill of North Central West Virginia

Goodwill Commercial Services, Inc.

Goodwill Residential Services, Inc.

Northside Common Ministries