

Take a Closer Look

2019 ANNUAL REPORT

San Francisco | San Mateo | Marin



Trystan
E-commerce Supervisor, Jewelry

Take a Closer Look

A message from our President and CEO

Everybody knows something about Goodwill. Perhaps you know us as a donation site where you drop off that computer you no longer need, or a store where you can find a great deal on a treasure.

That's all true, and we are so much more.

Did you know that Goodwill of San Francisco, San Mateo and Marin Counties is at the leading edge of closing the economic equity gap in the Bay Area? Each year more than 3,600 job seekers visit our Career Centers. Now more than ever, the gap between those who can participate in the economy and those who are being left behind is widening. At Goodwill, we are uniquely poised to narrow that gap. Our innovative approach to workforce development centers around our "earn while you learn" model. Last year Goodwill hired 581 job seekers who earned a salary with full benefits and took advantage of our comprehensive

training programs to acquire the skills necessary to participate in the 21st century economy.

Goodwill offers training programs in a range of areas, including digital skills, customer service, e-commerce, and critical workplace skills.

Did you know that Goodwill has received awards and accolades for our environmental sustainability practices?

Last year we converted half of our fleet of trucks to electric. Over the next several years we will use 40,000 gallons less of diesel fuel, reducing our carbon emissions by 400 tons. We were honored by Acterra, an environmental education and advocacy group, with its prestigious Spare the Air Leadership Award.

That's not all. Our computer and electronic recycling and refurbishing program, ReCompute, diverts over 3.3 million pounds of electronics from entering landfills each year. In 2019, we refurbished more than 14,400 electronic units and sold them in our stores.



“Did you know that last year Goodwills across California fueled 2.3 percent of job growth in the state?”

By providing training and job opportunities for the many thousands excluded from the workforce, we are not only impacting individuals—we are a driving force behind the Bay Area's economy.

Our work at Goodwill is centered on the belief that everyone deserves access to a career pathway that leads to economic security, and with the right combination of skills development, work experience, and confidence, people can change their lives and accelerate economic mobility.

Thank you for your support. I look forward to many more years working together to create a new legacy where the Bay Area works for everyone and where everyone in the Bay Area can work.

William Rogers,
President & CEO

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A Winning Investment

A message from our Board Chair

Over the course of my career, I have enjoyed great success investing in underappreciated companies in which there is a huge disconnect between the public perception of that company and its actual strengths and potential. By investing early and helping nurture those companies, I have received tremendous satisfaction in watching them flourish and significantly outperform expectations.

This is why I accepted an invitation to serve as the Board Chair at Goodwill of San Francisco, San Mateo and Marin Counties.

SF Goodwill may not be a young organization—we are over 100 years old—but it is a misunderstood organization with massive upside.

First and foremost, Goodwill provides individualized career services and job training for people who need a second chance. This may mean the formerly incarcerated woman raising

two children and determined to launch a career in IT. Or it may be a non-native English learner escaping violence in El Salvador who needs a job to put food on the table. Or a veteran who served our country but needs training to acquire the tools necessary to compete in the 21st century job market.

Goodwill not only provides career advancement services to thousands of people each year at our Career Centers, we also employ more than 500 of the Bay Area's most vulnerable populations.

We love our talented and dedicated team—but unlike most organizations, we actually don't mind when they leave! The comprehensive array of training opportunities we offer through our "earn while you learn" model gives our employees the skills and marketplace savvy they need to forge fulfilling and sustainable careers.

Our employees have been ignored. Even dismissed. But when given the chance, they maximize their potential and prove the doubters wrong.



“Our system works. 84% of the employees we successfully contacted a year after receiving our services were still employed.”

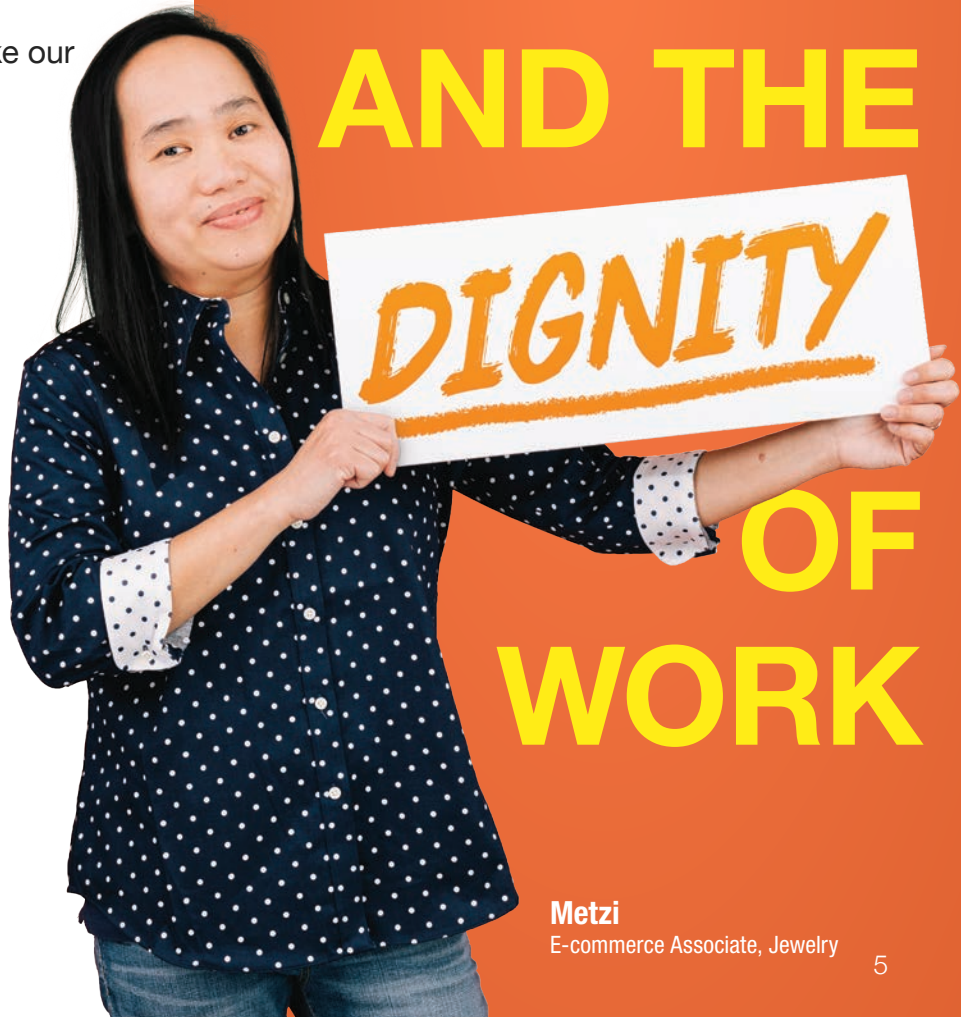
WE CREATE SECOND CHANCES THROUGH TRAINING AND THE DIGNITY OF WORK

Our trainees and employees inspire me, but I also have a personal reason for choosing to serve Goodwill. My grandfather was an immigrant to this country more than a hundred years ago, fleeing persecution in Russia. When he arrived, he didn't speak English, nor did he have a formal education. Through hard work and perseverance, he entered the middle class and provided a good life for his family.

I see a lot of my grandfather in our trainees. All they are lacking is opportunity—which is where Goodwill comes in. With our extraordinary leadership, market-proven training and career programs, our potential—just like our trainees'—is staggering.

Please join me in strengthening our Bay Area community by giving more people a second chance. I am confident your investment will pay off.

Eric Sippel,
Board Chair



Our Impact

90% of every
dollar earned directly
funds job programs





PEOPLE

3,600

Number of job seekers
who visited our
Career Centers

463

Number of job seekers
placed at top
Bay Area companies

581

Number of job seekers
Goodwill hired



PLANET

**34
Million**

Pounds diverted from
local landfills

**3.3
Million**

Pounds of
electronics diverted
(54% reused; 46% recycled)

26

Donation Centers



PERFORMANCE

\$35,767,744

Revenue

1,685,278

Total retail
transactions

749,599

Total number of
donated goods

Locations



Financial Summary

The reduction in net assets reflect the continued investment in growth for the organization and the further diversification of revenue streams, with more emphasis on grants and contributions. We are also prioritizing building relationships with partners within the community to capitalize on common goals and synergies to help fund and achieve greater social impact.

Our investments and mission are focused on the long-term social and environmental impact in the Bay Area, as we continue to execute against our strategic plan to increase our mission impact, and extend our retail, e-commerce, warehousing, recycling, and logistic operations. We have consolidated facilities and increased efficiencies and focus regarding logistics and distribution using technology and analytical data.

Total revenue has grown as a result, and we are better positioned to respond to the continued increase in wage and lease costs, while maintaining relevance regarding the changing nature of work and the skills required for the current and future workforce. Our goal is to provide 21st century skills for individuals who are stigmatized by former incarceration, poverty, homelessness, low skill sets, and others who are in need of second chances.

Nare Jagroop,
Chief Financial Officer

Financial Position

	2019	2018
Current Assets	\$18,165,452	\$31,708,294
Property & Equipment	39,474,582	34,379,919
Other Long Term Assets	2,688,832	2,662,944
Total Assets	60,328,866	68,751,157
Current Liabilities	9,470,918	9,394,312
Long Term Liabilities	1,817,960	745,322
Total Liabilities	11,288,878	10,139,634
Unrestricted Net Assets	48,783,740	58,432,397
Restricted Net Assets	256,248	179,126
Net Assets	\$60,328,866	\$68,751,157

Activities

	2019	2018
Donated Inventory	\$32,515,513	\$31,193,024
Government Grants	1,299,556	985,993
Contributions	2,550,715	467,324
Total Public Support Revenue	36,365,784	32,646,341
Total Public Support & Revenue	72,133,528	66,920,513
Functional Expense	82,596,018	74,169,221
Non-operating Activities	890,955	1,875,145
Change in Net Assets	\$(9,571,535)	\$(5,373,563)

Pillars of Support

The Three Pillars

We activate our mission through three pillars of support: Skill Building & Industry Certifications, Individualized Career Services, and Paid Employment & Benefits. This unique combination provides a pathway to sustainable career opportunities for those that most need our support.

“ *I am proud to support Goodwill and its mission to improve the lives of San Franciscans. Goodwill has continually proven itself to be a leader in connecting residents with free job trainings and work placement opportunities—especially people who need extra help. Thank you for the work you do for our City and the people who live here.”*

—London N. Breed, Mayor of San Francisco





Skill Building & Industry Certifications

Goodwill's guiding principle is that everybody deserves a second chance—and everybody can be trained to succeed in today's tech-centric economy.

We have developed innovative digital training programs, often in partnership with leading Bay Area companies.



Individualized Career Services

Our job seekers often begin at Goodwill's Career Centers, where they receive hands-on, individualized job search and skills training.

Not only are we empowering job seekers with the information and job search skills they need to land quality jobs, we complement this with training, customized support and assessment services to ensure they embark upon a career pathway.



Paid Employment & Benefits

Many of our 500-plus employees came to SF Goodwill seeking their first job.

With our unique “earn while you learn” model, we hire job seekers who earn a living wage with benefits, and they receive training in marketable skills, giving them the foundation to build a stable life.

Take a Closer Look: Skill Building & Industry Certifications



Today's Bay Area tech-centric economy requires employees with significant digital skills. Goodwill provides employment and training opportunities to anyone with a willingness to work. We offer innovative digital training programs, often in partnership with leading Bay Area companies. These include Microsoft Office certification, Google IT Support Professional certification, a job-readiness training for technology careers, computer basics, and e-commerce trainings.

These training courses empower our employees and job seekers to learn skills that will make them marketable and, ultimately, lead to economic mobility.

As a result, we have a strong track record placing our trainees in jobs that pay a living wage and offer opportunity for growth, advancement, and a sustainable economic foundation. Last year we placed nearly 500 trainees in skilled jobs throughout the Bay Area.

Goodwill offers a wide variety of training programs in digital skills, leadership, retail, warehouse and logistics. These include:

Digital:	Warehouse & Logistics:	Retail Operations:	Job Search and Work Readiness:
<ul style="list-style-type: none">• Google IT Support Professional Certificate• Microsoft Productivity Suite (including Microsoft Office Specialist Certification)• Computer Basics• Technology Job Readiness Training	<ul style="list-style-type: none">• Forklift Certification• Supply Chain and Logistics	<ul style="list-style-type: none">• Retail and Customer Service Fundamentals• National Retail Federation's Customer Service and Sales Certificate Training Program	<ul style="list-style-type: none">• Job Readiness Training• My Career and LinkedIn• Resume Writing and Interview Skills Workshops• ESL (English as a Second Language)



Chris

Eight years ago, San Francisco resident Chris was released from jail. He was 23, eager to find a job, and determined to never return to the lifestyle that had landed him in prison multiple times.

As a justice-involved individual, he discovered finding a job was challenging—until a friend suggested Goodwill. He was soon hired as a retail associate. “It was my first real introduction to the workforce,” says Chris.

Quickly, the Goodwill staff realized that Chris had an aptitude for technology and offered him a paid internship in the IT department.

“Goodwill recognized something in me that I didn’t recognize in myself.”

—Chris

Chris excelled and became a full-time member of the Goodwill IT team. He continued his training as he worked—earning a Google IT Certification—and six years later, he accepted a job as an accounts manager for a national IT services provider.

“I have two daughters who have watched me grow professionally, and our lives have gotten so much better because of my economic stability,” says Chris.

And Chris is just getting started. He is laying the groundwork for launching his own IT company down the road.

“Goodwill’s constant reassurance that they would help me through my barriers to employment rather than hold them against me made me feel safe here,” he says. “I never felt judged. I want to thank Goodwill for that trust, and for putting me on a sustainable career path.”

Take a Closer Look: Individualized Career Services



Our job seekers often begin at Goodwill's Career Centers, where they receive hands-on, individualized job search and skills training. Goodwill empowers job seekers with the information and job search skills they need to land a job and offers sophisticated training to launch people on a focused career pathway. Along the way, we provide customized support and assessment services.

When job seekers arrive at our Career Centers in San Francisco's South of Market neighborhood, they are often struggling with chronic unemployment, low skills, and confidence.

The Goodwill Career Centers provide job seekers with:

- One-on-one career coaching and job placement services
- Job readiness training and digital learning classes
- On-site interviews and hiring with local employers
- Workshops on resume writing, interview skills, and submitting online applications
- Job boards with immediate employer openings
- Computers, phones, and fax machines
- On-site social supportive services from partners including San Francisco's Human Services Agency, Toolworks, Five Keys Charter School
- Prescreening, which increases eligibility for employment



Christopher

A few years ago, Christopher, a single father, left his job at a recycling company after being told that he had to make a choice between his job and his family responsibilities.

So Christopher began looking for a new job. He struggled with depression as he couldn't find work that offered him the flexibility to both provide for and care for his children.

Then, Christopher found his way to a Goodwill Career Center. In a job interview for an e-commerce position, he mentioned that he had worked at Toys 'R' Us for 13 years. The hiring manager's eyes lit up. "She said: 'I've been looking for a toy person!'" recounts Christopher.

Today, Christopher is Goodwill's Collectibles Lead and toy expert. He is continuously learning new skills, including cutting-edge technology skills, photography, and pricing.

“This job is like ongoing training; I feel like I can build a career.”

—Christopher

Christopher credits Goodwill with turning his life around. "Now, my kids see me as a role model!" he says. "They are proud of me."

531

**People we trained last year
(including employees)**

Take a Closer Look: Paid Employment & Benefits



Despite a booming economy at the epicenter of the tech industry, the San Francisco Bay Area is experiencing growing economic inequality, ranking it as the region with the highest income gap in the state.

For people left out or left behind, the chance to participate in the Bay Area economy is often out of reach.

Goodwill helps people struggling with unemployment overcome challenges to find jobs, build skills, and grow their careers.

Goodwill's stabilizing employment and benefits are the first step in Goodwill's unique "earn while you learn" programming. For the formerly justice-involved, veterans, and anyone struggling with chronic unemployment, Goodwill helps people stabilize, connect with services, and build career skills.

>580

**People employed at Goodwill
of San Francisco, San Mateo
and Marin Counties**

+17%

**People finding jobs through our
Career Centers earned, on average,
17% above the San Francisco
minimum wage**

Lisa

When Lisa was released from a federal prison she moved into a halfway house in San Francisco, determined to make a fresh start.

Her first step was finding a job. She knew that would be challenging with her prison record. Then, her housemates suggested Goodwill.

Lisa immediately joined our retail training program. After specialized training and several promotions, Lisa is now the senior manager at our San Rafael store where she directly supervises and mentors 22 staff members.

“ Before I found Goodwill, I didn’t know how I was going to survive. Everywhere I’ve been at Goodwill, somebody has invested in me and helped develop and train me.”

—Lisa

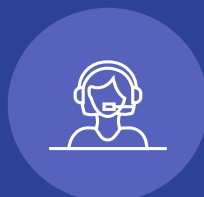
Goodwill employs and trains people to build careers in:



**Warehouse
& Logistics**



**Retail &
E-commerce**



**Customer
Service**



IT



**Facilities
Management**



**Green
Jobs**

Goodwill Goes Electric

Our planet's finite resources are being stretched to the breaking point. But here, in the environmentally conscious Bay Area, Goodwill of San Francisco, San Mateo and Marin Counties is leading the way. Environmental sustainability has always been at the heart of our mission. For instance, in 2019 we diverted 34 million pounds from local landfills largely through selling and recycling textiles—the clothes you donate at one of our 26 donation centers—and refurbishing computers and electronics.

And that's just a start. All of our employees receive extensive training in environmental

sustainability best practices, and some jobs are dedicated completely to sustainability methods such as those in our ReCompute program, in which employees learn how to disassemble computers and electronics, refurbishing them for sale in our stores or on our e-commerce site.

In 2019, largely due to the success of our ReCompute program, Goodwill diverted over 3.3 million pounds of electronics from local landfills.

“ *The sustainability of our community and planet depends on all of us. It is our responsibility to take concrete steps to keep our neighborhoods healthy and free from pollutants, our oceans pristine, and our coastlines clear of toxic waste.”*

William Rogers,
President & CEO





Damon

Warehouse and Logistics, Lead Processor



Loreta
E-commerce Associate, Jewelry

Every day we work in partnership with dedicated organizations in our community to help job seekers excluded from the job market by providing them access to valuable training so they can find sustainable jobs.

229

Employers that hired
job seekers from our
Career Centers

Funding Partners



Community Partners



Employment Partners



“ We believe that those who have equal skills should also have equal access to the network they need to land their dream job. Pairing SF Goodwill’s training and career services with LinkedIn’s networking platform is one way our organizations are working to close the network gap. We are proud to provide philanthropic support to SF Goodwill and to include this vital organization among our list of community partners.”

–Katie Ferrick

Sr. Director of Workplace,
Community & Environment

LinkedIn