VOICES OF THE COMMUNITY

2022 Community Needs Assessment Report
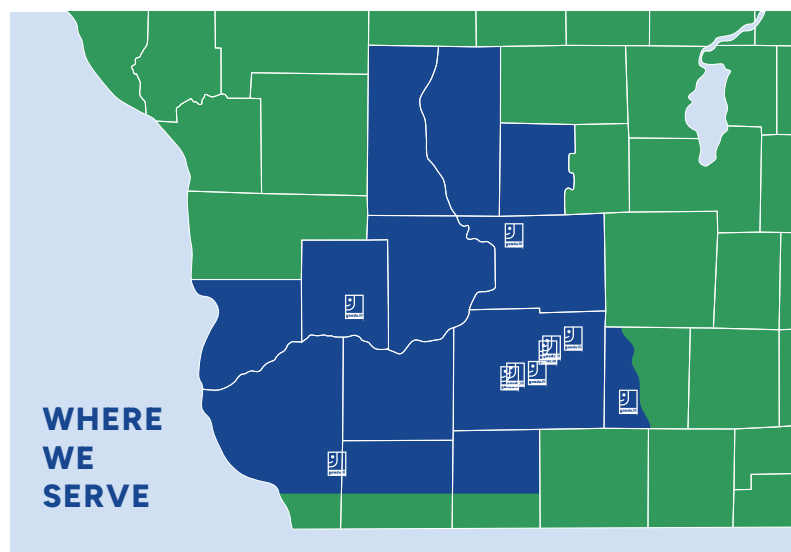
GOODWILL
SOUTH CENTRAL WISCONSIN

goodwill

Who We Are

Goodwill was founded in 1902 in Boston, Massachusetts, by Rev. Edgar J. Helms, a Methodist minister and early social innovator. Helms created the Goodwill philosophy of "not a charity, but a chance" when he collected used household goods and clothing in wealthier areas of the city, then trained and hired people who were poor to mend and repair the used goods. The goods were then sold or given to the people who repaired them. 120 years later, Goodwill remains a household name and leading nonprofit provider of educational and workforce-related services.

Goodwill has grown to an international network of 155 autonomous nonprofit charitable organizations, each governed by a local volunteer Board of Directors. Since 1971, Goodwill of South Central Wisconsin has been an independent member of the Goodwill network, serving a 14-county region with programs and services tailored to the needs of our community. **Our local mission is to help people in our community to live, work, and thrive through housing, employment, and supportive services.**

Goodwill has always believed in the power of work to change lives and build better communities. We are a 501(c)(3) organization and employ more than 450 team members in our 14-county region. Thirteen retail locations, one attended donation center, and our online e-commerce operations help to fund our good work.

WHERE WE SERVE

HOW GOODWILL WORKS

YOUR STUFF

DONATE

SHOP

SUSTAINABILITY
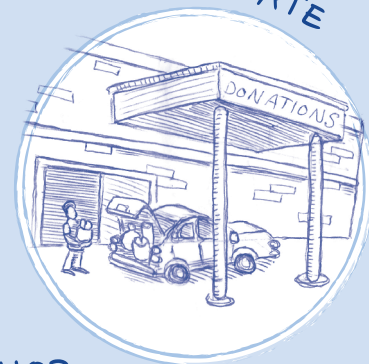
LIVES CHANGED

Acknowledgments

We appreciate the thoughtful input from individuals, partner agencies, business leaders, and government officials in our community who assisted us with this assessment through participation in surveys and focus groups. We have been able to extract rich insights, which will be a useful tool for the community at large and help inform our Goodwill mission work to help people live, work, and thrive through housing, employment, and supportive services.

The core team consisted of Elena Golden, Dir. of Residential Services and Kate Buenger, (former) Dir. of Employment Services as co-leads with support of Michele Harris, President/CEO and Consuelo Guevara Knoch, Executive Assistant.

Based upon their skills, relationships, and perspectives, we selected the following individuals to participate in supportive roles to assist in the preparation of the Community Needs Assessment. Goodwill Support Team included: Ace Guenther, David Fuccillo, Doug Rozak, Jill Carlson, Matt Kautzky, Maya Holtzman, Sarita Mannigel, Susan Kozar, Tony Lawson.

A special thank you goes to Janice Bleyaert and Jessica Viesselman from American Family Insurance for facilitating the community leaders focus group.

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2022 Community Needs Assessment
Executive Summary

With a strong history of community service funded primarily through our retail and ecommerce operations, Goodwill is poised to expand its impact by helping more people in our community. To expand services effectively and responsibly, our priority with our 2022 Community Needs Assessment was to listen to the community and learn about the largest service gaps that are not adequately addressed. Collecting and analyzing this information has allowed us to identify areas of future growth of our programs while ensuring that all current services are aligned with the needs in the community.

The key goals for our Community Needs Assessment were to:

GOAL 1	GOAL 2
Determine perceptions of Goodwill and our services in the larger community.	Determine where and which programs/services are most needed in our region.

GOAL 3	GOAL 4
Determine expansion or implementation of new programs/services within our region.	Evaluate and improve current Goodwill programs and services.

Dane and Jefferson counties, two of the 14 counties in our local Goodwill territory, were identified to conduct a Community Needs Assessment with the purpose of identifying, understanding, and prioritizing the top social issues to help program planning efforts. Dane County has the largest population in the territory and is where Goodwill has the largest presence. Jefferson County was prioritized due to our strong retail presence and operation of apartments for low-income seniors. Additional counties will be assessed in future Community Needs Assessments.
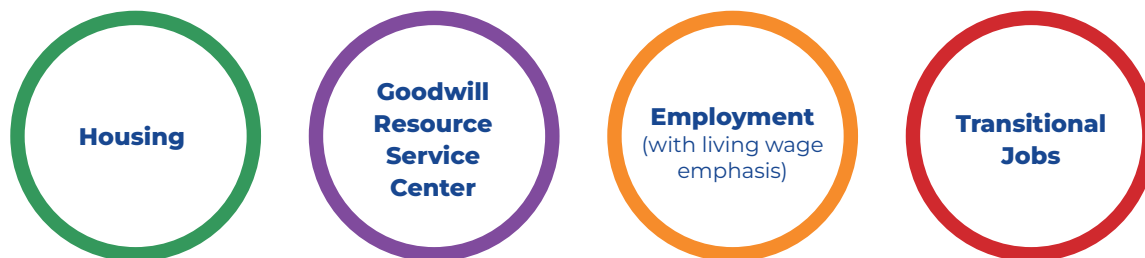
Goodwill used two qualitative methods to conduct the Community Needs Assessment: Perception Survey and Focus Groups. The Perception Survey was an online questionnaire via SurveyMonkey sent to a broad base of community members with knowledge on the topic of community needs. The Focus Group brought together participants of services and leaders in the community in four separate sessions. Quantitative data was also reviewed from existing external sources in Dane and Jefferson Counties to validate our discussions.

Upon compilation of all qualitative and quantitative data, several review and feedback sessions were held, which included the Goodwill Board of Directors, leadership within Goodwill, and the internal Community Needs Assessment committee. Review sessions evaluated survey results and external data to validate information, with group discussions of the key areas where Goodwill has both experience and capacity to address needs for community programs and services.

Four focus areas were identified:

Housing **Goodwill Resource Service Center** **Employment** (with living wage emphasis) **Transitional Jobs**

The need in our communities is great and there is no better time for Goodwill to work with our local partners to build a community where everyone has resources to thrive. As one of the largest nonprofits in our community, Goodwill has the capacity and experience to contribute resources and expertise. Goodwill is strong and we will continue to responsibly manage the donations entrusted to us to bring in funds to support our purpose of helping people experience the good that life can offer.

2022 Assessment Timeline

MAY–JUNE	JULY 15	AUGUST
· Information gathering and research · Collected respondent emails · Finalized survey questions	· Perception Survey went live and conducted Focus Groups - American Family facilitated Community Leaders Group - Goodwill staff facilitated Service Participant Groups	· Planning Sessions to analyze data

OCTOBER-NOVEMBER	OCTOBER	SEPTEMBER
· Program planning incorporated into 2023 budget and strategic planning	· Presented findings to the Board of Directors · Mission priorities identified	· Prepared and summarized findings · Reviewed with internal staff and Board

Respondents

The online Stakeholder Perception Survey was sent to 1,913 community members with 515 responding (27% response rate). The two largest groups responding included Goodwill employees (30.2%) and Service Providers (27.1%).

Community Members surveyed included Goodwill employees, community advocates and community members, elected/government officials, Goodwill board members, persons served and family members / guardians of persons served program or service funder, service providers, and others not specified. Individuals identifying as "Others" mainly self-reported as teachers, retirees, volunteers, pastors, or other advocates.

The top three largest age demographics responding to the survey were 55–64 (23.6%), 45–54 (22.9%), and 25–34 (12.7%) years of age, respectively.

The largest race/ethnicity groups responding were White or Caucasian (83.1%), Black or African American (7.5%), and Hispanic or Latino (3.4%), respectively.

The largest gender identifying as female responded at 64%, with male responding at 32%, and individuals identifying as nonbinary genders responding at 2%.

TOTAL RESPONDENTS

30.2% (155)	GOODWILL EMPLOYEE
27.1% (139)	SERVICE PROVIDER
10.1% (52)	COMMUNITY ADVOCATE & COMMUNITY MEMBER
9.4% (48)	PERSONS SERVED/GUARDIANS SERVED BY GOODWILL
7.8% (40)	OTHER
7.2% (37)	BUSINESS LEADER
4.5% (23)	PROGRAM OR SERVICE FUNDER
2.0% (10)	GOODWILL BOARD MEMBER
1.7% (9)	ELECTED/GOVERNMENT OFFICIAL

AGE DEMOGRAPHICS

1.9% (8)	UNDER 18
5.5% (23)	18-24
12.7% (53)	25-34
18.6% (78)	35-44
22.9% (96)	45-54
23.6% (99)	55-64
14.8% (62)	65+

RACE/ETHNICITY

83.1% (344)	WHITE OR CAUCASIAN
7.5% (31)	BLACK OR AFRICAN AMERICAN
3.4% (14)	HISPANIC OR LATINO
3.1% (13)	OTHER
2.2% (9)	ASIAN OR ASIAN AMERICAN
>1% (3)	AMERICAN INDIAN OR ALASKA NATIVE
0% (0)	NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER

GENDER

64% (249/3)	(FEMALE/CIS FEMALE)
32% (123/3)	(MALE/CIS MALE)
2% (5/2/1)	(NONBINARY/GENDERFLUID/GENDER QUEER)
>1% (3)	N/A
>1% (1)	TRANSGENDER

Methodology

Two methodologies were utilized to collect data for the Community Needs Assessment:

- **Primary data:** Information collected from key stakeholders via Stakeholder Perception Survey and focus groups with people receiving services and community leaders.
- **Secondary data:** Information from external data sources, including Goodwill Industries International Community Needs Assessment data books.

Digital Perception Survey

A perception survey is a research methodology to gather impressions from the community about what they believe, think, or feel about an issue or topic to help guide or inform work. At Goodwill, we are here to serve our community and are interested in what the community believes to be the highest needs so that we can help address said needs.

Goodwill sent out a digital survey via SurveyMonkey to key stakeholders in our community focusing on Dane County and Jefferson County. This encompassed a four-week process, with follow-up reminders for individuals to complete the survey. A printed survey with a return envelope was mailed to some participant stakeholders to ensure accessibility needs were met.

Focus Groups

A focus group is a group interview involving a small number of demographically similar people or participants who have other common traits/experiences. Their reactions to specific evaluator-posed questions are analyzed.

Four focus groups were conducted: three with participants of Goodwill services and one with service leaders of the community. Directors of the mission programs administered sessions with Goodwill participants and a community partner, American Family representatives, generously volunteered time to conduct the focus group with community leaders.

Analysis

Goodwill took a multi-step approach in analyzing the data. Once the survey was closed, Goodwill leadership analyzed the data as a whole and developed a list of prioritized community issues. Goodwill leadership had multiple meetings to discuss the list of top-ranked community issues and how they corresponded to our mission efforts. In the process of analyzing the data, we began our efforts to develop a new strategic plan with updated mission, vision, and values. Our survey findings and analysis were intertwined with the efforts to develop our strategic plan. This was then presented and reviewed with the Goodwill Board of Directors for their input and approval.

Top Social Issues

Six top social issues were identified by the participants of the perception survey.

Noteworthy:
In addition to the overall top social issues identified, there were some issues identified from specific groups taking the survey that included: Transportation, Hunger/Food Instability, Social Mobility/Economic Development, Public Safety/Community Violence, and Lack of Skills training. A number of survey takers also wrote about social justice and cultural awareness as a top social issue.

1	HOUSING INSTABILITY	2	BEHAVIORAL HEALTH
3	HOMELESSNESS	4	ALCOHOL / DRUG USE
5	AVAILABLE/ AFFORDABLE HEALTHCARE	6	POVERTY

Top Populations in Need

Six top populations were identified from the participants of the perception survey.

Noteworthy:
In addition to the overall top populations in need identified, there were some additional populations mentioned from specific groups taking the survey that included: Justice Involved, LGBTQIA+, Unemployed Workers, Older Workers, and Immigrants. A number of survey takers also wrote in disabilities as a top population in need.

When asked what the top growing populations in need were, the survey takers identified: Underemployed/ Working Poor, Unhoused Population, History of Substance Use, Single Parents, Non-English Speakers, and Older Workers.

1	UNDEREMPLOYED/ WORKING POOR	2	UNHOUSED
3	SUBSTANCE ABUSE HISTORY	4	SINGLE PARENT
5	NON-ENGLISH SPEAKING/ LEARNERS	6	PUBLIC ASSISTANCE

Top Disability Groups

Six top disability groups were identified from the participants of the perception survey.
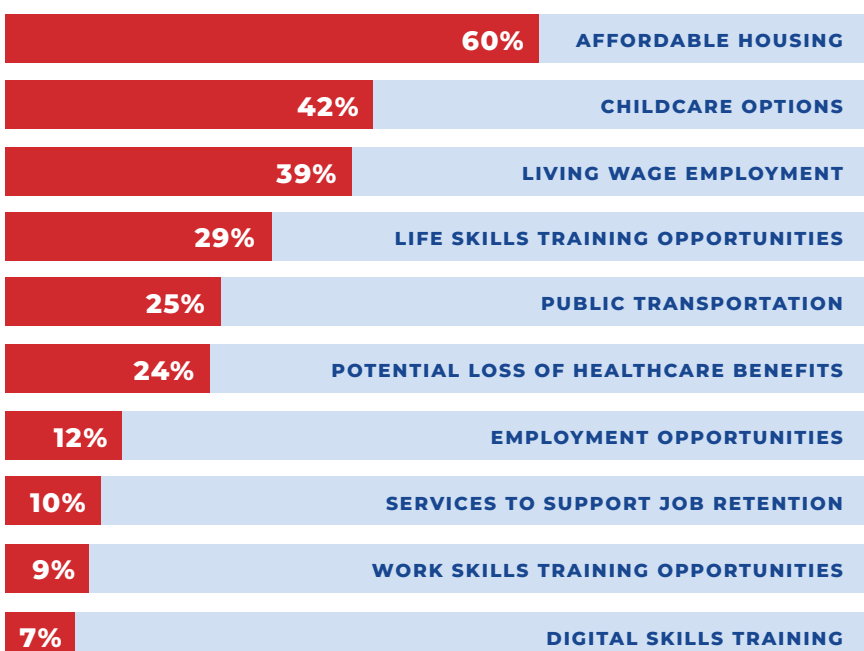
Noteworthy:

In addition to the overall top disability groups in need identified, there were some additional populations mentioned from specific groups taking the survey that included: Autism Spectrum Disorder, Learning Disability, Neurological Disability, Blindness, and Deafness. Traumatic Brain Injury, although considered a Neurological Disability, was also written in by survey takers.

When asked what the top growing disability groups in need were, the survey takers identified: Behavioral Health, Chemical Dependency, Psychiatric, Emotional Disability, Developmental Disability, and Autism Spectrum Disorder.

1 BEHAVIORAL HEALTH	**2 CHEMICAL DEPENDENCY**
3 PSYCHIATRIC	**4 EMOTIONAL DISABILITY**
5 DEVELOPMENTAL DISABILITY	**6 PHYSICAL DISABILITY**

Top Employment Barriers

Ten top employment barriers were identified from the participants of the perception survey.

Percentage	Barrier
60%	AFFORDABLE HOUSING
42%	CHILDCARE OPTIONS
39%	LIVING WAGE EMPLOYMENT
29%	LIFE SKILLS TRAINING OPPORTUNITIES
25%	PUBLIC TRANSPORTATION
24%	POTENTIAL LOSS OF HEALTHCARE BENEFITS
12%	EMPLOYMENT OPPORTUNITIES
10%	SERVICES TO SUPPORT JOB RETENTION
9%	WORK SKILLS TRAINING OPPORTUNITIES
7%	DIGITAL SKILLS TRAINING

Focus Group Summary of Results

Goodwill Families of Employment Services

Representatives chose three most pressing community needs: Vocational Services, Safe/Affordable/Accessible Housing, and Mental Health Services.

Representatives also mentioned the following community needs as important: staff retention and customization of jobs, life skills training, clearing stigma against people living with mental illness, safety in the community/issues/concerns, transportation, promotion of independence, community activities/community programs, sustainability, and homelessness.

Final recommendations were: vocational services regarding daily living training and how it can affect career efforts; accessing safe and affordable housing, especially for those with accommodation requirements, and access to mental health services.

Goodwill Residential Apartments

Residents agreed that the most pressing needs in the community are: Services for People who Are Experiencing Homelessness, Re-entry Services, Community Safety, Low-Cost Transportation, Mental Health, and Alcohol and Other Drug Abuse (AODA) Services.

Residents also mentioned the need for a broader service model regarding ongoing communication to ensure community members are aware of what other organizations and resources are available to them. They also mentioned food distribution and waste from local food pantries, the need to focus services and programs around the individual, and services that are accessible, collocated, and address all barriers a person is facing.

Final recommendation is to have services on Madison's west side. There are many people who are experiencing homelessness who cannot access needed resources. A recommendation was to have a 24/7 Service Center for people who are facing barriers. This includes homelessness, mental health, re-entry, and people with substance use issues. Recommendations on what the service center would include: educational workshops, agency presence with a variety of resources and programs, employment assistance, housing and food assistance, and mental health services.

Goodwill Senior Living Residents in Jefferson County

Residents agreed that the most pressing needs in the community are: Access to Local Shops for Basic Needs, Low-Cost Transportation, Community Safety, and Homelessness.

The group was excited to participate and share their perspectives, however, they spoke mainly about the needs of their building while living in the City of Jefferson. The final conclusion was that affordable transportation was an issue for them and that they could not access most of the surrounding area due to lack/cost of transportation. The cab vouchers they receive are limited. They have a difficult time going shopping for food, attending medical appointments, and purchasing household items due to the lack of public transportation in the City of Jefferson. The group recommended a local transportation company that is low-cost that can take people outside of Jefferson. Currently there are no affordable options to leave Jefferson without a personal vehicle.

Community Leaders (Facilitated by AMFAM)

Leaders agreed that the most pressing needs in the community are: Housing/Homelessness, Mental Health, Paid Training, Transportation, and Cross-Training to Broaden Nonprofit Employee Knowledge.

Participants also mentioned the need for a broader service model: Ongoing communication to ensure service providers are aware of other organizations' services, and coordination of services to avoid duplication, address gaps, and ensure dependencies are adequately addressed. The model would be "person centered" versus "problem centered" for an individual's circumstances. Needs and life stages would be the starting point for development of a service plan.

Final recommendation: Goodwill may wish to host a workshop with community service leaders to discuss the possibility of building an integrated social service support model for the community. Several ideas emerged from this session: person/family-centered model, need to consider dependencies and sequence of needs when allocating time and resources, and need to maintain communication across agencies, etc.

Our deepest purpose is to help people experience *the good* that life can offer.

Analysis

The Goodwill Leadership Team spent multiple sessions discussing and analyzing the survey data received. We looked at our current Goodwill service offerings and our strengths in comparison to the top needs identified. We evaluated the top needs contrasted to the vast array of services offered in the community. We then reviewed areas where we had experience and capacity to assist. We explored the best ways we could further participate in the community, as well as future services we can offer. While our conversations were expansive, the content of this analysis summary will highlight areas leading toward Goodwill action.

Goodwill successfully provides Housing, Employment, and Supportive Services in our community. Residential options are provided via two group homes and 74 apartment units in eight buildings. Job placement, skills training, job coaching, services coordination, and retention services are provided through our Supported Employment program. Support services are provided via our Volunteer Income Tax Assistance program (VITA), Community Partner Voucher program, and internal training and support for our employees. In 2022, Goodwill impacted over 1,692 people in our community through these programs.

Housing instability was the very top issue identified and was continually referenced throughout the survey as a barrier for other services, populations, and disability groups. It was critical for Goodwill to fully explore and discuss this topic. Goodwill has success and experience helping individuals with chronic mental illness in our two group homes and provides the opportunity to transition independently to a Goodwill-managed apartment unit or the community, if preferred. Although our current footprint is on a smaller scale, we determined we want to lean into exploring ways to expand our housing services and footprint.

While employment did not come up as a priority in the top social Issues identified, employment is a direct solution to four of the six top issues identified: Housing Instability, Homelessness, Available/Affordable Healthcare, and Poverty. More specifically, living wage jobs are necessary to address these issues and were identified as a top barrier to employment. Goodwill has extensive experience helping people with significant disabilities become employed and currently works with over 100 employers. We are skilled at preparing individuals for work and coaching them toward long-term success.

In 2022, Goodwill impacted over

1,692 PEOPLE

in our community through essential programs & services

In fact, our average job retention rate in our Supported Employment Program is nine years. With this extensive experience Goodwill can expand Employment Services to reach more individuals with other barriers to employment, enhancing services toward living wage employment.

In the focus groups, a theme emerged toward the need for a coordinated service approach through some type of integrated system. A coordinated and integrated service approach would be beneficial to serve a person or family wrapping services around their needs versus providing a single or group of services that individuals request for a portion of their needs. The types of services a person needs are often vast, and individuals sometimes need to frequent multiple locations or access different types of programs to get what they need, which can be a challenge.

Goodwill offers an array of services; however, the community is not fully aware of all the good we are doing. To better communicate our current services and resources, ensure we are accessible to our community, and prepare for growth, we will need to use an integrated approach. We can package our current services into some type of Goodwill Resource Center, working with community partners to bring our programs to the individuals seeking services. The goals would be to ensure a variety of services were available, addressing many of the top barriers to employment that included: Affordable Housing, Childcare Options, Living Wage Employment, Life Skills Training, Public Transportation, and Access to Healthcare Options.

As we were evaluating the importance of accessing living wage jobs, we realized there are individuals in our community who might have extensive barriers to work or lack ample work experience to lead them on a pathway to a living wage career. A successful model

for helping individuals gain work skills and acclimate them toward working is a Transitional Jobs program. Goodwill has the capacity to provide a Transitional Jobs program and expand the job training services we currently provide within our operations. This program would be a great pathway for people to gain much-needed fundamental work skills that will prepare them for future success.

In summary, we appreciate the time and thoughtfulness of the information provided from our community members and thoroughly took the information to heart to establish solutions we believe beneficial for our community. We recognized our strengths of delivering housing, employment, and supported services for people with disabilities and other barriers. We heard that we need to consider a holistic model and integrate more with existing service partners and resources. Our solution leans into housing, employment services with an emphasis on living wage jobs and serving new populations, exploring models where services are bundled in a holistic resource center model, and expanding our internal job training offerings to include a Transitional Jobs Model. We are excited for what is to come and look forward to doing more good in our community in the years to come!

Doing Good in Our Community

Based on the results and analysis of our 2022 Community Needs Assessment survey, we have developed a strategic growth plan for our essential programs and services to increase our impact in South Central Wisconsin.

AFFORDABLE HOUSING

WHY: Stable, affordable housing is a critical need in our community.

WHAT: We will proactively explore options to expand our residential programs (group homes, subsidized apartments) to address housing instability in our community.

RESOURCE SERVICE CENTER

WHY: Accessibility of our programs and services can be enhanced by expanding partnerships with other agencies to provide a holistic approach to helping individuals transition out of poverty with wrap-around services.

WHAT: A Goodwill Opportunity Center will serve as a cohesive, centralized solution to support our current and future program participants with a broad range of community services through partnership with other local agencies.

TRANSITIONAL JOBS

WHY: Foundational job skills are a vital stepping stone to living wage jobs, and transitional job programs address a gap in available training and resources.

WHAT: For community members who have struggled with maintaining employment, a transitional jobs program will help to remove barriers to work while increasing job skills and experience required to maintain gainful employment through coaching, mentoring, and training.
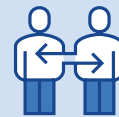
EMPLOYMENT

WHY: Goodwill has always believed in the power of work to change lives and build better communities. Living wage employment continues to be a challenge for community members with barriers to work.

WHAT: We look forward to expanding our existing employment programs with an added focus on creating pathways to living wage jobs to support individuals in breaking the cycle of poverty.

Our mission is to help people in our community to live, work, and thrive through housing, employment, and supportive services.

Goodwill of South Central Wisconsin
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Madison, WI 53714

We extend our deepest gratitude to all of the Goodwill of South Central Wisconsin Program Participants who were willing to have their pictures featured in this report.

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