



THE ECONOMIC IMPACT OF GOODWILL'S OPERATIONS, CAREER DEVELOPMENT SERVICES, AND NEW CONSTRUCTION



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EXECUTIVE SUMMARY

1. ECONOMIC IMPACT OF TRIAD GOODWILL OPERATIONS

This executive summary presents the estimated economic impact of Triad Goodwill Industries' operations in 2024, based on IMPLAN input-output modeling. The analysis covers both the five-county service region (Alamance, Caswell, Guilford, Rockingham, and Randolph) and Guilford County specifically. Results are reported for jobs, labor income, economic output, and tax revenues at local, state, and federal levels.

The findings show that Triad Goodwill serves as a significant economic driver in both the broader five-county service area and in Guilford County itself. Output multipliers of 1.84 (five-county) and 1.95 (Guilford) demonstrate strong regional economic linkages, while employment multipliers of 1.48 and 1.53, respectively, highlight the additional jobs supported through supply chain and consumer spending effects.

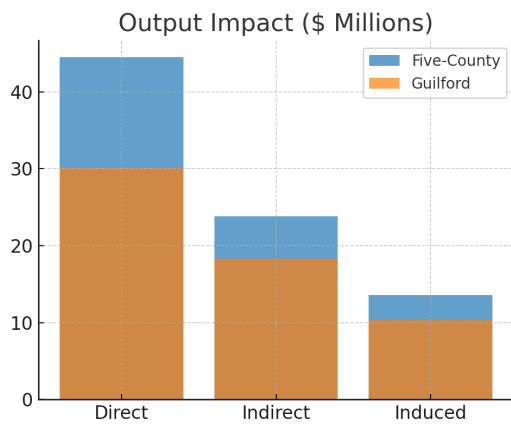
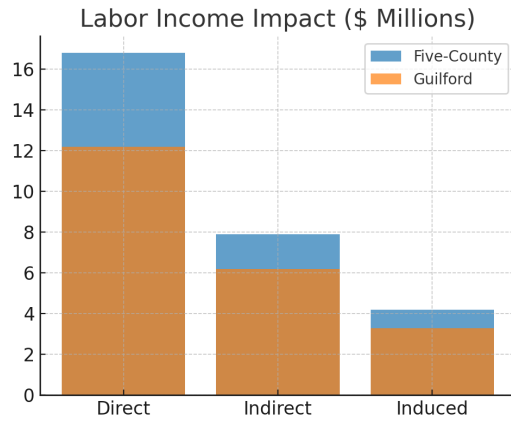
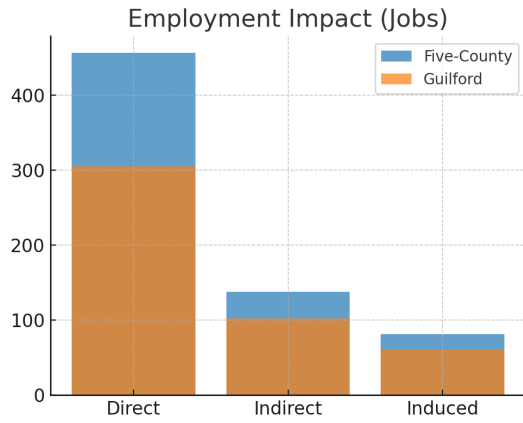
Goodwill's operations contribute substantially to the local and regional economy. Beyond providing direct employment and income, the organization's activities stimulate additional economic activity, support public revenues, and help sustain a resilient local economic ecosystem.

KEY FINDINGS – FIVE-COUNTY REGION

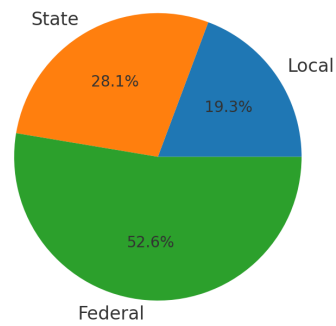
- Total Employment: 674 jobs (456 direct, 138 indirect, 81 induced).
- Total Labor Income: \$28.9 million (\$16.8M direct, \$7.9M indirect, \$4.2M induced).
- Total Output: \$81.9 million (\$44.5M direct, \$23.8M indirect, \$13.6M induced).
- Total Tax Revenues: \$11.4 million (Local: \$2.2M, State: \$3.2M, Federal: \$6.0M).

KEY FINDINGS – GUILFORD COUNTY

- Total Employment: 466 jobs (305 direct, 102 indirect, 60 induced).
- Total Labor Income: \$21.7 million (\$12.2M direct, \$6.2M indirect, \$3.3M induced).
- Total Output: \$58.7 million (\$30.1M direct, \$18.3M indirect, \$10.3M induced).
- Total Tax Revenues: \$8.0 million (Local: \$1.4M, State: \$2.2M, Federal: \$4.3M).



Tax Revenue Distribution (Five-County)



2. ECONOMIC IMPACT OF CAREER DEVELOPMENT SERVICE TRAINING

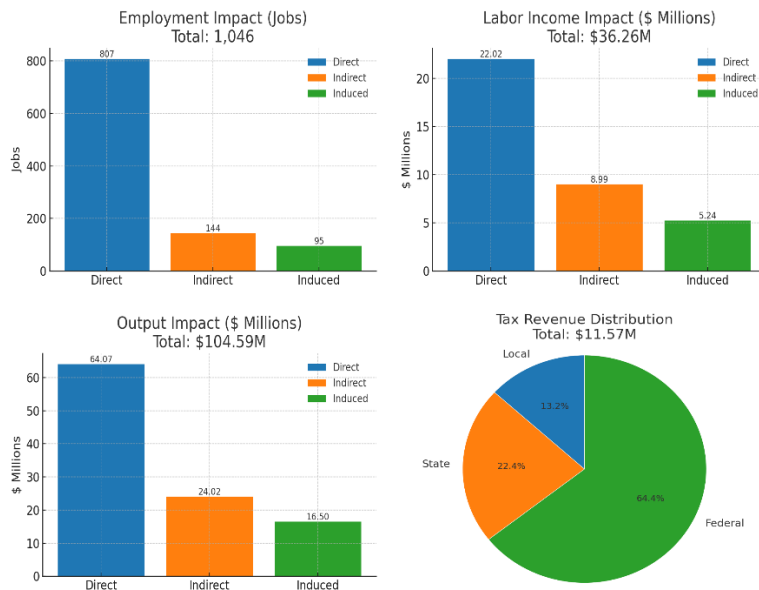
This executive summary highlights the economic impact of the Career Development Service (CDS) training programs in Guilford County, as estimated using the IMPLAN model. The results capture the direct, indirect, and induced effects of the program on employment, labor income, economic output, and tax revenues.

The analysis reveals substantial economic benefits from the CDS programs. Every direct job supported by the program generates an additional 0.3 jobs in the local economy. The \$36 million in labor income boosts household purchasing power, while the \$11.6 million in tax revenues benefit local, state, and federal governments. The output multiplier of 1.63 reflects the strong economic contribution of the training program and its ripple effects through the county’s economy.

The CDS training programs not only enhance individual employment prospects but also strengthen the overall economic foundation of Guilford County. The significant impacts across jobs, income, output, and public revenues underscore the value of sustained investment in targeted workforce development.

KEY FINDINGS

- Total Employment Impact: 1,046 jobs (807 direct, 144 indirect, 95 induced).
- Total Labor Income Impact: \$36.26 million (\$22.02M direct, \$8.99M indirect, \$5.24M induced).
- Total Output Impact: \$104.59 million (\$64.07M direct, \$24.02M indirect, \$16.5M induced).
- Total Tax Revenue Impact: \$11.57 million (Local: \$1.53M, State: \$2.59, Federal: \$7.45M).



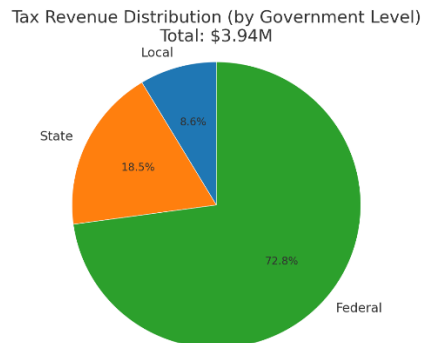
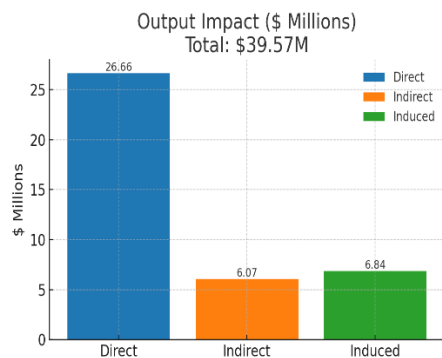
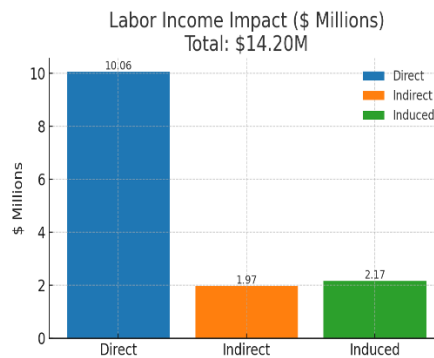
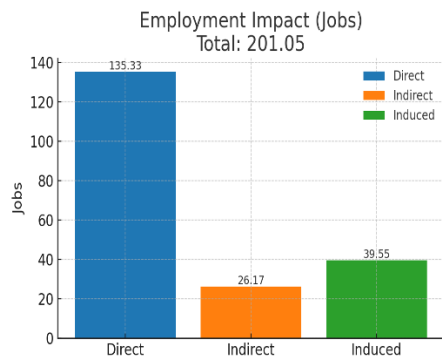
3. ECONOMIC IMPACT OF NEW CONSTRUCTION

This executive summary highlights the economic impact of the new operations hub (Sustainability Center) construction in Guilford County, as estimated using the IMPLAN model. The results capture the direct, indirect, and induced effects of the new construction on employment, labor income, economic output, and tax revenues.

The analysis reveals that the new construction will create economic benefits in terms of jobs and economic output. The construction is expected to create or support an estimated 201 total jobs in Guilford County, generating \$14.2 million in labor income. The direct spending and ripple effects will create approximately \$39.5 million in total economic output in the county. This suggests that each \$1 invested in this new construction will generate an additional \$0.48 in local economic activity.

Key Findings

- Total Employment Impact: 201 jobs (135 direct, 26 indirect, 40 induced).
- Total Labor Income Impact: \$14.2 million (\$10.06M direct, \$1.97M indirect, \$2.17M induced).
- Total Output Impact: \$39.57 million (\$26.66M direct, \$6.07M indirect, \$6.84M induced).
- Total Tax Revenue Impact: \$3.91 million (Local: \$0.34M, State: \$0.73M, Federal: \$2.87M).



THE ECONOMIC IMPACT OF GOODWILL'S OPERATIONS, CAREER DEVELOPMENT SERVICES AND NEW CONSTRUCTION

ABOUT GOODWILL INDUSTRIES OF CENTRAL NC

Goodwill Industries of Central North Carolina (aka Triad Goodwill) is one of 150 community-based, autonomous Goodwill organizations across the United States, Canada and with a presence in 12 other countries. Each of the 150 autonomous organizations is a member of Goodwill Industries International based in Rockville, Maryland.

Triad Goodwill is also a member of the Mid-Atlantic Goodwill Industries Coalition, also known as MAGIC. This coalition is a regional association comprised of 17 independent Goodwill organizations from Georgia, Kentucky, Maryland, North Carolina, South Carolina, Virginia, West Virginia and Washington, Triad Goodwill, founded in 1963, serves 5 counties: Alamance, Caswell, Guilford, Randolph, and Rockingham. We are an approved non-profit 501(c)(3) organization and employ approximately 450 people in our five-county territory.

Mission based programs are supported by revenue from retail store sales, change round-up, e-commerce sales, recycling sales, individual and corporate donors, and grants.

Career Development Services - Mission

Simply put, Triad Goodwill's mission is to help individuals in our community overcome barriers that separate them from gainful, long-term employment and provide them with the tools needed to thrive.

The team most directly responsible for executing our mission is Career Development Services, or CDS. Triad Goodwill is dedicated to providing participant-driven services that utilize person-centered practices. This means that plans of support and services offered are developed with and for each individual based on their unique goals and support needs.

Career Center

Triad Goodwill operates a Career Center at the Home Office location at 1235 S. Eugene Street in Greensboro. At this location, participants receive one-to-one support to evaluate career decisions and the steps needed to achieve their goals. Career Navigators help participants develop strategies to find a job, increase their skill sets, and map out pathways to a better job. The CDS team provides ongoing case management and support as individuals work to accomplish goals. The Career Center is open to the public and can provide walk-in services. All CDS services are also available to Triad Goodwill employees, with Career Navigators who meet regularly with staff to ensure they are connected with resources and career paths that maximize their success.

Careers On the Outside Program

The CDS team offers the Careers On The Outside program, designed specifically for individuals with justice involvement. The program helps individuals gain workplace essential skills, explores cognitive behavioral principles, and provides job placement assistance. The goal of the program is successful, competitive employment, and is available to anyone with a conviction history that they feel is impeding their success in life. The Careers On The Outside program receives referrals from probation and parole officers, the Department of Public Safety, and local Reentry Councils, but by far the greatest referral source is by word-of-mouth as program graduates share their positive experiences and successes with friends and family.

Skilled Training Programs

Triad Goodwill's Career Center also offers skilled certification training opportunities, which currently include Class A CDL, HVAC, and Construction Trade training. These classes are conducted both on and off the Home Office campus and prepare individuals to test for and obtain industry-recognized credentials. Some

programs have a tuition cost, and Triad Goodwill works with partners like NC Works and NC Apprenticeship to connect trainees with financial resources to cover those costs. The CDS team also works to obtain additional funding to make these valuable offerings as accessible as possible.

The CDS Learning & Development team offers a wide variety of training and instructional offerings. Classes are offered virtually, including trainings, templates, resources, and tips to help with job searches and career advancement needs. In-person classes are also offered at the Career Center and a variety of community partner locations throughout the Triad. Digital skills, job readiness, and leadership development are priority topics. Additional development opportunities are provided directly to the employees of Triad Goodwill, supporting their personal career journeys.

Community & Business Engagement

Community & Business Engagement is another vital component of the CDS team. Creating valuable, vetted, and streamlined employment pipelines is critical to the success of individuals served. Additional partner development that supports recruitment and holistic service planning is a part of these efforts.

Accreditation

Triad Goodwill's Career Development Services are CARF-accredited. CARF is an international, nonprofit accreditor of health and human services, and Triad Goodwill's accreditation status demonstrates our commitment to continually improving services, encouraging feedback, and serving the community through quality, best practice programming.

Retail Operations

Mission-based programs are mostly funded by revenue from Triad Goodwill's 26 retail store locations: 4 in Alamance County, 1 in Caswell County, 14 in Guilford County, 4 in Randolph County, and 3 in Rockingham County. Of the 26 stores, 15 are owned by Triad Goodwill and 11 are leased spaces. The 26 retail stores receive, process, and sell donated goods provided by over 400,000 generous members of the community. Goodwill retail stores served almost 1.5 million customers in 2024, generating the revenue that provides the majority of funding in furthering the organization's workforce development programs.

Traditional Retail Stores

Twenty-four of the stores are traditional footprints with racks and dressing rooms. These stores feature a mixture of donated and new goods for the customer to shop. All 24 stores have a donation center as part of their footprint. The stores range in size from 4,800 total square feet to almost 18,000 total square feet. Three of the traditional retail stores (Lawndale, N. Elm Street, S. Church St. in Burlington) also feature a "store within a store" boutique concept called "Willows By Goodwill". Items merchandised in the Willows section of our stores are name-brand clothing, jewelry, purses, shoes, and more, and are priced based on their value. Traditional retail stores also execute a revenue generation program called "change round-up," where at the point of purchase, cashiers ask customers if they will round up their purchase to the next even dollar amount as a donation.

Outlet Store

One of Triad Goodwill's 26 retail locations is an outlet store featuring only donated items merchandised in rolling bins. Merchandise purchased at the outlet store is priced by the pound. We refer to this store as the Pound Store. There are no dressing rooms in the Outlet Store.

E-commerce store

Triad Goodwill also operates a robust e-commerce store from the shopgoodwill.com platform. The Shop goodwill platform is owned/operated by a sister Goodwill organization in Orange County, CA. Local Goodwill organizations have the option to own their own pages on the platform. The Triad Goodwill e-commerce department is housed within the warehouse at the Home Office location. Customers shop at our store by going to shopgoodwill.com/Greensboro. The site is an auction site where customers place bids on items, and

the highest bidder at the close of the auction wins. Items are shipped to customers and local customers have the option to pick up their item at the Triad Goodwill Home Office.

Logistics/Facilities

The logistics/facilities department encompasses warehousing, recycling sales, management of the "Donate for Good" donation drive program, centralized processing, procurement, and store servicing. Triad Goodwill has a fleet of vehicles that service all locations in our territory.

STUDY METHODOLOGY

Input-Output Models

The study uses the **IMPLAN** input-output model, which is a widely adopted modeling system for economic impact analysis. Input-output models describe the economic relationships between industries, households, and government entities within a regional economy. These models underpin economic impact analyses by capturing how industries are interconnected through the production and consumption of goods and services—known as economic “linkages.”

By leveraging these linkages, input-output models estimate **multiplier effects**—the ripple effects generated as the direct/initial spending circulates through the economy. The strength of these multipliers depends on factors such as the region’s industrial composition, local supply chains, and household spending patterns. IMPLAN integrates financial flow data and spending patterns from households, businesses, and governments to quantify regional economic interactions. The model relies on detailed data from federal sources at the county and ZIP code levels and includes over 546 industry sectors, allowing for a comprehensive representation of the local economy.

Types of economic impacts

Economists typically divide economic impact into three categories: direct, indirect, and induced impacts.

- **Direct impact** refers to the immediate spending and job creation associated with an organization—in this case, the Triad Goodwill’s spending on operations, construction, and career development services. Often called the "first-round" impact, it captures the direct expenditures and employment tied to the organization’s activities.
- **Indirect impact** captures the ripple effects of direct spending as it flows through the local economy. It captures the business-to-business spending within the supply chain (network of suppliers and their vendors). For example, payments to a lumber supplier or purchases of materials used during construction, or payments to a local utility company for electricity, are all part of the indirect impact. These supply chain effects, sometimes called "second-round" impacts, also include further purchases made by these suppliers within the local economy.
- **Induced impact** refers to the economic activity generated when workers involved in both the direct and indirect phases spend their earnings on goods and services. This "third-round" effect includes household spending by company employees, construction workers, and employees of local suppliers, such as at grocery stores, restaurants, and retail outlets.
- **The total economic impact** is the summation of these three effects.

Economic impacts will be measured in terms of output, employment, labor income, and indirect business tax revenues generated by the organization’s activities and those of its clients.

To quantify the private-sector effects, the report estimates three key metrics:

- **Employment:** the number of jobs created/supported,
- **Labor income:** total wages and benefits paid to workers, and
- **Output:** the total value of goods and services produced. (Note: While often confused with GDP, output includes all economic activity, not just value-added.)

The analysis uses economic multipliers from the IMPLAN software system to estimate the indirect and induced effects based on the direct impact. These multipliers are specific to the local economy and tailored to the affected sectors/industries in this study.

Finally, these economic activities generate tax revenues across all levels of government—local (municipal and county), state (North Carolina), and federal—through various tax sources tied to income, sales, business activity, and more.

MODELING THE IMPACT OF GOODWILL'S OPERATIONS

We used the leading input-output (I-O) program, IMPLAN, to conduct the analysis. IMPLAN software was used to calculate the direct, indirect, and induced effects resulting from the operations of the Company in the combined five-county Triad (Alamance, Caswell, Guilford, Rockingham, and Randolph) and separately for Guilford County. Data obtained from the financial statements, including operating expenses, number of employees, and payroll expenses, were used as inputs in the IMPLAN software.

Every dollar spent by the Company generates a direct demand for goods and services that reverberates, through a multiplying effect, through the economy. This multiplying effect is calculated using a backward linkage method through the supply chain to assess the direct, indirect, and induced impacts of the Company's operational activity. The total impact of the Company's operations is then the sum of these three impacts. The direct impact is the annual expenditure on operations, including employee compensation and other expenses of the Company. The indirect effects are calculated from the backward linkages along the supply chain. Since each supplier of an industry purchases inputs from other suppliers, the accumulated linkages of inter-industry spending traveling back are the indirect impacts. The increases in production resulting from these purchases also result in increased employment and labor spending that have their own traceable economic effects and will generate their own direct and indirect impacts, their sum being the induced impacts.

The total economic impact for the Company is further disaggregated into output, value-added, income, and employment effects. Output is the total amount of gross sales for a given period of time, plus or minus inventory. Value added consists of employee compensation, proprietor income, other property income, and indirect business taxes that are generated by the economic activity caused by the Company. Value added is usually a proxy for the geographical area's share of the state's gross domestic product. Income comprises all forms of employment income, including wages, salaries, and proprietors' incomes. Lastly, employment is a proxy for the number of full and part-time jobs generated by the economic activity caused by the Company, measured in annual average jobs. The Triad Goodwill's operational spending, thus, not only sustains its own employees but also supports additional employment and business activity through supply chain linkages and household spending.

The economic impact analysis of the Triad Goodwill Industries' operations provides valuable insight into how the nonprofit organization's ongoing activities support jobs, generate income, produce economic output, and contribute to public revenues. Using the IMPLAN input-output model, the study estimates both the regional (five-county) and localized (Guilford County) impacts for calendar year 2024.

1. Employment Effects

In 2024, the Triad Goodwill directly employed 456 people across its five-county service area. These jobs are complemented by 138 indirect jobs in supplier industries and 81 induced jobs from household spending, for a total of 674 jobs supported region-wide. The resulting employment multiplier is 1.48, meaning every 10 direct jobs at Goodwill support an additional 4.8 jobs in the broader local economy.

This level of job support underscores Goodwill's role not just as a major direct employer, but as a catalyst for employment in complementary sectors, including wholesale trade, retail, business services, and local hospitality.

2. Labor Income Effects

The total labor income impact—wages, salaries, and benefits associated with these jobs—is estimated at \$28.9 million. Of this, \$16.8 million is direct labor income for Goodwill employees, while \$7.9 million arises from indirect effects and \$4.2 million from induced effects (Table 1).

This distribution shows that nearly 42% of the total labor income impact is generated outside of Goodwill's direct payroll, reflecting the interconnectedness of its operations with the wider economy. Supplier firms and local consumer-facing businesses benefit substantially from the purchasing power created by Goodwill's activities.

3. Output Effects

Economic output—the total value of goods and services produced—provides a broader measure of economic activity. Goodwill's operations in the five-county region generated \$81.9 million in total output. Of this, \$44.5 million is direct output, \$23.8 million is indirect output, and \$13.6 million is induced output. The implied output multiplier is 1.84, meaning every dollar of operational spending results in an additional \$0.84 in output elsewhere in the economy.

This strong multiplier effect reflects the extensive supply chain linkages and spending patterns associated with Goodwill's operations—particularly the resale retail sector, which sources goods, services, and maintenance from local providers.

4. Tax Revenue Effects

Goodwill's five-county operations generated \$11.4 million in total tax revenues across local, state, and federal levels in 2024. The distribution is as follows:

- **Local governments:** \$2.2 million (property taxes, local sales taxes, fees)
- **State government:** \$3.2 million (state sales tax, state income tax, corporate taxes)
- **Federal government:** \$6.0 million (federal income and payroll taxes)

About 64% of the total tax impact accrues to the federal level, but the \$5.4 million in combined state and local revenues directly benefit communities within the service area.

Table 1. Economic impact of Triad Goodwill Operations in the five-county area

Impact	Employment	Labor Income (\$m)	Economic Output (\$m)	Local Tax Revenues (\$m)	State Tax Revenues (\$m)	Federal Tax Revenues (\$m)	Total Tax Revenues (\$m)
Direct	456	\$16.8	\$44.5	\$1.6	\$2.3	\$3.4	\$7.3
Indirect	138	\$7.9	\$23.8	\$0.2	\$0.5	\$1.6	\$2.3
Induced	81	\$4.2	\$13.6	\$0.3	\$0.5	\$1.0	\$1.7
Total	674	\$28.9	\$81.9	\$2.2	\$3.2	\$6.0	\$11.4

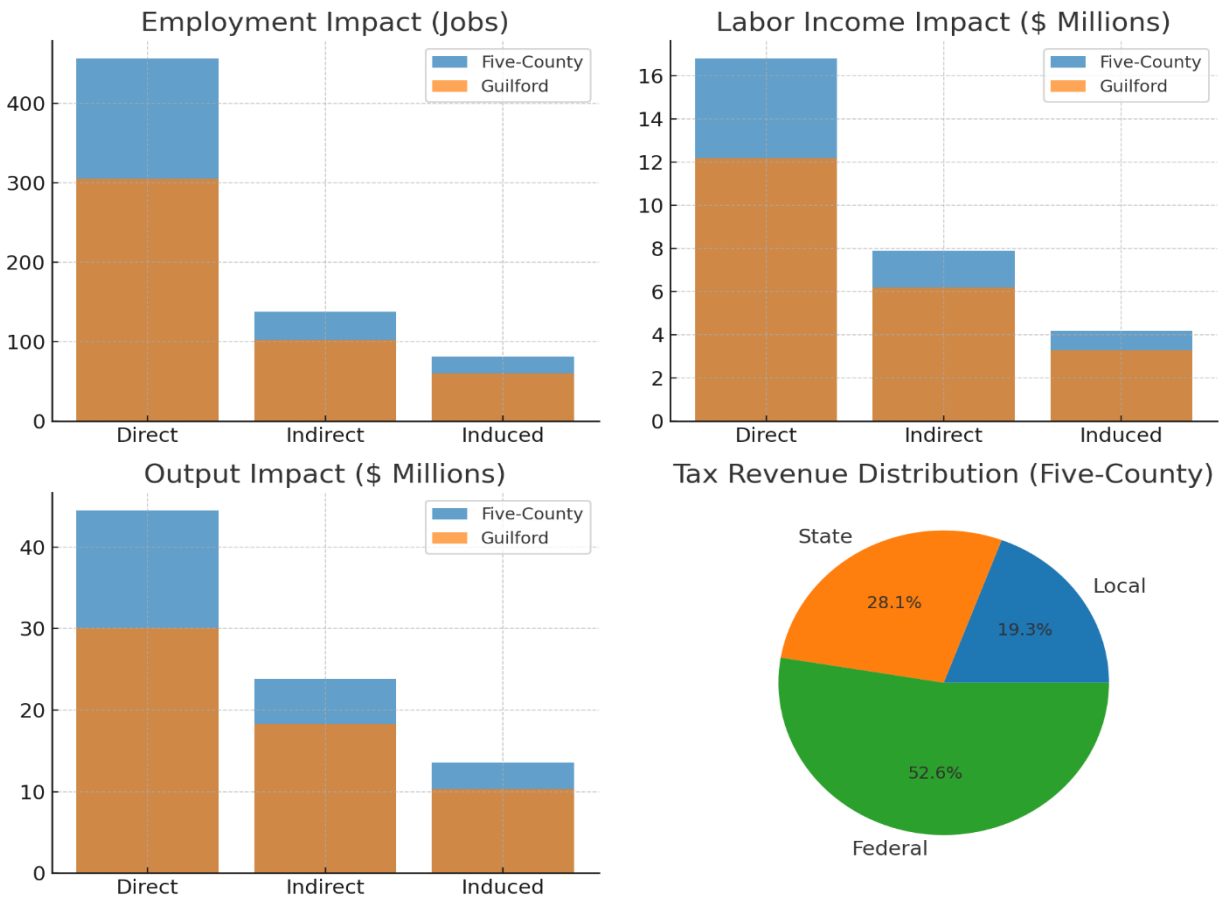


Figure 1. Economic Impact of Triad Goodwill Operations

While the five-county analysis captures Goodwill’s broader regional role, isolating Guilford County highlights its localized economic footprint, and also because Guilford County serves as the main hub of operations.

1. Employment Effects

In Guilford County, Goodwill directly employed 305 individuals in 2024. An additional 102 indirect jobs in supplier industries and 60 induced jobs from household spending bring the total employment supported in the county to 466 jobs. The employment multiplier of 1.53 indicates a slightly stronger local ripple effect than the five-county average, likely due to the concentration of Goodwill’s operations and supplier networks in Guilford County.

2. Labor Income Effects

The total labor income impact in Guilford County is \$21.7 million, of which \$12.2 million is direct payroll, \$6.2 million comes from indirect effects, and \$3.3 million is from induced effects (Table 2). The proportion of labor income generated outside Goodwill’s own payroll is again substantial—nearly 44%—highlighting the important role of supplier and consumer spending channels in amplifying the impact of operations.

3. Value Added Effects

Value added—akin to GDP at the county level—measures the net contribution of Goodwill’s activities after subtracting intermediate inputs. In Guilford County, the total value-added impact is \$31.3 million:

- \$15.2 million direct,
- \$9.8 million indirect, and
- \$6.3 million induced.

This measure is especially important for local policymakers because it reflects the share of overall county GDP directly attributable to Goodwill’s presence.

4. Output Effects

Goodwill’s operations generated \$58.7 million in total economic output in Guilford County. The breakdown is \$30.1 million direct, \$18.3 million indirect, and \$10.3 million induced. The output multiplier of 1.95 is higher than the regional multiplier, indicating that spending in Guilford County produces a relatively larger economic ripple effect compared to the broader five-county area—likely due to the county’s denser concentration of interconnected industries and consumer markets.

5. Tax Revenue Effects

Table 3 shows that Goodwill’s operations generated \$8 million in total tax revenues in Guilford County, distributed as follows:

- Local governments: \$1.4 million
- State government: \$2.2 million
- Federal government: \$4.3 million

Direct tax effects account for the largest share (\$4.9 million), with \$1.8 million from indirect effects and \$1.3 million from induced effects. This distribution highlights that while the federal government receives the largest portion, local jurisdictions still gain meaningful fiscal benefits from Goodwill’s activities.

Table 2. Economic Impact of Triad Goodwill Operations in Guilford County

Impact	Employment	Labor Income(\$m)	Value Added (\$m)	Economic Output (\$mil)
Direct	305	\$12.2	\$15.2	\$30.1
Indirect	102	\$6.2	\$9.8	\$18.3
Induced	60	\$3.3	\$6.3	\$10.3
Total	466	\$21.7	\$31.3	\$58.7

Table 3. Tax revenue generated by Triad Goodwill Operations in Guilford County

Impact	Local Tax Revenues (\$ m)	State Tax Revenues (\$ m)	Federal Tax Revenues (\$ m)	Total Tax Revenues (\$ m)
Direct	\$1.0	\$1.5	\$2.4	\$4.9
Indirect	\$0.2	\$0.3	\$1.3	\$1.8
Induced	\$0.2	\$0.3	\$0.7	\$1.3
Total	\$1.4	\$2.2	\$4.3	\$8.0

THE ECONOMIC IMPACT OF GOODWILL'S CAREER DEVELOPMENT SERVICES

Goodwill Industries of Central North Carolina operates a variety of workforce development programs and services, including Career Navigation, Work Readiness and Digital Literacy classes, credentialed skills training, and Careers on the Outside (a CARF-Accredited program supporting individuals with justice involvement and a history of criminal conviction to get a second chance at life). During the 2024 calendar year, CDS served 2,819 individuals, including 213 internal employees who are not counted in placement outcomes. Excluding internal staff, this leaves 2,606 external participants engaged in training and employment programs. Of these, CDS directly supported 337 graduates with verified competitive job placements. Applying a conservative 40% post-training placement rate to the broader pool of external participants yields an estimated total of 1,042 placements in Guilford County, of which the 337 verified placements represent a documented subset. The top industries for participant placements include retail, warehousing and storage, food services, manufacturing, cleaning and janitorial services, healthcare and social assistance, construction, repair and maintenance (including HVAC), administrative and professional services, recreation, and other support services.

The average job placement paid \$17.92 per hour at entry and 67% of placements were permanent full-time positions. Over 10,944 unique services were provided to the community; 33% of services were in the form of work-readiness classes, workshops and skilled training; 43% were one-on-one career coaching or case management activities.

Methods and Assumptions

We used the IMPLAN model to assess the economic impact of CDS skills and career training services within Guilford County. Since nearly all beneficiaries of the training programs and subsequent placements are in Guilford County, we analyzed the program's impact on Guilford County only. We modeled the number of jobs placed and earnings by their respective industry classifications within the IMPLAN model.

To ensure the results capture only the net new benefits of CDS training, we incorporated counterfactual assumptions and deadweight adjustments into the analysis. Nearly all participants in the Careers on the Outside program (180) are coming out of the justice system and returning to the labor force for the first time, so we assumed that 100% of their economic impact could be attributed to the training. For the other trainees, in the absence of detailed counterfactual data, we conservatively assumed that about one-third of placements would have occurred without the program. Applying this weighted adjustment reduced the estimated 705 additional placements to an effective 470, which, when combined with the 337 verified placements, produced 807 modeled jobs.

For each industry sector, placements were assigned to the appropriate IMPLAN code, and average hours per week and pay rates from the verified dataset were applied. A counterfactual baseline of the federal minimum wage (\$7.25 per hour) was used to isolate the incremental earnings attributable to training. This allowed us to calculate the incremental labor income uplift—the difference between actual sectoral wages and the minimum wage—across verified and adjusted placements. These industry-level estimates of labor income formed the input values for IMPLAN as Industry Employee Compensation events, which in turn generated the direct, indirect, and induced effects presented below.

Table 6 provides a detailed breakdown of individuals served by CDS programs in 2024. In total, 1,613 individuals participated in training through Open Door/Walk-in services, 180 through Careers on the Outside, 536 through Career Navigation, and 89 through SNAP E&T. Skilled training programs also enrolled 181 in CDL, 43 in HVAC, 48 in Construction, 87 in Facebook social media, and 8 in Dispatch. An additional 213 internal employees are listed but excluded from placement outcomes. These figures establish the base population used in the impact analysis, from which verified placements were identified and post-training placement rates applied to estimate total employment impacts.

ECONOMIC IMPACT OF CDS IN GUILFORD COUNTY

The economic impact analysis of the Career Development Service (CDS) training programs in Guilford County provides a comprehensive picture of how workforce development initiatives translate into tangible economic benefits for the local economy. Using the IMPLAN input-output model, the study quantified the direct, indirect, and induced effects of program graduates’ employment and earnings. These results (Table 4) demonstrate the substantial role that targeted skills and career training can play in generating jobs, boosting household incomes, driving economic output, and increasing tax revenues across all levels of government.

Table 4. Economic Impacts of the CDS Program

Impact	Employment	Labor Income (\$M)	Value Added (\$M)	Output (\$M)
1 - Direct	807	22.02	32.68	64.07
2 - Indirect	144	8.99	13.72	24.02
3 - Induced	95	5.24	10.11	16.5
Total	1,046	36.26	56.51	104.59

1. Employment Impacts

The most visible effect of the CDS programs is in job creation. The model estimates that the training and subsequent job placements supported a total of 1,046 jobs in Guilford County. Of these, 807 jobs are direct—meaning they represent actual positions filled by CDS graduates or jobs directly created within the industries where graduates were employed. This aligns with the assumption that all participants in the Careers on the Outside program (180 individuals, mostly justice-involved and reentering the workforce for the first time) would not have been employed without the training. For other program participants, the analysis conservatively assumed that about one-third of placements would have occurred without the program, and the results were adjusted accordingly.

The indirect effects account for 144 jobs. These arise from inter-industry purchases when the sectors employing CDS graduates buy goods and services from local suppliers, thereby generating additional employment in those supplier industries. Finally, induced effects—totaling 95 jobs—reflect the employment supported when the new labor income earned by CDS graduates and by workers in the supplier industries is spent on local goods and services such as housing, retail, healthcare, and entertainment.

Overall, the employment multiplier implied by these figures is approximately 1.30 (1,046 total jobs divided by 807 direct jobs). This indicates that for every job directly created through the program, another 0.30 jobs are generated in the local economy through supply chain and household spending effects.

2. Labor Income Impacts

Labor income captures wages, salaries, and benefits associated with the supported jobs. The analysis estimates a total of \$36.26 million in labor income resulting from the CDS programs (see Table 4). Of this total, \$22.02 million is direct labor income, representing the earnings of program graduates in their respective industries. The indirect labor income effect is \$8.99 million, showing the wage gains in supplier industries due to increased demand generated by the hiring of CDS graduates. The induced labor income effect is \$5.24 million, which comes from increased household spending by both the graduates and those in indirectly affected industries.

These labor income results reflect a high proportion of value retained locally, which is especially important for community development. When earnings are generated and spent within Guilford County, they stimulate additional business activity, support local services, and contribute to the county's tax base. The distribution across direct, indirect, and induced components also suggests that the program's impact extends beyond the immediate sectors of employment, permeating through the local supply chain and service economy.

3. Value Added Impacts

Value added—a measure closely related to gross domestic product (GDP)—represents the net contribution to the local economy after accounting for intermediate inputs. The total value-added impact is estimated at \$55.62 million, with \$31.50 million generated directly in industries employing CDS graduates. Indirect value added contributes \$15.20 million, reflecting supplier margins and profits generated from increased sales to directly affected industries. Induced value added of \$8.93 million results from household spending of new earnings.

The magnitude of the value-added impact shows that the programs do more than provide jobs—they contribute to the overall productivity and economic output of Guilford County. The GDP-like nature of this metric makes it an important measure for policymakers who seek to understand the broader implications of workforce development on regional economic growth.

4. Output Impacts

Output measures the total value of goods and services produced as a result of the program, including both intermediate and final products. The total output impact of the CDS training programs is \$104.6 million. Of this, \$64.07 million is direct output generated in the industries where graduates are employed. The indirect output effect is \$24.02 million, representing sales by suppliers to the directly affected industries. Induced output of \$16.49 million reflects the local business sales supported by household spending from increased earnings.

The output multiplier implied by these results is about 1.63 (\$104.59 million total output / \$64.07 million direct output), meaning that each dollar of direct output generates an additional \$0.63 in the broader local economy. This relatively high multiplier indicates strong linkages between the sectors employing CDS graduates and other local industries.

5. Tax Revenue Impacts

The benefits of the CDS programs extend to government budgets through increased tax revenues at the local, state, and federal levels. Total tax revenues generated are estimated at \$11.57 million. Of this, \$6.68 million

is from direct effects, \$2.85 million from indirect effects, and \$2.05 million from induced effects (Table 5).
Breaking this down by government level:

- Local governments receive \$1.53 million in additional revenues, stemming from property taxes, local sales taxes, and other municipal revenue streams.
- State governments gain \$2.59 million, likely from state income taxes, sales taxes, and business taxes.
- The federal government receives the largest share, \$7.45 million, primarily through federal income and payroll taxes.

These figures underscore that workforce training investments not only improve individual livelihoods but also strengthen public finances, providing resources that can be reinvested into community infrastructure, education, and public services.

Table 5. Tax Revenue Impacts of the CDS Program

Impact	Local (\$M)	State (\$M)	Federal (\$M)	Total (\$M)
1 - Direct	0.79	1.41	4.47	6.68
2 - Indirect	0.38	0.64	1.83	2.85
3 - Induced	0.35	0.54	1.16	2.05
Total	1.53	2.59	7.45	11.57

Table 6: Trainees by program

Program	Persons Served
Open Door/Walk-in (Basic)	1613
Careers on the Outside	180
Career Navigation	536
SNAP E&T	89
Skilled Training	
CDL	43
HVAC	48
Construction	87
Facebook Social Media	8
Dispatch	2
Internal Employees	213
Total	2819



Figure 2. Economic Impact of CDS Programs

ECONOMIC IMPACT OF THE CAPITAL INVESTMENT IN THE NEW SUSTAINABILITY CENTER

Triad Goodwill’s planned Sustainability Center represents a major capital investment in Guilford County and an important step in expanding the organization’s mission of workforce development, community services, and recycling operations. To better understand the short-term economic significance of this project, we analyzed the impacts of construction expenditures using the IMPLAN modeling system, a widely recognized tool for regional economic analysis. This section summarizes the estimated effects on jobs, household income, business output, and tax revenues associated with the construction phase of the Sustainability Center.

The New Operations Hub

Triad Goodwill purchased 43.76 acres of property located at 3410-3432 McConnell Road in Greensboro to facilitate the future expansion of its mission through community services and recycling operations. Relocating a portion of the organization’s operations to the McConnell Road facility will allow for significant growth of community services, training programs, and other supportive offerings at 1235 S. Eugene St. in Greensboro.

The physical building will contain 175,780 square feet, the first floor will be 150,660 square feet and include relocation of warehousing, logistics, retail production, e-commerce operations, expanded recycling processes, and outlet store. A second-floor mezzanine will account for approximately 25,000 square feet

with 10,000 dedicated to an event space. The McConnell Road location would be the operations hub known as the “Sustainability Center”.

1. Economic Impact of the Construction Investment

Triad Goodwill’s planned Sustainability Center represents a significant capital investment in Guilford County. The total project budget is estimated at \$29,936,271, of which \$3,278,442 is allocated to land acquisition. Because land purchases represent a transfer of ownership and do not generate new economic activity, this portion was excluded from the economic impact model. The remaining \$26,657,829 in construction expenditures was used to estimate the short-term economic impact of the project.

Methodology: This analysis was conducted using the IMPLAN (IMpact Analysis for PLANning) modeling system, a widely used input–output framework for estimating regional economic impacts. The 2023 IIMPLAN dataset for Guilford County, North Carolina was used to model the direct, indirect, and induced effects of the construction activity. IMPLAN Sector 50 – Construction of new commercial structures was selected to reflect the nature of the investment, which includes warehousing, logistics, recycling operations, retail space, and event facilities. All results are reported in 2025 dollars and represent a one-time, short-term impact occurring during the construction phase.

As shown in Table 7, the new construction is expected to create about 135 direct jobs in Guilford County that will be sustained during the period of construction. The investment will generate ripple economic activity up and down the supply chain in construction-related activities, as well as commuting, logistics, shelter, and retail. These ripple effects will generate an additional 26 indirect jobs and 40 induced jobs in Guilford County. The indirect jobs will be created mainly in industries providing supplies and materials, transportation, and professional services such as engineering, legal, and accounting. Induced jobs are those supported by increased household incomes derived from the direct and indirect effects, in accordance with local spending patterns. The industries most positively impacted by induced employment are the retail and service sectors.

Table 7. Economic Impact of Construction

Impact	Employment	Labor Income (\$M)	Value Added (\$M)	Output (\$M)
Direct	135.33	10.06	14.04	26.66
Indirect	26.17	1.97	3.28	6.07
Induced	39.55	2.17	4.19	6.84
Totals	201.05	14.2	21.51	39.57

Thus, the construction is expected to create or support an estimated 201 total jobs in Guilford County, generating \$14.2 million in labor income. The direct spending and ripple effects will create approximately \$39.5 million in total economic output in the county. This suggests that each \$1 invested in this new construction will generate an additional \$0.48 in local economic activity. Table 8 shows that roughly \$3.9 million in federal, state, and local tax revenues will be generated from the construction jobs and related household spending.

Table 8. Economic Impact of the Construction

Impact	Local (\$000s)	State (\$000s)	Federal (\$000s)	Total (\$000s)
Direct	70	320	1,960	2,350
Indirect	100	170	440	710
Induced	170	240	470	850
Total	340	730	2,870	3,910

2. Discussion of the Economic Impact Findings

The \$26.66 million in construction costs was modeled as a one-time investment in Guilford County, reflecting the full economic impact of the construction phase. While actual spending may occur over multiple years, the modeled results represent the cumulative short-term impacts associated with construction-related activity, including labor, material procurement, and service contracting. The planned development of Triad Goodwill’s new Sustainability Center at McConnell Road represents a substantial capital investment that will generate measurable short-term economic benefits during the construction phase. Using the IMPLAN input-output model, the analysis estimates the direct, indirect, and induced effects of the \$26.6 million construction expenditure on Guilford County’s economy.

The results capture four key dimensions of impact—employment, labor income, economic output, and tax revenues—providing a comprehensive picture of how this one-time investment will affect the local economy during the construction period.

The project is projected to create or support 201 total jobs in Guilford County during the construction phase. These jobs are distributed as follows:

- Direct employment: 135 jobs within the construction sector and associated on-site activities. These positions include skilled trades, site management, and construction-related administrative work.
- Indirect employment: 26 jobs in supplier industries such as building materials manufacturing, equipment rental, engineering, legal and accounting services, and transportation. These jobs arise as construction firms purchase inputs from local suppliers.
- Induced employment: 40 jobs in retail, food service, healthcare, and other household-serving sectors, supported by the spending of wages earned in direct and indirect jobs.

The employment multiplier implied by these figures is approximately 1.49, meaning that for every 10 direct construction jobs, an additional 4.9 jobs are supported elsewhere in the local economy through supply chain and household spending effects.

The total labor income generated during the construction period is estimated at \$14.2 million, broken down into:

- Direct labor income: \$10.0 million in wages, salaries, and benefits paid to workers directly employed on the project.
- Indirect labor income: \$1.9 million earned by employees of supplier industries.

- Induced labor income: \$2.1 million generated when workers in both direct and indirect positions spend their earnings locally.

These earnings will be distributed across a wide range of occupations—from construction trades to professional services and consumer-facing retail and service positions—ensuring that the economic benefits are broadly shared.

3. Value Added Impacts

Value added—similar to GDP at the county level—represents the net contribution of the construction activity to the local economy after subtracting intermediate inputs. The project is expected to generate \$21.5 million in total value added:

- Direct value added: \$14.0 million
- Indirect value added: \$3.2 million
- Induced value added: \$4.1 million

This figure reflects the project’s role in enhancing local economic productivity during its active build phase.

4. Output Impacts

Economic output measures the total value of goods and services produced as a result of the project, including both intermediate and final goods. The Sustainability Center’s construction is expected to produce \$39.5 million in total output:

- Direct output: \$26.6 million — the construction investment itself
- Indirect output: \$6.0 million from supplier sales to the construction sector
- Induced output: \$6.8 million from local business sales supported by household spending

The output multiplier implied by these figures is approximately 1.48, meaning that each \$1 invested in construction generates an additional \$0.48 in economic activity within Guilford County.

5. Tax Revenue Impacts

The construction phase will also generate significant tax revenues—an estimated \$3.91 million across all levels of government:

- Local government (including sub-county general, special districts, and county): \$340,000, primarily from property taxes, permits, and local sales taxes.
- State government: \$731,000, largely from state sales and income taxes.
- Federal government: \$2.87 million, mostly from federal income and payroll taxes.

By source, direct tax revenues account for the largest share (\$2.35 million), while indirect effects contribute \$710,000 and induced effects add \$850,000. These revenues reflect the public sector benefits generated by the short-term economic activity associated with construction.

While the IMPLAN model provides a comprehensive estimate of tax revenues associated with the construction phase, it does not automatically adjust for the tax-exempt status of nonprofit organizations. As such, some direct local and state tax revenues—particularly those related to property and sales taxes—may be slightly overstated. The indirect and induced tax effects, however, remain a reliable reflection of the broader economic activity generated by the project.

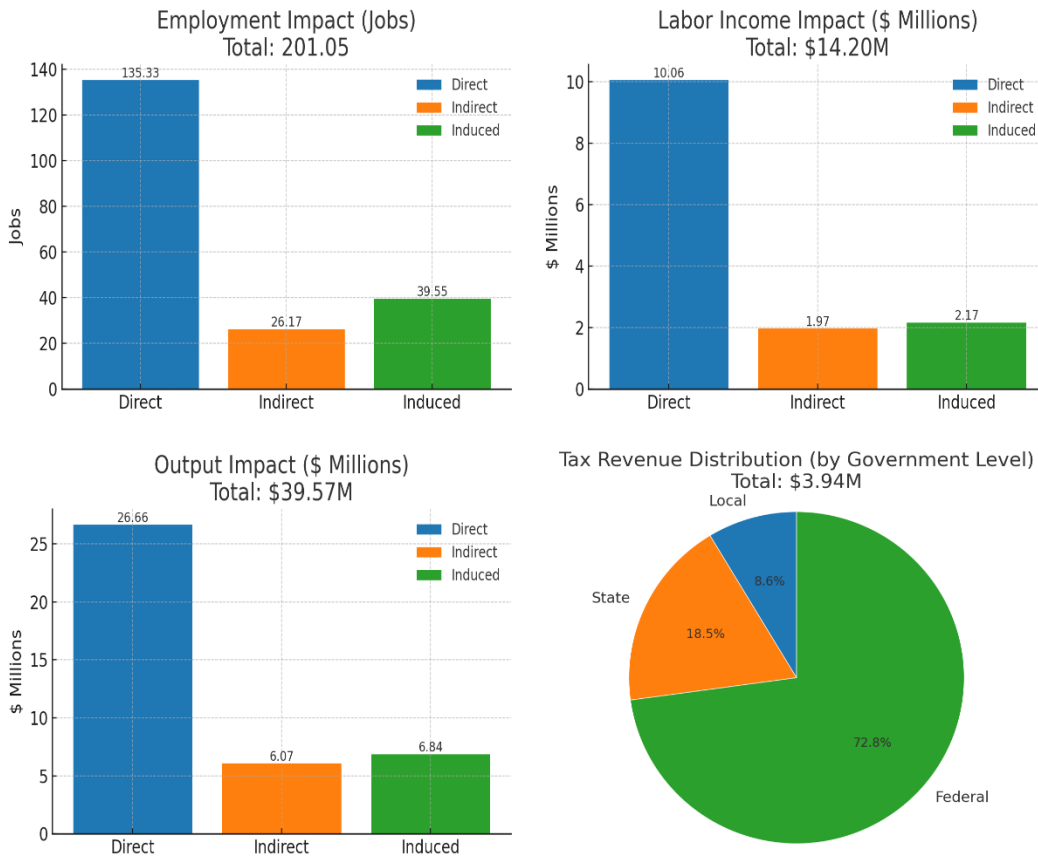


Figure 3. Economic Impact of New Construction

CONCLUDING REMARKS

The economic impact of Triad Goodwill Industries' operations in 2024 was substantial. Across its five-county region, Goodwill supported 674 jobs, generated \$28.9 million in labor income, produced \$81.9 million in economic output, and contributed \$11.4 million in taxes. In Guilford County alone, Goodwill operations supported 466 jobs, \$21.7 million in labor income, \$31.3 million in value added, \$58.7 million in output, and \$8 million in taxes.

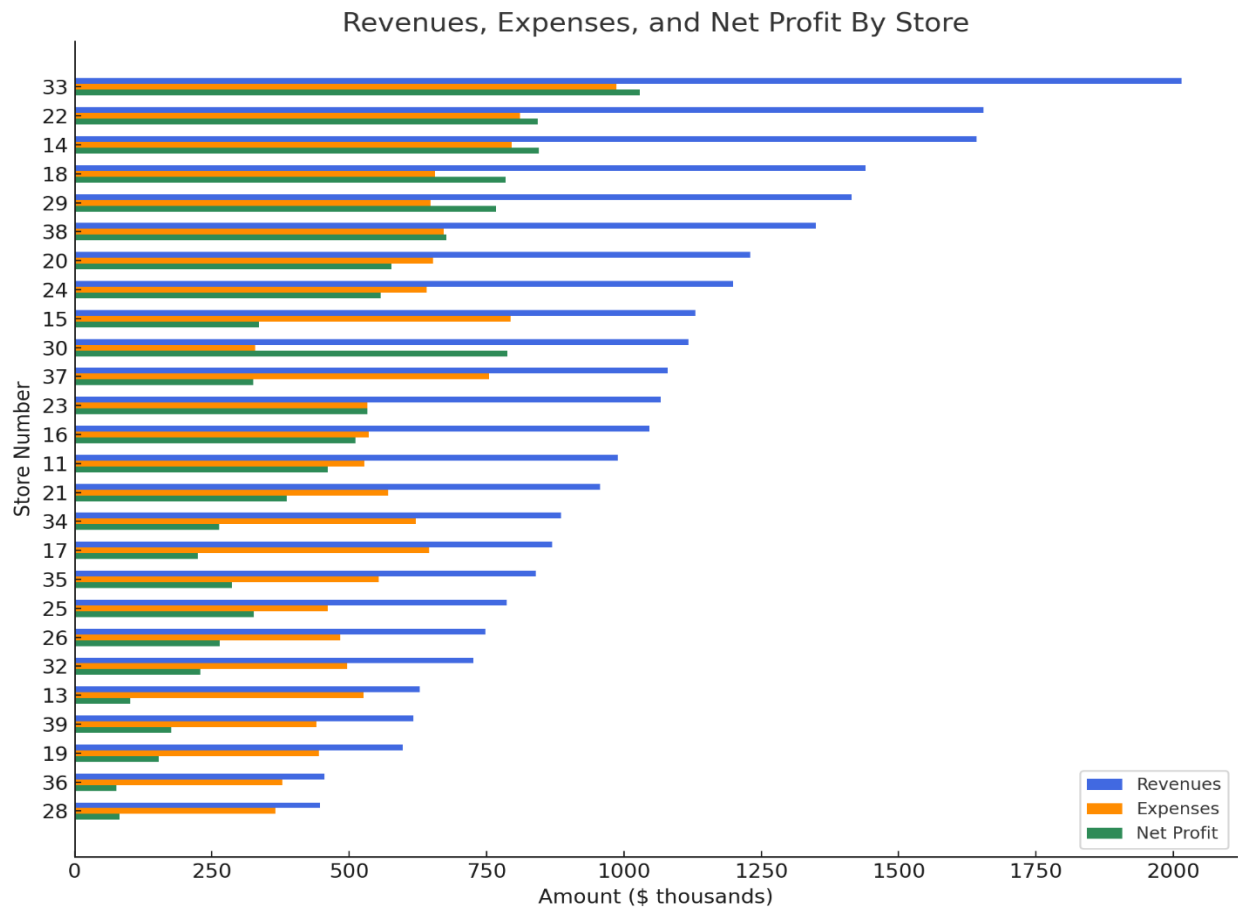
These results highlight Goodwill's economic contribution, but its social impact and role as a community service provider go well beyond the economic impact numbers reported. Goodwill's activities benefit a wide range of stakeholders—from employees and suppliers to local governments and residents—demonstrating the value of maintaining and expanding its operations.

The CDS training programs not only enhance individual employment prospects but also strengthen the overall economic foundation of Guilford County. The significant impacts across jobs, income, output, and public revenues underscore the value of sustained investment in targeted workforce development. The CDS program supports 1,046 jobs and generates \$36 million in labor income, boosting household purchasing power, while delivering \$11.6 million in tax revenues that benefit local, state, and federal governments.

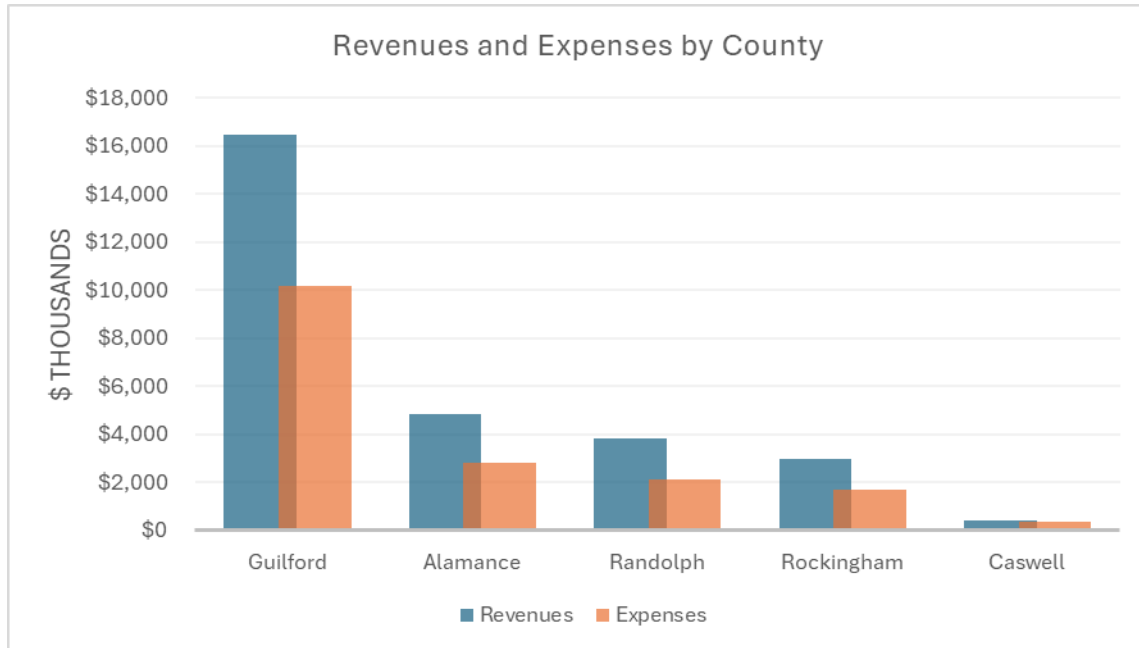
Overall, the construction of the Sustainability Center is expected to support approximately 201 jobs, generate \$14.2 million in labor income, contribute \$21.5 million in value added, and produce \$39.6 million in total economic output in Guilford County. In addition, the project will yield an estimated \$3.9 million in tax revenues across federal, state, and local governments. These results underscore that, beyond its direct mission, Triad Goodwill is also a driver of regional economic vitality. The construction impacts outlined here represent only the one-time impact of the construction—the Sustainability Center's operations will also create long-term benefits as it expands Goodwill's services and programs.

APPENDIX

REVENUES, EXPENSES, AND NET PROFIT BY RETAIL STORE



REVENUES AND EXPENSES BY COUNTY



NUMBER OF EMPLOYEES BY RETAIL STORE

