

# GOODWILL

INDUSTRIES OF NORTH FLORIDA

STRATEGIC  
PLAN  
2021-2026



REMOVING  
BARRIERS TO  
EMPLOYMENT

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## Executive Summary

Over the last 80 years, Goodwill Industries of North Florida (Goodwill) has been a leader in workforce development.

Recently, Goodwill expanded its offering to the community by providing a wide array of training, educational opportunities, career advancement and wrap-around support in addition to its tradition of workforce services. Strategic planning has always played an important role in the organization's success. The last strategic plan covered the years 2018 through 2020. This plan will cover the years 2021 through 2026. The plan objective was to take a comprehensive look at what we do, who we serve, our current and future needs, with whom we compete and provide a thoughtful reflection of WHY we do what we do.

Goodwill hired outside consultant Steve Kuras of Strategy for Good, to help the organization broaden its approach and challenge the organizational norms. Steve Kuras is a seasoned professional with over 34 years experience of working with IBM; in IT and other client-facing roles in finance, industrial and distribution industries. Kuras brings ten years experience of working with nonprofit organizations to develop strategic planning.

Kuras guided the Goodwill leadership team through strategic plan benchmarking, an examination of the community needs/perceptions and current/future economic statistics, all of which were utilized to develop the organizational goals approved by the Board of Directors. This exploration led to an introspective debate culminating in a new vision, mission statement and guiding principles.

Functional committees were established to develop and align specific strategies and tactics with each organizational goal. There were a total of four strategic plan committees led by a member of the Executive Committee of the Board of Directors. The committees were as follows:

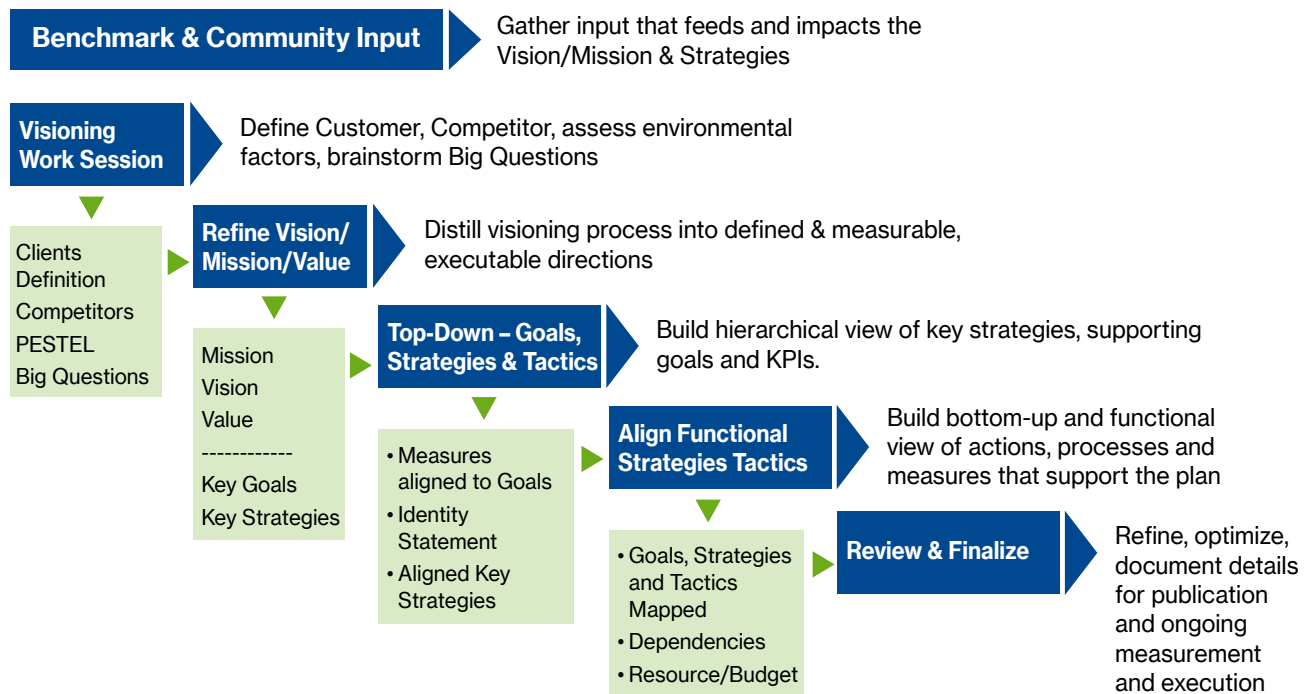
1. Operations Committee
2. Administrative / Support Committee
3. New Ventures Committee
4. Mission Services Committee

Each committee deliberated with members of the Goodwill leadership team resulting in a total of 22 strategies defining what needs to be executed to achieve the organizational goals. The committees then created 98 tactics that outlined how to accomplish each strategy. These strategies and tactics were compressed into seven key strategic projects that define the organization's roadmap for continued success. All strategies and tactics were mapped according to the organizational goals, which were reviewed to determine ownership and cross functional participation as illustrated in the execution matrix.

An organizational scorecard will be developed to establish accountability. The organizational scorecard will be reviewed annually with the budgeting process and periodically compared to the strategic plan.

# Strategic Plan Approach

The strategic plan approach we implemented ensures that we very clearly, consistently, and collaboratively align all we do to remain highly focused on the very top goals of our organization. We planned for a 5-year horizon to ensure that we addressed short-term and long-term needs and impacts.



The planning process took place from January to March 2021 in remote, hybrid, and occasional face-to-face meetings and workshops. Online surveys, interviews, and research, including critical benchmarking with other Goodwills, our business partners, and input from economists at the Florida Chamber of Commerce were insightful. The comprehensive view and departure from iterating from the previous plan allowed broad thinking and required more collaboration among the staff, leadership team, and the board.

We believe the result is a robust plan but not without flaws. Assumptions change and unexpected opportunities and hurdles will be encountered which obligates us to continually revisit this plan and process regularly. We will develop an organizational scorecard to track and report our progress as we navigate through the unexpected.

**VISION**

A community where every person finds meaningful employment and enjoys life-long opportunities.

**MISSION**

Goodwill Industries of North Florida is a local, not-for-profit organization that removes barriers to employment through training, education and career opportunities for the communities we serve.

**GUIDING PRINCIPLES**

We passionately serve our valued **CUSTOMERS!**

We act with **INTEGRITY!**

We are an **INCLUSIVE** organization that cares for others with **COMPASSION** and **RESPECT!**

# Identity Statement

The Identity Statement is a method to clearly and succinctly capture the essence of who Goodwill Industries of North Florida is, what we do, and how we accomplish our goals. It is derived directly from our Vision and our Mission.

## MISSION

Goodwill Industries of North Florida is a local, not-for-profit that removes barriers to employment through training, education and career opportunities for the communities we serve.

<b>We advance our Mission to ...</b>	remove barriers to employment
<b>[IMPACT] and seek to ...</b>	improve career opportunities for all
<b>[CUSTOMERS] by serving ...</b>	our Community, including Goodwill shoppers, job seekers, our business partners, donors and our employees and our environment
<b>[GEOGRAPHIC AREA] in ...</b>	the fourteen counties of Northeast Florida
<b>[PROGRAMS/SERVICES] through ...</b>	training, education, placement services and career opportunities
<b>[HOW] by making ...</b>	strategic investments, mutually beneficial partnerships and thoughtful programs
<b>[WHY] We emphasize our competitive advantage of ...</b>	significant presence, being financially sound, our name recognition, partnerships, great leadership and track record
<b>[FUNDING SOURCES] and are sustained by ...</b>	retail and contract revenues, major gifts, grants and bequests in support of our mission.

## Organizational Goals

The organizational goals are the top goals for Goodwill. These four goals set the core objectives that align and drive all investments and initiatives during the strategic planning period.

### GOAL 1

#### GROWTH

Increase total operational revenue from \$40m to \$60m annually, an increase of 50% by December 31, 2026.

### GOAL 2

#### NET OPERATING INCOME

Effectively manage costs and increase productivity in order to achieve a minimum annual NOI of 3% through December 31, 2026.

### GOAL 3

#### INCREASE MISSION REACH

Increase our mission reach expanding from 30,000 people served in our fourteen-county territory to 50,000, an increase of 67% by December 31, 2026.

### GOAL 4

#### INCREASE MISSION IMPACT

Expand our educational mission services by increasing the number of people served threefold from 500 to 1,500 by December 31, 2026.

# Operations Committee

## GOAL #1

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► Increase total operational revenue from \$40m to \$60m annually, an increase of 50% by December 31, 2026.

**Strategy:** Increase retail store revenue by \$10m over the next 5 years, from \$27m to \$37m.

**Tactics:**

- Increase retail store locations footprint by adding and relocating stores
- Strategically add traditional and non-traditional donation centers
- Increase pound store revenues by increasing square footage and process improvements
- Improve employee training in areas of opportunity to maximize revenues
- Link marketing efforts to local events like football games and concerts
- Consider and evaluate expanding the retail footprint in counties that we do not yet have a presence
- Increase donor marketing

**Strategy:** Expand LCI revenues from \$1.9m to \$3.5m.

**Tactics:**

- Acquisitions to compliment revenues
- Explore adding a mulch business and other vertical integrations
- Expand the labor pool through new transportation sources or other means
- Improve brand marketing and create a targeted customer list
- Pursue new customers and government contracts

**Strategy:** Increase aftermarket pound store revenue by \$1.5m over the next 5 years, from \$500k to \$2m.

**Tactics:**

- Increase the selling square footage from 3,500 to 10,000 square feet
- Relocate the administrative support services to another building
- Leverage technology to create a more effective check out process



## Operations Committee (continued)

### GOAL #2

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► Effectively manage costs and increase productivity in order to achieve a minimum annual NOI of 3% through December 31, 2026.

**Strategy:** Improve logistics in order to become more efficient in supporting the donated goods business.

**Tactics:**

- Expand warehouse square footage and add new docks
- Redesign warehouse and modernize equipment

**Strategy:** Improve overall efficiency of operations to reduce costs and increase productivity.

**Tactics:**

- Improve material handling and processing at store locations
- Implement a new point of sale system with the ability to scan merchandise
- Utilize Auto-Cad or similar software to optimize square footage of selling space in retail store locations
- Implement improved strategic training to maximize sales per square foot
- Align warehouse production with pound store staging area to create an effective / efficient flow of product based on the “River”

### GOAL #3

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► Increase our mission reach expanding from 30,000 people served in our fourteen county territory to 50,000, an increase of 67% by December 31, 2026.

**Strategy:** Advance our mission exposure through new store locations.

**Tactic:**

- Launch new stores where appropriate across our 14 counties to extend our mission impact through increased employment opportunities

## Administrative / Support Committee

### GOAL #1

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► Increase total operational revenue from \$40m to \$60m annually, an increase of 50% by December 31, 2026.

**Strategy:** Cross promote Goodwill business lines utilizing a multi-channel approach to create synergy.

**Tactics:**

- Cross promote other business lines in Donated Goods via kiosks
- Use Smart TVs to promote our Mission
- Cross promote other business lines through the Mayor's Youth at Work Program (MYAWP)
- Cross promote other business lines via digital platforms i.e., website and social media

### GOAL #2

---

► Effectively manage costs and increase productivity in order to achieve a minimum annual NOI of 3% through December 31, 2026.

**Strategy:** Leverage technology to improve customer / donor engagement, increase operational efficiencies and streamline support functions.

**Tactics:**

- Implement Point of Sale (POS) upgrades
- Research the use of barcoding in stores
- Consider and evaluate self-checkout lanes
- Leverage salesforce across the organization
- Evaluate Enterprise Resource Planning (ERP) system to streamline financial reporting, and integrate with our HRIS system for better data sharing
- Develop a Learning Management System (LMS) to manage and optimize educational investments
- Improve LCI quotation and billing system

## Administrative / Support Committee (continued)

**Strategy:** Optimize processes and data management to effectively and efficiently house data for reporting and analysis.

**Tactics:**

- Evaluate, build and manage a centralized data repository
- Create and implement a process improvement program with data mapping and analysis
- Optimize Board of Directors communications utilizing applications and/or dashboards
- Develop key performance indicators (KPIs) and tracking mechanism for key strategic plan initiatives via an organizational scorecard
- Create and leverage departmental dashboards

**Strategy:** Reduce administrative expenses.

**Tactics:**

- Decrease liability claims through education (smart applications, smart TV videos, etc.) and driver incentives
- Reduce vehicle maintenance and repair expenses through insourcing
- Reduce HVAC maintenance and repair expenses through insourcing
- Leverage more internships

**Strategy:** Reduce organizational turnover by 20% from 100% to 80% keeping in mind we reward those individuals improving their skill set to find advanced employment elsewhere.

**Tactics:**

- Implement training and development programs for internal staff
- Implement an overall talent management program
- Utilize Financial Coaches to assist and educate internal staff
- Utilize shared learning techniques to foster ongoing development
- Implement an organizational employee recognition program
- Revise and implement a new compensation structure
- Develop and implement a mentorship program for key staff
- Develop and implement a new-manager soft-skills training program

## Administrative / Support Committee (continued)

### GOAL #3

---

► Increase our mission reach expanding from 30,000 people served in our fourteen county territory to 50,000, an increase of 67% by December 31, 2026.

**Strategy:** Share the mission message with passion both internally & externally.

**Tactics:**

- Create, publish and distribute a more in-depth annual (impact) report
- Install Smart TVs in our retail stores
- Share strategic plan and impact report with our business partners and community stakeholders
- Publish 990 tax returns and consolidated audited financial statements to our website
- Leverage multiple platforms to inform the community of the impact of our mission
- Create an awareness campaign for high schools to include promotion for TSIC and A-STEP in all counties
- Leverage bi-lingual approaches
- Develop and implement co-marketing with business partners

### GOAL #4

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► Expand our educational mission services by increasing the number of people served threefold from 500 to 1,500 by December 31, 2026.

**Strategy:** Deploy our mission programs to internal staff.

**Tactics:**

- Implement targeted communications to staff
- Conduct internal job fairs for staff
- Offer training for advancement across business lines and promote career ladders
- Utilize Financial Coaches to educate internal staff

## New Ventures Committee

### GOAL #1:

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► Increase total operational revenue from \$40m to \$60m annually, an increase of 50% by December 31, 2026.

**Strategy:** Evaluate and invest in new opportunities that support Goodwill's efforts to increase revenues from \$40m to \$60m annually by December 31, 2026.

**Tactics:**

- Consider mergers & acquisitions
- Evaluate business incubators, CDL, HVAC, auto repair, CAT-5 and others to meet the educational and training needs of the communities we serve
- Evaluate and invest in revenue generating education programs
- Expand existing business lines

### GOAL #2:

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► Effectively manage costs and increase productivity in order to achieve a minimum annual NOI of 3% through December 31, 2026.

**Strategy:** Optimize capital investments to expand and maximize retail operations and mission services in our 14 county territory.

**Tactics:**

- Increase store ownership allowing for optimal operational layout and reduced future carrying costs
- Purchase land and hold for future opportunities
- Leverage cash and debt for best cost of capital
- Evaluate opportunities utilizing the GROW Methodology, Porter's 5 Forces and other analytic processes
- Develop a core competency inventory to use as a frame-work to evaluate acquiring other Goodwill's or local nonprofits that are struggling

# Mission Services Committee

## GOAL #1

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► Increase total operational revenue from \$40m to \$60m annually, an increase of 50% by December 31, 2026.

**Strategy:** Expand and fully develop the Goodwill Resource Development Department in order to increase revenues to reach four and one-half million (\$4.5m) through grants, corporate partnerships, private donors and planned giving efforts by December 31st, 2026.

**Tactics:**

- Fully staff Resource Development Department and vet potential new hires via contract work, to increase grants, donor relations, major gifts and planned giving
- Develop gift policy and criteria for applying for new grants
- Apply for new grants, create new corporate partnerships, and become prospects for new major gifts
- Collaborate with other nonprofits to increase partnership opportunities
- Build out administrative costs within the grant budget

**Strategy:** Expand Goodwill Temps revenues to reach five million by engaging new corporate opportunities and increase capacity with current partners by December 31st, 2026.

**Tactics:**

- Expand & increase range of external partners
- Create stronger partnerships with county chambers of commerce

## GOAL #3

---

► Increase our mission reach expanding from 30,000 people served in our fourteen county territories to 50,000, an increase of 67% by December 31, 2026.

**Strategy:** Increase corporate partnerships.

**Tactics:**

- Grow corporate partnerships through existing grants and programs (A-STEP, MYAWP & TSIC); approach corporate partners who focus on pathways out of poverty – i.e., Ring Power & Jaguars
- Leverage relationships with county chambers and economic development agencies
- Participate in job fairs to connect with industry needs

## Mission Services Committee (continued)

**Strategy:** Target mission expansion in a greater number of the counties Goodwill serves

**Tactics:**

- Evaluate specific needs of each county
- Develop partnerships with key social serving agencies and corporate partners
- Deliver mission services in community based spaces; libraries, in-kind office space, etc.
- Grow scholarship programs (i.e., Get There Faster) in additional counties and work with child serving agencies and school boards to increase the number of students served
- Expand stores and donation centers to un-served counties
- Explore hybrid subscription to virtual learning programs

### ► GOAL #4

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Expand our educational mission services by increasing the number of people served threefold from 500 to 1,500 by December 31, 2026.

**Strategy:** Develop new and expand existing mission programs

**Tactics:**

- Expand existing partnerships and programs into new counties (i.e., A-STEP, Get There Faster and TSIC)
- Offer HVAC, vehicle repair and CDL certifications through community partnerships

**Strategy:** Enhance relationships with county school boards to deepen the connection in each submarket

**Tactics:**

- Promote A-STEP / TSIC in additional counties where Goodwill footprint is present
- Expand Bag-it-Up to targeted counties
- Utilize 25th anniversary for Bag-it-Up drives
- Expand and promote TSIC in Putnam county

**Strategy:** Evaluate the implementation of an Excel Center in Duval County

**Tactics:**

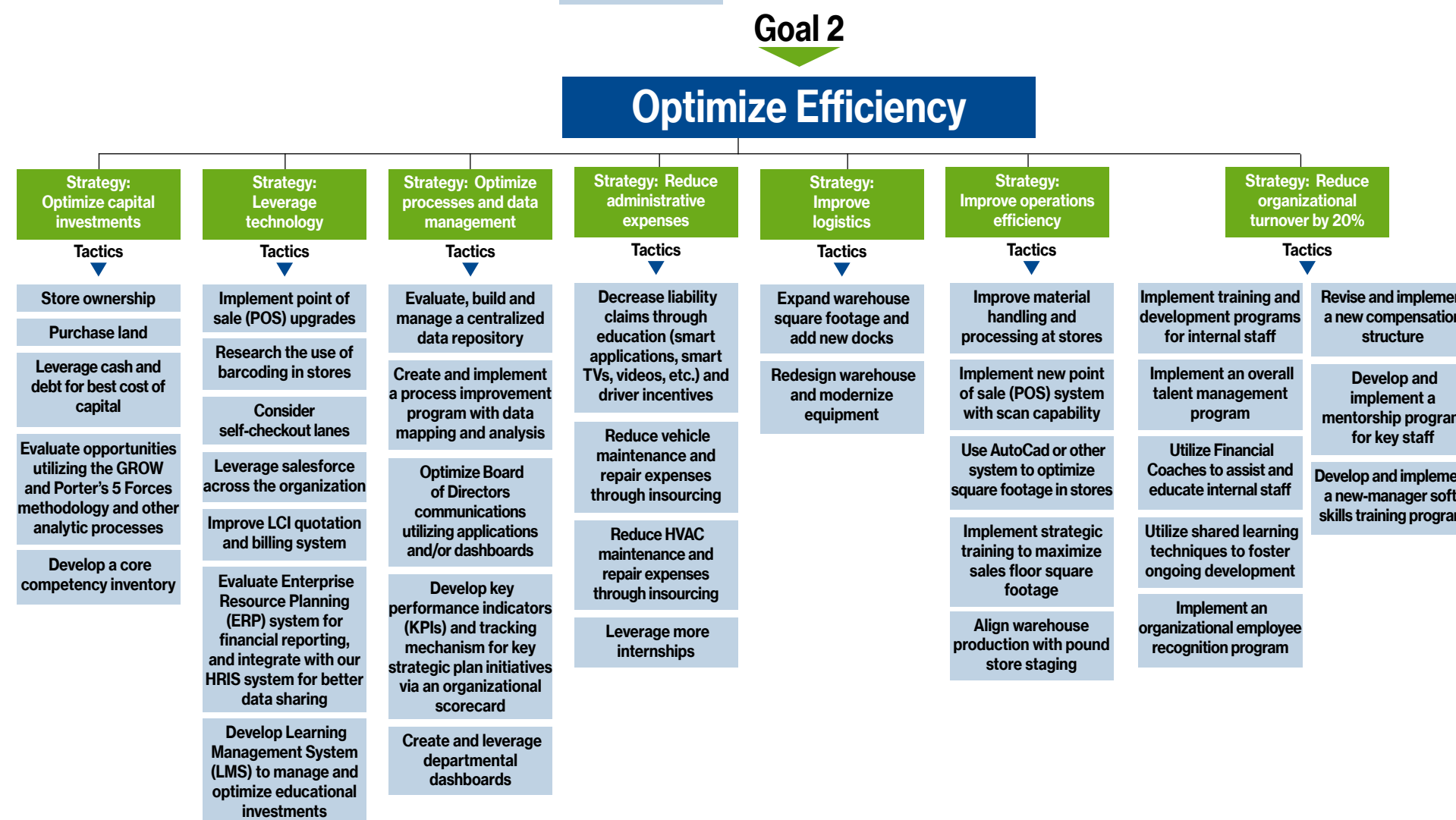
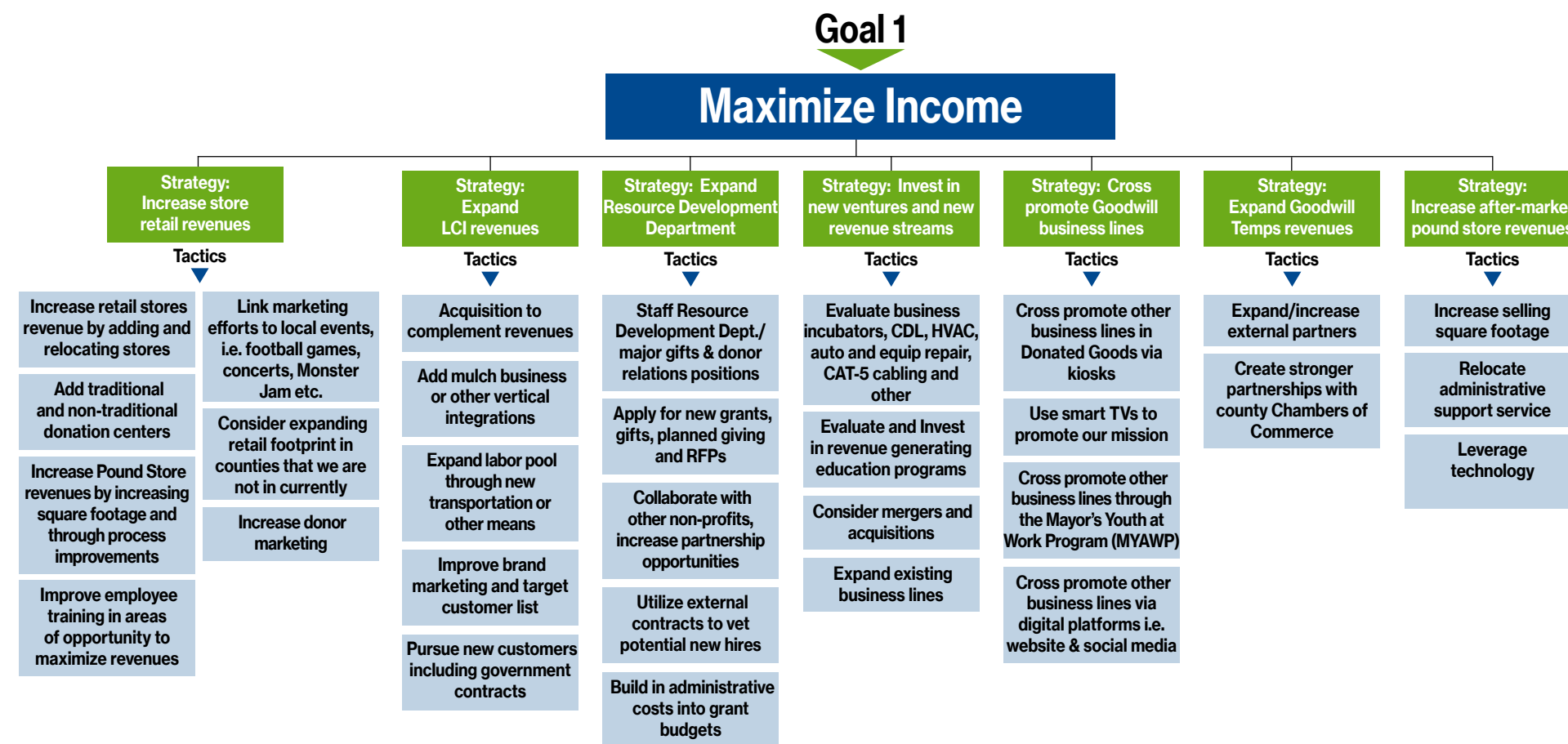
- Leverage relationship with Goodwill Educational Initiatives (GEI) and Goodwill Indianapolis
- Create partnerships for student recruitment
- Collaborate with college partners to transition students into post-secondary programs. (include dual enrollment opportunities)
- Collaborate with basic adult education partners (Adult Literacy Coalition)



## Strategy Map

The strategy map illustrates a hierarchical view of how and where we intend to make significant investments. The map is aligned to the key organizational goals and not according to function, department or committee. It ensures that the focus is on our goals and that everything we do supports achieving them while encouraging interdepartmental collaboration.

The four Goals are identified in the top dark blue boxes and of course align with our Mission. There are several Strategies (in green) that combine to achieve each goal and a number of Tactics or initiatives (in light blue) that are necessary to carry out each associated Strategy.







## Key Strategic Projects

There were seven key strategic projects identified that represented our most important investments during the term of our strategic plan. These projects are cross-organizational and the outcomes are critical to achieve the organizational goals. The strategic projects were identified AFTER the strategy map was created. The seven strategic projects represent a clustering or aggregation of key strategies and tactics.

All strategic projects have a project owner assigned to oversee progress and assist in the cross-functional collaboration.

STRATEGIC PROJECT	DESCRIPTION	COMMITTEE PROJECT OWNER
▶ <b>Expand Retail</b>	Expand the geographic footprint, resources and optimize operations and logistics to maximize revenues/profits and associated Mission work within the store operations.	<b>Operations</b>
▶ <b>Resource Development Program Office</b>	Create a small, highly specialized team to build and implement a strategy and process to seek and respond to opportunities that align to our Organizational Goals quickly and efficiently.	<b>Mission</b>
▶ <b>Technology Enhancements</b>	Leverage technical solutions and enhancements in support of our Strategies to achieve our Organizational Goals.	<b>Administration</b>
▶ <b>Mergers &amp; Acquisitions</b>	Seek, develop, and execute large and critically important initiatives that are subject to vetting and prioritization assuring alignment with our Organizational Goals.	<b>New Ventures</b>
▶ <b>Improve Communications</b>	Improve and optimize communications across the entire organization and our community by leveraging technology, improved processes and redefined metrics.	<b>Administration</b>
▶ <b>Reduce Turnover</b>	Reduce the high turnover rate to maximize efficiency, consistency and employee satisfaction.	<b>Administration</b>
▶ <b>Expand A-STEP</b>	Leverage the tremendous impact and experience to a larger community of candidates both within and to future geographic footprints.	<b>Mission</b>

## Key Strategic Projects (continued)

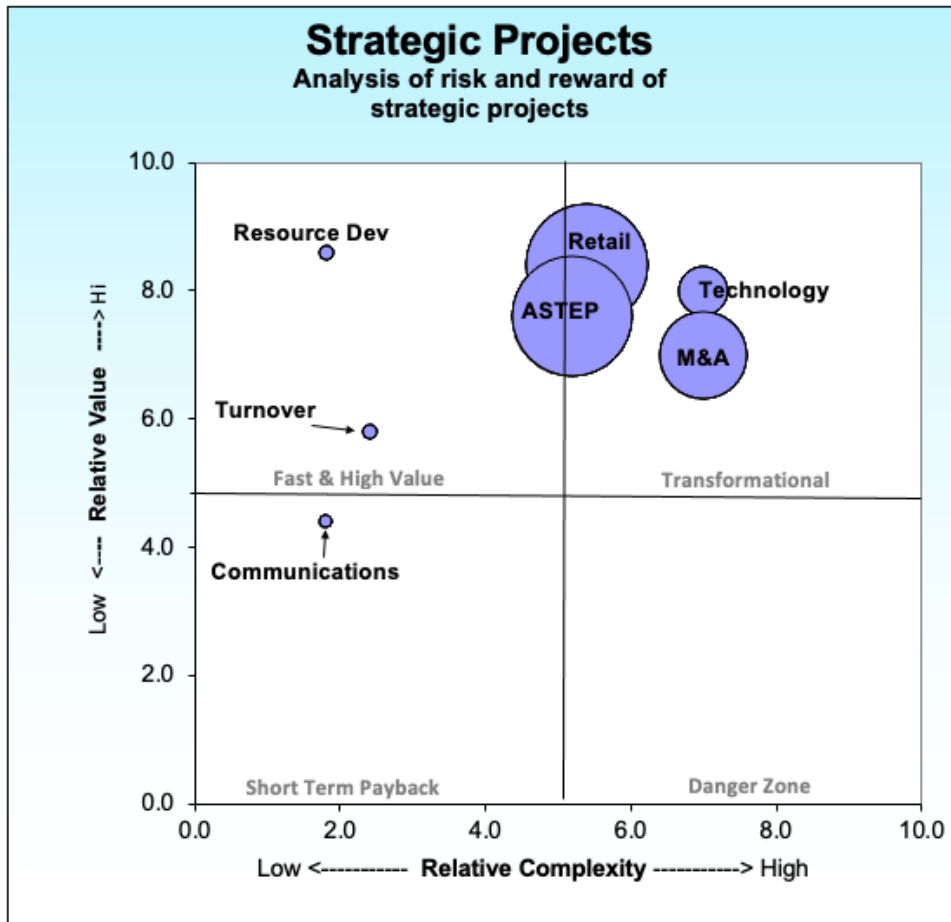
Each strategic project was assessed for the amount of financial and human capital investment over the next five years by the leadership team. Each of these projects also carries both a complexity and a value profile, ie., impact to the organization. The projects are defined and assessed by the following:

### Complexity

- Cashflow needs
- Timeline to implement or time to start receiving value
- Amount of incremental resource required
- Financial Risk
- Flexibility to adapt and leverage

### Value

- Increases Income
- Increases Efficiency
- Enhances Mission Reach
- Enhances Mission Impact
- Increases Sustainability



*The size of the bubbles represents the rough estimate of total cash necessary to implement and operate for 5 years*

# Conclusion

Goodwill is committed to pursuing the organizational goals defined in the strategic plan. The leadership team is equipped to strive for completion of the 22 strategies and 98 tactics presented in this plan along with the seven key strategic projects. Departments have showcased cross-collaboration that is invaluable to the process of developing this plan and therefore the execution of said plan. Annual departmental and individual executive team leadership goals will also align with the plan to ensure continuity.

To guarantee we stay on track to meet/exceed these goals, we will implement an organizational scorecard to help monitor our progress. This scorecard will be shared periodically with the team and the board of directors. A draft sample scorecard is below.



## Strategic Plan Organizational Scorecard

MONTH / YEAR

METRICS							
FINANCIAL		YTD BUDGET	YTD ACTUAL	NON-FINANCIAL		YTD GOAL	YTD ACTUAL
Revenue - Organization				Total # of Job Placements			
Revenue - DGR				Total # of TSIC Participants / Graduates			
Revenue - LCI				Total # of Goodwill Employees			
Revenue - Source America				Total # of People Served			
Revenue - Mission				Mentor Match Percentage			
Store Sales per Square Foot				Total # of A-STEP Participants / Graduates			
Store Revenue per Hour				Total # of Donors			
Net Operating Income Amount - Organization							
Net Operating Income Percentage - Organization							
KEY RATIOS		GOAL	ACTUAL	KEY STRATEGIC PROJECTS		UPDATE	
Current Ratio			≥ 1.50	Expand Retail Footprint			
Days Liquidity on Hand			> 25	Create / Expand Resource Development Office			
Management & General Expense Ratio			≤ .14	Technology Enhancements			
Debt to Equity Ratio			≤ .60	Mergers and Acquisitions			
Expense to Revenue Ratio - including Endowment			≤ .96	Reduce Turnover			
Expense to Revenue Ratio - Operating Only			≤ .96	Expand A-STEP			

Above Goal	With in Range	Below Goal
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# GOODWILL

INDUSTRIES OF NORTH FLORIDA

[www.goodwilljax.org](http://www.goodwilljax.org)

