Goodwill Industries of South Florida, Inc.
2021 Five-year Strategic Plan

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TABLE OF EXHIBITS

NO TABLE OF FIGURES ENTRIES FOUND.
SECTION 1: EXECUTIVE SUMMARY

The strategic plan provides the framework for organizational management activity and is used to set priorities, focus energy and resources, strengthen operations, ensure that the Goodwill South Florida team is working toward common goals, establish agreement around intended outcomes and results, and assess and adjust the organization’s direction in response to a changing environment.

The direction of the organization is established through its rich and diverse history as a mission-oriented social enterprise, a clear vision, and supported by consistent core values. This provides the basis for the Strategic Plan and the direction of Goodwill South Florida.

The Strategic Plan is built on a foundation of seven key pillars: Mission Services; Organic Growth; New Growth; Financial Strength & Efficiency; Engagement; Workforce Readiness; and Technology. These pillars encourage engagement across the organization’s Divisions and Departments to guide a team approach to implementing the initiatives within each strategy. The strategies within each pillar are areas of focus within the Strategic Plan and include initiatives within the strategies to execute those. While the pillars are intended to be static, initiatives and strategies are expected to change with the operational realities of the organization and the environment it operates in.

The strategic plan is a disciplined effort that will produce fundamental decisions and actions that shape and guide what Goodwill South Florida is, who it serves, what it does, and why it does it, with a focus on the future. Effective strategic planning articulates where the organization is going, and the actions needed to make progress with measurable outcomes. The Strategic Plan initiatives will be reviewed regularly by the President/CEO for progress of implementation.

The Strategic Plan’s initiatives and strategies are contained in the Microsoft Teams environment. This platform allows a cohesive and collaborative approach to implementing strategies and tracking progress. All senior executive and management employees will actively participate in the Strategic Tracking System (STS) on Microsoft Team, which will allow for real time updates on the status of initiatives and strategies for key stakeholders.
SECTION 2: BACKGROUND

PURPOSE
This strategic plan documents the seven major pillars, the strategies within each pillar, and execution initiatives for Goodwill Industries of South Florida, Inc. The plan is a guiding document that provides a path to the leadership and management team to act by implementing policies and procedures to meet these goals.

HISTORY
In 1959, Goodwill South Florida first began operations in an old 40,000 square foot building located at 1130 N.W. 22nd Street in Miami. The building included Goodwill’s first store, offices, ample dock space, and processing facilities to provide employment opportunities to people with disabilities. In 1963, a new partnership was formed with the State of Florida Division of Vocational Rehabilitation Services. This partnership enabled Goodwill South Florida to provide evaluation, training, and rehabilitation and placement services.

By 1964, Goodwill had outgrown its facility and moved to the 133,000 square foot former Miami Herald building located at 200 South Miami Avenue in Miami. In 1965, Goodwill South Florida started a Work Activities Center to provide services to individuals with developmental disabilities through a partnership with the State of Florida Developmental Disability Services.

In 1979, Goodwill sold the original facility and purchased the U.S. Biscayne Annex Postal building, a former post office located at 2121 N.W. 21st Street in Miami, where it currently houses its headquarters facility and main operations.

Around 1982, the leadership of Goodwill South Florida brainstormed a bold and innovative strategy and created a plan to pursue diversified entrepreneurial activities, launching the social enterprise model that defines the organization today. The goal was to achieve competitive employment for people with disabilities and other barriers to work within the community. Labor intensive work would be used as a tool in helping people learn skills, acquire appropriate work experience, gain confidence and develop their self-esteem. This program was designed to emulate a real-world work environment. Program participants would be able to earn a paycheck and receive workforce development services from Goodwill South Florida. Additionally, the program was designed so that revenues from these activities automatically supported our mission. This vision succeeded beyond our wildest expectations.

The first social enterprise Division was the Service Contracts Division to employ people with disabilities in higher-paying janitorial jobs throughout the South Florida area. In 1994, Goodwill South Florida created the Apparel Manufacturing Division to manufacture military uniforms and flags. Goodwill South Florida became the first nonprofit in America to manufacture technically complex garments while employing people with disabilities. In the last decade, Goodwill South Florida has added a state-of-the-art Medical Laundry facility and begun operating a Third Party Logistics Division.

Goodwill South Florida is a social business enterprise consisting of 4 entrepreneurial divisions that support our rehabilitation services. More importantly, Goodwill South Florida has helped people with disabilities and special needs achieve their goals of independence, freedom, and dignity in record numbers each year.
Today, Goodwill South Florida is the sixth largest of 159 Goodwills in the United States and Canada. 98% of the revenues for Goodwill South Florida are generated from entrepreneurial activities. Currently, Goodwill South Florida provides structured, supportive rehabilitation-driven work programs in four areas: Donated Goods, Apparel Manufacturing, Commercial Laundering, 3rd Party Logistics Solutions, and Service Contracts.

VISION

Employment for every person with a disability or barriers to employment living in South Florida.

MISSION

Training, employment, and job placement for people with disabilities and other barriers, transitioning individuals to productivity and greater independence.

CORE VALUES

As a social enterprise, Goodwill South Florida is driven as a company by its values. The employs the following core values to maintain its position as a leading social enterprise.

1. **Open & Honest Communication:** We are honest with each other; We look to understand and be understood by providing and receiving positive and corrective feedback we grow individually, as a team and organization.
2. **Integrity:** We do what is right and ethical, even when no one is watching, and support company policies and initiatives
3. **Trust:** We tell the truth, build trust in others, follow up on commitments and take responsibility for our actions
4. **Respect:** We treat everyone with sensitivity, kindness, and compassion. We empower others to make decisions and trust in their ability to act. We are inclusive regardless of differences. Everyone has a voice and is encouraged to use it.
5. **Collaboration & Sharing:** We openly share knowledge and information with others, share our own experience and learnings to coach and mentor, support development opportunities and provide challenging assignments to build new skills, collaborate effectively and grow as a team
6. **Executing with Quality:** Plan, measure progress against plans, set goals and measure them, set ambitious standards, and hold self-accountable and audit for meeting these standards, involve staff, use resources responsibly and distribute as necessary
7. **Creativity & Growth Mindset:** Is open to innovative ideas and new methods, positively challenge current way of thinking, seek new perspectives, and find ways to develop and grow as a person and professional
8. **Cultivate Disruptive Innovation:** Leverage technology and human ingenuity push current industry status quo

SECTION 3: RESPONSIBILITIES AND REVIEW PERIODS

OWNERSHIP OF STRATEGIC PLAN

The President/CEO is responsible for ensuring that the organization remains focused and
committed to executing the strategies and initiatives identified within this plan. All identified teams, including leaders and members, are responsible to execute the initiatives within their purview in the time frame and priority agreed to.

**REVIEW AND REVISION TIMELINES**

A review of the progress of executing the strategies within the plan will be conducted regularly. This may be done individually with the team lead or as a collective management team at the discretion of the Strategic Plan owner.

**SECTION 4: PILLARS**

Seven pillars have been identified as being critical to guiding the organization for the next five years. These pillars are cross-departmental in nature, and this is intentional to encourage relationships throughout the organization. The pillars focus on culture, growth, improved financial positions, efficiency within the organization, and development and marketing efforts.

**MISSION SERVICES**

Mission Services focuses on increasing our capacity to serve people with disabilities and other barriers to employment. This Pillar focuses on increasing the number of people served, how they are served, number of people placed into employment at Goodwill South Florida or in the community, the quality of the job positions, and other unique support offered.

**ORGANIC GROWTH**

Organic Growth focuses on growing revenue in existing lines of products, services, and programs within the organization.

**NEW GROWTH**

New Growth focuses on prospecting new product and service revenue and programs in the form of properly aligning Donated Goods’ growth to consumer habits, new product lines, new lines of business, and new sectors of customers.

**FINANCIAL STRENGTH & EFFICIENCY**

Financial Strength & Efficiency focuses on structural changes to our financial position, loss prevention opportunities, sustainability efforts, process improvements, vendor management, identifying areas for cost savings, and other cost efficiencies within the organization.

**ENGAGEMENT**

Engagement focuses on a renewed endowment and cash contribution plan, grants, volunteer programs, internships, tours and other higher touch initiatives, marketing enhancement (including targeted, database, social media, and PR efforts), public policy, and increasing partnerships.

**WORKFORCE READINESS**

Workforce Readiness focuses on training and skills development, recruitment efforts, improving
employee communication and methods, career development planning, incentive pay for employees, improved retention amongst employees, succession planning, and culture change within the organization.

TECHNOLOGY

Technology focuses on increased efficiency and support within Information Technology, workforce training on technology solutions, assessing equipment needs, efficiency and cost-effectiveness, and focused major systems projects across the organization, standardizing the technology platforms where possible.