

GULFSTREAM
GOODWILL
INDUSTRIES



STRATEGIC PLAN

23
24
25



VALUES

RESPECT:

We treat people the way we want to be treated

ACCOUNTABILITY:

We accept ownership for our actions and for our work

INTEGRITY:

We do the right thing even when no one is looking

INNOVATION:

We choose to lead rather than follow

INCLUSIVITY:

We embrace our differences

SERVICE EXCELLENCE:

We deliver our best always

EMPOWERMENT:

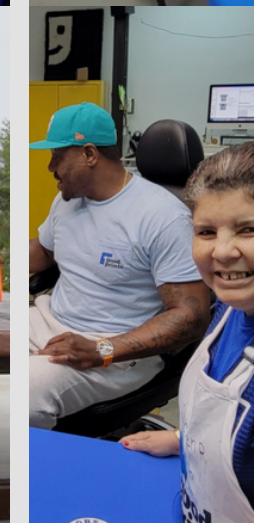
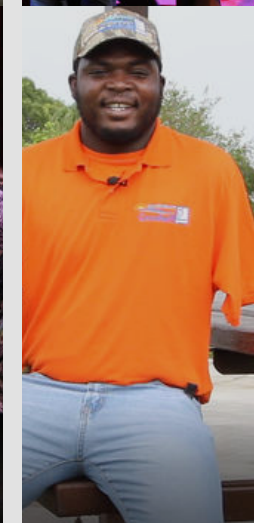
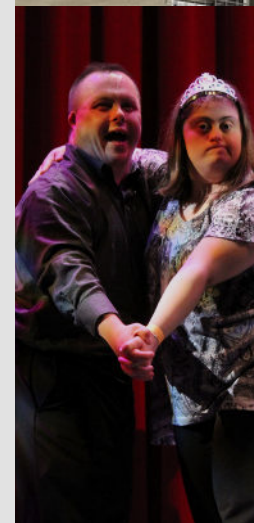
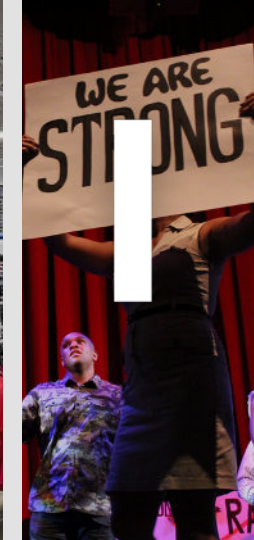
We invest in ourselves and each other

MISSION

Changing Lives through Housing, Training, Education, and Employment

VISION

Vibrant communities, free of poverty, homelessness, and unemployment



RAISE

EXECUTIVE SUMMARY

The recent pandemic, and the associated changes that have occurred as a result, have influenced every part of our lives. This, coupled with the advance of technology is changing the way we live, work, and interact with each other. It has never been more critical for organizations such as Gulfstream Goodwill Industries (GGI) to have a sound strategic plan.

This document is the culmination of a comprehensive strategic planning process that occurred throughout 2022. As part of the process, GGI enlisted extensive feedback from both internal and external stakeholders. The process included, but was not limited to:

- A revisit of the community needs assessment we completed in 2019, to ensure there was continued alignment in how our programs and services are addressing these needs.
- A SWOT assessment that identified GGI's strengths, weaknesses, opportunities, and threats.
- An internal survey and series of Town Hall meetings to seek input from our internal stakeholders.

What we found was great alignment with several of our mission programs, most notably in the services GGI provides in addressing homelessness and affordable housing, as well as programs, providing education, training, and other supports for persons with disabilities and other barriers to employment.

We reviewed the five pillars of focus that we identified in 2019 and found them to still be significantly relevant over the next three years.

• **Financial Stability** • **Growing Revenue** • **Enhancing Mission** • **Investing In Ourselves** • **Telling Our Story**

We made a conscious decision to underscore the importance of innovation in our donated goods program, as-well-as growth and focus on philanthropy, as critical to our success over the next three years. It took innovation to ensure Goodwill has remained relevant throughout many changes over the past 120 years. We realize that to remain relevant, we must re-imagine our future.

Goodwill's founder Reverend Edgar Helms' vision of eradicating poverty through the power of work has not changed. It is as strong as ever. It is important that we embrace our past. It serves as the compass that provides us clarity and guidance each day.

Joan and I want to thank everyone who supported Gulfstream Goodwill Industries in the creation of this strategic plan.



Joan McCabe

Board Chair

Keith Kennedy

President and CEO

THE FIVE PILLARS

Pillar I: Fiscal Health and Sustainability

We will strengthen the fiscal health of the organization by exercising sound business, finance, and investment strategies. We will prioritize the strategic building of operational reserves and organizational assets.

- Operating cash on hand 90 days
- \$5.5M in operating reserves
- Maintain a current ratio of 2+
- Decrease expense to revenue ratio to 97%
- Increase owned assets by 1
- Decrease days in accounts receivable to 32

Pillar II: Diversifying Revenue and Strengthening Net

We will grow revenues in donated goods through donor market penetration, ecommerce innovation and operational efficiencies. We will diversify and grow revenues by creating new social enterprises in our contracts and mission program areas.

- Increase Donated Goods Retail (DGR) revenue to \$39M
- Improve DGR E/R 8%
- Increase On-line Sales to \$8.5M
- Increase Salvage/Bi-product Sales to \$4.5M
- Increase Annual Donations to 900K
- Increase Contracts Revenue to \$6.2M at E/R 85%
- Grow Philanthropy to 2.6M
- Charter School growth to Profit Center - 125 students
- Two additional Social Enterprise by 2025

Pillar III: Enhancing Mission

We will enhance our mission services with a focus on education, training and employment as pathways out of poverty.

- Increasing Adult Day Training (Capabilities) Census (WPB/Nexus)
- Operate New HRC2 Shelter
- Increase Persons Served by 10%
- Increase Programmatic Funding by 10%
- Establish Reimagined Microenterprise in Partnership with Contract Services
- Charter Education Program Growth - Additional Industry Credential Tracks
- Charter Self Sustainability - Second Location on Treasure Coast

Pillar IV: Investing in Ourselves

We will invest in our infrastructure to compete in today's marketplace. This includes equipment, technology, asset acquisition and most importantly our people.

- Improve Turnover - DGR, Mission and Administration
- Move to Dayforce LMS
- Foundation for Employee Emergency Assistance
- Utilize Ceridian to its fullest communication abilities through a mobile app
- Building for homeless owned by Gulfstream Goodwill Industries
- DGR - Equipment/Technology/Innovation/Refresh and Rebrand)
- Asset Acquisition
- Mission Data Tracking
- Move Technology to the Cloud

Pillar V: Telling Our Story

We will engage our community at every opportunity to tell our story. We will establish strong community relationships through our network of ambassadors to grow philanthropic investment that perpetuates our mission services.

- Increase Foundation Funds to \$11M
- Increase Philanthropic Funds to \$2.6M
- Establish Robust Dashboard for Mission Economic and Environmental Impact
- Internal Communication - 12 monthly newsletters, 24 Victory Stories Productions, Goodwill TV, and Ceridian Messages
- External Outreach - Tours, Lunch and Learn, Friendraisers, and GGI Signature event
- Traditional Media Exposure - TV/Print, Social Media Hits and Marketing

PROGRAMS

Homeless & Residential Services

- The Senator Philip D. Lewis Center *
- Lewis Center Annex <
- Belle Glade Homeless Resource Center <
- Melissa's Place-Lake Village at the Glades <
- Project Succeed, New Avenues, & Beacon Place <
- Youth Rapid Rehousing <
- Adult & Youth Permanent Supportive Housing <
- Project Home IV <
- Senior Homeless Prevention Program <
- Travelers Aid <
- Home at J Street
- Home at Tamarind

* In partnership with Palm Beach County and GL homes

< In partnership with Palm Beach County

Ability Services, Inc.

- Okeechobee Waterways contract; employment program for individuals with disabilities

Career Academy of the Palm Beaches

- Students with disabilities, ages 16-21
- Work experience and credentialing programs
- Career exploration and job placement services
- Job coaching
- Job shadowing

Disability Support Services

- Capabilities of the Palm Beaches
- Capabilities of the Treasure Coast
- Microenterprises
- Youth Supervision and Adult ReEntry Programs
- Ticket to Work
- Career Camps Youth Ages 14-22



RETAIL, MICROENTERPRISES, AND CONTRACTS

Stores and Donation Centers

Gulfstream Goodwill Industries operates over 25 retail thrift stores, 2 outlet centers, and over 35 donation centers in five counties. Our retail locations can be found in Palm Beach, Martin, St. Lucie, Indian River, and Okeechobee counties.



GoodFriend

Our GoodFriend membership continues to flourish! Members love the 25% off savings and multitude of additional perks they receive for an annual fee. The ability to reach a large audience with text messaging, allows us to drive sales, make important announcements and connect with our valued guests and donors.

Bluebox

Goodwill Bluebox - SUSTAINABLE | UPCYCLED | RESPONSIBLE
Is a wholesale ecommerce platform that caters to resellers and prevents donated items from entering our landfill



ShopGoodwill

ShopGoodwill.com is our online auction site. Customers bid or purchase items donated to our Goodwill stores. Customers love the unique items to purchase, knowing they are supporting the mission of Goodwill, to fund education and training for people with disabilities.



Microenterprises

Good Prints is a social enterprise of GGI serving individuals with disabilities. Participants are given the opportunity to learn the skills needed for quality screen printing, embroidery on promotional items, as-well-as shipping, distribution and graphic design.

Good Grub is another social enterprise of GGI. Participants prepare and serve food with the guidance of an Executive Chef to gain hands-on experience in food services



PLEASE SUPPORT OUR MISSION

Changing Lives through Housing, Training, Education, and Employment

By donating to Gulfstream Goodwill Industries, you directly support individuals and families right here in our community. From assisting individuals with supportive housing, to providing job training skills, to providing reentry services, Gulfstream Goodwill Industries has been helping create communities that embrace and empower those who need a hand.

Whether your donation is monetary, merchandise donation, or support through shopping at our retail and ecommerce stores, we appreciate your support. To make a monetary donation, please visit our giving portal at GoGGI.org/take-action or scan here.



Gulfstream Goodwill Industries

Corporate Campus

1715 Tiffany Drive East

West Palm Beach, FL 33407

P: 561.848.7200 | F: 561.408.0737

GoGGI.org



Powered by Gulfstream Goodwill Industries



BLUEBOX
The Reseller's Best Kept Secret

