

RE

RETHINKING
REIMAGINING
REINVENTING

ANNUAL REPORT

2017



HOW DO WE MEET THE CHALLENGE OF A VASTLY CHANGING LANDSCAPE?

OUR MISSION, VISION & VALUES ANSWER FOR US:

REINVENT

It happens every time an individual recovers from an illness or accident and finds a new normal. When a business hires a highly skilled, retired veteran, bringing new benefits to both. When a training session builds technical skills while connecting a participant with a caring community. And when people donate goods and shop to generate good will.



THAT'S
REINVENTION.



FRED G. SHELFER, JR.
PRESIDENT & CEO



SCOTT CLEMONS
BOARD CHAIRMAN

MESSAGE FROM THE CEO & BOARD CHAIR

Reinvention is an idea that has moved to the forefront of our thinking this year. Necessity is its mother and it has our attention. The basis of our funding structure is retail sales. Traditional retail is being severely impacted by the changes in our society stemming from the online access that everyone has through their cell phones and electronic devices. One company, Amazon, has dramatically changed the way people shop. Control is now firmly in the hands of the consumer.

This phenomena has everyone in the industry looking for ways to **reinvent** themselves. The ease of online shopping makes convenience the key to keeping customers. Walmart, Target, and Kohl's are learning to cater to the shopper by expanding their online presence. But unlike Amazon, traditional retailers are earthbound in brick-and-mortar stores.

To add to our dilemma, Goodwill has a limited "donations to market" business model of one of a kind items that makes innovation even more difficult. However, we have unique strengths that

put us in a position to face these challenges. The community continues to be loyal to our mission of creating opportunities and self-sufficiency for those less fortunate. Most importantly, we have talented, hardworking staff who are dedicated to furthering this important mission.

There are things we can do to face these challenges. Several years ago we added e-commerce to our retail operations and today it equals 6% of our total revenue approaching two million dollars a year. We can make shopping in our stores more convenient and improve the shopping experience for those who prefer in-store to online. We can continue to become more efficient in our operation and reduce cost to maintain margins. But, these measures may not be enough. **Reinvention** to meet the future is going to require a drastic transformation of our current structure, bold leadership, and new approaches to the challenges the donated goods industry faces.

I hope our next annual report will describe the success we have had at **reinvention**.

MAJOR AREAS OF REINVENTION

RETHINKING TEAM GOODWILL
Building The Resiliency Of Our Team Members



REIMAGINING BUSINESS MODEL
Boosting Retail Sales & Employment Opportunities



REINVENTING LEARNING TRADES
Growing Learning Services To Better Serve The Community



Reinvention cannot be achieved alone. With community donations and dedicated individuals, Goodwill produced notable accomplishments in 2017.

Our team rethought training and processes to help our employees succeed in their jobs. We reimagined how and where we do business by streamlining our e-commerce processes and Kaizenizing our facilities to keep cost low, while enhancing our ability to manage donations and merchandise. We continued to grow the reach of our brand by investing in new ventures, like Goodwill Super-Suds Car Wash, to expand offered services, boost retail sales and add employment opportunities for people in our community. Lastly, we worked together to reinvent the way we provide learning services by creating Career Campus so that individuals can learn and earn nationally recognized credentials online.

2017 COMMUNITY IMPACT

12,721 PEOPLE SERVED

471,227
PEOPLE DONATED

359,160
SERVICES PROVIDED

JOB PLACEMENT SESSIONS

42,122

6.6 MIL
POUNDS OF WASTE DIVERTED FROM LOCAL LANDFILLS

31,245
SERVICE HOURS PROVIDED BY VOLUNTEERS

JOB SKILLS & JOB READINESS SESSIONS

41,702

850
TEAM MEMBERS EMPLOYED BY GOODWILL BIG BEND LOCALLY

775
PEOPLE PLACED INTO COMPETITIVE EMPLOYMENT IN THE COMMUNITY

TUTORING SESSIONS

28,312

318
ACCESSIBLE & AFFORDABLE APARTMENTS PROVIDED

220K
ROUND UP DOLLARS RAISED TO SUPPORT CHILDREN WITH SPECIAL NEEDS

GED PREP SESSIONS

15,028

E-LEARNING SESSIONS

4,189

KAREN EDWARDS-CAMPBELL

GRADUATE OF THE YEAR AWARD



The Graduate of the Year Award recognizes a graduate from a Goodwill training program and is selected for outstanding achievement in overcoming barriers to obtaining & maintaining employment.

When Karen Edwards-Campbell began Goodwill's Certified Nursing Assistant Prep Program, she struggled to find her school-life balance which prevented her from taking the state exam. She returned in 2017 with a new outlook and deep determination. She was able to take the course and the state certification exam. While in the CNA Program, Karen motivated classmates and helped others in any way she could. She even became employed with a Goodwill community partner before her exam was complete!

Karen is currently working and growing professionally, and she plans to further her education. There is no limit to Karen's potential and she is determined to challenge herself and make the most out of every opportunity.

DWIGHT DUKES

ACHIEVER OF THE YEAR AWARD



The Achiever of the Year Award recognizes an individual with a disability or other barrier and who, through exceptional hard work and perseverance, displays a true Goodwill 'spirit' in overcoming obstacles.

After Dwight Dukes was in a serious motorcycle accident that left him paralyzed from the waist down, he had to readjust to using a wheelchair and start creating his new 'normal'. Referred to Goodwill by the Division of Vocational Rehabilitation, he has taken full advantage of Goodwill's Placement Services, Training Services and Residential Services.

As a permanent employee at the Goodwill Super-Suds Car Wash on Tallahassee's Market Street, Dwight inspires others with his excellent work ethic. He is a shining example that, with Goodwill's programs, individuals with barriers to employment can overcome hardships and become self-sufficient members of our community.

ISAAC OLAOSEBIKAN

VOLUNTEER OF THE YEAR AWARD



The Volunteer of the Year Award recognizes one outstanding Goodwill volunteer for their valuable and selfless commitment to making a difference in the lives of others.

Isaac Olaosebikan first came to Goodwill in search of housing resources. After stabilizing his housing arrangements and welcoming a new son, Isaac returned to Goodwill for training and job placement assistance. Isaac enrolled in our Certified Nursing Assistant Program, where he proved to be highly knowledgeable and skilled in the area of nursing.

Originally from Nigeria, Isaac encountered significant barriers and challenges to obtaining a work visa and navigating through the immigration process. Undaunted, Isaac has generously provided countless hours of volunteer service to Goodwill's Prosperity Center in Tallahassee. He continues to share his skills and talents with each newly enrolled CNA class by supervising labs and providing ongoing practice opportunities to our participants.

SCOTT CLEMONS

MARY V. GOODMAN AWARD



The Mary V. Goodman Award recognizes one outstanding Goodwill Board Member. This award is dedicated to the memory of Mary V. Goodman, a longtime Goodwill Board Member, whose commitment to Goodwill was unparalleled.

Elected by his fellow members to lead Goodwill's Board, Scott Clemons has served as Chairman of Goodwill's Board of Directors since 2016. During that time he has not only presided over the board meetings, but he has also been involved in every facet of our organization's governance.

Mr. Clemons is a resolute advocate for Goodwill and has often represented our organization as its spokesperson at public events and for the media. Through his service he has exhibited the dedication and enthusiasm for Goodwill that the late Mary Goodman's example embodied.

MISSION PARTNER OF THE YEAR AWARD



The Mission Partner of the Year Award is given to an organization whose commitment and ongoing partnership with Goodwill provides support to our mission and the services we offer to the community.

The relationship between Goodwill, Shaffield Building Specialties and its owners Jennings and Cyndi Knox began almost a decade and a half ago. Jennings, who at the time owned Culpeper Construction Company, completed a 'build to suit' retail location for Goodwill on N. Monroe Street in Tallahassee. Over the next 14 years, Shaffield Building Specialties built and leased to us our Lynn Haven store; built our Perry apartments, Pensacola Street store, an addition to our Destin store and our newest building for infants at The Learning Pavilion.

While all of these projects were business transactions, Jennings and Cyndi have always been willing to help in any way they can. They've addressed any issues we've had, and have gone above and beyond for Goodwill. They even renovated our Good Cents Store at no charge and are major sponsors, each year, of our annual golf tournament.

We are proud to call Shaffield Building Specialties and the Knoxes valued business partners. Goodwill couldn't ask for better supporters or friends.

GIBB EMPLOYEE OF DISTINCTION AWARD

The GIBB Employee of Distinction Award recognizes one outstanding employee for their dedication to Goodwill and its mission of changing lives through the power of work.

Lisa Gartner started with Goodwill in our Lynn Haven Store in 2008. She quickly became a manager, and now serves as the Area Manager for the Panama City Area. As an Area Manager, Lisa works with store managers helping them meet their individual goals and objectives. She believes that training by working alongside her employees makes them better. To her it is not about getting recognition, but about following the guiding principles to fuel Goodwill's mission.

Lisa embraces that mission, as well as Goodwill's vision and values every day. She is always an advocate for employees with disabilities and other barriers, and seeks to develop the potential in every employee.



THE LEARNING PAVILION AWARD

The Learning Pavilion Award recognizes an individual for their dedication to the children at Goodwill's early intervention and preschool program, The Learning Pavilion.

Although Emily Burdick has only been with TLP for a year, she has shown more professional growth in that time than many show over the course of many years. As a single mother of two children, who both struggle with sensory processing disorder, the services that TLP offers are close to her heart.

In her time at TLP, Emily has gained vast knowledge in child development, early intervention and the everyday implementation of Smart-Play. Her bright smile and contagious positive energy brightens the days of her students and co-teachers as well as attracts volunteers to TLP. Emily is never afraid to jump in and have fun while ensuring plenty of teachable moments for her students.



JANUARY 1, 2017 - DECEMBER 31, 2017 [UNAUDITED]

NET OPERATING INCOME

2017

OPERATING REVENUE

GOODWILL STORE SALES (NET)	\$25,964,833
SALVAGE SALES	\$1,156,466
CONTRACT INCOME (MISSION & CONTRACTS)	\$2,389,207
OTHER INCOME	\$206,862
TOTAL	\$29,717,368

OPERATING EXPENSES

RETAIL, MAINTENANCE, & TRANSPORTATION	\$22,130,699
SALVAGE	\$341,442
CONTRACTS	\$2,511,227
MISSION SERVICES	\$1,386,129
ADMINISTRATION	\$2,394,285
TOTAL	\$28,763,782

NET OPERATING INCOME **\$953,586**

LEADERSHIP

TEAM

- **FRED G. SHELFER, JR.** [PRESIDENT & CEO]
- **SHANNON HARPER** [VICE PRESIDENT OF ACCOUNTING]
- **TAMARA WILLIAMS** [VICE PRESIDENT OF HUMAN RESOURCES]
- **STACY LARKIN** [VICE PRESIDENT OF MISSION SERVICES]
- **ALAN MALNOFSKI** [VICE PRESIDENT OF RETAIL OPERATIONS]
- **LISA LAND** [VICE PRESIDENT OF SUPPORT SERVICES]
- **FRED WATFORD** [VICE PRESIDENT OF TRANSPORTATION]
- **CODY GRAY** [MANAGER OF PUBLIC RELATIONS]

2017 BOARD OFFICERS

- **SCOTT CLEMONS**, BOARD CHAIR [THE CLEMONS COMPANY]
- **DAVE SELLARS**, VICE-CHAIR [TALLAHASSEE MOVING & STORAGE]
- **ELAINE BRYANT, PHD**, IMMEDIATE PAST CHAIR [EW BRYANT ASSOCIATES]
- **BRENT CHUMBLER**, TREASURER [FARMERS AND MERCHANTS BANK]
- **MARY WELLINGTON**, SECRETARY [CAPITAL CITY BANK]
- **CALVIN MELTON, PHD**, PRESIDENT OF HOUSING [RETIRED, STATE OF FLORIDA]

2017 BOARD OF DIRECTORS

- **JON BAILEY, PHD** [FLORIDA STATE UNIVERSITY]
- **GARY BLISS, DBA** [FLORIDA STATE UNIVERSITY]
- **STEPHANIE DERZYPOLSKI** [TALLAHASSEE MEMORIAL HOSPITAL]
- **CATIE GOODMAN** [TALLAHASSEE COMMUNITY COLLEGE]
- **DARREN HAIMAN** [NATIONS REAL ESTATE]
- **BRUCE HARTER** [RETIRED, STATE OF FLORIDA]
- **KIM KING** [KING & WOOD, PA]
- **BRADFORD LEWIS** [SUPER HOLDINGS INVESTMENTS, LLC]
- **AL MCCAMBRY** [GULF COAST STATE COLLEGE]
- **KIMBERLY CLARK-MENCHION** [DEPT. OF TRANSPORTATION]
- **JARED MILLER** [WAKULLA COUNTY SHERIFF'S OFFICE]
- **GARY OSTRANDER** [FLORIDA STATE UNIVERSITY]
- **JAY REVELL** [TALLAHASSEE CHAMBER OF COMMERCE]
- **STEVE RODEN** [CONDUENT HEALTHCARE KNOWLEDGE SOLUTIONS, INC]
- **STUART RUBENSTEIN** [KALEIDOSCOPE FRAMING]
- **BEN WILKINSON, JR** [TALLAHASSEE LAND GROUP (TLG)]



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GOODWILL INDUSTRIES - BIG BEND, INC.,