LEADERSHIP PROFILE

Goodwill Industries of North Georgia

Vice President, Facility Services
Goodwill Industries of North Georgia
Atlanta, GA

“We put people to work.”
--Goodwill Industries of North Georgia mission

THE ORGANIZATION

Since Reverend Edgar James Helms launched the first store in Boston in 1902, Goodwill has had an unwavering focus on helping people by providing jobs, selling pre-owned household goods and products in retail stores and by offering a positive and supportive environment for employees and customers. The original objective of helping men and women in need by giving them hope, dignity and independence is a hallmark of the organization today, embraced by every Goodwill employee and celebrated at each retail location.

An acute focus on the value of training workers, the empowerment of people through employment and the important role of providing a venue for those in need to find modestly priced consumer goods are at the core of Goodwill’s success as a non-profit model of balancing mission and financial priorities.
Goodwill of North Georgia is one of the fastest growing and most successful Goodwill organizations in the United States with annual growth rates consistently above 15 percent. The nonprofit’s long-range vision is grounded in strong leadership, a collaborative senior management team, financial rigor and a spirit of innovation and creativity.

In 2006 annual revenues were $50 million; by year-end of fiscal 2013, annual revenues had grown to $125 million. Goodwill of North Georgia expects to reach $200 million in annual revenues by 2018.

Goodwill’s strength in North Georgia is driven by success in three primary business areas:

1. **Donor services and goods** – through 45 stores in the region Goodwill generates over $100 million in annual revenues
2. **Career services and job training** - seven career centers in North Georgia have helped 11,000 people find gainful employment in 2013
3. **Facility Services** – Contracts for janitorial and maintenance services generate $15 million in annual revenue through Goodwill Industries of North Georgia, a separate nonprofit under the umbrella of Goodwill of North Georgia; clients such as the Centers for Disease Control, Emory University and the University of Georgia School of Veterinary Medicine are served by a workforce where more than 80% of employees have a disability, lack education or face an employment challenge

At the core of these business units is an unwavering commitment to the mission of putting people to work—and thus justify why Goodwill of North Georgia must continue to grow as a business. Simply put, with greater success Goodwill can help more people and have an even greater impact on the community. This is a concept that is readily embraced throughout the entire organization.

The executive staff is an experientially rich, goal-oriented and motivated team. President Raymond Bishop has led the organization since 1990, having previously led Goodwill organizations in Louisiana and Tennessee. The depth of experience of the senior leadership team is broad; their collective professional backgrounds include successful tenures at Fortune 500 companies, leading manufacturing, retail and public sector corporations, and professional service
organizations. These leaders describe themselves and their team as committed, outcome-driven and supportive, sharing terms like “fierce fellowship,” “competitive and collaborative” and “mission-focused” to characterize their work together.

THE OPPORTUNITY

The current Vice President, a veteran of several decades who created the unit he leads, has announced his intention to retire at or near year-end. His successor will have the bold mandate to grow the facility services business amidst an ever-changing and challenging private and public sector landscape.

As an integral part of the executive staff of Goodwill of North Georgia, the new Vice President will oversee core operations for Goodwill Industries of North Georgia (GING), a separate 501(c)(3) corporation that operates in tandem with Goodwill of North Georgia. Central to this role is the development, management and oversight of public and private facility service contracts. Today these contracts generate approximately $15 million in annual revenue and provide employment for more than 350 workers.

The Vice President, Facility Services will have the challenge of charting the future course of the business unit in a way that addresses and balances two key priorities for Goodwill – revenue growth and mission-responsive employment opportunities for its workforce where a large majority of employees have disabilities, lack education or job experience or face employment challenges.

In the immediate term, the Vice President, Facility Services will confront many opportunities and challenges, among them:

- **Preserve current facility contracts and related revenue in an extremely challenging services marketplace.** The Goodwill brand is strong and well respected. Although the facilities marketplace is highly competitive and contract business appears often to be driven by price, Goodwill Industries of North Georgia has been successful in the contracts arena largely as a result of the outstanding quality of their facilities work. The new Vice President must build on GING’s long-standing record of performance in contract services while addressing changing competitive dynamics in the public sector. Further, while
optimizing contract services revenue, the new Vice President must successfully balance the normal tensions of mission and margin.

- **Develop new business opportunities that support the Goodwill mission.** Given the traditional definition of market—mainly public-sector contracts in North Georgia—expansion of the current scope of work will be difficult. As a result, Goodwill of North Georgia is eager to expand both its range of service offerings and its geographic footprint. In short, future growth will need to come from a creative and comprehensive expansion of existing facilities work and client base. Principal opportunities for growth include additional Total Facilities Management (TFM) contract work where GING can monetize its expertise to manage all aspects of facility management for clients beyond just the custodial and janitorial service functions.

- **Play a central role as a part of the Goodwill leadership team to ensure the success of the 2018 long-range plan.** As the overall organization embraces considerable aspirations for the future, the new Vice President, Facility Services must be an integral part of change, growth and impact. A thoughtful and creative approach to developing the Facility Services business unit will only further strengthen the foundation of the organization, contributing to the success of an already high-performing team impacting the lives of thousands of employees, constituents, stakeholders and the communities they call home.

THE RESPONSIBILITIES

The responsibilities of the Vice President, Facility Services fall into five interrelated categories:

1. **Continue to strengthen the quality of facility services.** The Vice President must continually improve the quality of services for which Goodwill is already known. The organizational focus on quality is constant. For example, GING has achieved three separate ISO certifications, 9001 for Quality Management, 14001 for Environmental Management and 18001 for Occupational Health and Safety Management—defining attributes that further distinguish Goodwill as a leader in quality and resource management.
2. **Grow the business.** While the business unit is an established, capable and reliable provider of janitorial services, future success is largely dependent on growing revenues that impact mission and sustainability.

3. **Manage people and priorities gracefully and deliberately in concert with budgets and timelines.** The Vice President joins an organizational culture defined by high performance, deep commitment to mission and an eagerness to grow. The Vice President, Facility Services will be a critical part of the leadership team who manages people with care, confidence and consistency.

4. **Create a unique strategic vision for what facility services can be and execute this vision to successful and measurable outcomes.** While the annual contribution of the Facility Services department has been relatively stable, recent trends in the services and facilities marketplace call for a thoughtful analysis of future possibilities. The Vice President, Facility Services is expected to explore new business initiatives and take measured risks to help the business unit grow and optimize its contribution.

5. **Constantly strive to achieve the optimal balance of financial success and mission fulfillment.** One of Goodwill of North Georgia’s most special and unique assets is its workforce. At the same time, Goodwill is defined by aspirations to grow the business in a way that mirrors the best practices of the most successful for-profit organizations. This intersection of priorities creates natural and predictable tensions. The Vice President must manage these tensions and serve mission, margins and employees with equal care.

**THE LOCATION**

The Vice President, Facility Services position is based in Atlanta, Georgia, the nation’s ninth largest metropolitan area and long the economic capital of the Southeast. Atlanta is home to over six million residents, the world’s busiest airport, six major institutions of higher learning, fifteen Fortune 500 companies and some of the world’s most visible nonprofit organizations.
THE RELATIONSHIPS

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<th>The Vice President, Facility Services reports to</th>
<th>CEO of Goodwill (who is also CEO of Goodwill Industries of North Georgia)</th>
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<td>and manages</td>
<td>• Senior Director of Facility Services</td>
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<td>• Director of SourceAmerica Contracts</td>
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<td>• Director of Commercial Contracts</td>
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<td>• Quality Assurance Representative</td>
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<td>• Administrative Clerk/Assistant</td>
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While nurturing other key relationships, including

| SourceAmerica colleagues and community |
| AbilityOne colleagues |
| Leadership and staff of contract organizations |
| The IFMA and BOMA professional trade organizations |
| The facility services community at-large, both as current and potential clients |

THE CANDIDATE

The ideal candidate will be a dynamic individual who views the opportunity to lead growth and join the Goodwill culture as not only a challenging professional opportunity but a unique privilege. The Vice President must be comfortable in a wide variety of environments ranging from high-level strategy to detailed procurement and compliance. The Vice President will come to Goodwill with a strong skill set borne of a background in a related field or in a position of similar scope and responsibility.

**Competence: The ideal candidate will offer...**

- Significant experience in managing facilities, logistics or contract services
- A record of success in developing revenue and new business initiatives
- An entrepreneurial outlook
- Experience in selling and managing large scale service contracts
• Successful management of ISO and TFM business methods and practices
• Skill as a strategic thinker and capable manager of details
• Exemplary communication skills – both as a listener and a speaker
• Strong budget management skills
• Comfort with complex decision-making, often with limited information
• Sophistication in leading a multifaceted work environment; facility with interpersonal politics is critical
• Comfort with delegation and high-altitude supervision

**Culture: We seek a Vice President, Facility Services who exhibits:**

• Success as a part of a senior leadership team
• A collaborative work environment
• Patience and emotional intelligence while achieving results
• Passion for Goodwill’s mission and culture

**Character: We expect to hire...**

• A superlatively competent and capable professional who will quickly add value to the organization
• A strong but fair person who commands respect without demanding it
• A passionate corporate citizen who values organizational achievement
• Someone who fully embodies the spirit of helping others

For potential consideration or to suggest a prospect, please send an email with supporting materials to Goodwill@BoardWalkConsulting.com.

or call Sam Pettway, John Sparrow or Ayanna Hunt at 404-BoardWalk (404-262-7392).

For the current status of this and other of our searches, visit us at www.BoardWalkConsulting.com.