

Goodwill

Industries of South Central California



**Information Regarding the Position of
President/CEO
Goodwill Industries of South Central California
www.thegoodwill.org**

The Organization

Goodwill Industries of South Central California is a 501(c)(3) not-for-profit corporation with corporate offices in Bakersfield, California. The organization exists to provide employment and training opportunities for individuals who have a disability, are disadvantaged, or who otherwise have difficulty securing and maintaining a job. Our mission is implemented by employment within the organization and through services provided to the California Department of Rehabilitation and other community agencies.

Our programs and business are funded primarily through the collection, processing and sale of donated clothing and household goods. Our budget is funded almost largely through our ten Goodwill stores and our on-line auction site. For the past 18 years, we have averaged a growth rate of 7% each year and we expect to maintain a similar or greater rate of growth in order to continue to expand services within our territory.

Specific information about our Goodwill may be found at www.thegoodwill.org.

The Search

The Board of Directors of Goodwill Industries of South Central California is seeking a qualified President and Chief Executive Officer to succeed its long-time President/CEO who is retiring in mid-2019. The ideal candidate will be an individual who can lead the organization with integrity, vigor, and vision in order to advance its mission throughout a service territory comprising all of Kern, Kings, and southern Tulare counties in central California with a total population of 1,374,702. The search process is scheduled to conclude in June of 2019, with an anticipated start date of August 1, 2019.

The Position

Initially the new President/CEO should be prepared to work within the framework of the Goodwill Industries of South Central California's current strategic plan, whose main strategies are aligned under three broad organizational objectives: People: We will advance our mission through improving the lives of the people we serve; Growth: We will advance our mission through the cultivation of resources; Efficiency: We will advance our mission through continuous improvement and innovation.

This will require the new President/CEO to continue to strengthen the balance sheet and increase operational profits; sustain the organization's recent momentum; and lead it in new directions. A parallel priority will be to enhance community awareness of Goodwill's mission

and maintain its reputation. The new leader should both support and exemplify the organization's values and culture. Accordingly, in addition to the characteristics indicated above, the successful candidate will:

- demonstrate a positive attitude;
- show personal openness;
- be supportive of innovation;
- be customer-oriented and a good marketer;
- encourage and practice collaboration and teamwork;
- possess superior skills in writing, speaking, and listening; and
- be an accessible, sensitive, and fair administrator.

For more specific technical qualifications and requirements, see the formal job description available on the organization's website at www.TheGoodwill.org.

The Territory

The area served by Goodwill Industries of South Central California includes all of Kern County, Kings County, and that portion of the county south of a line that begins at the point where Avenue 264 intersects with the county line of Tulare and Kings Counties, goes eastward long Avenue 260 to Highway 99, continues along Avenue 256 to Lindsay Peak, and continues in a straight line from Lindsay Peak to the eastern side of Tulare County where it intersects with Inyo County at Olancho Peak. The largest city in the territory is Bakersfield with a metro population of 380,874. The next largest population centers include Porterville (59,145), Hanford (56,499) and Delano (53,138).

Goodwill Industries

Goodwill Industries was founded in Boston in 1902 by Edgar J. Helms, a Methodist minister and social progressive who believed that affirmation, training, and work could empower those with social/physical barriers to independent success in life. In the beginning, Helms engaged the poor and indigent to repair used goods for re-sale, and this combination has been fundamental to Goodwill ever since. Today, Goodwill Industries International, Inc., based in Rockville, Maryland, serves 162 member Goodwill organizations (with more than 3,113 retail stores) in North America and some 25 affiliate organizations throughout the world. As in Helms' day, with the help of both professional staff and client workers, Goodwill stores receive, process and re-sell donated goods. Goodwill also seeks and receives other funding for training and services.

Goodwill Industries of South Central California

Goodwill Industries of South Central California, a member of Goodwill Industries International, Inc., is an autonomous not-for-profit 501(c)(3) human services organization incorporated in California in 1986. We maintain administrative offices and primary operations in Bakersfield, California, with retail/program facilities in Delano, Taft, Lemoore, Porterville, six retail stores in Bakersfield, an e-commerce store, and a salvage center in Bakersfield.

The Goodwill board, providing strategic and policy direction, consists of 12-16 members with diverse professional backgrounds. Board terms are three years and members may serve a maximum of two consecutive terms. There are generally four regular meetings of the full board each year (quarterly). Most board work is conducted by four standing committees (Finance and Administrative Services, Mission Strategies, Board Development, and Audit and Compliance), as well as ad hoc committees or working groups as needed. Each committee meets regularly

throughout the year and is assigned one or more staff liaisons. The overall work of the board is guided by an ongoing strategic plan.

An executive management team provides operational and tactical direction to the organization and serves as the internal policy-making body. Members include the President/CEO, the Chief Operating Officer, and the Chief Financial Officer. There is currently continuity of administrative leadership at Goodwill Industries of South Central California. The former President/CEO, Sheryl Chalupa, served in this capacity since April 2001; the Chief Operating Officer has over five years and the Chief Financial Officer has nearly 14 years with the organization.

Goodwill Industries of South Central California is a financially viable enterprise. The total operating revenues for 2018 were just over \$15 million and an operating profit after depreciation of approximately \$293,381. About 81.3% of the operating revenue comes from store sales, with programs and services accounting for another 1.4%. About 8.8%% of revenue comes from other sources such as salvage. Salaries and wages make up 40.2%% of operating expenses, with employee benefits and payroll taxes accounting for 14.3%. As of December 31, 2018, net assets were at \$1,313K. Significant investment in growth of programs and operations in recent years has kept cash reserves low, but adequate.

There are three departments under the supervision of the Chief Operating Officer: Mission Services, Retail Services, and Human Resources. In 2018, Goodwill hired a total of 115 individuals with disabilities and other disadvantaging factor and served an additional 51 individuals through programs with the California Department of Rehabilitation. Other programs in 2018 included providing work experience to 16 Taft College Transition to Independent Living (TIL) students and providing an opportunity for 130 individuals to complete mandated community service requirements. All Goodwill programs are CARF accredited through the year 2019 with the next accreditation scheduled for mid-year.

- The Mission Services Department is staffed by three individuals who report to the Chief Operating Officer. Departmental responsibilities include job placement, situational assessments, workforce development, and community service volunteer services.
- The Retail Services Department is led by a Director who reports to the Chief Operating Officer. Departmental responsibilities include donated goods and retail sales, e-commerce, transportation, and warehouse/salvage operations.
- The Human Resources Department is led by a Director who reports to the Chief Operating Officer. Departmental responsibilities include human resources management, safety and clerical/community support services.

Organizational Culture

Goodwill Industries of South Central California is very aware of the importance of a positive and invigorating work environment and culture. Goodwill's formal stated values and its less well-defined culture are essential for organizational success and, therefore, receive significant attention from Goodwill's leadership. Goodwill's formal stated values include:

- accountability
- integrity
- dignity
- diversity
- ingenuity
- excellence
- opportunity
- responsibility

Cultural attributes that Goodwill Industries of South Central California affirms and seeks to embody include:

- a commitment to employee development and advancement;
- a dedication to providing quality, individualized services that are respectful and responsive to the diversity of the person served;
- a collaborative and team approach to planning and problem solving;
- honesty and integrity in all things;
- customer focus – exceeding the expectations of all who interact with Goodwill;
- continuous organizational improvement;
- transparency and open communication;
- a professionally casual style – first names, open doors; and
- a triple bottom-line focus: mission outcomes, financial stewardship, environmental responsibility.

Challenges

Goodwill Industries of South Central California faces several challenges, some of which are not unique to Goodwill. For example, attracting and retaining highly qualified employees, staying current with new technology, and remaining compliant with changing and increasing expectations for accountability and transparency are challenges that all not-for-profit organizations must meet in order to excel. Other challenges unique to Goodwill include:

- increasing community awareness of Goodwill's mission and accomplishments;
- maintaining growth and improvement of retail operations;
- expanding programs and services to un-served or underserved areas of our territory;
- improving operational profitability and increasing cash reserves;
- enhancing relationships with all stakeholders, including funding and referral agencies; and
- identifying and developing new leadership at all levels within the organization.

Application Process

The selected President/CEO will lead a highly motivated team in pursuing the mission of Goodwill Industries of South Central California to advance the well-being of people who experience barriers to employment, and ultimately, independence. Interested applicants are invited to send a current resume and a brief summary narrative of their qualifications, experience and reason for interest to Goodwill CEO Search Committee, PO Box 11171, Bakersfield, CA 93389, or by email to search@giscc.org. The deadline for submission is April 30, 2019. The job description may be found on the organization's website at www.thegoodwill.org.

Submission of materials as a MS Word attachment (or in PDF format) is strongly encouraged. All qualified applicants will receive consideration for employment without regard to race, color, creed, gender, religion, marital status, registered domestic partner status, age, national origin or ancestry, physical or mental disability, medical condition, sex, genetic information, sexual orientation, military and veteran status or any other consideration made unlawful by federal, state, or local laws. Goodwill is committed to compliance with all applicable laws providing equal employment opportunities.