

Goodwill

Industries of South Central California



STRATEGIC PLAN

2020-2022

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EXECUTIVE SUMMARY

Organizational Description:

Goodwill Industries of South Central California (GISCC) is a nonprofit, 501(c)(3) organization established to provide employment and employment-related services for people with disabilities, people with limited work history, people exiting the correctional system, and recipients of government support programs. Goodwill assists these individuals to become more independent and self-sufficient. Goodwill serves the Central California counties of Kern, Kings, and southern Tulare. Goodwill operates ten retail thrift stores, one e-commerce program, and one salvage/processing center. All revenues generated go directly to support Goodwill employment and training services.

History:

Goodwill first came to Kern County as an extension of Goodwill Industries of Southern California (Los Angeles) and in 1986 became an autonomous entity that focused its efforts directly on the needs of local residents. The organization's primary goal is to serve individuals with barriers to employment. These barriers include, but are not limited to, disabilities, limited work history, limited education, limited English-speaking, lack of job skills, and basic skills deficiencies. Goodwill provides employment, job training, job placement services, and referrals to other community resources.

Goodwill is an organization with a 117-year track record of creating jobs and placing hard to place individuals in full time employment. Because of the unique nature of the Goodwill model, there are other associated benefits that are not yielded by conventional programs. These include: community development and redevelopment in the form of new or remodeled facilities (including occupied store fronts), often in depressed areas; new construction jobs and land purchases or leases; recycling donated items away from overburdened landfills and into the productive labor market; new and sustainable payroll within Goodwill for persons with disabilities and other special needs; and new taxes created by newly employed individuals.

GISCC is affiliated with Goodwill Industries International, Inc. and with the Council of California Goodwill Industries. GISCC is accredited by the Commission on the Accreditation of Rehabilitation Facilities (CARF).

The Planning Process:

GISCC's planning process is designed to build on the accomplishments of past years and, at the same time, emphasize directions and priorities that will enhance the ability of the organization to expand and improve the delivery of mission services. In developing the new plan, GISCC utilized the framework of the 2018-2020 strategic plan and developed a draft 2020-2022 plan complete with specific strategies, metrics, baseline measures, and 2022 targets. This plan will replace the last year of the 2018-2020 strategic plan. The plan was designed as a continuing document to the previous planning.

The plan distills into a single document the organization's vision and mission, spells out the values or ideals that underpin the plan, and articulates specific strategies for achieving the three primary goals focusing on people, growth, and efficiency. But at its core, the strategic plan is a living, breathing document, an ever-evolving roadmap to guide this organization toward success and progress. While

the strategic plan may change over time, the foundation of organization's success and progress remains constant – a dedicated board and staff aspiring to further the mission of the organization throughout the GISCC territory.

VISION

Every person in Kern, Kings and southern Tulare counties has the opportunity to achieve his/her fullest potential through the power of work.

MISSION

Goodwill Industries of South Central California provides work opportunities and skills development to people with barriers to employment.

VALUES

1. **Accountability** – We have a duty to each other to stay true to our mission and we seek to own our mistakes
2. **Integrity** – We do what we say and say what we do. In all situations we have an expectation of ethical behavior
3. **Dignity** – We respect the inherent value of each person
4. **Diversity & Inclusion** – Enabling all to perform at their best so that every person can benefit from a collaborative culture
5. **Ingenuity** –Using creativity to move the company forward. We are open to new opinions, suggestions, and knowledge brought by the diversity of our workforce
6. **Opportunity** – Providing a path forward for all people, this is who we are and what we do

ORGANIZATIONAL GOALS

- I. **People:** We will advance our mission through improving the lives of the people we serve.
- II. **Growth:** We will advance our mission through the cultivation of resources.
- III. **Efficiency:** We will advance our mission through continuous improvement and innovation.

STRATEGIES, METRICS AND EXPECTED OUTCOMES

- I. **People: We will advance our mission through improving the lives of people we serve.** This will be satisfied through two primary constructs: 1) Workforce Development and 2) External Mission Services (Fee-For-Service). Goodwill will focus on stabilizing and then developing our workforce, investing in employees over the long term.

Strategy	Metrics	2018 Baseline	2019 Target	2020 Target	2021 Target	2022 Target
Workforce Development						
Hire individuals with barriers to employment and provide them steady income to help employees achieve financial independence	Percent of all hourly employees with a self-documented barrier to employment	71.6%	89.7%	70.0%	70.0%	70.0%
	Number of individuals hired with a vocational disability	11	18	20	20	20
	Number of individuals hired with a vocational disadvantages	62	86	70	70	70
	Allocated full time positions (Defined as greater than 35 hrs./wk.)	95.8%	96.3%	95.0%	95.0%	95.0%
Enhance on-going learning, on-the-job training, and job development of employees to improve internal promotion potential and financial independence	Internal job promotion rate	29.3%	28.3%	40.0%	45.0%	50.0%
	Number of internal promotions resulting in a wage increase	19	19	30	33	37
	Average annual wage increase of all promoted employees (\$/yr)	\$ 4,423	\$ 4,500	\$ 2,000	\$ 2,000	\$ 2,000
	Average annual wage increase of all promoted employees (%)	25.1%	25.0%	15.0%	12.5%	10.0%
	Average length of time (months) of all internal promotions	6.6	5.2	12.0	9.0	6.0
	Employee turnover rate (%)	48.7%	28.3%	35.0%	35.0%	35.0%
	Positive turnover rate (%)	n/a	n/a	12.0%	12.0%	12.0%
	Negative Turnover Rate (%)	n/a	n/a	23.0%	23.0%	23.0%

Strategy	Metrics	2018 Baseline	2019 Target	2020 Target	2021 Target	2022 Target
External Mission Services						
Provide job placement services to help Department of Rehabilitation (DOR) clients transition into higher paying community jobs thus furthering their financial independence	Number of clients placed in community employment	51	38	50	52	55
	Average annual wage of all clients placed in community employment	\$ 16,013	\$ 22,282	\$ 19,015	\$ 20,477	\$ 21,939
	Average hours/week of all clients placed in community employment	26.7	27.2	27.0	27.0	27.0
	% of employees retained in job after a 90-day period	58.8%	43.6%	45.0%	45.0%	45.0%
	Average Length of time from intake to placement	n/a	150	140	130	120
	Average Length of time from DOR contact to intake	n/a	45	40	35	30
Provide assessment services to DOR clients so they gain on-the-job feedback, direction, and training prior to entering the workforce	Number of Situational Assessments / Trial Work Balance performed	64	26	35	40	45

- II. **Growth: We will advance our mission through the cultivation of resources.** This will be satisfied through: 1) Strengthening Brick and Mortar Retail, 2) Growing E-Commerce Retail and 3) Growing Donations 4) Grow Fee-for-Service Revenue

Strategy	Metrics	2018 Baseline	2019 Target	2020 Target	2021 Target	2022 Target
Company Growth (Effectiveness)						
Increase physical retail store revenue	Retail Revenue	\$ 14,773,493	\$ 15,698,351	\$ 15,960,708	\$ 16,599,136	\$ 18,989,412
	Revenue per Household	\$ 39.41	\$ 41.88	\$ 42.58	\$ 44.28	\$ 50.66
	Store Revenue per sq.ft. of selling space	\$185.27	\$218.11	\$226.83	\$235.91	\$245.34
Increase e-commerce revenue	E-commerce Revenue	\$ 1,251,995	\$ 1,500,000	\$ 1,560,000	\$ 1,622,400	\$ 1,687,296
	E-commerce Ranking (out of 131 agencies)	39	49	40	35	30
	Sales Through Rate	92.8%	95.0%	90.0%	85.0%	85.0%
Increase number of donations	Total # of Donations	211,970	225,112	235,242	245,828	256,890
	Donations Per Household	0.60	0.60	0.62	0.64	0.66
	Donations Per sq. ft. of retail selling space	3.22	3.23	3.38	3.53	3.69
Increase revenue from Mission Services	Fee for Service Revenue	\$ 260,741	\$ 270,044	\$ 324,053	\$ 330,534	\$ 337,145

- III. **Efficiency: We will advance our mission through continuous improvement and innovation.** This will be satisfied through:
 1) Improved Processing, 2) Improved Safety Record and 3) Improved Balance Sheet.

Strategy	Metrics	2018 Baseline	2019 Target	2020 Target	2021 Target	2022 Target
Company Growth (Efficiency)						
Optimize donated goods processing system	Net Profit per Household	\$5.25	\$6.50	\$5.00	\$4.75	\$6.00
	% of After Retail Revenue	8.8%	8.3%	10.3%	11.0%	11.0%
	Retail Department expense to revenue ratio	86.7%	85.0%	87.0%	88.0%	83.0%
Provide on-going safety training and promote safety culture/awareness to ensure each employee is provided a safe working environment	Experience Modification Rate	248	213	200	195	190
	Worker compensation claims per 100,000 payroll hours	3.8	3.9	3.5	3.0	2.5
Improve organizational financial health	Current Ratio	1.68	2.35	2.25	2.00	2.25
	Net Worth Ratio	0.20	0.25	0.30	0.35	0.40
	Agency Expense to Revenue ratio	96.8%	94.0%	97.0%	97.5%	95.0%
	Days of Cash on Hand	21.3	39.0	41.0	42.0	45.0

REPORTING

Internal:

- Senior Leadership Team – Monthly (Shared Database)
- Management Team – Monthly (Shared Database)
- Board of Directors – Quarterly Management Reports (E-mail and Board Packet), Annual Reports

External:

- Community - Annually (Website, Annual Report)
- Goodwill Industries International – Annually (Annual Report)
- GuideStar