

Goodwill

Industries of South Central California



STRATEGIC PLAN

2023-2025

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 120-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. Previous plans focused on achieving retail growth goals because the organization was moving through a phase of economic transition. While more is needed to fully realize GISCC's economic growth potential, this plan starts with a better financial base. As such greater emphasis will be placed on separating retail goals from external mission services that have higher impact and visibility throughout the counties in which services are rendered.

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. GISCC has favored the 3-year strategic planning format as opposed to 5-year in response to the quickly changing times in which we live. 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

I. MISSION DELIVERY THROUGH RETAIL OPERATIONS / WORKFORCE DEVELOPMENT

Summary: Mission Delivery through our retail stores, e-commerce, clearance centers, form the bulk of the organizations mission delivery. By focusing on full time employment, lower turnover, and stabilization, staff believes this will have the largest impact on improving the lives of the individuals we serve.

Strategy	Metrics	2022 Baseline Projected	2023 Target	2024 Target	2025 Target
Retail Growth (Economic)					
Increase revenues through sales growth in existing stores and the addition of new stores.	Retail Expense to Revenue Ratio	84.9%	82.0%	81.0%	80.0%
	Retail Revenue	\$17,663,075	\$19,601,957	\$20,693,996	\$21,593,996
	Donated Goods Retail Net Profit	\$2,667,124	\$3,528,352	\$3,931,859	\$4,318,799
	Donated Goods Retail Revenue per Household	\$46.37	\$51.46	\$54.33	\$56.69
	Donated Goods Retail Net Profit per Household	\$7.00	\$9.26	\$10.32	\$11.34
	Retail Store Revenue per Sq Ft Selling Space	\$204.82	\$210.00	\$200.00	\$195.00
	Total # of Donations	206,452	213,313	220,931	247,595
	Donations per Household	0.54	0.56	0.58	0.65
	After Retail Revenue as % of total DGR revenue	5.76%	6.00%	8.00%	9.00%
	# of Revenue Centers (Stores, Ecommerce, Clearance, Salvage)	12	12	13	14

Strategy	Metrics	2022 Baseline Projected	2023 Target	2024 Target	2025 Target
Retail Growth (Mission)					
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	70.0%	70.0%	70.0%	70.0%
	Allocated full time positions (Defined as greater than 35 hrs./wk.)	96.3%	97.5%	97.5%	97.5%
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	98.2%	75.0%	80.0%	80.0%
	Number of internal promotions resulting in a wage increase	44	45	50	55
	Average annual wage increase of all promoted employees (%)	27.7%	15.0%	15.0%	15.0%
	Average length of time (months) of all internal promotions	19.4	18.0	18.0	18.0
	Employee turnover rate (%)	54.1%	40.0%	30.0%	20.0%
	Positive turnover rate (%)	14.7%	15.0%	12.5%	10.0%
	Negative Turnover Rate (%)	32.0%	25.0%	17.5%	10.0%

II. EXTERNAL MISSION SERVICES (PROJECT GOOD NEIGHBOR)

Summary: Project Good Neighbor was designed to engage community partners to expand Mission Services. This is preferable to developing internal mission services in that it 1) minimizes duplication of services already provided in the community, 2) allows Goodwill to expand mission delivery to diverse populations 3) utilizes partnerships to promote Goodwill as a non-profit to the public.

Strategy	Metrics	2022 Target	2023 Target	2024 Target	2025 Target
Good Neighbor Program					
Community Partner (Hiring)	Number of employee slots held for community partner organizations	0	20	35	55
	Number of community partner organizations	0	5	7	10
Community Partner (Donation Assist)	Number of community partner organizations	0	1	3	5

Strategy	Metrics	2022 Target	2023 Target	2024 Target	2025 Target
DOR 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	41	60	66	73
	Average annual wage of all clients placed in community employment	\$27,334	\$28,500	\$29,350	\$30,100
	Average hours/week of all clients placed in community employment	34.4	31.0	31.0	31.0
	% of employees retained in job after a 90-day period	70.0%	50.0%	55.0%	60.0%
	Average Length of time from intake to placement	186	150	120	120
	Average Length of time from DOR contact to intake	30	30	21	21

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	30	40	44	50
Increase revenue from Mission Services	Fee for Service Revenue	\$145,592	\$172,470	\$189,717	\$209,839

III. OVERALL

Summary: Whether the mission is served through the retail program or external mission services the overall financial health of the organization must continue to grow so the mission can expand to every corner of GISCC’s territory. The design of each program is intentionally done to minimize any negative financial impacts. When GISCC reaches economic maturity, larger scale mission services including physical buildings and training spaces, housing & food assistance, and other more intensive services can be developed.

Strategy	Metrics	2022 Target	2023 Target	2024 Target	2025 Target
Company Growth					
Improve organizational financial health	Current Ratio	3.52	3.50	3.50	4.00
	Net Assets Ratio	0.55	0.57	0.59	0.61
	Agency Expense to Revenue ratio	97.0%	95.3%	94.0%	93.0%
	Days of Cash on Hand	104.6	105.0	95.0	100.0

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