



# **Strategic Plan**

## **2019–2022**

Growing Our Business to Deepen Impact



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# Executive Summary

The 2019 - 2021 strategic plan elaborates on our collective aspirations of Advancing the Mission, Building the Business and Strengthening the Brand.

A cross-functional team of associates assembled in April 2018 worked with our Board of Directors and executive team to look at our organization's potential, identify ways to achieve that potential and develop this three-year strategic plan. This informed process considered SWOT-V, multiple levels of community and associate engagements and frequent meetings with our Board's strategic planning committee to produce a highly relevant and actionable plan.

The plan addresses critical community needs in workforce development through collaboration and coordination with government agencies, other not for profit organizations, educational entities, local businesses and economic development representatives.

Understanding that *our business is our mission and our mission is our business* led the team to choose the theme “**Growing Our Business to Deepen Impact**”

Our leadership team and Board of Directors recognize that one of our greatest opportunities for community impact is as an employer who continually develops the skills and educational attainment of its own associates so that those individuals will have the opportunity to achieve their highest level of self-sufficiency. Fully integrating mission and business activities while we focus on growth will be imperative to our overall success.

The organization is committed to serving Southeast Georgia in alignment with our heritage and core values and by working collaboratively and proactively.

Four strategic pillars support the organization's vision and guide business decisions.

**Pillar 1: Optimize community impact through financial growth and operational excellence.**

*We believe that through greater business success we will increase the resources available to deliver on our mission.*

**Pillar 2: Address community needs and initiate workforce development efforts through collaboration and facilitation.**

*We understand that in order for us to maximize our impact we must leverage our resources with others in the community that share our vision and mission objectives.*

**Pillar 3: Fully integrate the Goodwill mission through support and operating units.**

*Our mission delivery begins with those closest to us, affording all our associates the opportunity to achieve their highest level of self-sufficiency.*

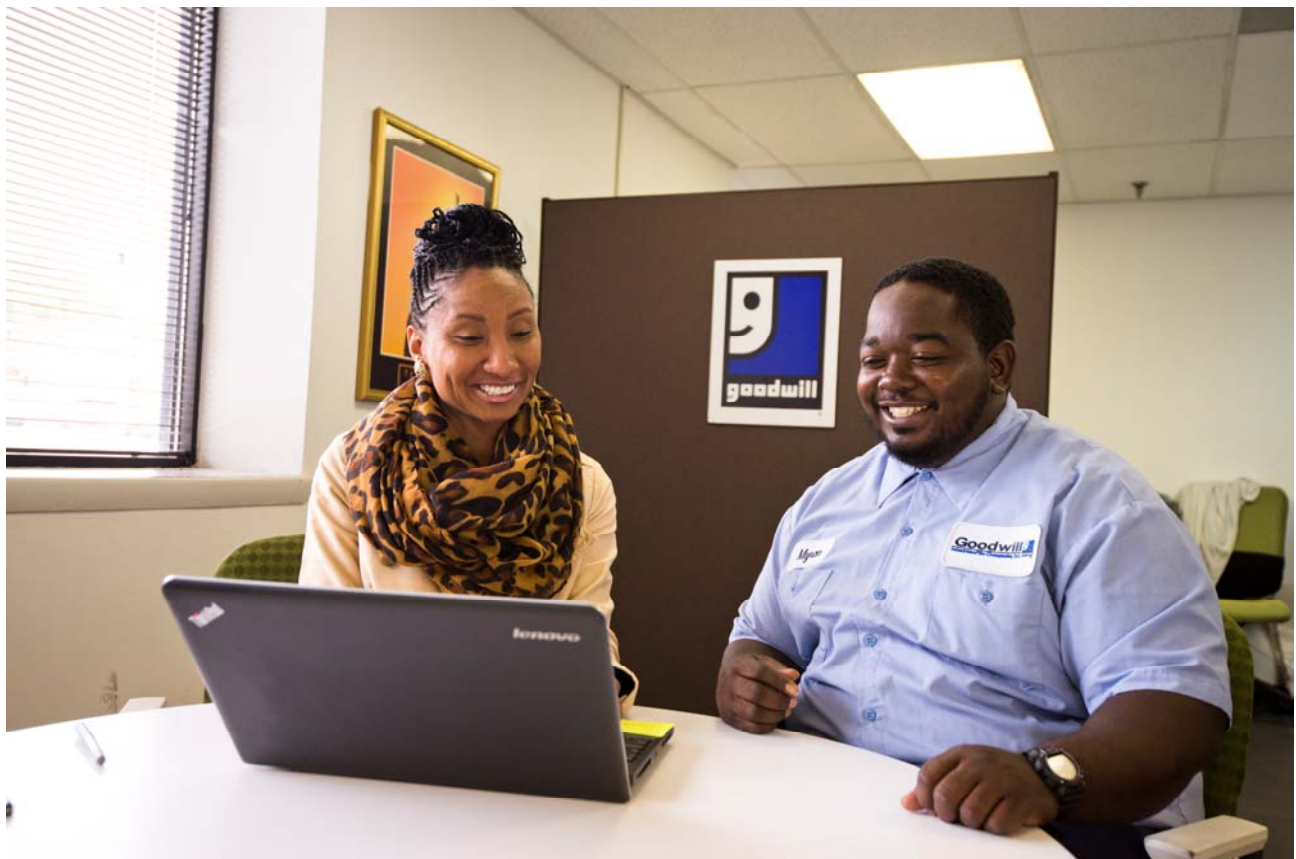
**Pillar 4: Ensure that every Goodwill associate has the opportunity to develop personally and professionally in order to achieve his/her highest potential.**

*Our people are our greatest asset and we intend to invest wisely in their professional growth and development to ensure greater organizational success in the future.*

The Goodwill leadership team has developed tactical initiatives and key performance indicators (KPIs) for each of the four strategic pillars.

We are committed to the success of our associates and we will ensure that each individual is in the appropriate role within the organization. We will evolve into a service provider and employer of choice in the community. A critical element of the organization's success will be putting people first and creating learning and development opportunities for all associates. In addition, we will continue to provide all the necessary tools and resources for those in the community that seek our services.

We will work tirelessly so that the entire organization embraces our core values and guiding principles. Finally, the leadership team is committed to reviewing this plan quarterly and reporting results to the Board at specific intervals.

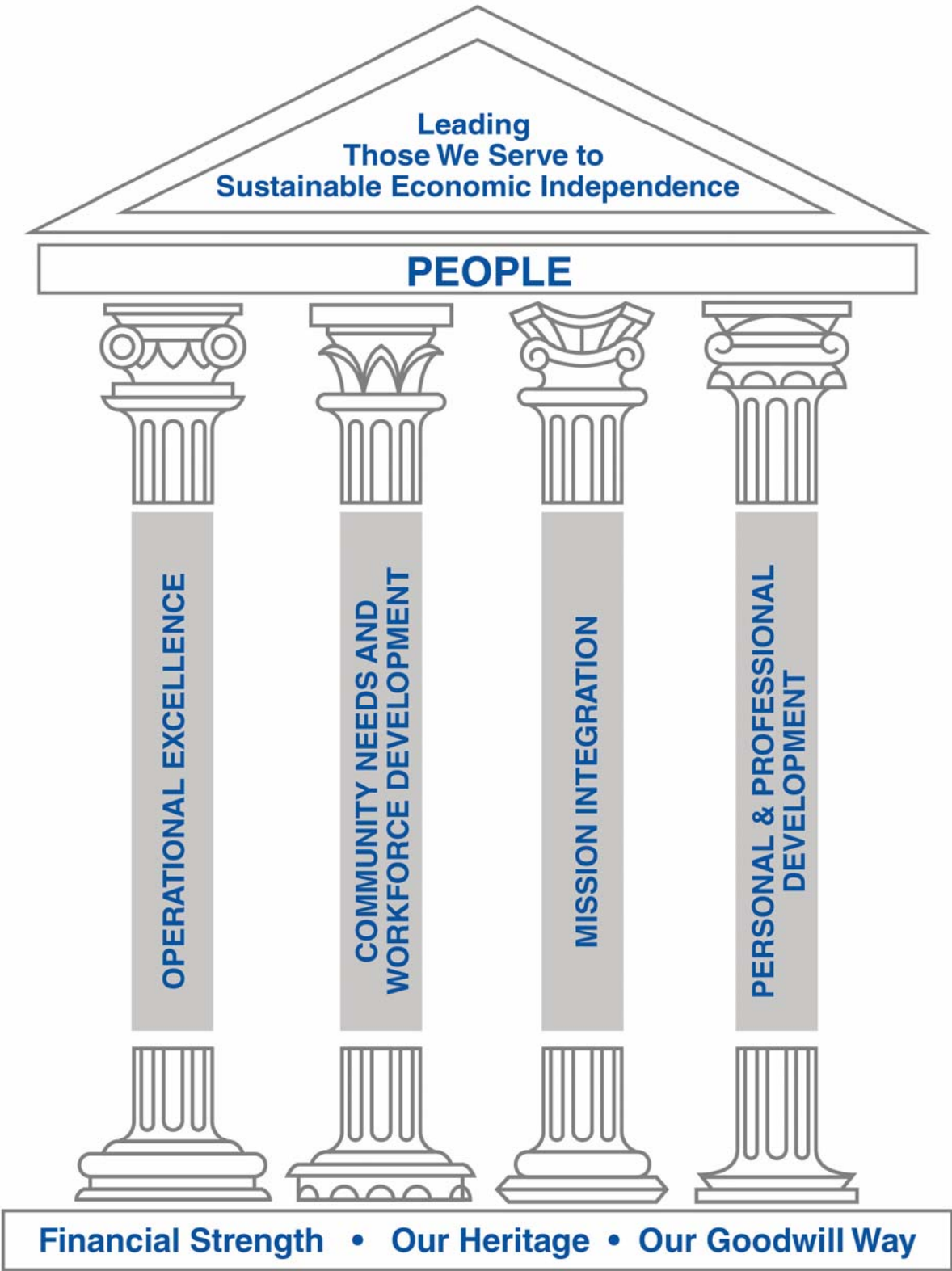


*Changing lives through the power of work.*

# Guiding Principles

<b>Heritage</b>	<p>“Friends of Goodwill, be dissatisfied with your work until every handicapped (<i>sic</i>) and unfortunate person in your community has an opportunity to develop to his fullest usefulness and enjoy a maximum of abundant living.”</p> <p style="text-align: right;"><i>Dr. Edgar J. Helms 1941</i></p>	
<b>Vision</b>	<p>Leading those we serve to sustainable economic independence.</p>	
<b>Mission</b>	<p>To assist people with disabilities and other barriers to employment to live independently and become employed.</p>	
<b>Values</b>	<b>Commitment</b>	Embracing our mission in all that we do
	<b>Learning</b>	Challenging ourselves to grow and providing pathways for others to do the same
	<b>Accountability</b>	Being responsible for our successes and failures
	<b>Integrity</b>	Doing the right thing when no one is looking
	<b>Service to Others</b>	Helping others up with respect and dignity
	<b>Teamwork</b>	Working together to help everyone succeed

# Strategic Pillars



# **PILLAR 1** Optimize community impact through financial growth and operational excellence.

## Objectives

**Safety:** To ensure a consistently safe operating environment.

**Excellence:** Develop necessary processes, systems and structures to facilitate sustained operational excellence.

**Mission Support:** Utilize industry best practices to ensure that operations are able to support and sustain our mission.

**Continuous Improvement:** Adopt a culture of Continuous Improvement and ensure it is a core component of Goodwill's operating philosophy.

We believe that through greater business success we will increase the resources available to deliver on our mission.

## Tactical Initiatives

- Build and utilize effective analytical and reporting tools necessary to operate our business and support units efficiently, effectively and safely.
- Rollout a performance excellence initiative to review and improve key processes, standard operating procedures, methods of communication and other areas that affect People, Processes and Property.
- Develop and implement processes to ensure all units meet or exceed benchmarked KPIs for optimal operational effectiveness.
- Leadership development will include participation in both Goodwill-affiliated collaboratives and with external industry-related organizations.
- Develop and implement organization-wide and job-specific technical training programs so that associates are well positioned to execute the roles and responsibilities assigned to them.
- Develop and implement a centralized platform for storage of organizational documents and data.
- Develop and implement an organization-wide occupational safety program that includes training materials, recognition, a monthly safety communication plan and a feedback mechanism.



## Key Performance Indicators

Measure	2018	2019	2020	2021
Organizational Revenue	\$31 M	\$32 M	\$34 M	\$35 M
Net Contribution	\$1,722,638	\$908,595	\$1,020,000	\$1,050,000
Net Mission Spend	\$793,410	\$989,395	\$850,000	\$900,000
Fixed Charge Coverage Ratio (Total liabilities to tangible net worth)	1.75	1.46	1.47	1.52
Total Liabilities to Net Worth	0.64	0.72	0.62	0.53

## PILLAR 2

### Address community needs and initiate workforce development efforts through collaboration and facilitation.

#### Objectives

**Community Needs:** Address the issues of poverty, underemployment and unemployment in our region through workforce development initiatives.

**Leadership:** Position Goodwill as a leader of community workforce development efforts through engagement, cooperation and being action-oriented.

**Collaboration:** Establish and build on existing community relationships that will allow Goodwill to realize its mission.

We understand that in order for us to maximize our impact we must leverage our resources with others in the community that share our vision and mission objectives.

#### Tactical Initiatives

- Conduct annual gap analyses to validate current programming and inform future programming efforts in our primary service areas.
- Take a leadership role in organizing collaborative efforts with other organizations throughout our territory to address community needs.
- Establish and maintain a network of government officials, private industry and other non-profit leaders to ensure understanding and alignment of mutual socio-economic goals in our primary service areas.
- Develop strategies and operational tactics for active outreach to our target populations.
- Enhance communication and advocacy strategies that deepen the community's awareness of Goodwill's work and the impact we have had on the people we have served.
- Build a working model for our Goodwill Learning Campus as a community resource and training facility that engages and assists the community and provides services designed to help individuals progress in their career to a living wage and beyond.

## Key Performance Indicators

Measure	2018	2019	2020	2021
# of external referrals by segment	N/A	Establish baseline	+10% over LY	+10% over LY
# of persons served (external)	5,500	6,500	6,565	6,700
# of persons served (internal)	TBD	TBD	TBD	TBD
# of persons placed by target population	1,300	1,300	1,350	1,400

Note: TBD percentage and values pending conclusion of 2018

## **PILLAR 3** Fully integrate the Goodwill mission throughout support and operating units.

### Objectives

**Awareness:** Continually provide associates with information about our mission and how their roles and actions support it.

**Inclusivity:** Incorporate the people we serve into each business unit.

**Uniformity:** Ensure our associates receive the same level of support that we extend to the people we serve.

Our mission delivery begins with those closest to us, affording all our associates the opportunity to achieve their highest level of self-sufficiency.

### Tactical Initiatives

- Develop and implement a Mission Communication Strategy (plan) for communicating mission activities to our associates through multiple styles and platforms.
- Develop and implement a Mission Education Strategy (plan) so that every associate in the organization can verbalize the mission.
- Establish and implement a Mission Ambassador Program where each department and location has an associate serving as a Mission Champion for the team.
- Develop and provide the supports and infrastructure necessary to deploy mission-eligible individuals fully throughout the organization.
- Provide opportunities for attaining industry-recognized credentials in high-demand career fields for both associates and participants.
- Refine and expand the Transformation Specialist program so that all associates have the opportunity to receive individualized support for personal and professional success.
- Develop and initiate training programs in alignment with the populations we serve and the lines of business we operate.
- Develop managers and supervisors so that they are able to identify success and potential as well as effectively address causes of failure in order to prevent associates from failing within the organization.

# Key Performance Indicators

Measure	2018	2019	2020	2021
% of mission integrated positions	12%	17%	25%	30%
# of credentials available to associates	2	3	4	5
% of associates participating in Transformation Coaching services	5.5%	10%	15%	20%

## PILLAR 4

**Ensure that every Goodwill associate has the opportunity to develop personally and professionally in order to achieve his/her highest potential.**

### Objectives

**Continuous Learning:** It is essential for associates, teams, and the organization to continually develop and improve their skills and knowledge to maximize our potential.

**Empowerment:** Equip our associates with the skills necessary to thrive in the workplace. By enabling associates with decision-making power, we create personal ownership and pride in their work experience.

**Impact:** Work passionately towards achieving results. Goodwill's ability to meet organizational goals drives its mission and leads to results with long-term significance.

Our people are our greatest asset and we intend to invest wisely in their professional growth and development to ensure greater organizational success in the future.

### Tactical Initiatives

- Identify and implement a Performance Excellence System to promote and improve associate effectiveness and position the organization and its associates to work together to plan, monitor and review work objectives/goals.
- Identify and implement a Learning System that will assist the organization in creating, developing and monitoring training and education to address the areas for greatest improvement and impact for the individual and the organization.
- Develop and implement training opportunities to assist current leaders in maximizing their potential and aspiring associates in gaining the tools needed to become leaders.
- Develop multiple platforms to provide all associates structured and constructive ways to express needs or concerns easily and regularly.
- Create agency-wide succession plans to address vacancies at all levels. Implement training and development plans to cross train respective back-ups for key identified positions.

## Key Performance Indicators

Measure	2018	2019	2020	2021
# of associates participating in annual professional development opportunities	Establish baseline	+TBD% over LY	+TBD% over LY	+TBD% over LY
# of annual professional development hours	Establish baseline	+TBD% over LY	+TBD% over LY	+TBD% over LY
% of positive exits to total exits	Establish baseline	+TBD% over LY	+TBD% over LY	+TBD% over LY

Note: TBD percentage and values pending conclusion of 2018

# APPENDIX A 2022 KPI Revisions

## Approved November 2020

Values to be updated

### Pillar 1 Operational Excellence

#### Previous

Measure	2018	2019	2020	2021
Organizational Revenue	\$31 M	\$32 M	\$34 M	\$35 M
Net Contribution	\$1,722,638	\$908,595	\$1,020,000	\$1,050,000
Net Mission Spend	\$793,410	\$989,395	\$850,000	\$900,000
Fixed Charge Coverage Ratio (Total liabilities to tangible net worth)	1.75	1.46	1.47	1.52
Total Liabilities to Net Worth	0.64	0.72	0.62	0.53

#### Revised

Measure	2018	2019	2020	2021	2022
Organizational Revenue	\$31.1 M	\$32.5 M	\$25.5 M	\$32 M	\$35 M
Net Contribution	\$1,711 K	\$821 K	(\$1,131 K)	\$960 K	\$1,050 K
Net Mission Spend	\$704 K	\$994 K	\$612 K	\$720 K	\$788 K
Days of Cash on Hand <sup>(1)</sup>	32	26.7	30.6	38	45
Fixed Charge Coverage Ratio (Total liabilities to tangible net worth)	1.76	1.45	0.85	1.53	1.56
Total Liabilities to Net Worth	0.67	0.71	1.21	1.05	0.95

(1) Excludes proceeds from the Paycheck Protection Program (PPP) loan.



## Pillar 2 Addressing Community Needs

### Previous

Measure	2018	2019	2020	2021
# of external referrals by segment	N/A	Establish baseline	+10% over LY	+10% over LY
# of persons served (external)	5,500	6,500	6,565	6,700
# of persons served (internal)	TBD	TBD	TBD	TBD
# of persons placed by target population	1,300	1,300	1,350	1,400

### Revised

Measure	2018	2019	2020	2021	2022
# Individuals in referral programs	N/A	215			
# Total Persons served	6,632	6,571			
Intensive Services		395			
Opportunity Center		6,176			
# Total Persons placed	1,321	1,342			
Active Community Partnerships					
Client Certificates Earned	69	119			

## Pillar 3 Mission Integration

### Previous

Measure	2018	2019	2020	2021
% of mission integrated positions	12%	17%	25%	30%
# of credentials available to associates	2	3	4	5
% of associates participating in Transformation Coaching services	5.5%	10%	15%	20%

### Revised

Measure	2018	2019	2020	2021	2022
% of mission integrated positions	12%	17%			
% of associates participating in Transformation Coaching services	50	92			
# of associates completing new hire training about Goodwill Mission and the professional development tools available to associates					
# of associate success stories published internally					
# of SCSEP participants hired by Goodwill					
Credentials earned by associates		27			

# Pillar 4 Individual Development

## Previous

Measure	2018	2019	2020	2021
# of associates participating in annual professional development opportunities	Establish baseline	+TBD% over LY	+TBD% over LY	+TBD% over LY
# of annual professional development hours	Establish baseline	+TBD% over LY	+TBD% over LY	+TBD% over LY
% of positive exits to total exits	Establish baseline	+TBD% over LY	+TBD% over LY	+TBD% over LY

## Revised

Measure	2018	2019	2020	2021	2022
# of associates participating in annual professional development opportunities <sup>(1)</sup>	1,679	1,512			
# of annual professional development hours	4,342				
% of positive exits to total exits <sup>(2)</sup>					

(1) Hours to include credentials attained, enrollment with Transformation coach, organizational training programs

(2) Tracking to begin Q4 2020. Positive Exits are defined as

- promotion within Goodwill from part-time to full-time status
- Promotion within Goodwill including pay rate increase of \$1 or more per hour
- Change of title with increased responsibility
- Leaving for a high paying job with \$1 or more per hour increase
- Leaving for a career opportunity
- Leaving to pursue continuing education or training