

Strategic and Operational Plan 2020-2025



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Goodwill Industries Serving Southeast Nebraska, Inc.
2100 Judson St. - Lincoln, NE 68521 Phone (402) 438-2022 Fax (402) 438-2167
www.lincolngoodwill.org

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Incorporated by reference:

Agency Annual Financial Plans, Program Evaluation and Management Plans

Introduction

Mission: The mission of Goodwill Industries Serving Southeast Nebraska is willing workers employed and community resources maximized.

Governance: The agency operates under policy governance adapted from the Carver Model.

Affiliation: Goodwill Industries Serving Southeast Nebraska is an autonomous member in good standing of Goodwill Industries International.

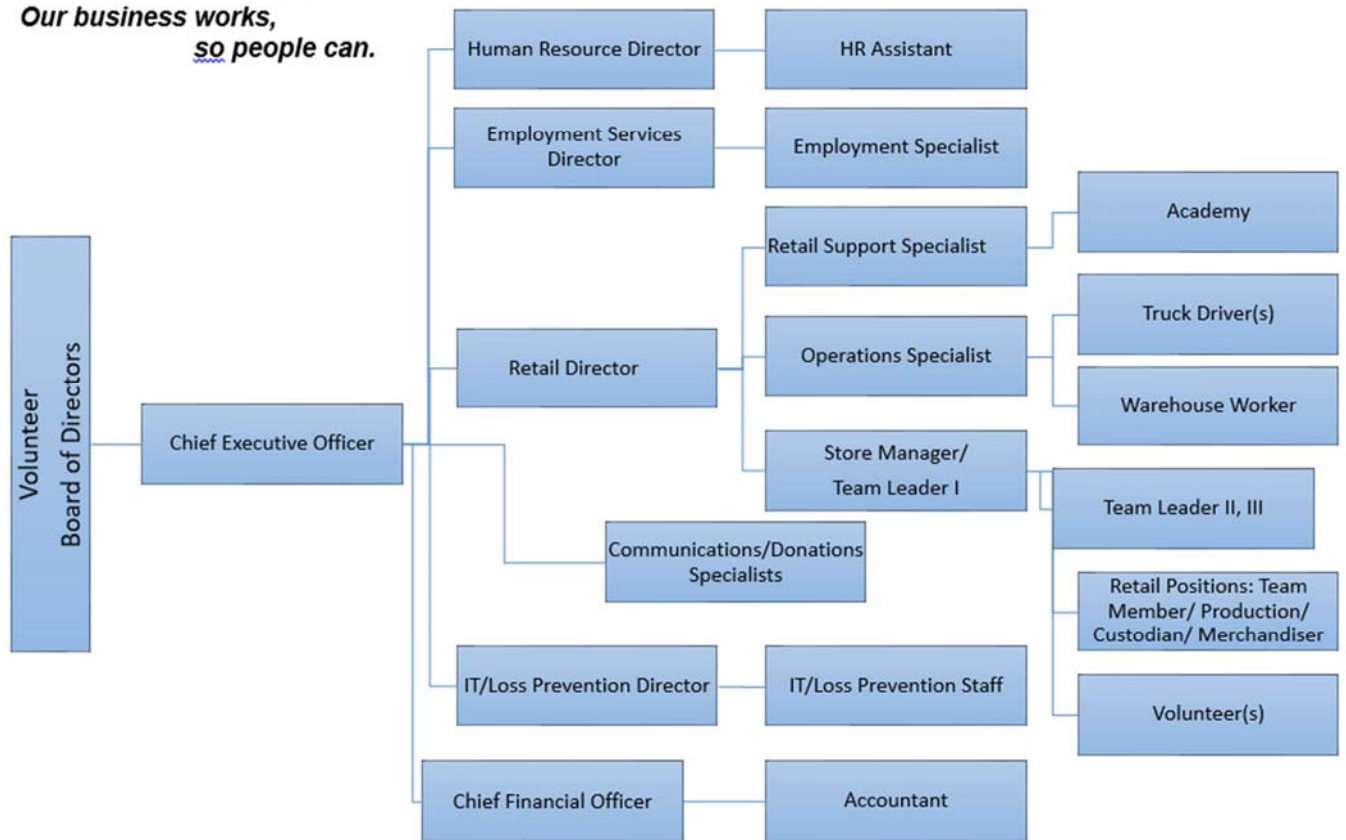
This plan was developed by the Board of Directors and Staff Directors of the agency and was authored by Joanne Pickrel, CEO.

The agency was formed in 1932 and thus 2020 will be the 88th year of providing services. Revenue downturn and a past period of financial stress for the agency led to a model of strategic agility being adopted and incorporated into the planning process. The intention of this approach to the Strategic and Operational Plan is to tie the annual financial plan, and the other management plans -- risk, accessibility, technology, and cultural competency – thereby adding sustainability and capital replacement considerations to the operational plan.

The plan continues strategic "if/then" agility with five major focus areas:

- Financial
- Services
- Human Resources
- Communications
- Continuous Improvement

*Our business works,
so people can.*



<p>Strengths</p> <p>CFO and CEO length of service and institutional knowledge</p> <p>HR, and Retail Directors expertise and length of service</p> <p>Strong Information Technology Director</p> <p>Strong Communications Coordinator</p> <p>Low debt</p> <p>Reserves exceed minimum in BOD policy</p> <p>Clean audits for over ten years</p> <p>Reputation</p> <p>Current on technology and software</p> <p>Current on maintenance and facility and vehicle upgrades</p> <p>Insurance</p> <p>Wages and benefits are competitive within the community</p> <p>Good retail locations with acceptable leases</p> <p>Website and social media presence</p>	<p>Weaknesses</p> <p>Agency size limits segregation of duties for accounting</p> <p>Absence of retail presence and revenue generation in Beatrice</p> <p>Perceived absence of need for donations</p> <p>Perceived relevance of mission in light of very low unemployment numbers</p> <p>Perception as a retail employer by potential retail management candidates.</p> <p>External: Unemployment rate is low; pool of candidates to fill openings limited</p>
<p>Opportunities</p> <p>Emerging talent</p> <p>Matching funds for grants/contracts</p> <p>Ability to fund antecedent/partner programs</p> <p>Under-developed retail</p> <p>ADC in South Lincoln</p> <p>Ability to purchase rather than lease new locations</p>	<p>Threats/Risks</p> <p>Internal: Staff turnover</p> <p>External: Volatility of investments</p> <p>External: Minimum wage/inability to raise prices</p> <p>External: Material Donation volume</p> <p>External: Media crisis from any Goodwill affecting sales</p>

FOCUS AREA ONE: Meet Revenue Goals; maintain financial reserves of at least six months operating for emergencies and opportunities, and maintain funding for existing agency-funded programs prioritized as:

- 1. Retail Organizational Employment – CARF accredited program**
- 2. Job Connection located inside our downtown store**
- 3. Antecedent programs operated by partner agencies**

Premise: The people we serve in these programs and the ancillary partners and stakeholders depend on and expect continuation of the unique services provided by Goodwill as those services were specifically initiated to answer an unmet need in the community. Our leadership is essential to the workforce development community.

Actions:

- Monitor material donation levels and financial threats due to reduced donation levels.

Continuous training/retraining on grading criteria.

Seek additional material donations through corporate and community drives.

Maintain image advertising schedule as budgeted.

Adjust production and rotation schedules to ensure full stores.

- Monitor, control and adjust expenses to maintain expense to revenue ratios.

Intensely scrutinize labor costs and impact of state minimum wage to maximize employment opportunity within the agency and avoid lay-offs as conditions fluctuate.

- Continue greening activities and research on sustainability initiatives to promote safety, environmental stewardship, and financial savings for the agency.

- Maintain “if/then” philosophy of strategic agility in order to quickly respond to exceptional opportunities for expansion of our retail program.

- Continue to evaluate financial opportunity potential in new Goodwill Business Models.

- Monitor mission appropriate financial opportunities arising from emerging federal programs.

- Monitor legislative activities at all levels and assess impact on agency resources.

FOCUS AREA TWO: Maximize mission service programming.

Premise: Without adding significant cost, there is opportunity to do more with our existing physical and human resources to increase services for job seekers.

Actions:

- Utilize quarterly outcome measurements from agency program evaluation to determine how and where to devote resources.
- Monitor grants for aligned services.
- Evaluate surveys and reports for trends; match opportunities to capacities to meet them.
- Extend opportunity to workforce development partners to utilize extended hours for Job Connection Computer Lab to meet their clients' needs.
 - Fund antecedent programs already operating in the community to foster their continuity

FOCUS AREA THREE: Maximize our employee's potential by fostering a culture focused on safety, accountability and learning.

Actions:

- Increase accountability of all employees by tying specific organization performance objectives to their evaluation.

Reward departments that operate safely with recognition in meetings, newsletters and on the website.

- Implement additional strategies to engage staff in our agency culture and learning thus impacting workforce recruitment and retention.

FOCUS AREA FOUR: Increase public awareness through marketing messages, partnerships and other opportunities to reach out to our stakeholders.

Premise: There are many opportunities for low cost and no cost exposure in the community and a detailed marketing plan with input from staff at several levels helps us expand ideas and support a positive image in the community.

Actions:

- The Marketing Plan contains many ideas and will be reviewed quarterly to ensure that all cost feasible activities are being implemented; while advertising budget must maintain expense to revenue ratios and advertising budget could be reduced accordingly, more no cost activities can be developed from existing plan, and message in already purchased media time can be adjusted to agency needs.
- Monitor our branding message to and positioning in the community intensely.
- Maintain community partnerships and relationships.
- Use marketing message relative to environmental stewardship to employees, volunteers, donors and other stakeholders.

FOCUS AREA FIVE: Analyze our systems, information technology, and facilities with a focus on continuous improvement in attending our Mission, positioning, growth and sustainability.

Premise: *Fiscally responsible agency wide continuous improvement fosters agency sustainability.*

Actions:

- Continue commitment to CARF accreditation by attention to requirements pursuant to the Annual Conformance to Quality Report due to CARF annually.
- Attend to agency management plans (Risk, Accessibility, Cultural Competency, Technology, Marketing and Crisis) and modify as necessary to meet the goals of this strategic and operational plan.
- Continue periodic maintenance at stores funded through operating revenues.