**DID YOU KNOW?**

**1 in 10**
working adults nationally do not have a high school diploma, including more than 11,000 people in the Savannah four-county area alone.

**Less than 1%**
of the 11 million net job gains between 2010 and 2016 went to individuals with a high school diploma or less.

**65% of all jobs**
in the U.S. will require a credential beyond a high school diploma by 2030.
Goodwill Southeast Georgia serves 29 counties in Georgia and 4 counties in South Carolina.

Eradicating poverty is at the heart of our mission. We’re focused on helping individuals overcome barriers to sustainable, successful careers and achieve their career goals.

Our commitment to education as the equalizer for career and individual success guides our work providing individual support, meaningful education, training and career services.
With strong leadership and invaluable support from our core constituents – including Goodwill Southeast Georgia Associates and leadership, our Board of Directors, and our community partners – we are pleased to present Goodwill Southeast Georgia’s 2023-2025 Strategic Plan.

To ensure an aspirational yet realistic plan, we embarked on a comprehensive, multi-faceted, and inclusive strategic planning process in 2021. Our planning path provided great insight as we developed, analyzed, and refined our strategic focus while looking ahead to the next several years. The planning process had many collaborative elements, including:

• **STRATEGIC PLANNING RETREAT** - The Board of Directors held a strategic planning retreat in November 2021, analyzing data and trends while identifying core strategic directions. Affirming our commitment to opening an Adult Education Center, contracting case management services, and leveraging our scale and strengths to enhance strategic partnerships were vital outcomes.

• **SWOT ANALYSIS** - We executed an internal SWOT analysis to hear from our Associates regarding our strengths, weakness, opportunities, and threats. Critical themes consistently included: strengthening inside and outside mission services delivery, talent acquisition and retention life cycle, enhancing community engagement through strategic marketing efforts, and revenue diversification to strengthen financials.

• **RESEARCH AND LITERATURE REVIEW** - We committed time to research and literature review, identifying relevant trends and data points, and were reminded that educational attainment remains a significant workforce development obstacle. On the operations front, we know the secondhand retail market will grow significantly with younger generations of shoppers driving growth. We believe opportunities exist within Donated Goods Retail to manage growth around these trends.

Executive Summary: Our Future is NOW!

Jenny Gentry
Board Chair

Michael Winckler
President and CEO
**COMMUNITY NEEDS ASSESSMENT** - We reviewed multiple community needs assessments while reading other non-profits’s strategic plans to understand what other organizations are focused on strategically. We discovered a consistent theme: Communities throughout our service footprint need a ready workforce, financially stable families, affordable and safe housing, and affordable and quality childcare to ensure thriving communities.

**LISTENING SESSIONS** - We heard from our community partners via listening sessions and learned their views on critical community needs and workforce development opportunities. Top needs included affordable, quality childcare, early childhood education, and an integrated, coordinated workforce development network. Our communities must work towards more citizens realizing livable, sustainable wages to help reduce poverty, increase access to affordable housing, and develop transportation solutions for the most vulnerable of our population.

**PLANNING WORKSHOPS** - From the data generated and input received, the Strategic Planning Task Force held multiple workshops to identify core strategic issues that Goodwill needs to address for the future. The initial strategic themes included mission impact, managing financial growth and business development, developing and sustaining a strategic workforce, enhancing performance excellence, and enhancing our image and visibility.

All of this work led us to three distinct, yet mutually supporting strategic themes. Together, these themes provide a vital framework to inform future tactical decisions. The three themes identified evolved into strategic goals, supporting objectives, critical success factors, and key performance indicators (KPIs).

Our 2023-2025 Strategic Plan starts with **Transforming Lives and the Communities We Serve through Mission Outcomes**, where we seek to make a significant impact in reducing generational poverty. To do this, we must create an **Organizational Culture That Delivers Exceptional Results** through a best-in-class talent lifecycle, the continued development of our Associates, and laser-focused attention to performance excellence and accountability while ensuring discipline and innovation to grow the revenue required to support this plan. Lastly, we must actively and proactively **Develop Our Reputation as a Best-in-Class Social Enterprise** to increase donor and shopper loyalty while attracting strategic partners, grant funders, and philanthropic interests. These three strategic goals combine to serve as our road map for the future.

We also updated some elements of our **Vision, Mission, and Values**, making education and training a cornerstone of our mission outcomes. Finally, we added an **Equity Statement** that clearly articulates our deep, ongoing commitment to diversity, equity, and inclusion.

Goodwill Southeast Georgia is entering our 58th year as the most prominent social enterprise in our region. Through this Strategic Plan, we look forward to working with Associates, Board members, community partners, and funders to continue to help change the life trajectory of so many while providing outstanding value to our loyal donors and shoppers.

We thank the members of the Strategic Planning Task Force, Goodwill Southeast Georgia leadership, our Associates, and the Board of Directors Strategic Planning Committee for the heavy lifting required to prepare this next strategic plan.
Our Vision, Mission, Values, Equity Statement

Heritage
“Friends of Goodwill, be dissatisfied with your work until every handicapped (sic) and unfortunate person in your community has an opportunity to develop to his fullest usefulness and enjoy a maximum of abundant living.” — Dr. Edgar J. Helms, 1941

Vision
To be a world-class social enterprise fueled by the desire to positively impact the lives of our Associates and community by providing every individual with the training and development opportunities they need to become the very best version of themselves.

Mission
To assist people with disabilities and other barriers to employment to live independently and become employed.

Values
Integrity: We commit to doing the right thing, even when no one is looking, fostering trust with each other, our customers, and the communities we serve.

Accountability: We are a results-oriented organization, consistently taking ownership for our performance in all our decisions and actions while seizing opportunities to learn from successes and failures.

Empowerment: We are committed to providing opportunities for Associates and clients to change their lives through education and skill development.

Service: We treat each individual with dignity, empathy, and respect, ensuring that our decisions and actions consider the needs of others before our own.

Teamwork: We work together to help everyone succeed.
Equity Statement

Diversity, Equity, and Inclusion are foundational to who we are and critical to our mission and impact.

To that end, we believe Goodwill’s strength lies in the diversity of those we employ, educate, and serve.

We’re proud to be an organization that is welcoming, diverse, and committed to creating an inclusive culture and environment where all Associates and clients feel valued, have equal access to services, and enjoy opportunities to grow.

We strive to provide a workplace that reflects the diverse communities around us and, where each person feels empowered to succeed and has a sense of belonging, which will help Goodwill achieve its mission.

We ensure fairness and impartiality to all, making certain that our policies, procedures, and practices are equitable.

We expect the same from our partners, vendors, and communities.

These actions will enable each person to express their uniqueness in a culture that celebrates and reflects the communities we serve and advance our mission to help individuals overcome barriers to work.
Strategic Goal 1
Transforming Lives and the Communities We Serve Through Mission Outcomes

We will work to maximize impact through education, career training, and job placement to ensure sustainable pathways to self-sufficiency for the individuals, families, and communities we serve by 2025.

Strategic Objective 1: Open an adult education center that allows adults to develop their academic abilities to complete secondary education and post-secondary credentialing, leading to economic and social equity.

Critical Success Factors
1. Open a physical location suitable for adult education initiatives.
2. Launch an adult education model providing secondary and post-secondary opportunities.

Key Performance Indicators:
1. Capital campaign fundraising results
2. Average total value of grant proposals and prospect asks year-over-year
3. Progression toward opening physical location
4. Progression toward education model implementation

Strategic Objective 2: Provide data-driven comprehensive workforce development programs and services to ensure sustainable pathways to self-sufficiency for persons served throughout our territory.

Critical Success Factors
1. Persons served are leading self-sufficient lives through community resource connectivity that help minimize barriers to employment.
2. Persons served are leading self-sufficient lives through industry-specific job training opportunities.
3. Persons served are leading self-sufficient lives through earning higher wages.

Key Performance Indicators
1. Number of persons served
2. Number of persons placed and average starting wage
3. Percent spent on direct support services
4. Career advancement
5. Educational attainment

Strategic Objective 3: Establish a self-sustaining Employee Development Support Service business line for local employers.

Critical Success Factors
1. Maintain revenue neutral program year-over-year.
2. Realize contract renewals and additions to ensure net neutral year-over-year.

Key Performance Indicators
1. Number of contracted employer partners
2. Partner employees served
3. Partner employee retention
4. Contracted employer positive satisfaction rates from assessment tool
Strategic Goal 2
Create an Organizational Culture That Delivers Exceptional Results

We will develop a best-in-class social enterprise to ensure the continuous development of people, the relentless pursuit of operational excellence, and financial self-sufficiency.

### Strategic Objective 1: Develop internal training and development programs that produce well-trained, well-rounded Associates sought by area businesses.

**Critical Success Factors**
1. Measurably improved retention and attrition rates.
2. Establish and resource formal organizational development structure.
3. Realize scalable and measurable training and development programs aligned with required job skills, competencies, and capabilities for all positions.
4. Establish clear career pathways for Associates to grow and develop.
5. Realize servant leader workforce culture at all leadership levels.

**Key Performance Indicators:**
1. Achieve 15% promotion to separation rate in non-front-line positions
2. Achieve 65% participation rate of targeted training hours allocated to department
3. Achieve a 75% or better “Satisfactory” rating by participants on training assessment surveys
4. Number of Associates participating in credentialing and certification programs
5. Percent of positive exits to total exits specific to business programs

### Strategic Objective 2: Develop best-in-class business practices in pursuit of continuous improvement and sustainable performance excellence.

**Critical Success Factors**
1. Culture of safety embedded throughout all business operations.
2. Credentialing for business operations and support units, where applicable.
3. Earn Goodwill Industries International recognition as a “Center of Excellence” through improved financial and operational performance.
4. Realize sustainable budgets that support strategic plan priorities year-over-year.
5. Progression toward identified aspirational environmental sustainability targets.

**Key Performance Indicators**
1. All business and workforce development operations hold a minimum of one quality credential
2. Top performer in multiple categories within a peer group to be determined based on Goodwill Industries International dashboard reporting
3. Reduction in accidents, incidents, and medical/lost time incurred costs
4. Assess and identify aspirational environmental sustainability targets

### Strategic Objective 3: Expand existing business enterprises to realize annual revenue of $41M by 2025.

**Critical Success Factors**
1. Donated Goods Retail realizes $25M absent of salvage.
2. Manufacturing expands business to $8M.
3. Business Services expands revenue streams to $6M.
5. Sustain Mission spend at 2.5% revenue year-over-year.

**Key Performance Indicators**
1. Organizational revenue
2. Net contribution
3. Net mission spend
4. Fixed charge coverage ratio
5. Total liabilities to net worth
Strategic Goal 3

Develop Our Reputation as a Best-in-Class Social Enterprise

Through brand development strategies, we will measurably establish our reputation as a Best-in-Class Social Enterprise by 2025.

### Strategic Objective 1: Create and launch a compelling marketing campaign through a long-arc storyline focused on community outcomes.

**Critical Success Factors**

1. Increase in net promoter score equal to or above Goodwill Industries International.
2. Increase and strengthen strategic partnerships.

**Key Performance Indicators:**

1. Net promoter score
2. Engagement Rate (Click Through Rate via paid advertising)
3. Top web referral source
4. Conversion by channel
5. Return on ad spend

### Strategic Objective 2: Maximize public relations and community engagement strategies and increase opportunities to enhance brand awareness and show proof of reputation.

**Critical Success Factors**

1. Annual deployment of and adherence to corporate reputation management program.
2. Increase positive and neutral Earned Media Sentiment rate.
3. Increase philanthropic giving year-over-year.

**Key Performance Indicators**

1. Volume and quality of online reviews
2. Percent of share of voice
3. Number of earned media pieces
4. Average total value of grant and prospect proposals year-over-year
5. Committed bank of eight trusted voices to advocate for Goodwill in our shared communities

### Strategic Objective 3: Create and deploy marketing campaigns that drive donor activity and shopper loyalty.

**Critical Success Factors**

1. Create and launch a Donor Loyalty Program.
2. Donated goods “donations per household” at or exceeds 1.2.
3. Successful launch of new POS loyalty and rewards software.
4. Realize targeted transaction growth year-over-year

**Key Performance Indicators**

1. Number of Donor Loyalty Program members
2. Revenue per household
3. Average donor value
4. Loyalty member transactions
CALL TO ACTION

It’s time to turn words into action as we collectively work to create the next chapter of Goodwill Southeast Georgia. As you have just read, our strategic plan is focused on Transforming Lives, Developing a Culture of Results, and Telling Our Story regarding our collective commitment to eradicate poverty in our community!

This document serves as a beacon and offers a thoughtful set of strategic goals guiding our actions over the next several years. It will require a strong and dedicated team to bring this plan to life. We call on YOU, our Associates, partners, board members, funders, and all other stakeholders, to join us on this journey.

Our Future is NOW!