

**Four**  
**Cornerstones.**  
**Five**  
**Goals.**  
**One**  
**Mission.**

Strategic Plan VI 2013-2015



**Goodwill**  
**Southern**  
**California**

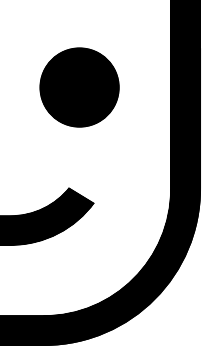




Program Participants Gustavo and Cherri

*America was built on courage, on imagination and an unbeatable determination to do the job at hand.*

*-Harry S. Truman*



# Transforming lives through the power of work.

For nearly a century, Goodwill Southern California (GSC) has transformed the lives of individuals with disabilities and disadvantages, providing them greater self-sufficiency, dignity and purpose. Today, this mission remains firmly intact, though broader in scope. GSC improves the lives of an expanded footprint, encompassing not only individuals, but businesses, communities and the earth. And so, GSC's mission promise is rooted by four cornerstones: empowering individuals, advancing businesses, enriching communities and caring for the earth. GSC empowers individuals through education, training and career opportunities. We also empower shoppers by offering them access to quality, affordable goods. We are advancing businesses through our recruitment services, secure shredding, document imaging, e-waste recycling, landscape, custodial, commissary, assembly and contract fulfillment services. We are enriching communities through partnerships, youth programs, donation drive fundraisers and a positive economic impact. Additionally GSC is caring for the earth through the resale of used goods and recycling efforts resulting in the diversion of tens of millions of pounds of usable goods, textiles, paper and e-waste from landfill every year. Good for individuals, businesses, communities and the earth, ***Goodwill Southern California is – Good for Everyone.***



## Back to Basics.

***There are few causes of greater importance to the economic and social health of our region than helping people get educated, trained and placed in new career pathways.*** At Goodwill Southern California, our mission is to Transform Lives Through the Power of Work. Our goal is to prepare and place those with disabilities and vocational disadvantages, including veterans, the homeless, ex-offenders, mature workers and youth at risk, into sustainable employment. Our mission is supported by proceeds generated from the sale of donated goods at our retail stores and revenues from our contracts and environmental services divisions. More than ever, the sluggish economic climate highlights the need for the no-cost employment programs and services GSC offers. Goodwill's philosophy of providing those in need with a hand-up, rather than a handout, is a long-term solution; placing individuals in jobs increases workforce purchasing power, which in turn bolsters the economy and reduces the burden on government support services for the unemployed. The positive impact of our efforts is clearly illustrated by the hundreds of thousands of individuals GSC has placed in sustainable employment throughout our 30,000-square-mile territory, including Los Angeles (north of Rosecrans Avenue), Riverside and San Bernardino counties, and the ripple effect created by those jobs, which result in hundreds of millions of dollars in wages and a positive economic impact. But there is still much to do. With a focus on serving the "hardest to place in employment," Goodwill is going deeper.

The next three years at Goodwill will be guided by our sixth strategic plan. And, the goals of this plan ensure that all of our programs, services, support functions and priorities directly tie to at least one — preferably several — of our cornerstones: empowering individuals, advancing businesses, enriching communities and caring for the earth. Developing the cornerstones and related strategic plan goals encouraged departments to really analyze the impact of their day-to-day functions. If something does not serve one of the cornerstones, it is revamped or simply scrapped. While to some, this may appear a simplistic view, well, that is exactly our point. Sometimes back to basics is the best course of action, and at least for Goodwill Southern California, the cornerstones help keep us focused in a world that is often so full of distraction that it's difficult to see the thousands of individuals in need. We look forward to achieving the goals set forth in this plan and to celebrating the transformative power of work with those in our community.

Sincerely,



Craig Smith  
President and CEO,  
Goodwill Southern California



David A. Lusk  
Co-Chair, Strategic Plan Task Force,  
Goodwill Board of Directors



Thomas "Tom" Murnane  
Co-Chair, Strategic Plan Task Force,  
Goodwill Board of Directors



Cornerstone

1

## Empowering Individuals

through education, training and access to new employment opportunities. We also offer shoppers affordable clothing, home goods, electronics, books and e-media; and donors a safe, convenient way to recycle goods they no longer need or want.

Goal

2

Maximize revenue/  
contribution to support  
mission sustainability  
and growth.

Cornerstone

3

## Enriching Communities

through partnerships, youth programs, donation drive fundraisers and a positive economic impact.

Goal

4

Be recognized as one of  
the best places to work  
in Southern California.

Aspire to be  
provider  
training and  
services for  
those with  
significant  
to employ

## Transform lives power of

We serve people  
or other vocational  
as businesses, by pr  
training, work  
job placement

the leading  
of quality  
employment  
focusing on  
the most  
at barriers  
employment.

## Forming through the work.

with disabilities  
challenges, as well  
providing education,  
experience and  
ent services.

### Advancing Businesses

through our recruitment services, secure shredding,  
document imaging, e-waste recycling, landscape, custodial,  
commissary, assembly and contract fulfillment services.

Cornerstone

2

Goal

3

Expand community  
partnerships to fulfill  
mission and grow  
business lines.

### Caring for the Earth

through the resale of used goods and recycling efforts, which  
result in the diversion of tens of millions of pounds of usable  
goods, textiles, paper and e-waste from landfill every year.

Cornerstone

4

Goal

5

Maximize environmental  
and sustainability  
efforts throughout  
the organization.

Goal

1

one

**Aspire** to be  
the **leading provider**  
of **quality training** and  
**employment**  
**services** focusing on  
those with the most **significant barriers**  
to **employment.**





## **Workforce and Career Development**

1. Triple the ratio of job placements for job seekers receiving basic services from 10% to 30%.
2. Increase the number of individuals served in organizational intensive category by 30%.
3. Double the number of individuals served in job placement intensive category and place at least 70% into competitive employment at median wage of 25% over minimum wage.
4. Maximize employment retention among job placement intensive participants by 70% achieving 90-day retention; and 50% achieving 180-day retention.
5. Develop, pilot and evaluate an intensive economic self-sufficiency program designed to move the working poor out of poverty.

## **Retail**

1. Implement driver training program to move 50% of drivers from Class C to Class A by Q4 2015.

## **Contracts**

1. Increase program participants.
2. Implement transportation development program by Q2 2014, moving 75% of driver staff from Class C to Class A by 2015.
3. Develop and implement comprehensive landscape training program by Q1 2014.

## **Development**

1. Create/leverage corporate relationships to place program participants in internships or work experience within those companies, for a total of six by Q4 2015.
2. Obtain one corporate partnership that offers or funds training programs annually.

## **Marketing and Community Relations**

1. Develop and implement two new major public awareness events/campaigns by Q4 2015.
2. Develop, produce and implement creative assets for Phase 2 of branding awareness by Q3 2013; and Phase 3 by Q4 2015.

## **Human Resources / EHS**

1. Develop WCD recruitment/retention and measurement strategies by Q2 2013.

## **Information Technology**

1. Identify tools, resources and technologies by mid-2013 to assist with WCD training and operational needs.

## **Security and Loss Prevention**

1. Identify methods and resources by Q2 2013 to assist WCD with Security & Loss Prevention training programs.

## **Finance and Administration**

1. Identify opportunities to hire WCD placement candidates by Q1 2013.

Goal

2

two

**Maximize**  
revenue/  
contribution  
to **support**  
mission  
sustainability  
and **growth.**



## Workforce and Career Development

1. Annually maximize government funding to sustain and grow mission.

## Retail

1. Increase retail revenue from \$98M in 2012 to \$149M by Q4 2015.
2. Increase retail contribution from \$22M in 2012 to \$38.7M by Q4 2015.

## Contracts

1. Increase contracts revenue from \$9.5M in 2012 to \$15M by Q4 2015.
2. Increase contracts contribution from \$650,000 in 2012 to \$1.9M by Q4 2015.

## Development

1. Raise \$14.2M over three years as follows:
  - (a) Increase development revenue for non-capital purposes by 67%—from \$7,629,000 in SP V to \$12,756,174 in SP VI;
  - (b) Raise \$2,329,000 to complete the GoodwillTODAY campaign.

## Marketing and Community Relations

1. Leverage co-op media and marketing opportunities that add at least 140% value for each media dollar spent by 2015.

## Human Resources / EHS

1. Reduce “serious” regulatory agency audit findings to zero by Q4 2014.
2. Reduce customer injuries by 10% annually.
3. Achieve workers compensation injuries at or below OSHA’s industry average based on our North American Industry Classification System (NAICS) by Q4 2014.
4. Analyze and mitigate HR/EHS risks through conducting comprehensive Risk Assessments and Gap Analyses by Q4 2013.

## Information Technology

1. Implement software and hardware to assist with productivity and increase communications by Q4 2015.

## Security and Loss Prevention

1. Implement strategies to achieve an annual 5% reduction in retail shrinkage by Q4 2013.

## Finance and Administration

1. Monitor 10% Reserve Level annually.
2. Annually target two major expense areas for review and audit to determine cost-reduction opportunities.
3. Annually target two areas with substantial cash and/or inventory levels to strengthen internal controls.
4. Implement a financial awareness and analysis workshop to be offered on a quarterly basis by Q4 2013.

Goal

3

three

Expand  
community  
partnerships  
to fulfill mission  
and grow  
business  
lines.





## **Workforce and Career Development**

1. Ensure that 75% of participants served in vocational training attain at least one industry recognized credential.
2. Establish at least one additional intensive service in each of the three service regions (Metro LA, Valley, Inland Empire) annually.

## **Retail**

1. Build relationships and partnerships with school districts and local businesses to grow donation drives by 20% annually.

## **Contracts**

1. Secure private sector contracts to increase total program participants employed by 10% by Q4 2015.
2. Collect e-waste at donation drives by Q1 2013.

## **Development**

1. Market donation drives, career closet, job and environmental services to at least 5,000 active corporate and individual donors each year, resulting in at least two donation drives and three career closet drives annually.

## **Marketing and Community Relations**

1. Develop a minimum of two brand partnerships annually to build mission, services and donate movement awareness throughout the community.
2. Partner with six to ten schools, chambers and community organizations annually to advance mission, services and donate movement awareness.

## **Human Resources / EHS**

1. Expand pro-bono partnerships and community networking opportunities to improve Subject Matter Expertise (SME) by a minimum of three annually.
2. Increase mission awareness and further cultivate future donors, assess viability and/or establish Volunteer Program by Q4 2014.
3. Build three community partnerships to expand recruitment reach annually (i.e. Urban League, local PIHRA chapters, local SHRM chapters, Society for Non-profit Management, Latin Business Association, Asian Business Association, etc.).

## **Information Technology**

1. Call upon at least one IT relationship per quarter to promote partnering opportunities.

## **Security and Loss Prevention**

1. Expand law enforcement partnerships for each campus by Q4 2013.

## **Finance and Administration**

1. Network with potential partners from the financial community.

## **Facilities**

1. Attend two events annually for the Building Owners and Managers Association (BOMA) and International Facilities Management Association (IFMA).

Goal

4

four

Be  
recognized as one  
of the  
best  
places to  
work  
in Southern  
California.



## **Workforce and Career Development**

1. Support inclusion of program participants in every GSC business division.

## **Retail**

1. Implement a competitive wage and benefits strategy by Q4 2013 to increase retention by 10% by Q4 2015.
2. Fill 20% of management positions through internal promotions beginning 2013.
3. Implement flexible scheduling for all store associates by Q4 2013.
4. Reduce employee injuries by 10% annually.

## **Contracts**

1. Fill 5% of management positions through internal promotions beginning 2013.
2. Reduce injuries by 5% annually.
3. Provide flexible schedules to employees where feasible by Q4 2013.

## **Development**

1. Obtain 100% participation by management staff annually in making a financial gift to GSC in each year of SP VI.
2. Obtain 33% participation by GSC staff directors annually in making a financial gift to GSC by Q4 2015.

## **Marketing and Community Relations**

1. Promote GSC as one of the best places to work in Southern California by Q4 2015.

## **Human Resources / EHS**

1. Be acknowledged by one of the top ten agencies that recognize best places to work in Southern California by Q4 2015.
2. Complete a comprehensive workforce planning strategy by Q4 2013.
3. Create Cultural Competency and Diversity Plan by Q2 2014.
4. Expand existing Wellness Program elements to employees organization-wide by Q1 2014.

## **Information Technology**

1. Implement the most current technologies to allow users to work more effectively off site by Q4 2014.

## **Security and Loss Prevention**

1. Enhance safe and secure work environment through development of Security and Loss Prevention staff and upgraded facility security by Q4 2013.

## **Finance and Administration**

1. Create educational opportunities for staff, ensuring at least one staff member completes a certificate program annually.

## **Facilities**

1. Complete renovation of LA Campus by Q2 2014.
2. Complete renovation of IE Campus by Q4 2015.

Goal

5

five

Maximize  
environmental  
sustainability  
efforts throughout  
the organization.





## **Retail**

1. Reduce the volume of trash resulting from operations by 10% annually.
2. Limit pollution emission resulting from transportation operation by 10% annually by 2014.

## **Contracts**

1. Develop plan to implement green cleaning and recycled paper products usage by Q1 2013.
2. Reduce pollution emission from trucks by 5% by Q4 2015.

## **Development**

1. Reduce printed materials ordered by 10% annually.
2. Use at least 30% post-consumer paper for all Development materials.

## **Marketing and Community Relations**

1. Use printers and production partners that employ green practices by 2013 (where financially and logistically favorable).
2. Use at least 30% post-consumer paper for all Marketing materials.

## **Human Resources / EHS**

1. Implement an enterprise-wide e-learning framework to leverage a quality e-learning experience, reducing mileage and travel-time reimbursement expense by 25% by Q4 2014.
2. Implement paperless record-storage plan by Q4 2015.

## **Information Technology**

1. Reduce IT-related resource consumption by 15% by Q4 2015.

## **Security and Loss Prevention**

1. Become 75% paperless by Q4 2013 through implementation of a “Case Management” program, which allows for electronic reports, investigative files, file sharing and Loss Prevention audits.

## **Finance and Administration**

1. Convert Business Office processes, where possible, to a paperless format by Q4 2015.
2. Use environmentally friendly products where feasible.

## **Facilities**

1. Establish a benchmark for utilities, waste and fuel consumption by Q1 2013.
2. Reduce consumption of fuel and utilities by 10% annually beginning Q1 2014.
3. Implement LEED standards in all designs in construction by Q4 2013.
4. Determine feasibility of ISO 14001 (Environmental Management) registration by Q4 2014.
5. Achieve “Zero Waste” certification by Q4 2015.

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**Goodwill**  
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