



# Goodwill Southern California 2021-2022 Strategic Plan





# Initiatives

- **Be True to Why We Exist**
- **Develop and Retain Talent**
- **Grow Mission Revenue**
  - Physical Retail
  - eCommerce
  - Philanthropy
- **Improve Safety and Culture**
- **Build Brand Awareness**



# Be True to Why We Exist

## 1. Serve People Most in Need with Dignity and Respect

- Design and implement programs that improve the lives of our communities
- Establish partnerships that connect our communities to quality employment opportunities
- Train and develop staff to provide high-quality, person-centered services
- Develop tools and resources that improve services
- Actively engage participants and individuals with lived experience in program strategies and advocacy
- Provide more digital resources to program participants
- Expand apprenticeships and earn-and-learn program models
- Implement an internal WCD leadership program
- Successfully secure more federally-funded employment centers in Los Angeles County (AJCC)



# Be True to Why We Exist

## 2. Take Advantage of Being a Large and Unique Social Enterprise

- Increase the number of participants placed at our Social Enterprise
- Secure large-scale contracts through Los Angeles County
- Design Inland Empire Social Enterprise expansion strategy
- Launch advocacy strategy in the Inland Empire
- Design internal upskilling strategy
- Establish new business opportunities
- Pilot Social Enterprise procurement strategy in Inland Empire
- Launch Inland Empire Social Enterprise capacity-building strategy
- Launch internal upskilling initiative



# Be True to Why We Exist

## 3. Expand Role as a Community Leader

- Help transform lives through advocacy and thought leadership
- Lead efforts to connect our communities to the Future of Work
- Improve overall effectiveness of service provider
- Build capacity to formally engage in advocacy, policy, and government affairs
- Produce tools, products, or studies that improve services for jobseekers and employers
- Produce document that analyzes the Future of Work for unique populations
- Implement region-wide Future of Work strategy for unique populations



# Be True to Why We Exist

## 4. Produce Measurable Impact

- 2,200 individuals enrolled in Work Experience
- 300 partners engaged
- 2 new business lines established
- 25,000 jobseekers served
- 2,000 credentials earned by participants
- 7,000 jobseekers placed in jobs
- 1,200 participants placed through Social Enterprise
- 10 Social Enterprise business lines
- 5 tools/publications produced
- 10 convenings hosted
- Integrate our internal databases



# Develop and Retain Talent

## 1. Taking Care of our Talent During a Pandemic

- Pilot DayForce Succession module
- Develop “return to normal” plan from temporary virtual working policies
- Continue to refresh job descriptions with new safety job expectations, required trainings
- Develop a virtual new hire orientation, using new Learning Management Software (LMS) tool
- Refine Retail Store Ambassador Trainee (RSAT) program to fast track WCD participants
- Continue quarterly Safety First! trainings; promote and certify manager new hires as Safety Champions

## 2. Talent Acquisition

- Improve employer brand and increase presence on social media platforms
- Design and pilot internship program



# Develop and Retain Talent

## 3. Onboarding

- Develop and implement “Onboarding Peer Mentor” training program
- Develop structured onboarding modules that incorporate Standard Operating Procedures (SOP), workbooks and mentor books, customer service, Kaizen, merchandising, cashier, donations, and buying

## 4. Ambassador Development and Succession Planning

- Develop Assistant General Manager Training and Development curriculum
- Begin “Ready for General Manager” SOPs and skills matrix, learning plan
- Develop structured development plans for high potential Ambassadors
- Design and launch Leadership Cohort development program
- Launch Employee Engagement Survey on DayForce, identify opportunities
- Director-level succession planning





# Grow Mission Revenue – Physical Retail

## 1. Improve Buying and Pricing

- Enhance key performance indicator analytical reports and increase production standards

## 2. Heighten Shopping Experience

- Develop and implement a Customer Relationship Management (CRM) / Loyalty Program
- Continue to train and equip General Managers to facilitate meaningful interactions between participants, customers and donors

## 3. Streamline Efficiencies

- Implement shift bidding and trading
- Create a comprehensive retail training program for new Ambassadors
- Explore new technology opportunities to improve processes



# Grow Mission Revenue – Physical Retail

## 4. Increase Impressions

- Refresh select retail store locations
- Update truck wraps for trailers and trucks
- Upgrade exterior facades and signage at select locations

## 5. Retail Programs

- Develop script and POS features to streamline GATR and GADD fundraising efforts
- Complete and implement goods donors credit card capability
- Provide volunteer opportunity for goods donors
- Develop goods donor handouts
- Add video displays for messaging at donation centers



# Grow Mission Revenue – eCommerce

## 1. **Change pricing and listing calculus to drive AUR; slow inventory turn with corresponding need to increase capacity**

- Leverage other platforms to drive revenue
- Build Brand Shops on Amazon and eBay and launch participant-created art on Etsy

## 2. **Add mission awareness messaging to every digital and physical touchpoint**

- Add mission messaging to eCommerce communications, based on ship-to geography and home pages
- Incorporate CRM / loyalty initiative with appropriate eCommerce channels



# Grow Mission Revenue – Philanthropy

## Reinvigorating Development Strategy for the Future

- React to the changing environment by pursuing a hold or invest strategy for each stream of philanthropic revenues
- Manage partnerships across the board and leverage all connections whether individual or organizational
- Build partnerships and help to create collaborative opportunities for Retail
- Promote and build partnerships for Business Services by leveraging new and existing relationships with companies and individuals
- Develop #DoGoodwill as the driving force to promote Goodwill SoCal to the public at large. Continue to expand the size and scope of partnerships with local business, media, sports, and community partners

Do Good.  
**Do Goodwill.**



# Improve Culture and Safety

## 1. Diversity, Equity & Inclusion

- Ensure all staff execute good business practices that are based on compassion, empathy and humane principles in addition to good fiscal stewardship
- Infuse DEI principles and practices in all Human Resource functions
- Provide easily accessible equipment, tools, and information to support an inclusive environment
- Develop DEI training modules for organizational training programs
- Build out the RISE Values to reflect DEI principles and language
- Develop GSC Career Path Training Program that leads from frontline staff to C-Suite positions

## 2. Update Ambassador Handbook to reflect our “Safety First” Culture and conduct Ambassador Engagement Survey

- Conduct communication campaigns with safety announcements; COVID updates, flu shot and open enrollment information; at-home messaging; and screen savers safety tips. Collect fresh email and contact info to ensure electronic access at home.
- Develop Ambassador Engagement Survey



# Build Brand Awareness

## 1. Strategic engagement of community leaders and organizations

- Community relations events and corporate donation drives (6-8)
- Corporate and community volunteer and tour opportunities (10-12)
- Speaking engagements for key leadership and participants (12-15)

## 2. Refresh Retail Stores, Donation Centers, and Trucks

- Refresh select Retail Stores per priority plan and budget
- Update identified exterior monument signs and store graphics
- Upgrade in-store merchandising via Look Book identifying key trends and display examples
- Utilize truck wraps as rolling billboards and as corporate sponsorship opportunities

## 3. Create and launch Shopper Loyalty program

- Continue to develop methods of collecting customer data
- Design and implement Customer Loyalty program



# Build Brand Awareness

## 4. Maximize impact of national ad campaigns and promotions

- Work with GII and Ad Council to create mission focused national ad campaign
- Leverage campaign in GSC territory (L.A. Designated Market Area) to educate public on Goodwill's mission
- Leverage GII campaign to engage local motion picture studios to maximize theatrical release promotions

## 5. Create comprehensive digital strategy across all digital touchpoints

- Update GSC website with new graphic look and content
- Cross-promote to each customer base via email marketing, packaging, receipts, and social media messages
- Develop and implement plan to geo-target specific stores with digital advertising

## 6. Maximize social media exposure and engagement

- Expand current network of bloggers and influencers with whom we collaborate
- Partner with 2-3 social media influencers on joint content
- Collaborate with GII on national influencers to leverage budget