Goodwill West Texas

Strategic Plan 2023-2025

Our Mission:

Providing opportunities for people with barriers to employment.

Updated:

November 2023

Contents

Executive Summary

In October of 2023, the Goodwill West Texas (GWT) Executive Team met to evaluate and update the organization's Strategic Plan. Performance of the previous year was discussed and goals for 2024 – 2025 were updated to ensure the organization remains focused and challenged. In 2021, GWT engaged Tharseo Group, LLC, to help develop the 2022 – 2025 strategic plan. Tharseo Group utilized a process which created a strategic framework from which the organization could continually operate that keeps the organization aligned around its purpose. The methodology focused on getting clarity and perspective about where the organization was and where it wants to go next to build a plan to move towards that vision.

Goodwill-West Texas' Strategic Plan reflects the vision to become the employer of choice in our region for people with barriers to employment as well as a great place to work. Over the scope of this plan, we want to grow our missional impact across the region through career and growth development programs and partnerships for our employees and our communities.

As a nonprofit and social enterprise, Goodwill-West Texas (GWT) relies on retail operations to fund our mission inside and outside the organization. In order to diversify risk and improve on opportunities to serve our community, we constantly search for opportunities to broaden funding and programing for organizational balance and risk management.

The Executive Team determined that the plan developed in 2021 remained relevant and outlines the strategies needed to meet the mission of the organization. Minor adjustments were made to the goals for 2024 – 2025 to keep them challenging and relevant.

GWT has three fundamental strategies that emerged during the completion of the plan:

1. **Increase mission impact on our communities** – To increase the impact of our mission for the communities that we serve developing and strengthening partnerships, alliances, and relationships with organizations across the region that align with our mission so that the whole region has a high-capacity network of partners.

2. **Be a great place to work** - To develop our culture, our people, and our working environments into a place where people want to work and can find fulfilling work.

3. **Strengthen our financial foundation** - To position the organization for operational efficiency and growth to best support the mission.

Our leadership team remains committed to ensuring operational sustainability as the organization continues to evolve into a workplace that truly makes a difference for our employees, our shoppers, and our donors throughout West Texas.

Our Heritage, Mission, Vision, Values

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, Founder of Goodwill Industries, 1941
Mission	Providing opportunities for people with barriers to employment.
Vision	We envision being an organization that puts people first and is a great place to work, operating at a high level of service with a culture that allows our mission to thrive.
Values	**UNITY** - We value being committed to our mission. **SERVICE** - We value creating positive experiences for everyone who encounters the organization. **INTEGRITY** - We value doing the right thing and being good stewards of our resources. **TEAMWORK** - We value working hard together with trust in purposeful and rewarding work. **PEOPLE** - We value all people, accepting them with dignity and respect. **GROWTH** - We value intentional and continual improvement of our organization and ourselves.

Our Primary Customers

At Goodwill-West Texas, our stakeholders consist of five unique segments of people. At the center of our organization, we find our board of directors and organizational team surrounded by three unique primary customers that generously allow our organization's success: our donors, loyal customers, and employees (direct recipients of our mission).

We try to understand each unique customer segment's core values they carry and are working to engage these customer values in positive ways in each interaction with that segment. Each of our primary customer segments.

Strategy 1: Increase Mission Impact on our communities.

Objective: To increase the impact of our mission by developing and strengthening partnerships, alliances and relationships with organizations across the region that align with our mission so that the whole region has a high-capacity network of partners as it exists in Abilene.

Initiatives / Tactics:

Deploy our message and increase brand awareness.

Dir. of Communication and Marketing	**2023** *Goal/Actual*	**2024**	**2025**
Social Media Impact (followers)	8,540 / **8,629**	9,500	10,700
Engagement Rate	4% / **6.56%**	4%	4%
Brand Awareness (Post Impressions)	160k / **405,401**	240k	320k
Website Sessions	45,000 / **42,793**	50,000	55,000
Round Up Participation	45% customer participation	45% customer participation	45% customer participation

Cultivate mission and services among employees.

CEO, VP of DGR, Sr. Director of Human Resources	**2023** *Goal/Actual*	**2024**	**2025**
Employee Satisfaction Survey – "I know the mission of Goodwill West Texas"	50% / **94% Agree (29% response rate)**	55%	60%

Improve public perception of our organization and mission through community involvement.

Sr. Dir. of Mission Services	**2023** *Goal/Actual*	**2024**	**2025**
Participate in community events – Permian Basin.	30 / **31**	30	30
Participate in community events – Concho Valley.	30 / **18**	30	30
Participate in community events – Big Country.	30 / **46**	30	30

Enhance and expand existing programing in three primary markets (Big Country, Concho Valley, Permian).

CEO/Sr. Dir. of Mission Services	**2023** *Goal/Actual*	**2024**	**2025**
People Served	1,350 / **1,864**	1,675	2,000
People Placed	125 / **177**	150	175
Average Starting Wage of People Placed	$9.50 / **$13.80**	$10.00	$10.50
Retention Rate of People Placed	12% will retain employment 30 days	14% will retain employment 30 days	16% will retain employment 30 days

Maintain Focus on Hiring Individuals with Barriers to Employment

CEO/VP of DGR/Sr. Dir. of Human Resources	**2023** *Goal/Actual*	**2024**	**2025**
Employees with Barriers %	60% / **61%**	60%	60%

Establish and Maintain Community and Strategic Partners to Provide Formal relations Where There Are Service Gaps Across the Region.

Sr. Dir. of Mission Services	**2023** *Goal/Actual*	**2024**	**2025**
Community and strategic partners (# of partners)	130 / **248**	140	150

Maximize Mission Resources

Sr. Dir. of Mission Services	**2023** *Goal/Actual*	**2024**	**2025**
Cost Per Person Served	$500 / **$450**	$500	$500

Strategy 2: Be a Great Place to Work

Objective: To develop our culture, our people, and our working environments into a place where people want to work and can find fulfilling work. To increase the impact of our mission by making Goodwill-West Texas the employer of choice in our region for people with barriers to employment.

Initiatives / Tactics:

Infuse our organizational values into every team member. Cultivate mission and services among employees.

Sr. Dir. of Human Resources	**2023** *Goal/Actual*	**2024**	**2025**
On-boarding experience - competency and training within 30 days.	80%	100%	100%

Continuous Wage and Benefits Review

Sr. Dir. of Human Resources	**2023** *Goal/Actual*	**2024**	**2025**
Increase Base Pay/hr.	$9.50 / **$10.00**	$10	$10

Increase Employee Tenure

Sr. Dir. of Human Resources	**2023** *Goal/Actual*	**2024**	**2025**
Tenure Exceeding One Year	50%	51%	52%

Career/Personal Growth and Development

Sr. Dir. of Human Resources/ Sr. Dir. of Mission Services/VP of DGR	**2023** *Goal/Actual*	**2024**	**2025**
Goodlife Graduates	50 / **69**	50	50
Internal Promotion Rates	60%	61%	62%

Maintain and Upgrade Facilities & Working Environments

CEO/VP of DGR/VP of Operations	**2023** *Goal/Actual*	**2024**	**2025**
Employee Survey Results – Goodwill Provides a Safe and Comfortable Physical Work Environment	80% / **85% Agree (32% response rate)**	83%	85%
Completion of Wish List Items	75% / **75%**	75%	75%

Strategy 3: Strengthen our Financial Foundation

Objective: To position the organization for operational efficiency and growth to best support the mission.

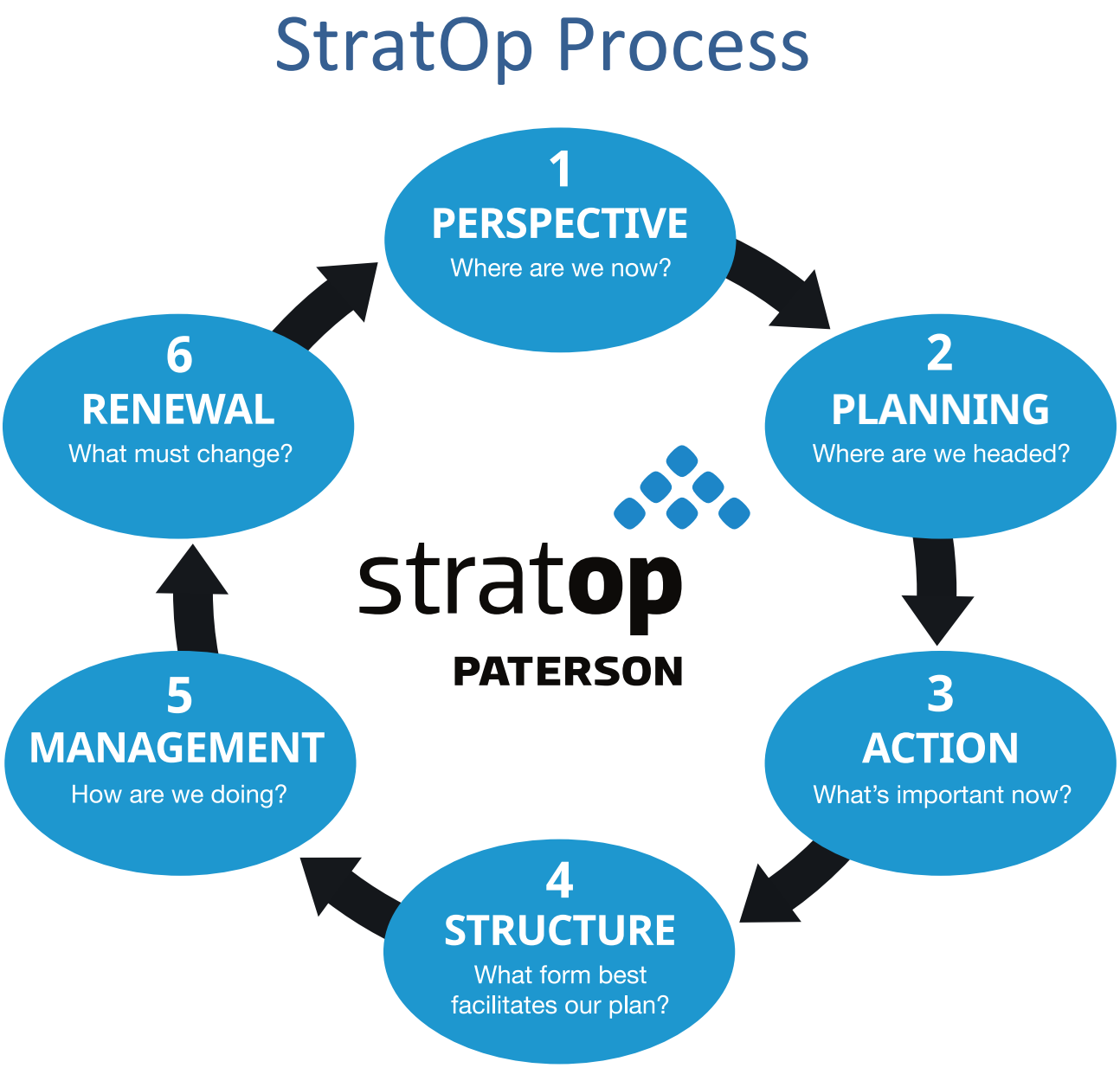
Initiatives / Tactics:

Meet or exceed all Financial Ratio Standards established by Goodwill International.

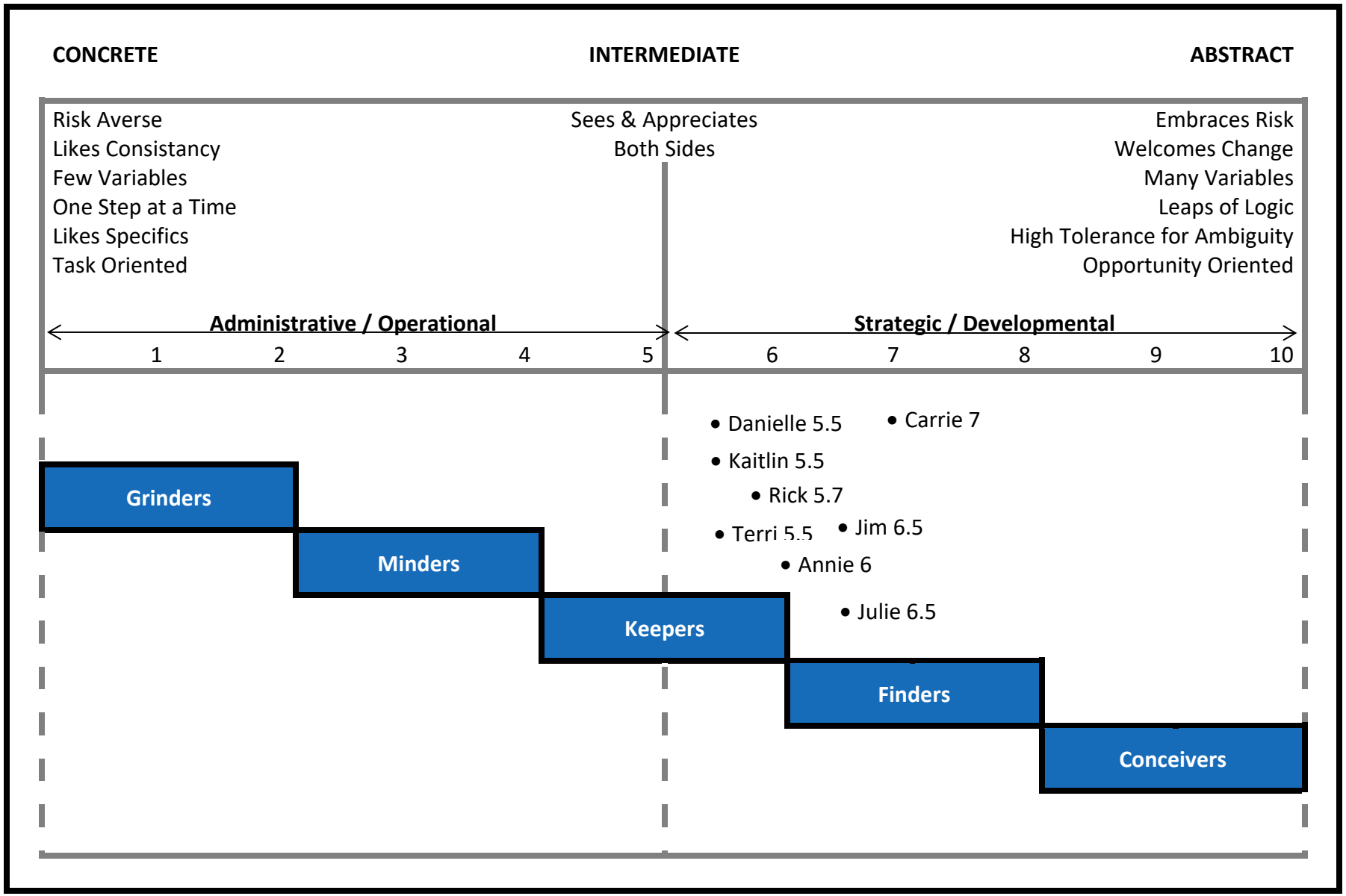
CEO/CFO/VP of DGR	**2023** *Goal/Actual*	**2024**	**2025**
Days Cash on Hand (>45)	>60 / **245**	>60	>60
Quick Ratio (>1.1)	>1.5	>1.5	>1.5
Operating Reserve Ratio (>2.0)	>2.0 / **18.87**	>2.0	>2.0
Fixed Charges Coverage Ratio (>1.0)	>1.5	>1.5	>1.5

Rolling 12 Month Expense to Revenue Ratio (<105%)	<97% / **78.91**	<97%	<97%
Rolling 12 Month Donated Goods/Retail Expense to Revenue Ratio (<90%)	<85%	<85%	<85%
Net Assets Ratio (>.4)	>.5 / **.83**	>.5	>.5

Appendix A: Notes from Strategic Session, October 2021



Thinking Wavelength



Four Helpful Lists

WHAT IS RIGHT? (Optimize)	WHAT IS WRONG? (Change)	WHAT IS CONFUSED? (Clarify)	WHAT IS MISSING? (Add)	CORE ISSUES
• Business Model is proven and successful • Right team members in the right positions • Unity for the mission • Effective leadership • In good times, thrift is good. In bad times, thrift is good. • We're growing • We're getting on the inside of the nuances of the organization now	• Our large territory is challenging to manage & oversee • External perception of mission • Different markets have different needs • We are very Abilene focused	• Our brand is not clear • How do we leverage success of now for future? • How do we expand and adjust our structure to align with growth?	• Our brand is not clear	• Branding/Perception • Territory (Permian) • Implementation & Execution

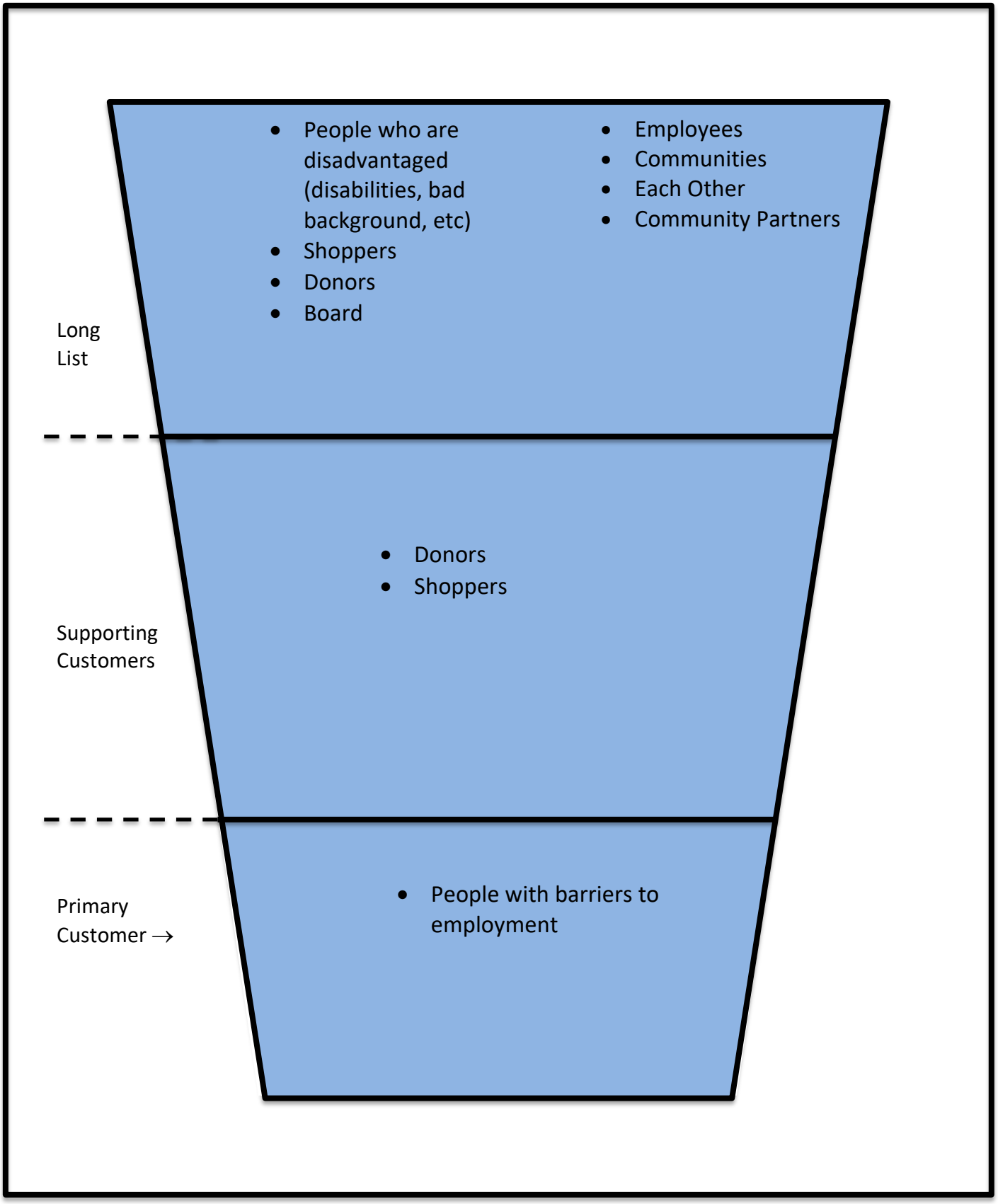
What is Our Business?

QUESTIONS	LEARNINGS
What is it that we do?	• We provide people opportunities
How do our customers see us?	• Externally – People think “thrift” • Internally – We help people, we provide a safe place, they like it.
What role do we play in changing lives?	• We provide stability & responsibility, dignity, self-sufficiency, hope, and growth.
What is producing our best results?	• Our people (employees)
Where are we most competent?	• Receiving donations and reselling
Where are we struggling?	• External perception • Growth in Technology

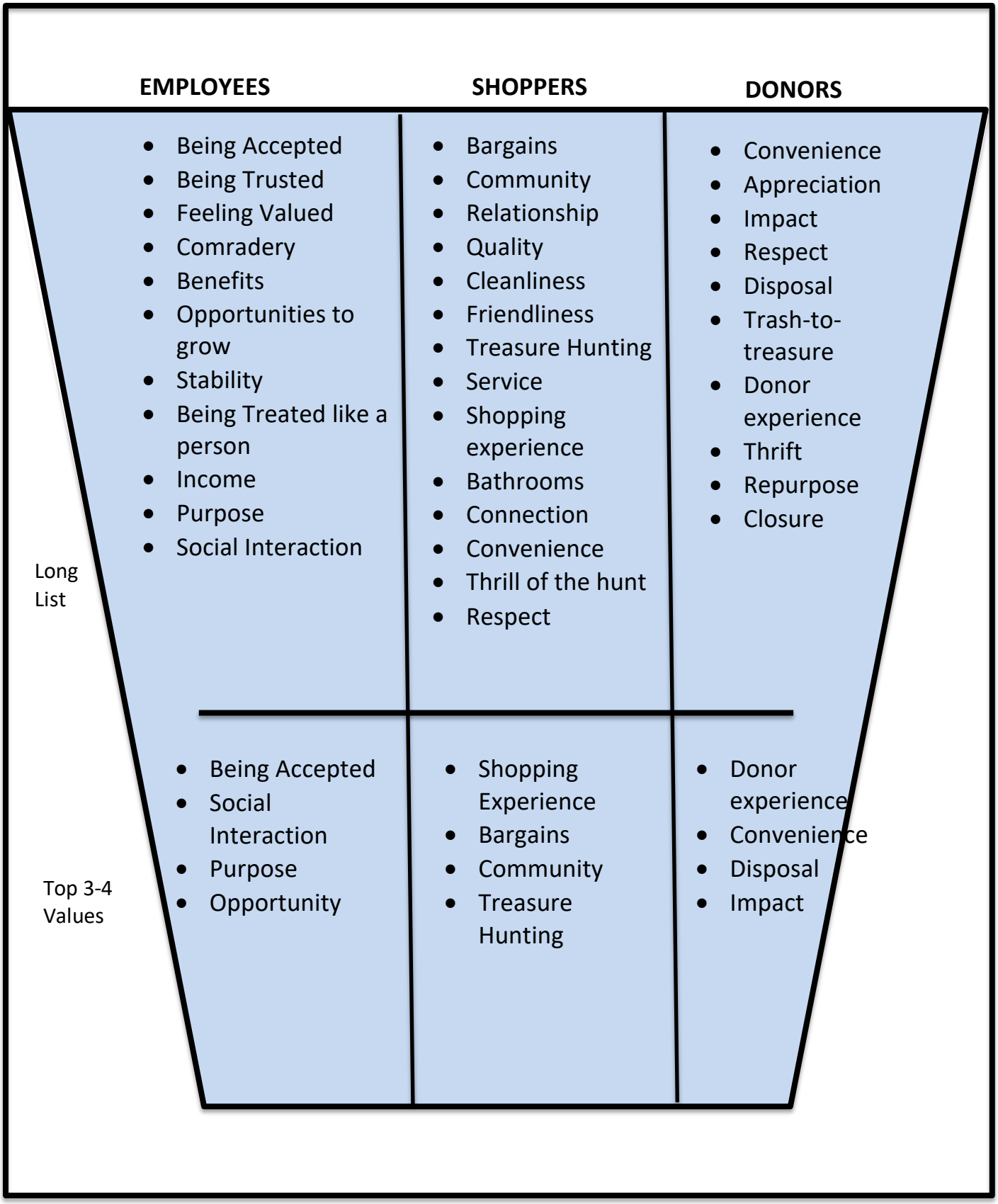
Patterns / Trends Analysis

PATTERNS / TRENDS	WHERE IT'S HEADED?	IMPLICATIONS FOR US
• Sales trending up • Recycling economy continues to grow • Donations trend up • Costs of employment rising • Donations & Sales cycle down in February • Employee vacancies increasing from ~10% to ~16%	• Anticipating flat sales • E-commerce will continue to grow • Potential growth in store location	• No planned revenue reduction • New POS • Planning higher expenses • Growing missional services

Primary Customers



Primary Customers' Values



Our Mission

WHY WE EXIST

Providing opportunities for people with barriers to employment.

Our Core Values

VALUES	SPECIFICS
UNITY	We value being committed to our mission.
SERVICE	We value creating positive experiences for everyone who encounters the organization.
INTEGRITY	We value doing the right thing and being good stewards of our resources.
TEAMWORK	We value working hard together with trust in purposeful and rewarding work.
PEOPLE	We value all people, accepting them with dignity and respect.
GROWTH	We value intentional and continual improvement of our organization and ourselves.

Our Vision

WHERE WE STAND	WHERE WE'RE HEADING	HOW WE'LL GET THERE
• We put people first, but not consistently • Our values are not well defined and not permeated throughout the org. • We have some structural misalignment • We have financial resources	We envision being an organization that puts people first and is a great place to work. We envision operating at a high level of service with a structure and culture that empowers our mission to flourish. We envision changing people's perception of Goodwill, making us distinct. We envision expanding missional services within our region (and the revenue necessary to do so).	• Operationalize our hospitality & customer service through "Thank You For Making A Difference" and culture • Assess Structure and adapt regionally for service provision • Capital Campaign combined with savings for org. headquarters