



Licking/Knox Goodwill

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STRATEGIC PLAN

Looking forward five years has provided focus during otherwise uncertain times. Over the past year, Licking/Knox Goodwill has imagined a time when our organization will prioritize Employee Development, Revenue, Innovation, and Awareness.

The strategic planning process includes reviewing the needs of our community, prioritizing initiatives, and creating a plan of action to accomplish our goals of employee development, revenue, innovation, and awareness.

Employee
39
 Promotions

Employee Development

How can Goodwill recruit, grow, and retain employees?

- 1: Recruit and onboard employees 20% faster than current industry standard.
- 2: Identify, follow, develop, and promote 25 employees per year.
- 3: Improve 1-year retention 20% per year.

STAR Awards
144

Revenue

How can Goodwill control expenses and develop business areas?

- 1: Monitor and evaluate expenses to maintain a 94¢ expense to \$1.00 revenue ratio.
- 2: Sustainability plan for business divisions.
- 3: Research feasibility of one new product line, per division, over 5 years.

of Every Dollar
6¢
 Mission Services

Percent Increase
47
 Online Sales

Innovation

How can Goodwill look to the future and develop new business lines?

- 1: Ecommerce sales increase 7% per year.
- 2: Establish manufacturing division.
- 3: Establish hospitality division.

New Buildings
2
 Opened

Career Services
57
 Job Placements

Awareness

How can Goodwill share our mission, vision, and values with the community?

- 1: Social media 10% annual growth, per outlet, over 5 years.
- 2: Survey customers and stakeholders semi-annually.
- 3: Increase sales leads and customers 10% per year, over 5 years.

Percent Growth
31
 Social Media

CORE VALUES

Licking/Knox Goodwill Industries, Inc. provides training, employment, and support services to individuals with disabilities and other barriers to employment.

The success of our organization is built upon the consistent application of our values:

- Equality – to treat all individuals with fairness and unification
- Guidance – effective and responsible leadership
- Respect – embrace diversity and individuality
- Family – work/life balance
- Integrity – honesty, truth, and accountability
- Growth – change, adaptability

DISCOVER GOODWILL 2021

BUSINESS SERVICES



With over 30 years of experience, Licking/Knox Goodwill has the expertise to care for all types of facilities. Goodwill offers competitively priced, quality services with the flexibility to design your own package. Goodwill Contracts will bid on a variety of services including janitorial, lawn care, floor care, and security services.

GENERAL OFFICE CLEANING

Basic cleaning services include waste removal, vacuuming and mopping, restroom cleaning, dusting, and glass touch up.

HARD SURFACE FLOOR CARE

No matter the style or material of your commercial hard floor – tile, vinyl, concrete, and more – Goodwill provides an effective, complete cleaning solution that will fit your exact needs.

LAWN CARE

Maintain your facility's exterior beauty with full-service lawn care and landscaping. Goodwill can mow and trim your lawn, in addition to flower bed upkeep throughout the summer season.

CARPET CARE

Foot traffic and spills wear your carpets. Regular and deep cleaning is a part of keeping your office beautiful. Goodwill offers gentle maintenance services that keep carpets fresh and clean.

WINDOW CLEANING

See out and in through a streak free window. Goodwill provides interior and single-story exterior window cleaning.

SANITATION/DISINFECTING

If recurring illness is keeping your employees home, Goodwill can step in and disinfect your facility to stop the spread of disease.

KITTING AND ASSEMBLY

From small parts assembly to complex kit production, Goodwill provides the expertise to streamline your business from start to shipping.



BUSINESS BENEFITS

Goodwill provides the supervision and program oversight so you can focus on the business that matters most. Goodwill is fully insured and can provide security background checks. Our employees are trained to site specific standards while meeting all government guidelines. Standards are monitored through our digital quality control system.

CAREER SERVICES

Goodwill Career Services is a series of programs used to assist an individual's transition into the workforce. Referrals are accepted through participating third-party agencies. Select programs are available for self-referral complementary services. Participants' schedules are created based on the industry in which they are seeking employment and their personal training plan.

Goodwill continually seeks partnerships with local businesses to provide a variety of work opportunities for our Goodwill clients. Employers receive "free labor" in exchange for providing a client the opportunity to transition back into the workforce. Salary and Worker's Compensation are provided by Goodwill. Businesses are given the opportunity to evaluate the client's performance, and to consider them for hire. Employers may be eligible for federal tax credits by hiring a Goodwill client.



TRAINING PROGRAMS

CAREER EXPLORATION

Specialized program to assist clients in identifying vocational assets, aptitudes, interests, and potential barriers to employment.

ON THE JOB SUPPORTS

Working with clients and their employers to problem solve and remove any barriers to job retention.

COMMUNITY BASED ASSESSMENT

Provides clients an opportunity to sample a particular job of interest, and evaluate work tolerance, by working 20-40 hours in the field.

TRAVEL TRAINING

Utilized to teach individuals how to travel independently on public transportation.

JOB DEVELOPMENT

Designed to assist clients with learning how to contact businesses, apply and interview with employers, network, and secure employment.

WORK ADJUSTMENT

Specialized training to improve job readiness.

SUMMER YOUTH PROGRAM

Specialized five-week Community Based Assessment for students and youth with disabilities, to teach vocational skills and appropriate work behaviors.

SUPPORTIVE CAREER SERVICES

Personal assistance for clients to become job-search ready.

DIRECTOR DIRECT

This program provides postage paid feedback forms at all Goodwill sites. Anyone can fill out the form to express their opinion to the CEO/President. All Director Direct comments are addressed and reviewed at Board of Trustee Meetings.



Timothy J. Young, CEO/President

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2021 BY THE NUMBERS

RETAIL SERVICES

In-Store Customers.....	358,289
Online Customers.....	22,434
Donors.....	238,006
Vehicles Donated.....	21
Vehicles Sold.....	9 sold, 5 scrapped
Gallons of Propane Sold.....	125,728

CAREER SERVICES

Clients Served: Adults.....	106
Clients Served Youth.....	77
Average Age of Participants.....	23.8 years

Training Program Participation

Career Exploration.....	7
Community Based Assessment.....	9
Job Development.....	77
On the Job Supports.....	121
Work Adjustment.....	1
Summer Youth Program.....	68
Driver Training.....	8
Pre-Employment Training Services.....	38
Work Incentive Planning / Coordination.....	11

BUSINESS SERVICES

Number of Customers.....	66
Square Feet Serviced.....	5.5 Million

EMPLOYMENT

Individuals Employed.....	487
Average Length of Employee Service.....	5 plus years
Applicants.....	1,687
STAR Awards.....	144

STAR PROGRAM

The Licking/Knox Goodwill STAR Program provides incentives for employees to go above and beyond. STARS are awarded in the for excellence in the areas of Customer Services and Communication, Doing the Right Thing, Housekeeping / Organization, Productivity, Sales, and Quality, and Mission Focus.

GOODWILL FOUNDATION



Established in 2013, the Licking/Knox Goodwill Industries, Inc. Foundation is designed to support and enhance Goodwill's mission by providing resources to our employees, clients, and the local community.

Number of Scholarships Awarded.....	217
Total Scholarship Dollars Awarded.....	\$285,925

FINANCIAL REPORT

Combined Revenues and Expenses

Revenue	
Contracts.....	\$ 9,498,004
Career Services.....	\$ 720,516
Retail Sales.....	\$ 8,218,114
Donations.....	\$ 1,189,466
Grants.....	\$ 70,123
Other.....	\$ 2,536,031
Total Revenue.....	\$ 22,232,254

Expenses	
Wages.....	\$ 9,801,719
Payroll Taxes.....	\$ 863,935
Benefits Expense.....	\$ 1,763,835
Depreciation.....	\$ 445,050
Operating Expenses.....	\$ 6,471,155
Total Expenses.....	\$ 19,345,694

Excess of Public Support and Revenue Over Expenditures.....	\$ 2,886,560
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Combined Balance Sheet

Assets	
Cash and Investments.....	\$ 18,109,783
Accounts Receivable.....	\$ 2,100,399
Property, Plant, Equipment.....	\$ 10,286,908
Inventory.....	\$ 659,905
Prepaid Expenses/Sundry Deposits.....	\$ 123,483
Total Assets.....	\$ 31,280,478

Liabilities	
Accounts Payable.....	\$ 300,925
Accrued Expenses.....	\$ 1,314,251
Other Liabilities.....	\$ 335,539
Total Liabilities.....	\$ 1,950,715
Fund Balance.....	\$ 29,329,763
Total Liabilities and Fund Balance.....	\$ 31,280,478



Goodwill at the Lake



Licking/Knox Goodwill staff and trustees gathered on July 30, 2022, for the Grand Opening of Goodwill at the Lake, on our first new build retail store.

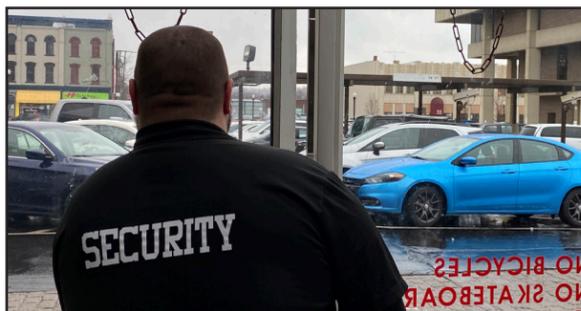
RETAIL LOCATIONS

Buckeye Lake NEW STORE OPENED 2021 10933 Hebron Road (740) 527-3710	Pataskala 78 Oak Meadow Drive (740) 927-2500
Fredericktown Goodwill Plus 16482 Village Parkway (740) 848-8016	Newark 101 Union Street (740) 345-8191
Heath Goodwill Unlimited 550 Hopewell Drive (740) 522-1212	Newark Goodwill Plaza 1199 Mount Vernon Road (740) 364-0804
Johnstown 715 Coshacton Road (740) 967-2926	Utica 41 Columbus Road (740) 892-9123
Mt. Vernon Goodwill Knox 11359 Upper Gilchrist (740) 393-0081	Online Goodwill2Go 35 Wilson Street, Newark (740) 345-9861



Goodwill's internet auction site (shopgoodwill.com) posts items online to customers across the country. It's an easy and fun way to find Goodwill's most unique items.

ACTION SECURITY GROUP



Professional uniformed officers, driving marked company vehicles, patrol your property at random or specified frequencies. We can also accommodate continuous patrol services where our vehicle remains at your site for extended periods of time.

Action Security Group officers not only patrol, but are trained to identify unwanted individuals and suspicious activity throughout the assigned location.

SECURITY GUARD SERVICES

Licensed and trained guards can provide foot and vehicle patrols of property, as well as, serving as your point of contact for reporting any emergency service situation.

SAFETY AND SECURITY CONSULTING

Remove your staff from difficult or unsafe situations including threat assessments, accident investigation, or high risk employment terminations. Training is also available for CPR, AED, and first aid.

POLICY AND TRAINING DEVELOPMENT

Safety and security policy development is imperative to your business continuity. Officers consult on plan development including worst case scenario training, disaster preparedness, and physical building security.

FIRE WATCH

Local officials require fire watch patrols when fire suppression systems are taken off line during construction, remodeling, or natural disaster. Officers can provide 24 hour coverage to meet this requirement.

EMPLOYEE FOCUS

Licking/Knox Goodwill has over 500 available jobs to individuals in our community of Licking and Knox counties. We are always hiring! As we continue to grow and create new positions, numerous people seek us out as a top employer. Our commitment to the welfare of our staff is second to none.

THE GROVE BY THE RIVER

Founded in October 2014, The Grove by the River was established as a recreation and training center for Licking/Knox Goodwill's employees and our clients receiving job training services. With over 32 acres, The Grove offers a variety of training opportunities in a safe, low stress, environment. Our trained staff offer real world trainings, with soft-skill emphasis that can be utilized in a variety of competitive employment settings.



BANQUET FACILITIES

The 8,600 square foot banquet hall can accommodate a seated dinner for over 200 people in the large room and 75 people in the medium room. The outdoor patio, directly off the large room, can accommodate an additional 200 people.

CAMP GROUND

Campsites at The Grove are along the banks of the North Fork of the Licking River. The camp ground offers primitive camping, water and electric, full hookup sites, a bunk cabin, and camper rental. All campsites have fire rings and a picnic table.

ETHICS

It is the policy of Licking/Knox Goodwill Industries, Inc. to adhere to a comprehensive code of professional ethics in all aspects of its operations, including, but not limited to: marketing, business dealings, service delivery, human resources, and professional responsibilities.