



Licking/Knox  
Goodwill

## STRATEGIC PLAN

Dear Stakeholder:

It is my pleasure to present to you the Licking/Knox Goodwill Industries, Inc. 2016-2020 Strategic Plan. Per Goodwill Policy 1.19 *Strategic Planning*, Goodwill uses the strategic planning process to focus a vision of the future of our organization and to develop processes and programming to stay relevant in our community. The strategic planning process includes reviewing the needs of our community, prioritizing initiatives, and creating a plan of action to accomplish our objectives.

### ***The Needs of Our Community***

Licking/Knox Goodwill is in consistent contact with our community by encouraging staff to join service organizations, sit on committees, attend community events, and providing expert knowledge to other non-profit organizations.

Members of our Board of Trustees and Administrative Staff are active with local Lions Club, Kiwanis, Rotary, Department of Job and Family Service, Licking and Knox County Chamber of Commerce, United Way, Opportunities for Ohioans with Disabilities, LICCO Incorporated, Developmental Disabilities, local school districts, and much more.

After a thorough assessment of the needs of our community, our Senior Staff were charged with setting objectives on needed *New Business / Service Options* or *How to Enhance Current Business / Services*. Staff then consulted the individuals we serve and partner organizations to determine the best plan of action.

### ***Prioritizing Initiatives***

Each division of Licking/Knox Goodwill Industries, Inc. is charged with accomplishing three main objectives during the five-year plan. Senior Staff consulted with their departments, clients, and stakeholders in the community to determine the steps necessary to accomplish each of the main objectives.

Research for each objective was completed and a timeline of established target dates was published to staff and Board Trustees.

Senior Staff have also been charged with providing additional training to staff or seeking outside talent to create a succession plan for each Vice President position.

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



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### *A Plan of Action*

Over the next five years, Licking/Knox Goodwill Senior Staff will be providing quarterly updates as to the progress of each objective. As we move forward, considering the changing needs of our community, the plan will not remain static. Many steps to completing objectives may receive updates or modifications to accomplish the ultimate goal of providing training, employment, and support services to individuals with disabilities and other barriers to employment.

With every effort, Licking/Knox Goodwill Industries, Inc. will remain a premier non-profit organization in our community and hopes to expand our efforts to touch the lives of everyone who desires to better themselves through the services and employment we provide. Please take a moment to review our 2016-2020 Strategic Plan. If you would like to learn more about Licking/Knox Goodwill and the services we provide, please visit [www.goodwillnewark.com](http://www.goodwillnewark.com).

Sincerely,

Timothy J. Young  
CEO/President

Enclosure: 2016-2020 Strategic Plan Overview

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# Overview

Effective: 2016-2020

Division	Objective 1	Objective 2	Succession Planning
Career Services	New Business or Service Develop a new training initiative, The Academy at The Grove, to provide accredited certifications for clients and community. <i>Target Date: June 2017.</i>	Mission Strengthening Develop a training program for Career Services staff to increase knowledge and assist them in working with and better communicating with clients. <i>Target Date: Ongoing through 2020 to be reviewed quarterly.</i>	Identification of external candidates would be necessary. Hire an individual into the department who could be cross trained as future Vice President of Career Services. <i>Target Date: January 2018.</i>
Communication	New Business or Service Become a licensed day camp provided at The Grove. <i>Target Date: June 2018.</i>	Mission Strengthening Awareness campaign for Licking/Knox Goodwill Foundation. <i>Target Date: September Annually</i>  Generate additional marketing and sales materials for each division and initiative. <i>Target Date: Ongoing through 2020 to be reviewed quarterly.</i>	IT Assistant, with the assistance of Alphalink Technologies, would assume the day-to-day technology related tasks. <i>Target Date: Ongoing through 2020 to be reviewed quarterly.</i>  Marketing Assistant, with additional training, would assume the day-to-day operations at The Grove and marketing tasks. <i>Target Date: Ongoing through 2020 to be reviewed quarterly.</i>
Contracts	Enhancement of Current Business or Service Develop a sales team to generate new commercial customers for custodial services. <i>Target Date: December 2016</i>  Identification of external candidates would be necessary for a sales team lead. Team to include existing management staff. <i>Target Date: June 2016</i>	Becoming More Efficient Maximize production by implementing a new quality control measurement system. <i>Target Date: Ongoing through 2020 to be reviewed quarterly.</i>	Continue to train District Managers as future Vice President of Contracts. <i>Target Date: January 2018.</i>
Facilities	Enhancement of Current Business or Service Increase market share of security contracts in Licking and Knox counties. <i>Target Date: January 2019.</i>	New Business or Service Develop housing community for individuals with disabilities. <i>Target Date: December 2020.</i>	Identification of external candidates would be necessary. Hire an individual into the department who could be cross trained as future Vice President of Facilities. Qualifications including obtaining certification as a Qualifying Agent with the State of Ohio to operate Action Security Group. <i>Target Date: December 2018.</i>
Finance	Enhancement of Current Business or Service Support each division to obtain revenue growth of 7.5% annually reaching \$20 million by 2020. 2020 Goal Revenue Increases: Contracts 50%, Retail 80%. Diversify where no business line revenue exceeds 35% of total revenue. <i>Target Date: Ongoing through 2020 to be reviewed quarterly.</i>	Becoming More Efficient Research and purchase new financial software. <i>Target Date: January 2017.</i>  Generate comprehensive financial reports and graphs. <i>Target Date: Ongoing through 2020 to be reviewed quarterly.</i>	Identification of external candidates would be necessary. Hire an individual into the department who could be cross trained as future Vice President of Finance. <i>Target Date: December 2018.</i>
Human Resources	Enhancement of Current Business or Service Evaluate wages / wage brackets and make adjustments as necessary. <i>Target Date: July 2016.</i>	Becoming More Efficient Develop a Leader-in-Training Program for crewleaders and assistant managers. <i>Target Date: January 2018.</i>	Identification of external candidates would be necessary. Hire an individual into the department who could be cross trained as future Vice President of Human Resources. <i>Target Date: March 2017.</i>
Retail	Enhancement of Current Business or Service Develop new / relocate retail locations as opportunities arise. Form relationships with other Goodwills in Ohio. <i>Target Date: June 2017.</i>	Enhancement of Current Business or Service Develop vendor relationships to purchase/produce new quality product to be sold online and in retail stores. <i>Target Date: Semiannually January and June.</i>	Continue to train District Managers as future Vice President of Retail. <i>Target Date: Ongoing through 2020 to be reviewed quarterly.</i>

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