



Dear Stakeholder:

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*. It is my pleasure to present to you the Licking/Knox Goodwill Industries, Inc. 2021-2025 Strategic Plan. Per Goodwill Policy 1.19 *Strategic Planning*,

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, Department of Job and Family Service, Licking and Knox Counties Chamber of Commerce, Opportunities for Ohioans with Disabilities, FUSE Network, Developmental Disabilities, local school districts, and much more.

Prioritizing Initiatives

Each division of Licking/Knox Goodwill Industries, Inc. is charged with focusing on Employee Development, Revenue, Innovation, and Awareness. 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.

A Plan of Action

Over the next five years, Licking/Knox Goodwill Senior Staff will provide 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 2021-2025 Strategic Plan. If you would like to learn more about Licking/Knox Goodwill and the services we provide, please visit www.goodwillnewark.com.

Sincerely,

Timothy J. Young
CEO/President

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



Licking/Knox
Goodwill

STRATEGIC PLAN

Employee Development

How can Goodwill recruit, grow, and retain employees?

Objective 1:

Recruit and onboard employees 20% faster than current industry standard.

WHO	WITH	WHEN
Human Resources Division	Retail Division Contracts Division	Commencement: January 2021 Quarterly Updates Until 2025
WHAT IS OUR FOCUS		HOW WILL THIS BE ACCOMPLISHED
Determine average length of time to fill a position and improve.		<ul style="list-style-type: none"> Streamline Recruitment Process Wage/Benefits and Incentives

Objective 2:

Identify, follow, develop, and promote 25 employees per year.

WHO	WITH	WHEN
Human Resources Division	Retail Division Contracts Division	Commencement: April 2021 Quarterly Updates Until 2025
WHAT IS OUR FOCUS		HOW WILL THIS BE ACCOMPLISHED
Advancement Program		<ul style="list-style-type: none"> Leadership / Mentorship Training Succession Planning

Objective 3:

Improve 1-year retention 20% per year.

WHO	WITH	WHEN
Human Resources Division	Marketing Division	Commencement: January 2022 Quarterly Updates Until 2025
WHAT IS OUR FOCUS		HOW WILL THIS BE ACCOMPLISHED
Current Retention Numbers		<ul style="list-style-type: none"> Management Incentives / Bonuses Benefits Communications



Revenue

How can Goodwill control expenses and develop business areas?

Objective 1:

Monitor and evaluate expenses to maintain a 94¢ expense to \$1.00 revenue ratio.

WHO	WITH	WHEN
Finance Division	Operational Divisions (Retail, Contracts, Security, Manufacturing, and Hospitality)	Commencement: June 2021 Quarterly Updates Until 2025
WHAT IS OUR FOCUS		HOW WILL THIS BE ACCOMPLISHED
Identify Controllable Expenses and Recommend Reductions		<ul style="list-style-type: none"> Review Expenses Negotiate Rates Where Applicable Centralize/Control Purchasing

Objective 2:

Sustainability plan for business divisions.

WHO	WITH	WHEN
Executive Division	All Income Producing Divisions	Commencement: June 2021 Target Date: December 2021 Quarterly Updates Until 2025
WHAT IS OUR FOCUS		HOW WILL THIS BE ACCOMPLISHED
Composition of Individual Sustainability Plans Per Division		<ul style="list-style-type: none"> Business Plans Cost/Benefit Analysis Revenue Capture Rate Master Development Plan

Objective 3:

Research feasibility of one new product line, per division, over 5 years.

WHO	WITH	WHEN
Executive Division	All Income Producing Divisions	Commencement: January 2022 Target Date: June 1 st Annually Quarterly Updates Until 2025
WHAT IS OUR FOCUS		HOW WILL THIS BE ACCOMPLISHED
Research and Development of Products and Services		<ul style="list-style-type: none"> Business Plans Networking Business Partnerships



Licking/Knox
Goodwill

STRATEGIC PLAN

Innovation

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

Objective 1:

Ecommerce sales increase 7% per year.

WHO	WITH	WHEN
Retail Division	Finance Division IT Support	Commencement: June 2022 Quarterly Updates Until 2025
WHAT IS OUR FOCUS		HOW WILL THIS BE ACCOMPLISHED
Implement New eCommerce Offerings		<ul style="list-style-type: none"> • Business Plan • Establish Online Products • Update Web Presence

Objective 2:

Establish manufacturing division and sales goals.

WHO	WITH	WHEN
Contracts Division	Retail Division	Commencement: June 2023 Quarterly Updates Until 2025
WHAT IS OUR FOCUS		HOW WILL THIS BE ACCOMPLISHED
Develop Manufacturing Initiatives		<ul style="list-style-type: none"> • Business Plan • Establish New Products and Services • Marketing Plan

Objective 3:

Establish hospitality division and sales goals.

WHO	WITH	WHEN
Marketing Division	Retail Division	Commencement: January 2021 Quarterly Updates Until 2025
WHAT IS OUR FOCUS		HOW WILL THIS BE ACCOMPLISHED
Develop Hospitality Initiatives		<ul style="list-style-type: none"> • Business Plan • Establish New Products and Services • Marketing Plan



Awareness

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

Objective 1:

Social media 10% annual growth, per outlet, over 5 years.

WHO	WITH	WHEN
Marketing Division	All Divisions	Commencement: January 2021 Quarterly Updates Until 2025
WHAT IS OUR FOCUS		HOW WILL THIS BE ACCOMPLISHED
Develop Social Media Outlets		<ul style="list-style-type: none"> • Social Media Explosion • "Share the Good" Campaign • Brand Ambassadors

Objective 2:

Survey customers and stakeholders semi-annually.

WHO	WITH	WHEN
Marketing Division	All Divisions	Commencement: January 2021 Target Date: April / October Annually Quarterly Updates Until 2025
WHAT IS OUR FOCUS		HOW WILL THIS BE ACCOMPLISHED
Customer and Stakeholder Surveys		<ul style="list-style-type: none"> • Gather List of Stakeholders • Implement Digital Surveys • Report Results and React Accordingly

Objective 3:

Increase sales leads and customers 10% per year, over 5 years.

WHO	WITH	WHEN
Marketing Division	All Divisions	Commencement: January 2021 Quarterly Updates Until 2025
WHAT IS OUR FOCUS		HOW WILL THIS BE ACCOMPLISHED
Increase Number of Service Inquiries Leading to New Customers		<ul style="list-style-type: none"> • Advertise in New Outlets • Sales Team • Community Involvement • Networking