



DOUBLE IMPACT: Person-Centered, Growing Sustainability

Being the Good in Goodwill

Grow Impact in Mission and Retail

Person-Centered Approach

Goodwill Story of Impact



Goodwill Outlet - Hackensack
Grand Opening, July 27, 2020

Message from the CEO

Goodwill NYNJ is poised to expand and deepen our impact on employment for all and being a growing hub for sustainable fashion. To chart our path forward, we engaged in a comprehensive strategic and financial analysis and theory of change process that helped us see how we can grow the impact of what we do best. This process involved benchmarking ourselves against nonprofit best practices as well as a thorough analysis of our programs, our agency and our retail operation.

Covid-19 affected our agency as it did all of us, forcing a focus on our essential services so we could preserve our impact on people's lives. We have emerged healthy, and we stand poised to grow our scale and impact. To that end, our plan encompasses three essential areas of focus: grow and deepen the impact of mission programs on people served funded by a robust and sustainable retail enterprise; adopt a person-centered approach throughout the organization, driven by our theory of change; and tell the Goodwill story to attract resources and fund our impact on people.

Our passion for sustainability shows up in everything. Goodwill Mission Services work programs deliver sustainable human change by helping people prepare for work, find it, and succeed. Goodwill programs are designed to help the whole person – giving them not only the raw skills, but also the confidence, the connections, and self-advocacy to give them the greatest chance for long term success. Goodwill programs change lives and help make clients more employable, more productive, and fuller contributors to their families and communities.

Goodwill retail stores are not just a great place to buy clothing and household goods. They are a sustainable repurposing machine. At Goodwill, we take goods generously donated and find them new life by selling them to shoppers. Our ambitious goal is by 2025 to repurpose over 40 millions of pounds of goods and save nearly 60,000 metric tons of CO2 from entering the atmosphere. We use the net proceeds from our retail stores to help fund even stronger job-training programs.

Goodwill is committed to financial sustainability so that we can fund our work programs and serve people in need forever. The organization operates on the principles of fiscal responsibility and self-sufficiency. We actively seek partners, funders and donors every single day. Goodwill proudly runs a lean and efficient operation, in order to make every dollar work harder for the people we serve. As a result of this philosophy, Goodwill has operated continuously – through recessions, wars and even pandemics – for over 100 years.

Together we can expand Goodwill's mission to empower people with disabilities and other barriers to employment to gain independence through the power of work.



Katy Gaul-Stigge
President & CEO

Goodwill NYNJ’s Mission, Vision, Values

MISSION

Goodwill Industries empowers individuals with disabilities and barriers to employment to gain independence through the power of work.



VISION



Grow Impact in Mission and Retail

Grow and deepen the impact of mission programs on people served, funded by a robust and sustainable retail operation.



Person-Centered Approach

Adopt a person-centered approach to mission impact throughout the agency, driven by our vision of a world where people of all abilities and backgrounds are equally valued and realize their full potential as contributors to society.



Goodwill Story of Impact

Tell the Goodwill story of impact to attract resources and fund our impact on people.

VALUES



“Growth Mindset”

Focus on the intended impact of Goodwill’s work on people served and strategic growth our programs and stores



“Respect the whole person”

Goodwill meets people where they are and prepares them for independence through work



“Innovative Nonprofit”

Goodwill creates new solutions that significantly advance our mission



“Attract Resources and Raving Fans”

We maximize our impact through high-performing partnerships with those who share our vision



Grow Mission Impact & Sustainability

Grow and deepen the impact of mission programs on people served, funded by a robust and sustainable retail operation.

Mission Services

Become a best-in-class mission service provider by implementing evidence-based practices to document and manage to impact

Actions

- Adopt a data-driven practice of continually improving and deepening the impact of mission programs on people served
- Grow selected mission programs from baseline to 25% year over year through strategic acquisition, corporate and nonprofit partnerships and business development
- Improve operations for select mission programs to grow 10% y/o/y. Close selected mission programs that are not aligned.
- Increase from a 5-year average of 2.6 to 4-5 programs per year grow funding and impact from corporate or foundation restricted grants.
- Document impact on business partners

KPI's

- Documented impact based on TOC through surveys, # of jobs placed, # of jobs maintained
- 95% mission programs at break even in 3 years
- Launch participant satisfaction survey scores with positive outcomes
- \$750M/year restricted private program funding by FY24
- # repeat business partners for placements / # of business relationships



Grow Mission Impact & Sustainability

Grow and deepen the impact of mission programs on people served, funded by a robust and sustainable retail operation.

Retail

Grow “value and volume” retail to repurpose 40 million pounds of donated clothing and subsidize mission programs by FY24

Actions

- Grow from a 5-year average of 3.7 donors per square foot to maintaining a strong donors per square foot ratio (4-6) within store fleet
- Retail 4-wall profit increases year over year
- Exit and relocate stores with expiring leases and 4-wall deficit with up to five store openings by FY24
- Retail contributes a division profit year 3, subsidizing mission

KPI's

- Total donors across all channels combine to 5 DSF
- Increase 4-wall profit as a % of sales by 2-3 points year over year
- Increase from 65% to 75% of products sold at full price in stores
- Maintain retail overhead at no more than 5.5% of sales
- 59,000 metric tons of CO2 saved from release in the atmosphere by FY24



Person-Centered Approach

Adopt a person-centered approach to mission impact throughout the agency, driven by our vision of a world where people of all abilities and backgrounds are equally valued and realize their full potential as contributors to society.

Organization Structure

Redesign organizational structure to support strategic imperative of the person-centered approach and manage costs to industry standard

Actions

- Restructure EVP team in accordance with the strategic plan
- Create BOD-linked advisory board for mission services to ensure the integrity of the person-centered approach
- Adopt board best practices and grow the board to 22 members by FY24
- Invest in administrative capacity to support service excellence while maintaining an admin rate at industry standard of 14.5%..

KPI's

- Ensure accountability at senior level to the strategic plan
- BOD membership increases
- Maintain Admin rate at 14.5% through FY 24

People Management

Utilize person-centered strategies to increase job satisfaction and career pathways for employees

Actions

- Implement internal person-centered initiatives to increase job satisfaction and create career advancement
- Adopt a compensation philosophy that reflects pay equity and our values
- Listen to staff voices and create ways for staff voices to be in the process from once a year to multiple touch points.

KPI's

- Achieve positive job satisfaction scores through periodic employee surveys
- Once established, benchmark against Comp Philosophy goals



Goodwill Story of Impact

Tell the Goodwill story of impact to attract resources and fund our impact on people.

Development

Tell the Goodwill story of impact and grow contributed income \$640M to \$2MM by FY24

Actions

- Use sustainability and social capital to tell a unified story of Goodwill's impact: a more livable community in which people of all abilities and backgrounds are equally valued and realize their full potential as contributors to society
- Raise \$2MM by FY24 by major giving, events and partnerships
- Launch pursuit of grants to fund general support

KPI's

- Annual giving, event and social media followers increase
- Increase Event fundraising from \$258M to \$780M by FY24
- Increase Individual giving from \$263M to \$425M by FY24
- Prepare for future with increase in major giving prospects from 250 to 500.

If we use a person-centered approach ...



Social Impact
↓
How we measure it

Person-centered discovery process

- # of people served
- Participant-centered goals

then we expect that ...



Social Impact
↓
How we measure it

Participants have confidence, agency, resiliency **Participants are members of a social network, which increases independence.** **Participants see work as an avenue for increased aspiration and independence** **Employers and society value diversity of ability and background**

- Self-confidence score
- # of people who feel they realized their goals
- Social capital scores
- Resilience scale scores
- Participant satisfaction scores
- Retention & rehiring rates
- # of employer partnerships

so that in the long-term ...

Social Impact
↓
How we measure it

Participants pursue independence through education, training, or community integration **Participants feel valued and set goals for themselves** **Participants gain relevant, market-driven skills to succeed in the workplace** **Employers hire Goodwill participants**

- Housing secured
- Benefits secured
- Staff observations score
- Growth mindset score
- Certifications or technical skills mastered
- # of job placements

and ultimately we build ...

A world where people of **all abilities and backgrounds** are **equally valued** and realize their full potential as contributors to society.



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