



# GOODWILL INDUSTRIES OF MID-MICHIGAN, INC.

## STRATEGIC PLAN

2018-2020

# TABLE OF CONTENTS

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<b>Mission</b>	<b>3</b>
<b>Vision</b>	<b>3</b>
<b>Philosophy</b>	<b>3</b>
<b>Core Values</b>	<b>5</b>
<b>Major Issues</b>	<b>6</b>
<b>Corporate Goals</b>	<b>11</b>
<b>Definitions</b>	<b>11</b>
<b>Corporate Goals</b>	<b>11</b>
• <b>A Mission-Driven Organization</b>	<b>11</b>
• <b>Consumer/Customer Responsiveness</b>	<b>14</b>
• <b>Financial Sustainability and Responsibility</b>	<b>15</b>
• <b>Corporate Conduct and Responsibility</b>	<b>17</b>
• <b>Governance and Leadership</b>	<b>18</b>
• <b>Staff Development</b>	<b>18</b>
• <b>Innovative/Efficient/Continuous Improvement</b>	<b>20</b>

# **GOODWILL INDUSTRIES OF MID-MICHIGAN, INC.**

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## **OUR MISSION**

To assist individuals with barriers to employment make the transition to independence and self-sufficiency.

## **OUR VISION**

Goodwill Industries of Mid-Michigan will be an organization dedicated to the development of human potential through service excellence.

## **OUR PHILOSOPHY**

Goodwill Industries of Mid-Michigan believes that work plays a critical role in our lives and forms the cornerstone of a person's relationships with others. Through the power and dignity of work, individuals are able to achieve both economic self-sufficiency and a productive role in society.

**At Goodwill, we believe in the power of work.**



## CORE VALUES

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**TEAMWORK** – Our agency (departments and stores) works productively together toward the same goals, without wasting either effort or materials. We show respect to all team members regardless of title or seniority.

**INTEGRITY** - We are honest with employees, consumers, stakeholders and the community by communicating openly and acting truthfully.

**STEWARDSHIP** – We are good stewards of all our donations and resources and maximize their value to the benefit of the mission.

**COMMUNITY** – We are relevant to and involved in the community by acting responsibly to help where needed.

**EXCELLENCE** - We give the best, world-class service to everyone with whom we come in contact and by achieving excellence every day.

**FUN** – We recognize the benefit of mixing fun in our everyday work so as to help strengthen teamwork, encourage creativity and instill passion for our mission.

## MAJOR ISSUES

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- **DEMOGRAPHICS**

There are approximately 1,130,000 people living in the area served by Goodwill Industries of Mid-Michigan. That territory includes all of Genesee, Shiawassee, Lapeer, Tuscola, Huron, Saginaw, Bay, Midland, Arenac and Iosco counties and the area in Oakland County north of a line extending from the southern border of Genesee County.

The latest (2016) Census figures estimate that the population in the ten complete counties served by Goodwill Industries of Mid-Michigan declined about 3.0% between 2010 and 2016. Every full county served except Lapeer experienced a population decline, ranging from -4.9% for Arenac and Huron counties to -0.2% in Midland county. During the same period, Michigan's population grew by 0.4%.

The two most populous complete counties in GIMM's territory, Genesee and Saginaw, experienced -4.0% and -3.9% declines, respectively. Lapeer County experienced a 0.2% increase, while the northern portion of Oakland County served by the agency grew 0.3%.

The population in GIMM's territory is also aging; the proportion of persons over age 65 increased in every county served between 2010 and 2015, while that of persons under age 18 declined in every county throughout the territory.

Michigan's median household income in 2015 was \$49, 576; of the ten full counties in GIMM's territory, only Midland at \$54,059 and Lapeer at \$52,996 exceeded that median income figure.

A market characterized by a slowly declining and aging population with lower than median income can provide mission opportunities in the form of employment and training services, but also means fewer donors and shoppers to support commercial revenue expansion and fewer potential community jobs for consumers.

- **ECONOMIC CONDITIONS**

The decline in population, plus a dramatic drop in manufacturing activity, has reduced both commercial revenue and employment opportunities for consumers in GIMM's territory. In addition, cost increases (such as the scheduled, state mandated minimum wage increases, mandatory health care and worker compensation costs) diminish Goodwill Industries of Mid-Michigan's ability to be competitive in both the retail and industrial markets. The quality of an increasing amount of the donated product for the stores has declined as the population buys cheaper new, throw-away items and then donates that merchandise.

Salvage prices depend on international demand and monetary conditions and are affected by overseas demand which has seen increased competition for textile supplies. Workforce Development service opportunities will be influenced by local, state and national budget decisions and available grant opportunities.

However, "green" business activities and an increase in vocational opportunities in education and health care could offer future potential for both consumer placement and commercial revenue within GIMM's territory.

- **SERVICE AREA NEEDS**

While Goodwill has historically served (and is known for serving) people with disabilities, the majority of its consumers now experience disadvantaging conditions as their major vocational barrier.

The mid-section (Saginaw, Bay and Midland counties) of GIMM's assigned service area, as well as the rural Huron and Tuscola counties have experienced increases in community assessment and placement opportunities during the past few years. Concurrently, GIMM's home county (Genesee) along with Shiawassee and Lapeer Counties have lagged behind the northern area. In addition, and in contrast to the more northern counties, local referral sources in the latter counties tend to look to Goodwill Industries of Mid-Michigan for assessment and job skill services rather than for community placement services. Mandated wage and benefit (ACA) cost increases have further limited area employers' ability and/or willingness to support these Goodwill services.

The existence of multiple employment barriers for many whom Goodwill Industries of Mid-Michigan serves requires a holistic approach to programs and services, including non-work force issues which directly affect an individual's employability.

Often, lack of training, including failure to complete high school and/or technical training for available job opportunities is a significant barrier for GIMM's target population. Post-secondary education is especially critical for growing occupational opportunities in GIMM's service area, including information technology, skilled trades, health and elder care and other service industries.

- **AGENCY FUNDING**

Historically, maximum performance from retail activities, grant funding and a commitment to "lowest cost" operations has allowed Goodwill Industries of Mid-Michigan to maximize its human services impact. However, since 2013, a new competitive environment with increased competition from non-traditional sources and changing shopping behavior among younger market segments has adversely affected retail sales within the entire Goodwill network and specifically at GIMM. Currently, nearly 95% of GIMM's funding comes from its retail activities; diversification of the organization's revenue sources is needed to level its income stream.

Increased competition has come from both traditional thrift retailers with more physical locations, an increase in Dollar Store locations and newer on-line thrift sale, auction and consignment shop sites. Traditional "brick-and-mortar" store retailers, including Goodwill, appeal to increasingly older consumers, while the younger, growing market segments demand not only high value, but convenience, social responsibility, a favorable shopping experience and a choice of multiple shopping and delivery channels.

Underpinning retail sales at Goodwill is the steady flow of quality donations from the communities we serve. This flow of donations may be threatened by adverse publicity, more competitors, false web information and a contrived non-local (Goodwill) versus local (other non-profits) perception in some specific markets. The observed lower quality of donated product can also adversely affect retail funding. More recently, the younger, but fastest growing market segments have demonstrated more willingness to sell rather than donate their highest quality possessions through physical and on-line garage sales, consignment outlets and auction sites, removing this supply from GIMM's inventory.

While GIMM has supplemented its donated product flow with purchased product, the quality from its main supplier (Target) has declined while the cost has risen due to a change to a

bidding process. The proportion of purchased to donated product must also be carefully controlled to avoid IRS unrelated business income tax liabilities.

Computer recycling has become less viable and a long term plan is required. Television recycling is not a viable business activity at this time.

- **HUMAN RESOURCES**

The depth, competencies and skills of our executive management and technical staff are at competitive levels and on-going training is necessary to maintain that expertise.

Administrative overhead is low compared to other Goodwill agencies. Wages and benefits for hourly workers are not currently competitive to facilitate recruitment and retention and turnover is still a significant cost issue, especially in the stores. Lower unemployment has tightened the labor market, creating both cost pressure and retention challenges.

Recruitment for retail management team positions has become more difficult, as the “ripple effect” of increased state minimum wages has lured away many assistant store management team members and has made assistant store management recruitment more difficult. GIMM continues to be challenged in developing an applicant pool which reflects the service area’s cultural diversity.

- **PERCEPTION/IMAGE**

While still favorable, the image of Goodwill is concentrated around its main fundraising activity (retail) with less awareness of its mission (workforce development). Among those who understand our overall image, there is less understanding of how Goodwill serves those with other than obvious physical barriers to employment. Increased public exposure to what we do and for whom and opportunities we provide could, in some markets, improve commercial activity and results.

In recent years, targeted publicity from another non-profit regarding the use of the Special Minimum Wage Certificate by a minority of Goodwill organizations has tainted the image of all Goodwill agencies, especially among many persons served and stakeholders. Occasional negative publicity regarding other Goodwill agency CEO compensation and false information on social media about Goodwill leadership has also damaged the brand.

- **MANAGEMENT INFORMATION**

Internet and e-mail connections with all facilities to facilitate communication are complete. Upgraded Point-of-Sale technology has been installed at all permanent store locations to aid data transmission and integrity. Upgrades in security technology continue. Virtual meeting and messaging capabilities, document and website management and project planning and development upgrades are needed to reduce costs.

Recent market research commissioned by Goodwill Industries International has increased individual agency understanding of rapidly emerging changes in the retail marketplace.

Goodwill Industries International is also exploring the possibility of real-time data access to all Goodwill agencies as well as access to “big data” for advanced data analysis, predictive analysis and behavior analytics among shoppers, donors and service consumers.

- **PRODUCTIVITY**

While some productivity gains have been achieved through automation in the administrative area, productivity has increased for the plant facility functions through process improvement; yet, still more gains are possible.

“Value Stream Mapping” has been utilized to improve productivity, working environment and safety in the sorting, salvage, warehousing and transportation operations at the Averill plant facility. The same or a similar technique is needed at the retail store level to efficiently process donations, assure maximum product availability on the sales floor, create customer interest and satisfaction and counter the increasing labor costs at all store levels.

- **REGULATORY/LEGISLATIVE ENVIRONMENT**

In the face of mounting state and local budget deficits, municipalities as well as State government have from time to time considered the reduction or elimination of various tax exemption measures for non-profits and/or assessment of payments in lieu of taxes.

Regulatory issues and mandatory wages and benefits levels have and will continue to increase human resources costs significantly through a “ripple” effect on operations costs.

E-waste regulations and the elimination of “tipping fees” at landfills are legislative priorities of Goodwill to reduce trash disposal costs, funds which could be re-channeled to mission purposes.

## **CORPORATE GOALS AND OBJECTIVES**

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Goodwill Industries of Mid-Michigan has established seven (7) goals for the organization for the 2018-2020 operating years. The successful achievement of these goals will be part of the agency’s commitment to continuous improvement in order to positively impact as many individuals in our service area who seek independence and self-sufficiency as our resources permit.

Each goal is supported by a number of multi-discipline objectives with timelines enumerated below the goal and designed to accomplish that goal. The objectives emphasize a team approach to the opportunities and challenges before the organization. Progress toward the objectives’ achievement will be reviewed and documented by Goodwill Industries of Mid-Michigan’s executive and director staff and submitted for Board review semi-annually.

### **I. Definitions**

For purposes of establishing a strategic direction for Goodwill Industries of Mid-Michigan, the following definitions of “goals” and “objectives” are used:

**Goals** are broad desired results of outcomes sought by the organization. They stem directly from its basic purpose for existence and are driven by (and measured against) its mission. Goals are expressed in general terms and are time-specific only in terms of their final outcome.

**Objectives** are specific, measurable results to be achieved by a specific point in time. They are designed as steps toward meeting (and are measured by) the organization’s goals. When all objectives are accomplished, the larger goal should be substantially attained.

**II. Corporate Goals:**

**1. A Mission-Driven Organization**

Our decision-making process will be guided by how those decisions enhance our mission. Our mission statement will be highly visible to the community in all public documents and through signage in our facilities and our Board and staff will advocate for people with employment barriers. We will systematically introduce new or delete existing vocational training and employment programs as appropriate to remain mission-focused and to maintain Goodwill Industries of Mid-Michigan’s position as a leading provider of quality workforce development services. Our overall goal is to become as well know for our mission as we are for our retail thrift stores.

*Measured by: consumer and stakeholder satisfaction, numbers served and placed, community presentations, collaborations with other organizations.*

<b>Objectives to Accomplish Goal 1</b>	<b>Division(s) Responsible</b>	<b>Completed by</b>
<p><b>A.</b> Assure maximum positive outcomes for consumers of Goodwill Industries of Mid-Michigan’s training and employment services:</p>	WFD	Continuous
<ul style="list-style-type: none"> <li>• Maintain a 90% satisfaction outcome for all consumers receiving WFD services.</li> </ul>	WFD	Continuous

<ul style="list-style-type: none"> <li>• Maintain a 90% satisfaction outcome for all stakeholders referring consumers to WFD services.</li> </ul>	WFD	Continuous
<ul style="list-style-type: none"> <li>• Place 70% of those receiving job development/supported employment in competitive positions for at least six months.</li> </ul>	WFD	Continuous
B. Maintain +/- 10% of the number of persons served from the prior year.	All	Annually
C. Continue access to employment supports for referred consumers at computer labs at Saginaw and Flint Township locations.	Retail WFD	Continuous
D. Continue training and competitive placement opportunities for consumers in GIMM stores.	Retail WFD	Continuous
<ul style="list-style-type: none"> <li>• 75% of consumers placed in the stores will remain on the job at least six months</li> </ul>	Retail WFD	Continuous
<ul style="list-style-type: none"> <li>• Key store staff will receive additional training to support consumer placements</li> </ul>	Retail WFD	Monthly
E. Continue to add stackable credentialing programming to WFD services offered	WFD	Continuous
F. Increase store management engagement through training and transparency, ensuring all managers understand, reinforce and increase agency mission and value awareness among all store employees	Retail WFD	Monthly
G. Training for store employees on the agency's mission will be provided at least quarterly, with monthly mission mini-training	Retail WFD	Quarterly Monthly

H. Workforce Development staff will make at least ten (10) presentations of GIMM mission and/or services per month to stakeholders/potential partners within GIMM's service territory.	WFD	12/31/20
I. Continue to add mission-appropriate programs to complement the mission, such as the Family Strengthening program, veterans' programs and Senior Citizens services.	WFD	Continuous as available and appropriate
J. Maintain community-based organization service collaborations and add as appropriate to the mission.	WFD	12/31/20
K. Achieve three year CARF accreditation.	All	10/30/20
L. Perform Community Needs Assessment annually for potential opportunities in underserved counties and potential retraction steps in service populated counties.	WFD	Annually
M. Utilize Community Needs Assessment to develop and deliver additional services to a broader community outside of referral agencies.	WFD	Annually
N. Develop opportunities within the respective communities served for staff and Board members to share/expand those communities' knowledge of Goodwill mission.	All	Continuous

**2. Consumer/Customer Responsiveness**

We will respond to changes in local job market requirements by offering employment and training services appropriate to those vocational opportunities and partnering, where possible, with other community organizations. We will provide specific public education regarding people served and resources utilized in all communities in which we are active. We will publicly share mission success stories to build public support to help fund our mission activities.

We will maintain a favorable public opinion of Goodwill Industries of Mid-Michigan’s work, mission and business funding activities We will respond to changing market demands within the market segments we serve while continuing to meet the needs of all of our business customers.

*Measured by: increased awareness/recognition, higher donations, and higher referral rates, Performance Improvement Report, public appearances, mystery shopper surveys, social media monitoring.*

<b>Objectives to Accomplish Goal 2</b>	<b>Division(s) Responsible</b>	<b>Completed by</b>
A. Include potential mission effectiveness in retail market analysis/evaluations for new locations.	Retail WFD	As analysis/evaluations performed
B. Create and execute a mission marketing plan for the agency.	Marketing WFD	4/30/2018
C. Create and execute a fund development plan to increase Goodwill Industries of Mid-Michigan’s Endowment Fund through gifts, memoriam and bequests.	Executive Marketing	6/30/2018
D. Utilize social media for GIMM success stories to promote mission.	Marketing	Continuous/As available
E. Utilize mystery shopper reports quarterly and encourage customer/consumer/ stakeholder completion of on-line surveys to improve customer service.	Retail WFD	Quarterly Continuous

### **3. Financial Sustainability and Responsibility**

We will conduct our operations in a fiscally responsible manner to ensure sufficient resources are available to complete our mission, sustain our operations, fund depreciation and provide resources for future program funding. We will actively diversify and protect our sources of funds to assure funding for programs

needed in our community which Goodwill has the expertise to provide, not just those which funders are willing to fund. We will seek to diversify our commercial activities to help stabilize our funding stream.

*Measured by: net agency operating margin, departmental margins, net increase/decrease after depreciation, and operating reserves, increase in non-retail funding percentage.*

Objectives to Accomplish Goal 3	Division(s) Responsible	Completed by
<p>A. Increase the direct margin for Retail Operations to 26% by 12/31/2020 as follows:</p> <ul style="list-style-type: none"> <li>• Current 17%</li> <li>• 12/31/18 20%</li> <li>• 12/31/19 23%</li> <li>• 12/31/20 26%</li> </ul>	Retail	12/31/2020
<ul style="list-style-type: none"> <li>• Conduct an annual evaluation of the Goodwill Industries of Mid-Michigan retail market for expansion/contraction/modification</li> </ul>	Retail	Annually
<ul style="list-style-type: none"> <li>• Increase retail <u>sales</u> per square foot of retail selling space as follow:</li> <li>• Current \$95.72 per s.f.</li> <li>• 12/31/18 \$100.00 per s.f.</li> <li>• 12/31/19 \$110.00 per s.f.</li> <li>• 12/31/20 \$120.00 per s.f.</li> </ul>	Retail	12/31/20
<ul style="list-style-type: none"> <li>• Increase retail <u>sales</u> per transaction as follows:</li> <li>• Current \$10.89 per transaction</li> <li>• 12/31/18 \$12.00 per transaction</li> <li>• 12/31/19 \$13.00 per transaction</li> <li>• 12/31/20 \$14.25 per transaction</li> </ul>	Retail	12/31/20
<ul style="list-style-type: none"> <li>• Increase e-commerce sales by 10% per year.</li> </ul>	Retail	12/31/2020

<ul style="list-style-type: none"> <li>• Increase total retail <u>revenue</u> per \$1 of payroll and benefits cost as follows: <ul style="list-style-type: none"> <li>• Current \$1.99 per \$1 of payroll</li> <li>• 12/31/18 \$2.05 per \$1 of payroll</li> <li>• 12/31/19 \$2.10 per \$1 of payroll</li> <li>• 12/31/20 \$2.15 per \$1 of payroll</li> </ul> </li> </ul>	Retail	12/31/20
<ul style="list-style-type: none"> <li>• Increase donation penetration as follows: <ul style="list-style-type: none"> <li>• Current 0.42 donations per household</li> <li>• 12/31/18 0.55 donations per household</li> <li>• 12/31/19 0.65 donations per household</li> <li>• 12/31/20 0.80 donations per household</li> </ul> </li> </ul>	Retail	12/31/2020
<ul style="list-style-type: none"> <li>• Aggressively control transportation expenses to remain flat year to year</li> </ul>	Retail	Continuous
<ul style="list-style-type: none"> <li>• Track and reduce disposal cost as a % of retail <u>revenue</u> as follows: <ul style="list-style-type: none"> <li>• Current 0.98% of retail revenue</li> <li>• 12/31/18 0.90% of retail revenue</li> <li>• 12/31/19 0.85% of retail revenue</li> <li>• 12/31/20 0.80% of retail revenue</li> </ul> </li> </ul>	Retail	12/31/2020
<ul style="list-style-type: none"> <li>• Work with the Goodwill Association of Michigan to provide legislative relief tipping fees for all Michigan Goodwills.</li> </ul>	GAM	12/31/2020
<ul style="list-style-type: none"> <li>• Increase salvage revenue by continuing to expand salvageable items, including electronics, and items currently trashed.</li> </ul>	Retail	12/31/2017
<ul style="list-style-type: none"> <li>• Maintain merchandise mix of purchased new goods at 20% or lower</li> </ul>	Retail Finance	Continuous
<ul style="list-style-type: none"> <li>• Maintain the number of partners conducting donation drives with GIMM in 2018; increase by 10% in each of 2019 and 2020.</li> </ul>	Retail	12/31/20
B. Maintain a +/- 10% direct margin for WFD	WFD	12/31/20
C. Increase annual membership giving: <ul style="list-style-type: none"> <li>• 2018 \$22,000</li> <li>• 2019 \$50,000</li> <li>• 2020 \$75,000</li> </ul>	Executive	Annually

D. Manage direct expenses responsibly to achieve budgeted margin objectives and control administrative costs to no more than 9% of revenue	All	Continuous
E. Target specific Community Connections and donation drive partners to increase higher quality donations.	Retail	Continuous
F. Maintain the agency's reserve funds at a level equal to at least two month's operating expense.	All	Continuous
G. Aggressively seek new purchasing vendors and/or volume discount opportunities	Finance	Continuous
H. Develop a methodology/process to evaluate non-retail revenue opportunities to diversify agency revenue stream	Executive Finance	6/30/18

#### 4. Corporate Conduct and Responsibility

We will conduct our organization's activities in an ethical, accountable, efficient and transparent manner. We will measure and publicly report service outcomes and operating results. We will be guided by the principle that the right thing to do is the smart thing to do.

*Measured by: public opinion, satisfaction surveys, level of complaints*

Objectives to Accomplish Goal 4	Division(s) Responsible	Completed by
A. Publish and distribute internally and externally (as appropriate) mission performance information at least semi-annually. Include success stories when possible.	WFD Marketing	Semi-annually

B. Request annual outside audit bids and/or partner rotation every three years.	Finance Audit Committee	12/31/18
C. Monitor public opinion through social media, on-line surveys and personal feedback to the Board, staff, and store personnel.	Executive Marketing	Continuous
D. Conduct semi-annual training/activities to review and reinforce agency core values	HR	Semi-annually

**5. Governance and Leadership**

Our Board and leadership staff will actively implement our mission for the benefit of people served in all communities served. We will set meaningful policies, establish appropriate checks and balances and solicit strong public support for the organization’s mission, its reputation, its programs and services and those we serve. We will ensure sufficient organizational funding to support employment and training programs as well as advocacy activities for those we serve.

*Measured by: increased public awareness/support of Goodwill’s mission, higher donations and referral rates, continued “clean” audit, expense/revenue ratios below 100.*

<b>Objectives to Accomplish Goal 5</b>	<b>Division(s) Responsible</b>	<b>Completed by</b>
A. Create and execute a plan to equip the Goodwill Industries of Mid-Michigan Board of Directors to advocate legislatively, with prospective employers of consumers and potential donors.	Executive	6/30/18
B. Prepare the Board to meet the CARF Governance standards for the 2020 CARF survey.	Executive	9/30/2020
C. Reviewed and modify as necessary all written materials, policies, procedures annually.	HR	Continuous

## 6. Staff Development

Through individual development plans, we will provide the requisite internal and external training as appropriate for each professional and management staff member to assure sufficient human resources are available to continue the growth and mission fulfillment of the organization as well as the funding to sustain it. We will promote from within whenever possible and provide staff resources to assure qualified internal candidates are available for future positions.

*Measured by: written IDP's, management succession plan, training records, incidence of promotion from within, turnover.*

Objectives to Accomplish Goal 6	Division(s) Responsible	Completed by
A. Reduce Employee Turnover:		
<ul style="list-style-type: none"> <li>Hold store turnover to 90% - 100% per year.</li> </ul>	Retail HR	12/31/2020
<ul style="list-style-type: none"> <li>Hold Main Office/Plant turnover to 50% - 60% per year.</li> </ul>	All	12/31/2020
<ul style="list-style-type: none"> <li>Hold Professional/Technical/Manager and above levels to 30% or less turnover per year.</li> </ul>	All	12/31/2020
<ul style="list-style-type: none"> <li>Focus current management training on employee retention, leadership, employee motivation and best interviewing/hiring practices.</li> </ul>	HR	Annually
<ul style="list-style-type: none"> <li>Create a management training program for potential future management staff to facilitate promotion from within.</li> </ul>	HR	9/30/18
<ul style="list-style-type: none"> <li>Conduct annual wage/salary surveys and assess all categories for wage compression.</li> </ul>	HR	Annually
<ul style="list-style-type: none"> <li>Monitor and provide training support to stores/departments whose 90 day turnover exceeds 20%</li> </ul>	HR	Continuous
B. Update management succession plan annually	All	Annually

C. Evaluate and implement annual goals of Cultural Competency Plan.	All	Annually
D. Provide a minimum of one (1) professional development course/session annually for each staff member at the Professional/Technical/ Manager level and above.	All	Annually
E. Provide increased opportunities for group volunteer activities with other non-profit agencies to support the community	All	At least annually
F. Conduct an employee satisfaction/engagement survey to increase retention, promotional opportunities and promote the mission.	HR Mission Integration	Annually

**7. Innovative/Efficient/Continuous Improvement**

We will embrace technology as a way to enhance our creation and delivery of mission-based services as well as to maximize operational efficiency and communications. We will organize and document information to meet the data and communications needs of consumers, customers, employees, Goodwill Industries International and peer organizations, while assuring privacy and confidentiality for those we serve.

We will seek out and implement “best practices” which enhance our mission delivery or operational and commercial processes. We will be an organization committed to continuous improvement in our mission and business operations through “lean” process techniques.

*Measured by: customer satisfaction surveys, documentation, informed decision making, efficiency of and consumer satisfaction from service delivery, expense/revenue ratios, higher margins, lower costs, higher production and other benchmark statistics.*

<b>Objectives to Accomplish Goal 7</b>	<b>Division(s) Responsible</b>	<b>Completed by</b>
A. Optimize processing systems through “lean operations” techniques, looking for waste and utilizing Board and/or outside expertise as necessary.	All	Continuous
B. Maintain current knowledge of, and implement when appropriate, best practice service delivery and systems.	All	Continuous
C. Continue staff training on lean techniques and waste reduction at least quarterly.	All	Quarterly