MISSION
To assist individuals with barriers to employment in making the transition to independence and self-sufficiency.

VISION
Service excellence in developing human potential.

PHILOSOPHY
We believe 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.
CORE VALUES

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.
In phase one of our strategic planning process the organization's leadership team engaged in a SWOT Analysis. We took a deep-dive into each department to assess organizational needs. Next, a plan of action was devised to maximize strengths, improve weaknesses, capitalize on opportunities, and mitigate threats. Three areas of focus were identified: Mission Enrichment; Team Member Retention, Development, and Engagement; and Donated Goods Retail and Financial Improvement. Each area of focus has defined goals and associated strategies for optimal goal attainment.
## Mission Enrichment

### Goals
- Increase persons served by 5% annually.
- Expand Pre-Employment Youth Programs into additional counties.
- Create additional opportunities to expand Micro-Enterprise program.
- Increase Mission Awareness internally and in the community.
- Conduct Community Needs Assessment annually.
- Increase employment placements by 5% annually.
- Achieve job retention for persons placed of 75% at 90 days.
- Maintain stakeholder and participant satisfaction at 95%.

### Strategies
1. Increase individual services offered including virtual services and trainings that highlight stackable credentials.
2. Identify Pre-Employment Youth needs in each county, develop plan/curriculum, and market service within the GWIMM territory.
3. Continue to offer micro-business opportunities to GWIMM territory, while expanding service. This service will include business planning, whole-person support, and a business loan program.
4. Workforce Development staff will make at least (5) mission presentations per month to stakeholders/potential partners within the GWIMM territory. WFD will improve communication and mission information with agency employees.
5. Conduct a needs assessment in each county of the GWIMM territory annually.
6. Increase employment placements by networking and being active members of the communities. GWIMM will become a placement resource for the communities that are served.
7. Increase social media presence focusing on mission.
# Team Member Retention, Development & Engagement

## Goals

<table>
<thead>
<tr>
<th>Goal</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce Retail Turnover</td>
<td>110%</td>
<td>100%</td>
<td>90%</td>
</tr>
<tr>
<td>Reduce Non-Retail Turnover</td>
<td>65%</td>
<td>60%</td>
<td>55%</td>
</tr>
<tr>
<td>Reduce Management Turnover</td>
<td>35%</td>
<td>30%</td>
<td>25%</td>
</tr>
<tr>
<td>Increase Internal Promotions per year</td>
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<tr>
<td>Improve agency retention</td>
<td>60%</td>
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<td>70%</td>
</tr>
</tbody>
</table>

## Strategies

1. Develop and implement an in-depth new hire training for each position.
2. Increase effective communication from leadership to managers & team members through store visits and monthly emails from leadership.
3. Conduct a team member engagement survey at least annually.
4. Create a one-year anniversary gift box for team members.
5. Implement a monthly store employee award for top performing employees rewarding with gift cards and recognition on mission TVs.
6. Develop a training program for team members to advance into management positions.
7. Increase discussion and exposure of mission to all team members through presentations by the WFD team.
8. Create a culture in manager meetings that inspires manager feedback to leadership by encouraging round-table discussions at all meetings.
9. Hire an HR Recruiter to recruit team members and fill open positions quicker.
10. Conduct annual salary surveys to ensure that compensation is competitive.
11. Utilize feedback from Performance Reviews to identify promotional interest in management positions.
12. Ensure that all management team members attend at least one external management training per year.
## DONATED GOODS RETAIL + FINANCIAL IMPROVEMENT

<table>
<thead>
<tr>
<th>GOALS</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agency E/R</td>
<td>96%</td>
<td>95%</td>
<td>94%</td>
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<tr>
<td>DGR E/R</td>
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<td>82%</td>
<td>80%</td>
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<tr>
<td>Donors/Sqft</td>
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<tr>
<td>Net Gain/Household</td>
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<td>$5.75</td>
<td>$6.00</td>
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<tr>
<td>Retail Sales/Sqft</td>
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<td>$105.00</td>
<td>$110.00</td>
</tr>
<tr>
<td>Retail Sales/Labor Hour</td>
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<td>$30.00</td>
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<tr>
<td>Donations/Labor Hour</td>
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<td>0.55</td>
<td>0.60</td>
</tr>
<tr>
<td>Transaction Value</td>
<td>$12.75</td>
<td>$13.25</td>
<td>$13.75</td>
</tr>
</tbody>
</table>

## STRATEGIES

1. Explore additional Attended Donation Center options in new locations.
2. Improve customer service standards to retain donors and customers.
3. Implement door-to-floor processing at all retail locations to increase production.
4. Create secret shopper program to identify areas of opportunity.
5. Evaluate and adjust ecommerce quotas to maximize value.
7. Replace old equipment to increase efficiency.
8. Update stores to enhance customer and donor experience.
9. Update Point of Sale software and hardware.
10. Build Instagram platform and reach 5,000 followers to engage new demographic.