

**Farmington Area Goodfellows
Strategic Plan 2026–2029**

Our Mission: *"No Child or Senior without a Christmas."*

The Farmington Area Goodfellows exists to provide meaningful assistance to children, families, seniors, and other vulnerable residents of Farmington and Farmington Hills who are experiencing financial hardship.

Founded in 1939, the Goodfellows has built its legacy on a simple principle: neighbors helping neighbors. For almost nine decades, volunteers, donors, businesses, civic organizations, and community partners have come together to ensure that local residents in need are not forgotten—particularly during the holiday season. Today, that tradition continues through an all-volunteer organization serving approximately 400–500 local children, families, seniors, and developmentally challenged adults each holiday season.

Our Vision: A community where no child or senior is forgotten.

We envision a Farmington and Farmington Hills community in which residents facing financial hardship have access to food, essential personal items, and the resources necessary to experience the dignity, security, and joy that every member of our community deserves. While Christmas remains at the heart of our identity, our long-term vision is to strengthen our year-round role in the community by working collaboratively with fiscally responsible charitable organizations that address food insecurity, family needs, and other essential needs.

Our Strategic Priorities

From 2026 through 2030, the Farmington Area Goodfellows will focus on five strategic priorities:

1. **Strengthen the impact of our programs**
2. **Build a strong, sustainable organization**
3. **Invest in volunteers and grow community partnerships**
4. **Practice exceptional financial stewardship and transparency**
5. **Modernize our operations, processes and logistics**
6. **Preserve and strengthen our all-volunteer tradition**
7. **Recruit and train future leaders**

1. Strengthen the Impact of Our Programs

Our first responsibility is to the people we serve. The Goodfellows will continue to provide food, books, toys, diapers, and other essential assistance to qualified residents while continually evaluating whether our resources are reaching those with the greatest needs.

Key objectives

- Continue providing holiday assistance to approximately 400–500 local individuals and families annually.
- Maintain a process that allows eligible residents to apply for assistance in a confidential and respectful manner.
- Expand the availability of diapers, books, food, and personal-care items throughout the year.
- Consider increasing the use of grocery and department-store gift cards when they provide families and seniors with greater flexibility to meet their individual needs.
- Develop consistent measures of program impact rather than simply measuring the number of items distributed or persons served.
- Seek feedback from partner organizations and, where practical, recipients to identify opportunities for improvement.

Measures of success

The Goodfellows will track and report:

- Number of individuals and households served
- Number of children and seniors served
- Food, toy, book, and diaper distributions
- Number of volunteers participating
- Number of community partners
- Value of goods and financial assistance distributed
- Year-over-year changes in demand for assistance

2. Build a strong, sustainable Organization

The Goodfellows has historically been associated primarily with its Christmas program, and its affiliation with Neighborhood House. Our strategic goal is to preserve that tradition while creating a strong year-round support system through Neighborhood House. During the January–October period, the organization will continue supporting the Neighborhood House Food Pantry through collections of non-perishable food, personal-care products, and other essential items which may include financial donations as needed.

Key objectives

- Increase year-round food and personal-care-item support.
- Consider formalizing the diaper program as a continuing community resource year-round.
- Expand the book program through partnerships with the library and community organizations.
- Consider establishing an annual summer food-collection and distribution initiative.
- Increase collaboration with organizations such as Neighborhood House, Gleaners Food Bank, Heartfelt Harvest, Farmington Public Schools, and Farmington Hills Senior Division.
- Establish an emergency-response process capable of providing assistance when unexpected circumstances create immediate local needs.

3. Invest in Volunteers and Community Partnerships

Volunteers are the foundation of the Farmington Area Goodfellows. More than 200 volunteers currently participate in the organization's annual effort, including volunteers who work in the warehouse, at Toys for Tots, prepare deliveries, collect donations, and deliver assistance to hundreds of local residents.

Key objectives

Strengthen the volunteer pipeline

- Develop a formal volunteer recruitment and retention position and program.
- Establish a "Junior Goodfellows" initiative in cooperation with Farmington Public Schools, the Optimist Club and Junior Optimist Clubs.
- Create opportunities for families, students, retirees, civic organizations, and businesses to participate at various times throughout the year.
- Develop clearly defined volunteer roles requiring different levels of time and commitment.

Strengthen community partnerships

The Goodfellows will expand or strengthen relationships with:

- Toys for Tots
- Farmington Public Schools
- City of Farmington
- City of Farmington Hills
- Farmington Hills Senior Division
- Neighborhood House
- Farmington Area Interfaith Association
- Local businesses
- Civic and service organizations
- Libraries and community organizations
- Local police and fire departments

Partnership objective

Rather than duplicating services provided by other nonprofits, the Goodfellows will seek to **coordinate, complement, and strengthen existing community resources.**

4. Financial Stewardship and Transparency

The Goodfellows recognizes that every donor has the right to understand how contributions are used. The organization will maintain its commitment to responsible financial management and will provide donors with meaningful information about revenue, expenses, reserves, programs, and results. Publicly available Form 990 information shows that for fiscal year 2025 the organization reported approximately **\$160,113 in revenue, \$149,691 in expenses, and \$913,277 in net assets**, with no reported compensation for its listed officers.

Strategic objectives

- Maintain strong financial controls and annual reporting.
- Continue filing required federal and state reports on a timely basis.
- Maintain adequate reserves to protect the organization's ability to respond to community needs.
- Consider diversifying fundraising beyond seasonal individual contributions.
- Pursue foundation and corporate grants by creating a permanent position to seek out opportunities.
- Expand social media presence and digital giving opportunities.
- Publish an annual community impact report.

Donor transparency

Beginning with the 2026–27 fiscal year, the Goodfellows will publish a link to IRS Form 990 on the website or the form itself for the public to see.

Financial information

- Total revenue
- Total expenses
- Administrative expenses
- Fundraising expenses
- Ending reserves

Program information

- Number of people served
- Number of families served
- Number of seniors served
- Number of volunteers
- Value of assistance provided
- Year-round community support

Organizational information

- Board leadership
- Major community partnerships
- Strategic accomplishments
- Goals for the coming year

The goal is simple: **Donors should be able to see not only what they gave, but what their generosity accomplished.**

5. Modernize Our Operations

The Goodfellows will modernize its administrative and logistical systems while preserving the personal, volunteer-driven character that has defined the organization for generations.

Key objectives

Technology

- Implement a centralized, secure application and recipient database.
- Reduce manual data entry and duplication.
- Improve communication with applicants and partner organizations.
- Develop reliable year-over-year program data.
- Create a public-facing communication position
- Strengthen donor and volunteer communications by increasing frequency.

Warehouse and logistics

The annual warehouse operation is central to the Goodfellows' holiday program. The organization currently relies on donated or temporarily available warehouse space, creating an annual logistical challenge.

The Goodfellows will:

- Pursue a more predictable seasonal warehouse arrangement which may include the purchase of a permanent location for both Goodfellows and our Toys for Tots partners.
- Evaluate long-term warehouse opportunities for cost effectiveness.
- Establish and document standardized warehouse procedures for future sustainability.
- Improve delivery-day logistics where possible.
- Evaluate opportunities to reduce transportation and storage costs.

Desired outcome

A more efficient operation means that volunteers can spend less time managing logistics and more time serving the community.

Measuring Our Success

The Goodfellows will evaluate its strategic plan annually using a balanced set of measures.

<u>Area</u>	<u>Key Measures</u>
Community Impact	Individuals and families served; value of assistance provided
Children & Seniors	Number served; unmet needs identified
Year-Round Service	Food, diapers, books and essential items distributed
Volunteers	Number recruited, retained and volunteer hours
Partnerships	Active nonprofit, civic, school and business partnerships
Financial Stewardship	Revenue, expenses, reserves and program spending
Fundraising	Donor retention, new donors, grants and corporate support
Operations	Application processing, inventory accuracy and delivery efficiency

We use a donated building for our warehouse which changes each year. Please check the website for our physical location between Thanksgiving and Christmas. The Farmington Area Goodfellows is a 501c3 non-profit public charity, donations are tax-deductible to the full extent permitted by IRS code. Be sure to consult with your tax advisor for information regarding your individual tax situation.

<u>Area</u>	<u>Key Measures</u>
Transparency	Annual report and timely financial reporting

2026–2029 Implementation Roadmap

2026 — Strengthen the Foundation

- Complete an organizational and operational assessment.
- Improve recipient and donor data systems.
- Establish baseline performance measurements.
- Formalize year-round food, diaper, and book programs.
- Begin development of a sustainable warehouse strategy.
- Expand corporate and foundation outreach.

2027 — Expand Community Impact

- Launch or expand the Junior Goodfellows program.
- Increase year-round community collections.
- Strengthen relationships with schools and senior organizations.
- Expand corporate partnerships.
- Publish the organization's first comprehensive annual Community Impact Report.

2028 — Measure and Improve

- Conduct a formal strategic-plan progress review.
- Evaluate program outcomes and community demand.
- Review financial reserves and long-term sustainability.
- Assess volunteer recruitment and retention.
- Identify opportunities for additional year-round services.

2029 — Prepare for the Next Chapter

- Complete a comprehensive four-year strategic review.
- Measure progress against established benchmarks.
- Conduct a community needs assessment.
- Identify priorities for 2030 and beyond.
- Develop the next strategic plan based on measurable results and community needs.

2030 — Implement the next Strategic Plan

Our Commitment to the Community

For more than 85 years, the Farmington Area Goodfellows has relied on a simple idea:

When neighbors care for neighbors, a community becomes stronger.

Our future strategy is not about changing who we are. It is about strengthening the organization so that the Goodfellows can continue its mission for generations to come.

We will remain volunteer-driven.

We will remain locally focused.

We will remain committed to responsible stewardship.

We will continue to measure our success by how much we help the people we serve.

No child or senior without a Christmas.

And, throughout the year, no neighbor in need should feel forgotten.

Farmington Area Goodfellows

Serving Farmington and Farmington Hills since 1939