



STRATEGIC PLAN

2023-2025



PEOPLE | SOCIAL ENTERPRISE | COMMUNITY |
GENERATIONAL IMPACT

We are excited to deliver a strategic plan that expands and leverages existing opportunities, while identifying, exploring and developing new ones.



MISSION

Building Lives That Work



VISION

Empower people – Strengthen Families – Build Communities



VALUES

Continuous Improvement

We are committed to the pursuit of excellence, to be leaders and not followers.

Integrity

We do the right thing even when no one is watching. We value our personal and professional obligations and keep our promises.

Open Communication

We encourage and model respectful, kind, honest and the expression of thoughts and ideas.

Teamwork

We ask for inputs from those we work with, to accept ownership for our actions, and to achieve our goals.

Stewardship

We manage the resources entrusted to us with responsibility and care.

Recognition

We acknowledge work well done.

Passion

We conduct our work with enthusiasm.

People

They are our greatest asset.

Learning

Hand Up and not Hand out.

Empowerment

We encourage the process of building stronger and more confident skills for our team members to make independent decisions.



PEOPLE

Goodwill will be an employer and service provider that ensures employees are met where they are and connected to additional resources when needed.



TOTAL REWARDS AND RECOGNITION

Ensure a competitive benefits, rewards and recognition program that will attract and retain talented employees.



LEARNING & DEVELOPMENT

Develop and provide growth opportunities that increase skill development and provide access to career pathways.



ORGANIZATIONAL COLLABORATION

Increase organizational understanding by providing opportunities to learn across the organization and communicating shared goals.



SOCIAL ENTERPRISE

Goodwill will operate and grow viable businesses that provide the funding needed to sustain and build on current and future initiatives, while continuing to execute mission within operations.



RETAIL

Build and execute a three-to-five-year plan that will grow operating margins within Retail.



COMMERCIAL SERVICES

Develop and pursue opportunities to grow operating margins within Commercial Services.



E-COMMERCE

Develop and execute strategies to optimize the market opportunity to drive revenue through online channels.



INFRASTRUCTURE

Maintain appropriate infrastructure to support business and mission growth.



COMMUNITY

Goodwill will engage, listen to, and inspire others to support our mission, developing relationships that lead to informed supporters, new participants and strong advocates.



STRATEGIC PARTNERSHIPS

Engage with external entities to increase mission impact and resources for the people we employ, educate and serve.



COMMUNITY AWARENESS

Maximize our efforts to raise awareness of the Goodwill mission and the impact we have in the community.



COMMUNITY PARTNERSHIPS

Utilize partnerships to extend service delivery for populations in need providing upskilling and wrap around services.



GENERATIONAL IMPACT

Goodwill will promote an environment of support and learning, providing all those we serve with opportunities for skill attainment and knowledge gain, benefiting them and future generations.



MISSION INTEGRATION

Increase and enhance available resources to employees to improve their education, health and employment outcomes.



SERVICE EXPANSION

Expand services to populations and locations that are underserved in our communities.



MISSION CRITICAL PROGRAMS

Continue to provide existing programs and services.