



# Goodwill of Central & Southern Indiana **STRATEGIC PLAN 2016–2021**

Nearly 90 years ago, Goodwill opened its doors with the goal of helping to change lives through employment. Even as our mission has expanded to include education and health initiatives, our commitment to offering employment opportunities and related services is unchanged. As one of central and southern Indiana's largest employers and not-for-profits, we are a leader in services for — and advocacy on behalf of — people with barriers to education, health and employment. In addition, a network of program and business partners enhances our efforts to connect those we serve with the resources they need to increase their independence and reach their potential.

In fall 2015, Goodwill leadership began developing a strategic plan to define and give greater focus to our efforts for the next five years. Development of the plan was rigorous, thorough and inclusive of internal and external stakeholder feedback. The resulting plan is vetted, challenging and achievable. Most importantly, it establishes a framework for Goodwill's future growth, mission advancement and funding.

## **GOODWILL'S GOALS**

To increase the independence of central and southern Indiana residents and help them achieve their potential, Goodwill will:

- Enroll at least 4,750 persons in programs and services that will help eliminate barriers to education, health or employment;
- Demonstrate an increase in self-sufficiency (measured by educational attainment, wages, credit score, public assistance and other criteria) in 50% of program participants in 2017, rising to 75% by 2021;
- Place 15% of employment candidates in 2017 into middle-skill positions (those requiring a credential or postsecondary experience, but less than a 4-year degree), rising to 40% by 2021;
- Enroll 40% of Goodwill employees in programs to enhance their quality of life (wellness, retirement plan match, leadership development, tuition reimbursement and others);
- Achieve operating income of at least 1% of total revenues, including Retail operating income at 20% of total revenue and Commercial Services operating income at 3% of total revenue;
- Increase unaided market awareness of Goodwill's mission from 53% to 60% by 2021.

## **MISSION**

Goodwill changes lives every day by empowering people to increase their independence and reach their potential through education, health and employment.

## **VALUES**

These values define the ways in which we approach our work – our mission services, business operations, outreach efforts and philanthropic initiatives. We respect the unique contributions that each person, partner, donor, employee and customer makes to helping us achieve our goals and advance our mission in central and southern Indiana.

- **Innovation** – Goodwill identifies gaps, evaluates opportunities and risks, and creates solutions that significantly advance our mission.
- **The Value of the Individual** – Goodwill demonstrates respect for the dignity, worth and uniqueness of all people.
- **Learning** – People grow and build confidence when they learn and apply knowledge.
- **Employment** – People can reach their greatest potential through employment.
- **Self-sufficiency** – Goodwill believes in every person's ability to define, work toward and achieve greater independence.
- **Lasting Impact** – Goodwill values solutions that result in long-term, social impact that affects multiple generations.

## THE TIME IS NOW

For people with barriers to employment (disabilities, limited education, a criminal history, little work experience or other barrier), independence is jeopardized in a job market where employers seek skilled candidates but may lack the organizational experience to accommodate those with barriers. The economic downturn of the past decade has made it even more difficult for these job-seekers to find consistent, self-sustaining employment.

Nearly 65% of working-age people with disabilities are unemployed. Those who are employed earn, on average, \$18,000 less than other workers. Nearly 350,000 working-age Hoosiers do not have a high school diploma, a critical credential for today's workforce, while two-thirds lack postsecondary degrees. Experts estimate that millions jobs will go unfilled over the coming decades due to lack of qualified workers.

The lack of educational attainment contributes to other hardships for families and communities, including poor health outcomes and increased crime. Indiana ranks 42nd in infant mortality, and thousands are released from the corrections system each year – half of them are incarcerated again within three years.

These issues are why we continually assess what role Goodwill can play in addressing community needs. Through programs, opportunities and partnerships that allow people and families to increase their independence and reach their potential, we are working toward our vision of a state where all residents can be contributors.

## WHERE WE ARE

The expansion of our business operations, including Retail and Commercial Services (our contract manufacturing, business-to-business operation) has allowed us to increase employment opportunities for those with barriers. Today, more than two-thirds of our 3,500 employees have a barrier to employment.

Our charter schools – The Excel Center® for adults and Indianapolis Metropolitan High School for youth – serve more than 3,000 students. The Excel Center, with 11 locations, has graduated nearly 2,500 adults since opening in 2010, many of them earning an industry-recognized credential or certification in addition to a high school diploma.

Nurse-Family Partnership®, our maternal-child health program, has served more than 2,000 families in the past five years. The program matches first-time, low-income mothers with registered nurses who visit throughout pregnancy continuing until children are age 2. Nurse-Family Partnership allows us to help moms have healthier pregnancies and help kids reach critical developmental milestones.

Goodwill will build on our past success and continue to be conscientious about community needs, our resources and how we collaborate and partner with other like-minded organizations to improve the lives of central and southern Indiana residents. We know that to accomplish our goals, we must foster a culture of growth and development within our organization, challenge ourselves to be innovative and create strong advocates who are inspired to advance our mission.

## THE 5-YEAR PLAN

Our Strategic Plan 2016-2021 is comprised of six initiatives — Education, Employment, Business, Philanthropy, Innovation and Communication. Each initiative has defined objectives.

### EDUCATION

Goodwill will foster an environment of learning, providing all those we serve with opportunities for skill attainment and knowledge gain, benefiting them personally and professionally.

- Research, implement and scale mission programs to meet organizational and community needs.
- Develop and implement a data-driven process to evaluate services.
- Scale and expand The Excel Center and Nurse-Family Partnership models.
- Ensure a life-long learning culture exists in all programs.
- Provide qualified candidates for middle-skill jobs.

### EMPLOYMENT

Goodwill will be an employer and service provider of choice, working to ensure employees and persons served are connected to additional resources when needed.

- Define what it means to be an employer of choice and implement actions to achieve it.
- Integrate mission, vision and values into our employee culture.
- Establish training, communications and processes to ensure that all employees who ask for support will receive it.
- Develop and implement actions to respond to ongoing employee cultural assessment.

## BUSINESS

Goodwill will operate and grow viable businesses that provide the funding needed to build on current and future initiatives.

- Develop an inclusive cross-divisional model to vet new business initiatives.
- Create an organization-wide, cross-discipline lean team to drive operational efficiencies.
- Grow operating income in Retail and Commercial Services.

## PHILANTHROPY

Goodwill will generate increased financial and other support from individuals, foundations, corporations and public sector partners.

- Create and communicate a case for support to encourage financial giving.
- Create and implement major and planned gift strategies to support mission.
- Grow a diversified base of financial support.
- Identify, attract, cultivate and engage a diverse group of volunteers to support our mission.

## INNOVATION

Goodwill will create and implement highly effective social and business solutions that position the organization as a leader.

- Develop a cross-functional, organizational process to evaluate new opportunities.
- Develop a process for evaluating community needs and assessing where and when to take action.
- Build an eCommerce model that disrupts the used goods marketplace.

## COMMUNICATION

Goodwill will identify target audiences that can be a greater part of our mission, developing communications that lead to informed supporters, new participants and strong advocates.

- Develop a communication plan to increase brand awareness and relay key messages.
- Develop internal communications that link to key organizational messages.
- Establish a government relations program to inform the political discussion on key issues.
- Develop strategies to support the recruitment of individuals who can benefit from our services.

## ACHIEVING THE VISION

We believe these initiatives and objectives position Goodwill for a strong future and increase our abilities to serve central and southern Indiana residents. By focusing our efforts and collaborating with other organizations, we will help change lives and boost Indiana's workforce through education, health and employment.

Goodwill welcomes the opportunity to explore ways to further leverage our resources with those of others in the public, private and not-for-profit sectors to prevent problems, develop human capital and increase the skills of Indiana's workforce. In doing so, we believe central and southern Indiana will take a step forward in becoming a place where all people are productive, self-sufficient and capable of contributing to the community.

[goodwillindy.org](http://goodwillindy.org)