ONE GOODWILL
STRATEGIC PLAN 2022-26
The next several years have the potential to be among the most important in our 90-year history. Although the COVID-19 pandemic created obstacles, Goodwill remained vigilant, working with our employees, board members and other supporters to make decisions that have put us in a position to exit the pandemic and approach our strategic planning in a place of strength. We are excited to deliver a Strategic Plan that expands and leverages existing opportunities, while also identifying, exploring and developing new ones.

**ONE GOODWILL**

We find that we are at our best when we work together, as One Goodwill, across the organization, delivering vital services and resources, and empowering individuals to increase their independence and reach their full potential.

We will continue to change lives daily through the development and execution of initiatives that enrich the lives of those we serve through education, health and employment. Everything we accomplish will be through the lens of equity as we work towards equitable outcomes for those who are facing systemic barriers that lock them in the vicious generational cycle of poverty.

As One Goodwill, we will disrupt these barriers and cycles by ensuring we are a cohesive organization that partners with individuals, companies and community organizations that share our approach to this critically important work. This means that they, and we, are committed to removing systemic barriers that disproportionately affect people of color and those trapped in poverty. Through the development and support of programs that promote diversity, equity and inclusion, we will create pathways that ensure generational impact.

To be considered One Goodwill, we must ensure there are systems in place to care for our workforce. This not only includes competitive compensation and benefits packages, but also ensures we have a holistic approach to nurturing and caring for our people. The inclusion of Learning & Development programs, along with increased mental health services, helps to address the concerns we have heard from both our team and board members.

This Strategic Plan is supported by a number of detailed work plans; some are division-specific, while others support the entire organization. Our strategic plan will forge a future that supports equitable outcomes, provides lasting impact and allows us to serve more individuals — as One Goodwill.

**STATEMENT:**

This strategic plan is a road map that leads to Goodwill increasing impact and serving more individuals through employment, health and education.
MISSION

Goodwill changes lives every day by empowering people to increase their independence and reach their potential through education, health and employment.
VISION
All people are productive, self-sufficient and capable of contributing to their communities.

EQUITY STATEMENT
Goodwill believes that our strength lies in the diversity among the broad range of people we employ, educate and serve. We pledge to be informed and to create an equitable culture and workplace that will support the changes we want to see in our community. Our responsibility is to act with a commitment to diversity, equity and inclusion, and we expect the same from our partners, vendors and communities. These actions will create an environment where everyone, from any background, can do their best work.

OUR VALUES

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, societal impact that affects multiple generations.
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 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 maximize the market opportunity to drive retail operating margins through online channels

**NEW GROWTH STRATEGIES**
Identify, vet and pursue organizational growth opportunities through new ventures, mergers and acquisitions

**PUERTO RICO**
Execute Puerto Rico growth plan to create a sustainable operations model, in order to educate, employ, and serve individuals
Goodwill will foster an environment of support and learning, providing all those we serve with opportunities for skill attainment and knowledge gain, benefiting them and future generations.
THE EXCEL CENTER-NATIONAL
Execute the strategic growth plan to continue to scale The Excel Center model.

THE EXCEL CENTER-GCSI
Deliver the model with operational excellence, adjusting and improving to best serve students, and continue advocacy to sustain and expand funding to serve more communities.

NURSE-FAMILY PARTNERSHIP-GCSI
Deliver with fidelity to the model, focusing on continuous quality improvement efforts, and advocating to sustain and expand funding to serve more families.

JUSTICE-INVOLVED POPULATION
Expand services focused on successful reentry to individuals across the organization with current and/or prior involvement with the justice system.

GOODWILLNEXT
Develop education and certification solutions for individuals with a high school diploma to increase their economic mobility and close the growing skills gap in our communities.

MISSION CRITICAL PROGRAMS
Continue to provide programs and services, including the Children’s Learning Center, Mission Coaches, Indianapolis Met, SCSEP, AbilityOne, Goodwill Ignite, TalentSource™ and employment of people with disabilities with a high degree of excellence and expand programs when funding and opportunities align strategically.
Goodwill will be an employer and service provider that ensures employees and persons served are cared for holistically, meeting people where they are and connecting them to additional resources when needed.
**HOLISTIC APPROACH**
Increase and enhance available resources to those we educate, employ and serve to improve our education, health and employment outcomes

**TOTAL REWARDS**
Ensure a competitive benefits and rewards package that will attract and retain talented employees

**LEARNING & DEVELOPMENT**
Develop and provide growth opportunities that increase professional development and provide access to career pathways

**COLLABORATIVE RESOURCE OPTIMIZATION**
Increase the effective use of our resources and quality of work by using artificial intelligence while continuing to collaborate on organization-wide portfolio management

**MENTAL HEALTH**
Improve the availability of and access to mental health resources for the people we educate, employ and serve
COMMUNITY
Engaging partners and advocates.

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

PHILANTHROPY
Secure mission-critical resources by connecting the aspirations of current and future high-capacity funders with compelling opportunities to support Goodwill

COMMUNITY AWARENESS
Maximize our efforts to raise awareness of the Goodwill mission and the impact we have in the community
Goodwill will work internally and develop external partnerships to create a culture and workplace of acceptance and belonging that is the change we want to see in our communities.

Building a stronger community, one person at a time.
DIVERSITY
Ensure our workforce represents a broad cross-section of the communities in which we operate to fully address the needs of the diverse populations we employ and serve

EQUITY
Evaluate and revise programs and internal hiring and promotion practices to ensure personal identities do not define or predict education, health or employment outcomes

INCLUSION
Actively work to remove barriers to inclusion, including systemic bias, by engaging the voices and perspectives of all to ensure those we employ, educate and serve feel a sense of belonging