



GOODWILL
of Northwest Ohio, Inc.

Strategic Plan

2016 - 2019

*“Driving Forward Through
Enhancement and Innovation”*

Mission

We improve the lives of people with disabilities or other disadvantages through employment, training, and job placement opportunities.

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2016-2019 Strategic Plan Executive Summary

Goodwill Industries of Northwest Ohio's Strategic Plan shows the vision to become a respected service provider whose name is synonymous with jobs. In order to achieve this vision we must become an employer of choice, a valued community partner and a financially diverse social enterprise.

Over the years our funding has become too dependent on retail operations. We now have an opportunity to diversify funding and programming for organizational balance and risk management. This will entail generating new business lines, strengthening existing operations and adding new mission services programs.

In 2014 a formal strategic planning process was initiated, resulting in the creation of a Planning Committee. In 2015, the Board and Senior Staff created a five-year vision for the organization. Strategic visionary themes include:

- Building mission-centered strategic alliances
- Implementing a sustainable fundraising strategy
- Adding business lines
- Building a volunteer corp.

The attached three-year strategic plan focuses on four strategic goals to create this vision:

1. Promote Mission Centered Growth and Culture
2. Develop a Human Resources Centered Environment
3. Expand Community Development
4. Provide Financial Foundation for Increased Mission Services and Sustainable Growth

We see the opportunities in this plan as a team effort and will strive to be a leader in workforce development for a diverse range of job seekers. Our leadership team is committed to ensuring operational sustainability as the organization evolves into a premier service provider living our mission promise for our stakeholders throughout Northwest Ohio.

Heritage, Mission, Vision, Values

<p>Heritage</p>	<p>“Friends of Goodwill, be dissatisfied with your work until every handicapped [sic] and unfortunate person in your community has an opportunity to develop to his fullest usefulness and enjoy a maximum of abundant living.” –Dr. Edgar J. Helms – 1941</p>
<p>Vision</p>	<p>Will demonstrate local, regional, and global leadership in providing life-enhancing services to people with barriers to employment.</p>
<p>Mission</p>	<p>We improve the lives of people with disabilities or other disadvantages through employment, training, and job placement opportunities.</p>
<p>Values</p>	<p>Commitment We embrace the mission in all that we do. We are dedicated to helping members of our community through the <i>power of work</i>.</p> <p>Learning We are committed to lifelong learning in order to provide a sustainable platform for our mission to grow and flourish.</p> <p>Accountability We hold ourselves to the highest standards of performance and measurements to ensure we are providing the highest level of service.</p> <p>Integrity We commit to demonstrating honesty, transparency and sincerity when serving our stakeholders.</p> <p>Innovation We pledge to be a forward thinking and visionary nonprofit agency, serving the changing needs throughout the communities we serve.</p> <p>Respect We embrace a culture of respect and value for all current and future stakeholders within the Goodwill organization.</p>

Strategic Plan



Goodwill Industries of Northwest Ohio, Inc.

Strategic Goals and Objectives

Goal #1

Promote Mission Centered Growth and Culture

Objective: Promote mission integration in order to strengthen the commitment of stakeholders and elevate brand promise.

Goal #2

Develop a Human Resource Centered Environment

Objective: Aggressively pursue improvement in human resource management methods in order to increase employee loyalty, retention, and mission awareness. Become an employer of choice by valuing our human resources, providing stability to operate and expand the agency.

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Strategic Goals and Objectives

Goal #3

Expand Community Development

Objective: In order to better assist individuals in the communities we serve, we will strive to form new partnerships, alliances, and increase community outreach.

Goal #4

Provide Financial Foundation for Increased Mission Services and Sustainable Growth

Objective: Develop greater efficiencies to eliminate weaknesses and enhance opportunities in current operating environment resulting in sustainable profitability and growth.