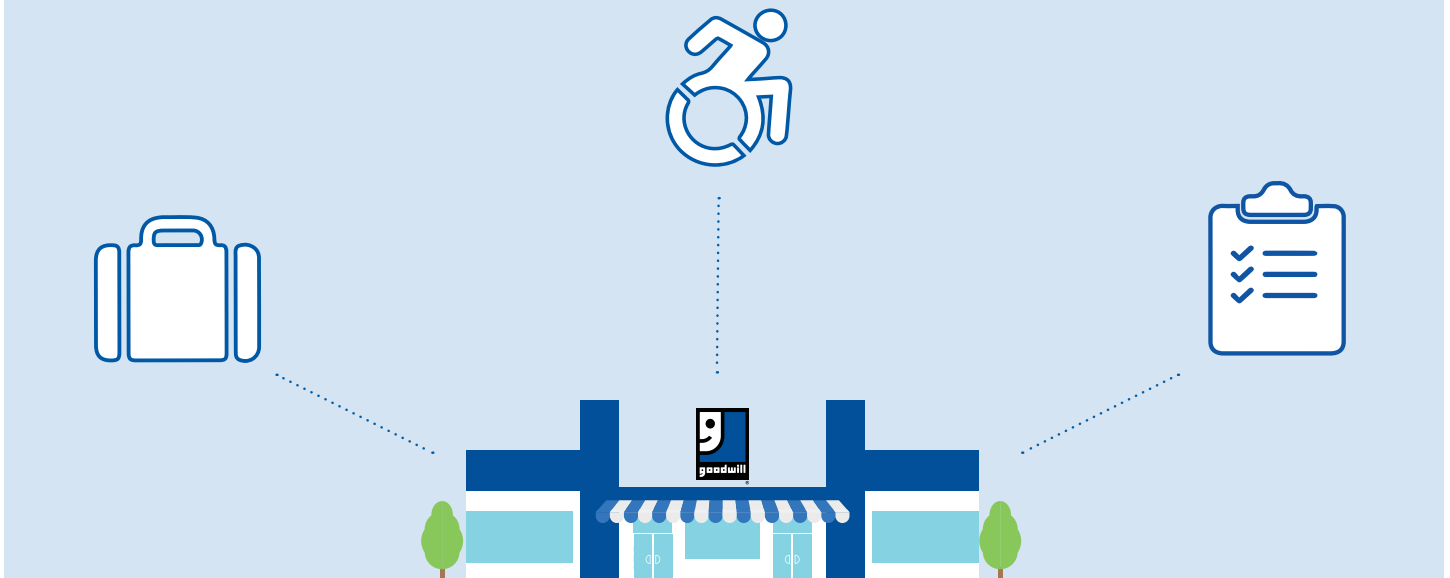


VISION 2020: A Social Enterprise Ready for the Next 100 Years



Strategic Plan for Goodwill NYNJ 2017 - 2020

FINANCIALLY HEALTHY

MISSION EVERYWHERE

CULTURE OF
ACCOUNTABILITY



VISION 2020: A Social Enterprise Ready for the Next 100 Years



Inside the Strategic Plan

Message from the CEO	2
Mission/Vision/Values	3
Objectives, Goals, Action Steps	
Financially Healthy	4-5
Mission Everywhere	6
Culture of Accountability	7

Message from the CEO



FINANCIALLY HEALTHY



MISSION EVERYWHERE



CULTURE OF ACCOUNTABILITY



Photo Credit: Christina Shanker, Marketing Intern

Goodwill NYNJ is at an exciting and pivotal phase of development in our 102 year history. To address this turning point, we have undertaken a comprehensive strategic and financial review to answer critical questions about our future. This process involved a broad array of voices and included a comprehensive, top-to-bottom look at the organization's programs, retail footprint, administration and finances.

To that end, Goodwill NYNJ is implementing a plan called Vision 2020 that will guide our organization through the next several years – and set us on a more sustainable path forward. This plan has three key focus areas: a financially healthy social enterprise with solvent business ventures and long term investment in growth; mission everywhere with no division between program and staff; and a culture of accountability where we are lean and efficient, data-driven, and individually and collectively accountable to our staff, clients and community.

Vision 2020 is crafted in a way to take us from the high level mission to the details of how we will get there through our objectives, goals and action steps. These efforts will help ensure that the entire organization is running as efficiently as possible, with an ultimate eye on increasing our impact.

Our goal with Vision 2020 is to strengthen our already vibrant organization, ensuring greater inter-connection between our mission and social enterprise model, focusing on our advantages as both an employer and a social service provider such as building best-in-class programs and sharing those with our communities. By 2020 we will not be the same organization we were, we will be stronger in social impact. The actions that you can take to help us all succeed, are reflected in Goodwill values.

Together, we have an incredible opportunity to build a strong and lasting organization that will serve our community in meaningful ways for the next 100 years.

Katy Gaul-Stigge
President and CEO

Goodwill NYNJ's Mission, Vision, Values

MISSION



Goodwill Industries empowers individuals with disabilities and barriers to employment, to gain independence through the power of work.

VISION



Mission Everywhere

A mission-driven social enterprise that integrates our mission in our people, operations, and programming

Lean & Innovative

We initialize resourceful and innovative practices to achieve a lean and efficient operation.

Empower & Educate

To drive our mission forward, we recognize a culture that values employees.

VALUES



"Know your Impact"

Each individual contribution is counted and recognized.

"Represent with Respect"

Goodwill demonstrates respect for the dignity of work.

"Innovate at Work"

Goodwill identifies gaps, evaluates opportunities and risks, and creates solutions that significantly advance our mission.

"Success by Partnership"

We are a good partner and we maximize our impact through partnerships that share our vision.



FINANCIALLY HEALTHY

A financially stable social enterprise with solvent business ventures and long term investments in growth

Goals

Action Steps

1 Be a Best-in-Class Donated Goods Retailer

Effective Retail Operations

Continuously Improve Retail Experience

Increase Brand Awareness

2 Create and Launch Development Strategy

Invest in Enhanced Development Support

Increase Individual Giving

Develop Corporate Partnerships For Sponsorship And In-Kind Donations Of Merchandise, Equipment, And Services

Partner with Philanthropy





FINANCIALLY HEALTHY

A financially stable social enterprise with solvent business ventures and long term investments in growth

Goals

Action Steps

3 Develop a Real Estate Strategy

Capture Value from Owned Property

Consolidate Leases to Reduce Costs for Rent

Invest in Future Real Estate Needs thru Purchase

4 Grow the Social Enterprise for the Long Term

Improve Retail Operations

5 Lean and Efficient Admin Structure

Lean and Efficient Admin Structure





**MISSION
EVERYWHERE**

Goodwill's mission of employment and disability is everywhere in all aspects of the social enterprise: people, operations and programming

Goals

Action Steps

1 Begin at Home

Integrate Employment & Services for Employees and Clients Alike

2 Replicate Impact

**Research & Implement Best Practices
Partner for Success**





CULTURE OF ACCOUNTABILITY

All operations are lean and efficient, data-driven and individually and collectively accountable to our staff, clients and community

Goals

Action Steps

1 Drive Operational Improvement for Better Efficiencies and Cost Controls

Improve Retail Management Engagement
Improve Program Management Engagement

2 Build and Strengthen Our People

Innovation Teams
Establish Training Unit
Recognize Employee Contributions
Increase Employee Engagement

3 Manage What You Measure

Establish Data Unit
Integrate Performance

