

# Strategic Plan 2017-2020

*This strategic plan was developed by the executive leadership team and the Board of Directors and it outlines our direction for the next three years. The process was informed by a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) and other data provided by Goodwill Industries International (GII). In addition external local trends and community needs were explored and incorporated into our goals and objectives going forward. Executive leadership and the Board of Directors met in a strategic planning retreat on November 8- 9, 2016 to develop the strategic plan. This retreat was facilitated by a GII Strategic Planning Consultant who also assisted in the drafting of the plan. The strategic plan will guide our annual operating plans and budgets for the next three years.*

## **Our Mission**

*Goodwill Industries of Southeastern Louisiana, Inc. offers opportunities to people with disabilities and other employment barriers to improve their economic self-sufficiency through training, education, support services and employment.*

## **Our Vision**

*Provide individuals in our community with an opportunity to become successfully employed and productive citizens through the services we offer.*

## **Our Values**

- Work
- Integrity
- Excellence
- Respect
- Accountability
- Empowerment
- Safety

## **Our Stakeholders**

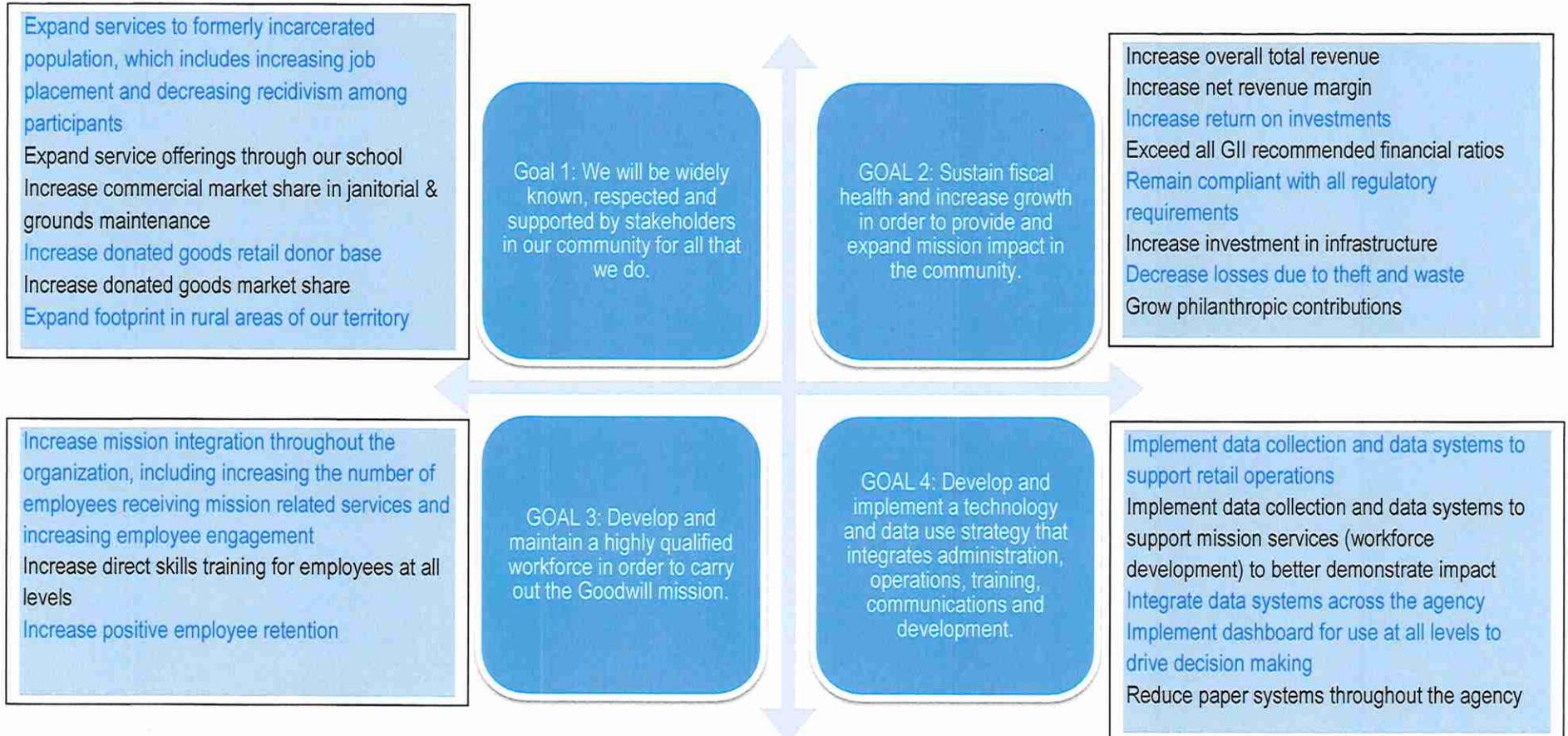
- Community
- People we serve
- Employees
- Board
- Funders
- Regulators
- Customers

## **Our Goals**

- We will be widely known, respected and supported by stakeholders in our community for all that we do.
- Sustain fiscal health and increase growth in order to provide and expand mission impact in the community.
- Develop and maintain a highly qualified workforce in order to carry out the Goodwill mission.
- Develop and implement a technology and data use strategy that integrates administration, operations, training, communications and development.

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## Goals and Objectives





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## Strategies & Actions

**Goal 1: We will be widely known, respected and supported by stakeholders in our community for all that we do.**

*Strategies and Actions:*

- Employer education and outreach to hire the formerly incarcerated population
- Engagement of formerly incarcerated population including mentoring
- Retain state subsidy for funding of mission services
- Increase advocacy for improved exposure to Goodwill
- Open additional retail stores
- Increase marketing & advertising activity with donation focus
- Conduct market research to shape our new marketing strategy
- Explore new funding sources for persons with disabilities
- Expand community partnerships (focused and strategic partnerships)

**Goal 2: Sustain fiscal health and increase growth in order to provide and expand mission impact in the community.**

*Strategies and Actions:*

- Diversify revenue sources (new business lines)
- Pursue new salvage opportunities – investment in reuse and repurpose
- Increase revenue through current business lines (contracts, retail same store sales etc.)
- Improve operational efficiencies and processes
- Possibly pursue higher level of accreditation than GII (i.e. CARF)
- Create a fund development strategy and philosophy
- Develop communication strategy around mission (mission tours etc.)
- Increase our use of mission tours to support the philanthropic contributions

**Goal 3: Develop and maintain a highly qualified workforce in order to carry out the Goodwill mission.**

*Strategies and Actions:*

- Individual development plans for every employee
- Provide employee survey for all employees
- Encourage employee education
- Improve recruitment efforts
- Improve job access
- Improve matching of people with jobs
- Improve talent level of our workforce

**Goal 4: Develop and implement a technology and data use strategy that integrates administration, operations, training, communications and development.**

*Strategies and Actions:*

- Increase financial investment in data systems and use of data
- Create cultural change to focus on data and using data to drive decision making
- Identify the type of technology needed – technology assessment – bring in expertise
- Dedicated resource for data analytics
- Use retail data to support marketing efforts
- Use data to tell mission impact story
- Implement training on technology for all employees
- Explore what other Goodwill organizations use to track key performance indicators and to communicate those measures