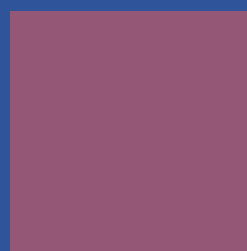
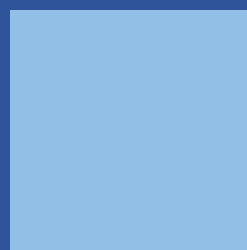




STRATEGIC PLAN

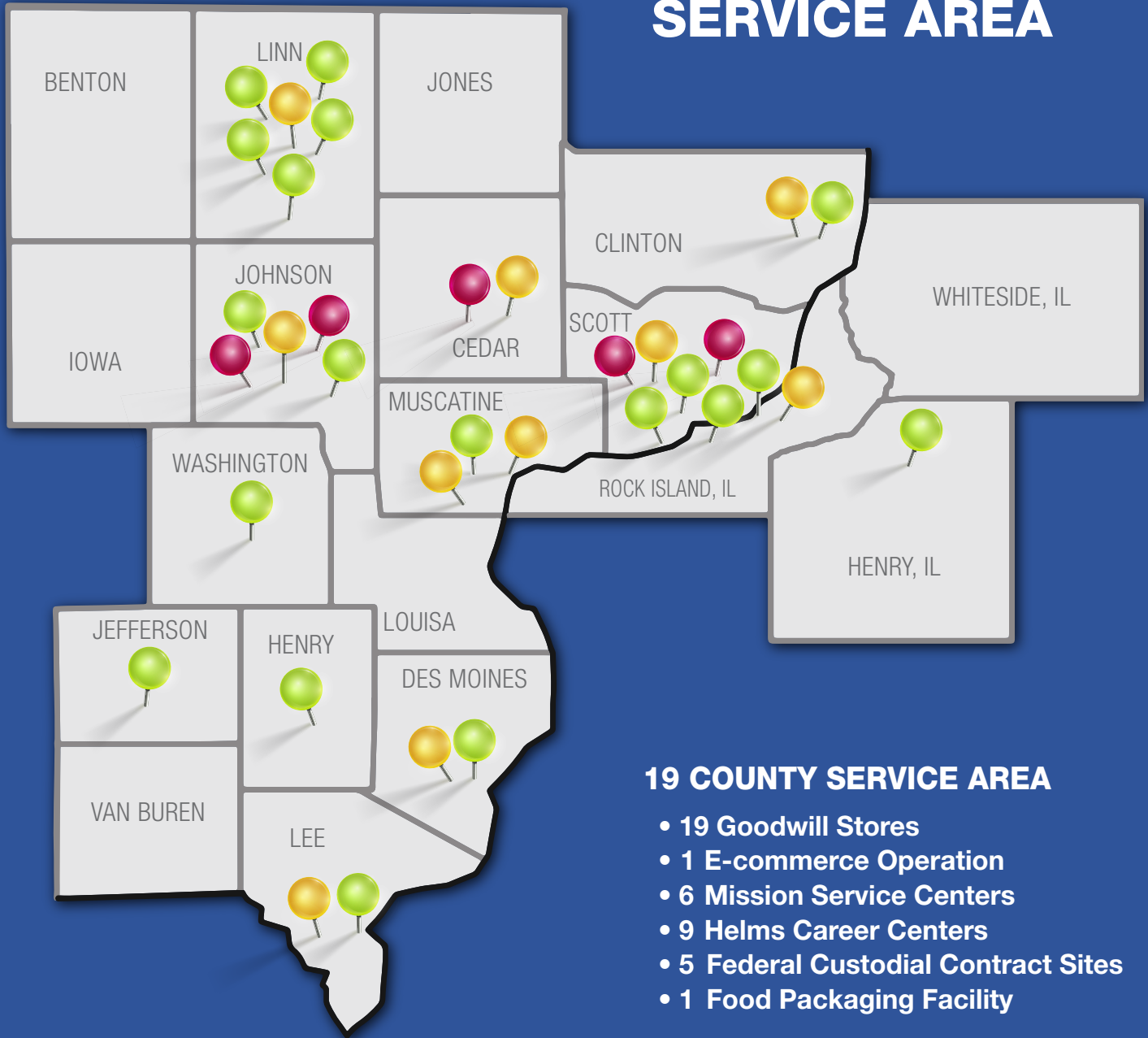
2025-2027





Goodwill
OF THE
Heartland

SERVICE AREA



Goodwill Stores



Mission Service Locations



Federal Contract Sites



MISSION

We help people reach their full potential through education, training, and the power of work.



VISION

In the communities we serve, everyone will have the opportunity to thrive.



PRIDE VALUES

PURSUIT OF EXCELLENCE

We go the extra mile in all we do and seek to continuously improve.

RESPECT FOR INDIVIDUALS

Our words and actions demonstrate that we appreciate the uniqueness of each individual.

INTEGRITY

We do what's honest and right, even when no one is watching.

DEDICATION TO MISSION

We are united in our mission and passionate in our commitment to helping people overcome barriers to independence.

EMPOWERMENT

We believe that all people have the power within themselves to realize their potential.



STRATEGIC PLAN PILLARS

The focus of our strategic work over this 3-year period falls into the following four categories (pillars).



ADVANCE OUR MISSION

Invest in our communities with impactful services



BUILD & DEVELOP OUR TEAM

Attract, engage, and retain a mission inspired team



FUND OUR MISSION

Enhance our organization's long-term growth and viability



ACHIEVE OPERATIONAL EXCELLENCE

Invest in effective systems and infrastructure

ADVANCE OUR MISSION

Invest in our communities
with impactful services

EXPAND CURRENT PROGRAMS

- Expand our Helms Career Centers
- Expand our information technology program to include more youth
- Expand our workforce program to include more formerly incarcerated individuals

DEVELOP NEW PROGRAMS

- Explore opening an Excel Center
- Add three new occupational skills training programs

IMPROVE OUTCOMES

- Develop more targeted employment partners
- Enhance case management to ensure program completions

ENGAGE IN OUR COMMUNITIES TO INCREASE MISSION AWARENESS

- Enhance mission messaging at our stores
- Share Goodwill's mission through attendance at and sponsorship of community events
- Increase Board members' community engagement on behalf of Goodwill

BUILD & DEVELOP OUR TEAM

Attract, engage, and retain
a mission inspired team

ENHANCE TEAM MEMBER ENGAGEMENT & CULTURE

- Increase opportunities for hiring more mission service participants
- Develop and implement a comprehensive engagement and culture plan (workplace flexibility, belonging, teambuilding, recognition)

INCREASE TEAM MEMBER & LEADERSHIP DEVELOPMENT

- Develop a comprehensive succession plan
- Offer personal development plans for select team members
- Develop and implement the Empowered Leadership program
- Operationalize the retail leadership development program

ENHANCE SUPPORT FOR TEAM MEMBERS

- Develop and implement a strategic benefit program
- Continue to focus on providing competitive wages across the organization
- Enhance the Thrive Program

FUND OUR MISSION

Enhance our organization's long-term growth and viability

GROW RETAIL BUSINESS

- Increase E-commerce sales
- Improve production efficiency
- Develop and implement a comprehensive donation acquisition strategy
- Continue territory optimization to include new, refurbished, and replacement stores
- Enhance our loss prevention program

GROW HEARTLAND GOODWILL ENTERPRISES BUSINESS LINES

- Expand oil packaging
- Explore opportunities in co-packaging, private label, and animal feed packaging
- Explore a custodial opportunity at the Federal Courthouse

ACHIEVE OPERATIONAL EXCELLENCE

Invest in effective systems and infrastructure

ENHANCE OUR USE OF TECHNOLOGY

- Implement an inventory management system
- Explore a donor loyalty program
- Deploy a new telecommunications infrastructure
- Optimize the use of AI across the organization to improve efficiency
- Implement an online maintenance management system

OPTIMIZE OUR FACILITIES

- Purchase or relocate several locations
- Develop and implement a facility refresh and preventive maintenance schedule

ENHANCE & PROMOTE OUR SUSTAINABILITY OUTCOMES

- Establish sustainability metrics and benchmarks
- Implement the sustainability plan (waste reduction, energy utilization, new recycling programs)
- Develop and implement messaging around our sustainability efforts