2020 began with robustness that set the organization on track for accomplishing our strategic and operating goals. Business Model changes were already underway and presented at the board retreat in early March. Mission services was focusing on fee-for-service contracts in Denver, launching an ESL program, and hiring an outreach recruiter. Retail was in the middle of reorganizing leadership, targeting Denver stores for cosmetic improvements, and rolling out planned Kaizen and production improvements.

By mid-March, the global Covid-19 pandemic ushered in a jobs, health, and social crisis of unprecedented world scale forcing whole industries and much of the U.S. into total lockdown. This event which forced a five-month hiatus of in person mission programs and six weeks of store closures shifted leadership focus to crisis management and employee safety. Virtual services were quickly implemented, management labor was leveraged, fund raising events were re-envisioned and fee for service government contracts were landed. The pandemic also created an urgent need to accelerate business model changes in both retail and traditional mission services to combat the rising financial losses and build the underpinnings for future success. Leadership embraced this acceleration and applied an SCOC analysis (variation on SWOT) against our current and best future thinking to focus on our mission, business, and brand efforts into 2021 and beyond.
In addition, **two exciting explorations of national opportunities** new to our strategic plan will **expand our mission presence** and position us to **reap the benefits of the online shopping tsunami**.

The Excel Center, an adult high school model designed to break the cycle of generational poverty, provides adults with a free, high-quality high school diploma, the opportunity to access postsecondary credentials, and wrap-around support services which can include childcare and transportation. Establishment of this Center in the southeast portion of town adjacent to our RSC **would serve as a lynchpin in revitalizing an economically depressed area that is at the heart of Goodwill’s mission to provide a pathway to self-sufficiency and upward mobility.** Our existing West Colorado Avenue campus also represents an owned property that could be repurposed. **Other opportunities for an Excel Center exist in the greater Denver metro area.**

Global Ecommerce has enjoyed exponential growth during the pandemic while many retail giants worldwide have experienced failure and near collapse. Ecommerce prospered by offering customers a safe and efficient way to purchase essential and non-essential goods. Goodwill Ecommerce, like other online retailers has thrived. **In addition to growing our operation internally, we are part of a network of medium to large size Goodwills able to spearhead exploration of Goodwill Global Ecommerce.** Our strategic plan sets this undertaking into motion.
STRATEGIC SCOC ANALYSIS

INTERNAL STRENGTHS AND CHALLENGES MEASURED AGAINST EXTERNAL OPPORTUNITIES AND CHALLENGES IN THE WAKE OF COVID-19
STRENGTHS
- Fee-for-service model
- Ecommerce competency
- Partnerships and collaborations
- Goodwill membership network
- CI competency
- Experienced and tested Leadership Team
- Strong Brand in southern & western Colorado
- Solid balance sheet

CHALLENGES
- High turnover
- Challenging IT systems and data extraction
- Balanced scope / focus of Leadership Team
- Limited Brand understanding in northern CO
- Some leases are expensive and poorly constructed
- Potential employee disconnect due to remote working

OPPORTUNITIES
- GC E-Commerce expansion
- Global Ecommerce platform
- Brand strategy
- Northern CO fundraising
- Grants for skills training credentials and certification
- Personalized service delivery
- Stronger legislative voice

CHALLENGES
- Rising minimum / functional wage
- For-profit retail invasion
- Covid-19 mandates / program impact
- Property tax increases for landlords (unknown)
- Consumer monetization of donations
- Aging customer base
- ARC retail strong in north
Achieve long-term mission impact through operational excellence and evolution of our business model
STRATEGIC GOALS

Mission
Business
Brand
MISSION
FOCAL POINTS

CULTURE AND DIVERSITY
STRENGTHEN OUR DIVERSITY, EQUITY, AND INCLUSION STRATEGY TO ALIGN WITH OUR CORE VALUES AND DELIVER ACTIONABLE BEST PRACTICES THAT ACKNOWLEDGE, RESPECT, AND CELEBRATE THE BROAD RANGE OF PEOPLE WE EMPLOY AND REPRESENT

WORKFORCE DEVELOPMENT
BOLSTER SKILL ADVANCEMENT AND SELF-SUFFICIENCY THROUGH CUSTOMIZED LEARNING SOLUTIONS, APPRENTICESHIPS, AND SHORT-TERM TRAINING TO PROMOTE IMMEDIATE EMPLOYMENT
MISSION FOCAL POINTS

FEE FOR SERVICE MODEL
CONVERT OUR CURRENT MISSION SERVICES MODEL INTO A LONG-TERM FUNDING STRATEGY AND PURSUE PROPOSALS THAT SUPPORT AND MATCH THIS MODEL

EXCEL CENTER EXPLORATION
UNDERSTAND FULLY WHETHER WE CAN CHANGE CURRENT LEGISLATION AND EXECUTE A PROVEN EDUCATION AND SUPPORT SERVICES MODEL DESIGNED TO BREAK THE CYCLE OF POVERTY
BUSINESS FOCAL POINTS

CONTINUOUS IMPROVEMENT
EXAMINE STRENGTHS AND REDEFINE TASKS; EMPLOY SYSTEMS, PROCESSES, AND TECHNOLOGY TO ENHANCE ORGANIZATION EFFICIENCIES AND EFFECTIVENESS

CHANNEL OPTIMIZATION
RE-ENGINEER OUR RETAIL BUSINESS MODEL TO CREATE, DELIVER, AND CAPTURE VALUE AMID RETAIL DISRUPTION, LABOR SHORTAGES, RISING MINIMUM/FUNCTIONAL WAGES, AND OVERPRICED/ POORLY-CONSTRUCTED LEASES

COMPANY-WIDE REAL ESTATE STRATEGY
EXECUTE A REAL ESTATE STRATEGY THAT SUPPORTS EVOLUTION OF OUR BUSINESS MODEL THROUGH RETAIL CHANNEL OPTIMIZATION AND IMPROVEMENT IN RETAIL NOI, AND MAXIMIZES OWNED AND LEASED SPACE FOR WD/CP PROGRAMS AND SERVICES
BUSINESS FOCAL POINTS

NET OPERATING MARGIN
CAPTURE LOST 2020 MARGIN (COVID) BY THE EXPANSION OF E-COMMERCE, RETAIL CHANNEL OPTIMIZATION, AND A FEE FOR SERVICE STRATEGY THAT DELIVERS A COMPANY-WIDE GOAL OF $2.2M BEFORE FUNDRAISING BY 2023

GLOBAL E-COMMERCE
TOGETHER WITH THE GII NETWORK, PARTICIPATE IN AND SUPPORT A GLOBAL GOODWILL E-COMMERCE PLATFORM THAT ACCELERATES REVENUE AND PROFITABILITY
BRAND FOCAL POINTS

COLLABORATION
Strengthen existing business, employer, and organization partnerships; cultivate new opportunities statewide to advance our mission, business, and brand.

MARKETING / BRAND STRATEGY
Increase understanding of Goodwill as a trusted brand that permanently impacts people's lives, saves the planet, and strengthens communities.
BRAND FOCAL POINTS

OPTIMIZE FUNDRAISING

IMPROVE NORTHERN COLORADO FUNDRAISING THROUGH BUILDING AND CULTIVATING BOARD, BUSINESS, AND INDIVIDUAL DONOR RELATIONSHIPS

GOODWILL OF COLORADO FOUNDATION

LAUNCH THE GOODWILL OF COLORADO FOUNDATION, ADD NORTHERN MEMBERS AND CREATE THE PLAN TO BUILD ENDOWMENT AND ANNUAL GIVING IN THE NORTH AS WELL AS THE SOUTH