

We will

EMPOWER

people to discover
their potential and adapt
for the future through
the power of work.

Goodwill 9
Western Missouri & Eastern Kansas

2021-2023 STRATEGIC PLAN

EXECUTIVE SUMMARY

This year, Goodwill began developing a new strategic plan to define and give greater focus to our efforts for the next three years. The process, which culminated in the plan that follows, was rigorous, thorough and inclusive.

We spoke with board members, community leaders, employees, funders and more – seeking their input and a greater understanding of their perspectives. Our executive team and other staff leaders worked closely together to consider feedback, challenge existing practices and ask tough questions about Goodwill’s future. GII consultants facilitated some of the strategic planning process.

The resulting plan is vetted, challenging and achievable. Most importantly, it establishes a framework for Goodwill’s future growth, funding and mission advancement.

Moving forward, Goodwill remains committed to helping people become more independent and reach their potential, primarily through education, training, and employment. While the core of our mission is unchanged, we will seek new collaborations and partnerships with like-minded organizations and businesses. Our services and operations will expand thoughtfully and with the support of local communities. We will build a greater understanding of our work and why it matters, and we will increase the number of persons served while working to further improve individual outcomes.

New mission and vision statements will guide our work. We also developed four key strategic pillars, which define specific objectives for the next three years. This direction, detailed in the attached plan, reflects our strengths, opportunities and future direction. We will demonstrate our commitment to our mission and values through our decisions, activities, and services.

We are grateful to all who had a hand in creating this plan. Working together with our supporters and partners, Goodwill will build on our 125-year history of serving Western Missouri and Eastern Kansas and take our efforts to new heights.



Edward J. Lada Jr. President & CEO
Goodwill Western Missouri & Eastern Kansas

MISSION	What we do as an organization
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VISION	What we hope to eventually achieve
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VALUES	The drive behind our mission
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Our mission is advanced through our strategic plan.

PILLARS	Goals to accomplish our mission
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OBJECTIVES	Strategies to achieve our initiatives
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ACTIONS	Tactics to execute our objectives
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GOODWILL'S MISSION, VISION & VALUES

MISSION

Goodwill empowers people to discover their potential and adapt for the future through the power of work.

VISION

Together, we build sustainable and prosperous communities.

VALUES

LEAD

Everyone has value – help them find it and celebrate it.

GROW

Learn constantly and strive continually to better ourselves.

PARTNER

Be good citizens, maximize the value of donations, and support sustainability.

INNOVATE

Always seek new and better ways to accomplish our mission.

ONE AGENCY

Work collaboratively to build a legacy from which future generations will benefit.

STRATEGIC PILLAR

FINANCIAL STEWARDSHIP

Strengthen Goodwill's financial health through growth and sustainability.

- \$35 million in 3 years
 - Grow and diversify profitable non-retail business revenue streams
 - Expand retail revenue and market
 - Implement real estate acquisition plan
 - Establish and implement philanthropy strategy
 - Expand workforce development revenue streams
 - Identify Entrepreneurial Operating System standards
- Improve organization's net proceeds
 - Maximize value of revenue streams
 - Implement digital transformation priorities to create efficiencies
- Establish open communication, access, and insight into timely financial data
 - Implement internal financial data process communication and accountability plan
 - Provide financial training to all staff
 - Identify efficiencies in accounting and support systems

MEASURE OF SUCCESS 1

Increase total revenue to \$35 million.

Revenue Stream	2021	2022	2023
Donated Goods Retail	\$22,700,000.00	\$25,700,000.00	\$28,700,000.00
Contracts	\$5,000,000.00	\$5,750,000.00	\$6,250,000.00
Mission	\$400,000.00	\$550,000.00	\$600,000.00
	\$28,100,100.00	\$32,000,000.00	\$35,550,000.00

MEASURE OF SUCCESS 2

Achieve and maintain an organizational E/R of 0.985 or better.

DIVERSIFY SUPPORT

GROW A DIVERSIFIED BASE OF FINANCIAL SUPPORT.

STRATEGIC PILLAR

OPERATIONAL EXCELLENCE

Revolutionize organizational processes by embracing future state technologies, implementing best practices, and acting on strategic risk.

- Develop and integrate future state technologies
 - Develop and sustain partnerships with advanced technology companies/organizations
 - Create and execute annual IT roadmaps to move our organization forward
 - Lead retail process automation in the Goodwill Network
 - Incorporate technology training for staff and participants
 - Explore advanced technology uses across the organization
- Identify, create, and implement best practices
 - Create a system for regularly evaluating best practices and making necessary revisions on paper and in practice
 - Adopt Lean continuous improvement practices organizationally (Kaizen)
 - Imbed Entrepreneurial Operating System standards
- Administer policies and procedures effectively and efficiently
 - Create and publish MOKAN Goodwill Way book (core processes)
 - Train all employees on MOKAN Goodwill Way book
 - Create a system for regularly evaluating policies and procedures and making necessary revisions on paper and in practice
 - Establish quality control, compliance, and accountability (KPIs)
- Become an agile, data-driven organization that embraces risk with fiscal responsibly
 - Create and use an enterprise risk model
 - Ensure data completeness and integrity
 - Identify and implement appropriate data systems/playgrounds
 - Foster a data-centric mindset across the organization

MEASURE OF SUCCESS 1

Deploy 15 Continuous Improvement Projects (Kaizen) per year with total return on investment > 1 million for confirmation of effect.

MEASURE OF SUCCESS 2

Adopt a standard quality management system to standardize company processes: improving efficiency, customer service, and staff performance.

INNOVATION

UTILIZE AI AND ML TO REVOLUTIONIZE BACKROOM PROCESSES AND BUILD AN ECOMMERCE MODEL THAT DISRUPTS THE USED GOODS MARKETPLACE.

STRATEGIC PILLAR

STAKEHOLDER ENGAGEMENT Improve Goodwill's

reliability, reputation, and standing in the community by exceeding stakeholder expectations.

- Solidify reputation and standing in the community
 - Define stakeholders and their needs
 - Develop and roll out feedback loop for external customers
 - Identify and implement strategies to improve stakeholder experience and interaction
 - Identify and engage impactful industry influencers
- Increase the number of people served
 - Identify and engage community and industry influencers
 - Convene stakeholders around emerging issues to become a community influencer
 - Develop key partnerships to become more accessible and expand our reach
 - Expand presence in the community on/with essential groups
 - Foster a culture of relationship development and philanthropy
- Improve brand/mission awareness
 - Increase awareness of community impact
 - Create brand strategy and deliver consistent messaging internally
 - Communicate MOKAN Goodwill brand and mission to external targeted segments
 - Expand paid marketing and earned media relations reach
 - Establish brand awareness benchmarks and measure them quantitatively and qualitatively

MEASURE OF SUCCESS 1

Increase the number of people served in proportion to our increase in revenue.

PEOPLE SERVED	2021	2022	2023
People Served	3035	3125	3218
Job Placement	485	500	515

MEASURE OF SUCCESS 2

Increase amount of monetary gifts every year through the philanthropic giving, mission brand awareness, and community partnerships.

PHILANTHROPIC GIVING	2021	2022	2023
	\$500,000.00	\$750,000.00	\$1,000,000.00

TECHNOLOGY JOBS

PROVIDE QUALIFIED CANDIDATES FOR JOBS IN TECHNOLOGY BY CREATING NEW PROGRAMS AND ALIGNING SERVICES.

STRATEGIC PILLAR

OUR TEAM Become an employer of choice by creating an innovative and learning culture that grows and values our team members.

- Attract, hire and retain diverse talent
 - Identify what it takes for us to be an employer of choice
 - Identify and implement current best practices throughout the employee life cycle
 - Perform a total compensation review and plan (wages and benefits)
 - Develop and consistently use a recruitment plan
 - Use data to create a comprehensive retention strategy
- Create a culture of learning and growth
 - Complete competency needs assessments
 - Develop and roll out individual development plans
 - Align performance reviews with leadership competencies and goals
 - Continue development and rollout of MIDGR
- Achieve a positive, accountable culture and value-based work environment
 - Provide structured opportunity for all team members to participate in idea generation
 - Create and implement training, evaluating, and coaching procedures that emphasize accountability and values
 - Develop an agency-wide and departmental team-building and recognition program
 - Create desirable work environments

MEASURE OF SUCCESS 1

Reduce donated goods retail employee turnover by 15 points per year.

MEASURE OF SUCCESS 2

Define what it means to be an employer of choice and implement actions to achieve it.

LIFE – LONG LEARNING

ENSURE A LIFE-LONG LEARNING CULTURE EXISTS WITHIN ALL PROGRAM DELIVERY MODELS.

INTEGRATION

INTEGRATE NEWLY ESTABLISHED MISSION, VISION AND VALUES INTO ALL EMPLOYEE PROCESSES AND TOUCH POINTS.