

Goodwill's 2013-2016 Strategic Plan

A message from Mike Smith, President/CEO, Goodwill of Southwestern Pa.

"If you don't know where you are going, you will wind up somewhere else."
– *Baseball Hall of Fame Catcher Yogi Berra*

For many years, Goodwill SWPA has employed a formal strategic planning process aimed at achieving our vision of being the region's premier sustainable human service organization offering exceptional services. The plans and their implementation actions are focused on where the organization wants to go long term, and how we intend to get there.

Our strategic plan for July 1, 2013 to June 30, 2016 is a particularly important document because at the end of this three-year planning cycle, we will be getting ready to celebrate the 100th anniversary of Goodwill in Southwestern PA in 2019. To prepare our agency for the next 100 years, it is critical that we continue to grow, innovate and transform.

We believe we are well positioned to expand Goodwill's role as a recognized leader in workforce development and social services for people with special needs, as well as to support other community organizations that are committed to diversity and sustainability.



Goal 1: Implement a holistic and integrated service delivery model driven by the needs of people served.

We will... *Create universal access to our services addressing various employment barriers, while expanding services to employers.*

Goal 2: Implement innovative green initiatives that address community needs.

We will... *Continue to expand our recycling efforts and position Goodwill as a "Green Innovator" by creating new stores and facilities that are energy efficient and environmentally friendly.*

Goal 3: Implement innovative human service programs.

We will... *Expand services to populations of emerging and unmet need and become a resource to other Workforce Development organizations.*

Goal 4: Enhance organizational capacity to support innovation and create a culture of continuous improvement.

We will... *Take actions to improve awareness of our programs, educate policy makers regarding workforce development needs, enhance loyalty programs and measurement systems and improve the quality of employment at Goodwill.*

Goal 5: Continue to enhance financial sustainability by managing our risk profile.

We will... *Grow our retail operations, expand our fundraising efforts, enhance our risk management and safety program, create new revenue generating social enterprises, and explore partnership opportunities.*

