

# Goodwill of Southwestern Pennsylvania's 2016-2019 Strategic Plan

## A Message from Mike Smith

*President/CEO, Goodwill of Southwestern Pennsylvania*

*"What's the use of running if you are not on the right road?" – German proverb*

Goodwill SWPA believes strongly in strategic planning as guiding force for the agency's future. Our most recent strategic plan (2013-2016) sent the agency on a course for transformation! We started serving new populations and created new ways to deliver services, upgraded technology, safety and communications, improved the dollars made through our stores and fundraising, and created a new business called Mission Logistics.

At the end of this next three-year planning cycle, Goodwill SWPA will celebrate its 100th anniversary. To position ourselves for the next 100 years, we must continue to innovate, grow and thrive. With strong direction from our Board of Directors, leadership and staff, and with input from key stakeholders, Goodwill SWPA has carved a clear direction for the next three years and beyond.



**The 2016-2019 Strategic Plan comprises three overarching goals, focusing on TEAM, MISSION and FINANCE. Each of these three goal areas will need to work together to ensure the greatest success of our organization.**

### Strategic Plan Goal One – TEAM

The key to our continued transformation and long-term excellence are the agency's employees. Employees are the driving force behind fulfilling the mission and generating the revenue needed for growth. The TEAM goal includes a focus on recruiting, retaining and compensating talent, while being a workplace where employees can truly do their best and become fulfilled.

### Strategic Plan Goal Two – MISSION

We've seen a growing need in our area for community-based employment services, as well as more services for populations with increasing needs. The MISSION goal focuses on operating our programs more efficiently and effectively to better meet the needs of community.

### Strategic Plan Goal Three – FINANCE

In order to achieve TEAM and MISSION goals, Goodwill SWPA will need to follow a course to ensure the long-term financial health of our organization. The FINANCE goal focuses on operating more efficiently, increasing material donations and store revenue, and developing new ways to create revenue.

