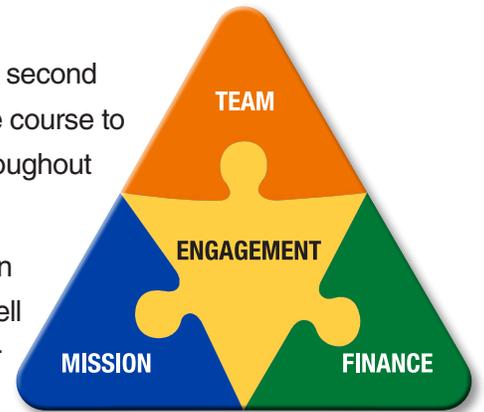


# 2020-2022 Goodwill of Southwestern Pennsylvania Strategic Plan Summary

Goodwill SWPA begins this three-year strategic planning cycle at the onset of a second century of providing services in our region. At the core of this plan is setting the course to make our organization as impactful for the next 100 years as we have been throughout our storied history.

We know that our organization must continue to innovate and grow so that we can thrive in a challenging economic and funding atmosphere. We strive to remain well positioned to expand our role as a recognized leader and community collaborator in workforce development services for people with barriers to employment.



With strong guidance from our Board of Directors, staff, and key stakeholders, the 2020-2022 Strategic Plan comprises four over-arching goals, focusing on MISSION, TEAM, ENGAGEMENT and FINANCE. Each goal is interconnected to ensure the full success of the plan and Goodwill SWPA in the years to come.

## Strategic Plan Goal One: MISSION

Goodwill SWPA will work to further develop our service-centric model for people with employment barriers. We will expand services and employer relationships in both urban and rural areas throughout western Pennsylvania and north central West Virginia, while increasing the use of technology to better connect with those we serve. We also recognize the continued movement toward community employment and the need to further utilize our own Goodwill store locations and businesses as training and work experience locations.

## Strategic Plan Goal Two: TEAM

The key to Goodwill SWPA's continued transformation and long-term excellence are the organization's employees. They are the driving force behind fulfilling our mission and generating the revenue needed for growth. Objectives under the TEAM goal include enhancing our Human Resources function and improving efforts to recruit and retain diverse talent, understanding and growing capacity as needed, and fully developing an organization where employees excel and achieve personal and professional fulfillment.

## Strategic Plan Goal Three: ENGAGEMENT

Goodwill SWPA will integrate stronger branding and messaging to promote greater mission awareness with constituencies closest to Goodwill SWPA, including staff and volunteers, shoppers and material donors. The overall purpose will be to form a more engaged and cohesive understanding of mission while empowering and motivating individuals to be ambassadors of Goodwill's mission throughout their lives. Maintaining strong, positive brand awareness and perception is critical to remaining an organization of choice for our various audiences.

## Strategic Plan Goal Four: FINANCE

We will maximize organizational profitability by operating a fully mission-integrated donated goods retail operation where team members feel passion for our purpose and see a clear path upward. Goodwill SWPA will also expand and diversify revenue streams, improve financial management and the impact of technology throughout our organization, while further developing environmentally sustainable business practices. We will engage these efforts with an overall vision to build cash reserves and ensure long term financial sustainability.