



2025 COMMUNITY IMPACT PLAN

Three Year Plan 2022 - 2025

2025 COMMUNITY IMPACT PLAN PILLARS



Employment

We will become a premier employer by ensuring the people we employ and the people we serve are provided resources and opportunities to meet their full potential.

Innovation

We will create and implement highly effective education, training and social solutions; positioning the organization as a results-orientated leader in community.

Sustainability

We will operate and grow viable social business models providing opportunities and resources to build on current and future mission endeavors

Communication

We will broaden mission awareness and understanding of Goodwill as a premier service provider.

2025 COMMUNITY IMPACT PLAN

EMPLOYMENT

We will become a premier employer by ensuring the people we employ and the people we serve are provided resources and opportunities to meet their full potential.

GOALS:

1. **Making an impact in the lives, families and communities that we serve.**
2. **Increase the number of people placed into gainful employment outcomes.**
3. **Become an employer of choice through the Mission at Home initiative.**

2025 COMMUNITY IMPACT PLAN

EMPLOYMENT

Goal 1

Making an impact in the lives, families and communities that we serve.

- Increase self-sufficiency as measured by:
 - educational attainment and occupational skills training to more than 10,000 people.
 - increase average wage to greater than \$20 per hr.
 - increase internal job opportunities and external placements for people with disabilities by 25%.

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EMPLOYMENT

Goal 2

Increase the number of people placed into gainful employment outcomes.

- Increase the number of employer training partners from ten to sixty.
- Increase placements from approximately 2,500 to in excess of 10,000 annually.

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EMPLOYMENT

Goal 3

Become an employer of choice through Mission at Home initiative.

- Increase internal net promoter score by 10%.
- Enroll 100% of team members in a Development Plan by the end of first year of employment.
- Participate in “Best Place To Work“ survey in 2025.
- Increase Indeed employer rating to 4.

2025 COMMUNITY IMPACT PLAN

INNOVATION

We will create and implement highly effective education, training and social solutions; positioning the organization as a results-orientated leader in community.

GOALS:

1. Create and implement a highly effective education and training social solution.
2. Start two new programs to directly impact the needs of the community.

2025 COMMUNITY IMPACT PLAN

INNOVATION

Goal 1

We will create and implement highly effective education, training and social solutions; positioning the organization as a results-orientated leader in community.

Create and implement a highly effective education and training social solution.

- Implement Excel Center in 2023; first graduating class 2025.
- Increase virtual employment connections in 27 of the 40 Opportunity Zones.
- Expand online American Sign Language training classes.

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INNOVATION

Goal 2

We will create and implement highly effective education, training and social solutions; positioning the organization as a results-orientated leader in community.

Start two new programs to directly impact the needs of the community.

- Conduct community outreach to identify needs.
- Secure funding for new programs.
- Launch by 2025.

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SUSTAINABILITY

We will operate and grow viable social business models providing opportunities and resources to build on current and future mission endeavors

GOALS:

1. Exceed \$50M in total Donated Goods Retail (DGR) revenues.
2. Exceed \$20M in Contract revenues.
3. Increase operational support through philanthropic endeavors from 0.5% to 2%. (Events, Individuals and Foundations)
4. Meet or exceed Financial metrics to ensure the long-term viability of the mission.

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SUSTAINABILITY GOAL 1

Exceed \$50M in total Donated Goods Retail (DGR) revenues.

- Increase number of donors by 345K (45%) for a total capture of 1.2M donors.
- Increase revenue from brick-and-mortar stores to \$45M.
- Add new Outlet store increasing After-Market revenue by 50%
- Position DGR in the top 12 within the Goodwill network for Expense to Revenue.
- Achieve e-commerce sales of \$4M.

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SUSTAINABILITY GOAL 2

Exceed \$20M in Contract revenues.

- All contract sites will perform at their stated E/R or below.
- Position Contracts in the top 15 within the Goodwill network and top 25 NPA's within SourceAmerica network.

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SUSTAINABILITY

GOAL 3

Increase operational support through philanthropic endeavors from 0.5% to 2%. (Events, Individuals and Foundations)

- Hold company events that gross \$125K
- Make annual ask of all board members, team members, vendors and past contributors.
- Create a Legacy Giving program.
- Awarded \$500K in private and corporate Foundations.

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SUSTAINABILITY

GOAL 4

Meet or exceed Financial metrics to ensure the long-term viability of the mission.

- Achieve operating income of at least 5% of total revenues.
- Maintain at least 90 days cash on hand.
- Implement and grow an Investment Fund.

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COMMUNICATION

We will broaden mission awareness and understanding of Goodwill as a premier service provider.

1. Boost the public's knowledge of Goodwill and its impact.
2. Educate legislators on policies that impact our mission.
3. Enhance board recruitment to better represent and reflect the communities we serve.
4. Celebrate a strong and vibrant values-based culture.

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COMMUNICATION

Goal 1

Boost the public's knowledge of Goodwill and its impact.

- Increase social media engagement by 7%.
- Secure a net promoter score for external audiences of 9 out of 10.
- Grow volunteer engagement by 25%.

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COMMUNICATION

Goal 2

Educate legislators on policies that impact our mission.

- Recruit two legislative champions quarterly; total of 8 annually.
- Attend annual Grassroots Advocacy Conference in Washington, DC.

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COMMUNICATION

Goal 3

Enhance board recruitment to better represent and reflect the communities we serve.

- Recruit to meet the needs of board matrix.
- Maintain a pipeline of potential board candidates.

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COMMUNICATION

Goal 4

Celebrate a strong and vibrant values-based culture.

- An exemplar organization that creates an atmosphere of belonging where everyone has an opportunity to thrive.
- Amazing Customer Experience (A.C.E.) culture embedded throughout the organization.
- Hire, promote and exit for value alignment.

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QUESTIONS?

