

Strategic Plan

OUR MISSION is to empower people with disabilities and other disadvantages to achieve independence and improve their quality of life.

OUR VISION is a community where everyone can belong, contribute, and thrive.



COMMUNITY IMPACT

Create meaningful impact in our community by providing programs and services to vulnerable and underserved populations.

GOALS

- Increase the number of individuals we serve.
- Expand programs in underserved communities.
- Increase awareness of programs and community impact.

STRATEGIES

1. Develop a sustainable Goodwill Excel Center model in Ohio.
2. Launch innovative vocational training program.
3. Expand behavioral health services across surrounding counties.
4. Strengthen presence and expand services in Southern Ohio (Portsmouth).
5. Implement a comprehensive marketing strategy highlighting mission impact.

LEARNING & GROWTH

Become an employer of choice by cultivating an environment of learning and growth.

GOALS

- Enhance recruitment and retention.
- Expand employee development opportunities.

STRATEGIES

1. Empower employees through H.E.A.R.T. program to access services and achieve personal goals.
2. Launch STARS core values program to strengthen culture and retention.
3. Enhance the employee experience through improved technology.
4. Establish clear career pathways for key roles.

OPERATIONAL EXCELLENCE

Invest in our operating capabilities to ensure performance excellence.

GOALS

- Maintain exceptional safety and compliance performance.
- Strengthen training across the organization.
- Leverage technology to improve efficiency and effectiveness.

STRATEGIES

1. Reduce risk through formalized safety, compliance, and loss prevention programs.
2. Establish an enterprise AI governance and safe-use framework.
3. Deploy AI and technology modernization initiatives for high-impact use cases.
4. Implement an enterprise-wide Learning Management System (LMS).
5. Integrate compliance and regulatory training into the LMS.

FINANCIAL STRENGTH

Sustain our financial position to enhance our mission capabilities.

GOALS

- Expand retail market share.
- Increase programmatic revenue across all divisions.

STRATEGIES

1. Grow retail through new store development and e-commerce expansion.
2. Improve retail processing efficiency through technology.
3. Expand fee-for-service offerings within Program Services.
4. Increase philanthropic capacity and fundraising effectiveness.
5. Grow Business Services through expansion of existing service lines.