

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 to make it possible for all people to live, learn, work and play with full inclusion in the life of the community.



COMMUNITY IMPACT

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

GOALS

- Increase the number of people we serve.
- Expand service footprint with West Campus
- Expand business lines to create more employment opportunities for the people we serve.

STRATEGIES

1. Expand behavioral health services including pilot of a youth clubhouse.
2. Open West Campus Community Services Center in Trotwood.
3. Explore Goodwill Excel Center possibility for GESMV.
4. Target service growth for youth, returning citizens and unhoused population.
5. Increase engagement and mission awareness through partnerships, grassroots outreach, shoppers and donors.

LEARNING & GROWTH

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

GOALS

- Decrease employee turnover
- Increase employee satisfaction
- Increase employee support services including Helping Employees Achieve Results and Triumphs (H.E.A.R.T.) program.

STRATEGIES

1. Through H.E.A.R.T., help employees receive services and achieve dreams.
2. Strengthen culture through internal mission awareness, communications, and engagement opportunities.
3. Improve employee experience through technology.
4. Increase employee knowledge and awareness of D.E.I.
5. Develop and strengthen the expertise of management team.

OPERATIONAL EXCELLENCE

Invest in our operating capabilities to ensure performance excellence.

GOALS

- Improve safety performance
- Increase revenue and reduce cost from after-market retail goods
- Expand data analytics and continuous improvement

STRATEGIES

1. Strengthen support functions through investment in people and technology.
2. Reduce and mitigate risk through formal safety, compliance, and loss prevention programming.
3. Prioritize data analytics with expanded metrics for programming.
4. Expand continuous improvement and quality control initiatives.
5. Expand the volume of retail donations.

FINANCIAL STRENGTH

Sustain our financial position to enhance our mission capabilities.

GOALS

- Increase agency borrowing capacity
- Increase revenue from all divisions
- Work with Development Committee to increase philanthropic contributions

STRATEGIES

1. Increase Retail revenue and net through new store locations and e-commerce.
2. Increase and diversify Program Service funding and improve net.
3. Grow Business Service revenue through custodial and sewing lines.
4. Increase the ability to raise funds through philanthropy.