



STRATEGIC PLAN



Goodwill
Industries of Greater Cleveland & East Central Ohio, Inc.

STRATEGIC PLAN 2023-2025
CHANGING LIVES FOR GOOD



COLLABORATION SUSTAINABILITY
STEWARDSHIP EXCELLENCE PEOPLE
DIVERSITY MISSION LEADERSHIP
COMMUNICATION RECOGNITION
EMPOWER COMMUNITY INNOVATION

"The future growth of our organization and the impact that we make on the people and communities we serve is directly impacted by the strategies and efforts we put in place today. This is a guide. This is a map. This is a framework for our Goodwill to serve more people, care for our team members and build stronger communities."

-Anne Richards, President and CEO



Goodwill Industries has a long history of serving the needs of our communities; stretching across 10 counties in two states. Looking to the future, Goodwill Industries has tremendous opportunities to expand its mission and its impact. This strategic plan, developed in collaboration with community leaders, program participants, Goodwill team members and volunteers, is designed to create a path that Goodwill might strengthen and grow into the future.

The strategic plan process began in 2022 and for nearly a year, the Strategic Planning Committee worked to gather data and feedback that eventually was developed into this comprehensive plan.

Building on Goodwill's rich history of service to the community, this plan offers a roadmap for future growth.

STRATEGIC PLANNING COMMITTEE

Committee Members

Marcie Finney, Chair
Cleveland Cord Blood Center

Tiffany Evans
Pediatric Associates

Cleo Lucas
Community Volunteer

Shana Marbury
Cuyahoga Community College

Dr. Stacy Feiner
Feiner Enterprises

Moderator
Mark Plaster
Markwood Partners

Carrie Rosenfelt
Huntington

Goodwill Staff
Anne Richards
Tanzalea Daniels
Mark Trew
Bryant Taylor
Maureen Ater
Ellen McCarthy
Michele Tokos

Luke Cleland
University Hospitals



WHO WE ARE, WHAT WE DO

OUR MISSION

WE EMPOWER PEOPLE ON
THEIR JOURNEY TO
INDEPENDENCE THROUGH THE
SALE OF DONATED GOODS,
WHICH SUPPORTS
EMPLOYMENT PROGRAMS
AND FAMILY SERVICES.

A grayscale photograph of a woman with short dark hair, smiling at the camera. She is wearing a dark-colored polo shirt with the Goodwill logo on the left chest. She is sitting at a desk, with her hands near a computer keyboard. The background is slightly blurred, showing office equipment like a lamp and a printer.

THE DIFFERENCE GOODWILL MAKES

OUR IMPACT

EMPOWER PEOPLE AND
IMPROVE
COMMUNITIES
ECONOMICALLY,
SOCIALY AND
ENVIRONMENTALLY.



WHAT WE ASPIRE TO BE

OUR VISION

TO BE THE LEADING
RESOURCE FOR
GROWTH AND
DEVELOPMENT FOR
PEOPLE IN OUR
COMMUNITIES
SEEKING TO IMPROVE
THEIR LIVES.



THE WAY WE WORK WITH EACH OTHER AND THOSE WE SERVE

OUR VALUES

- PUT PEOPLE FIRST
- ACT WITH HONESTY AND INTEGRITY
- PROVIDE AN INCLUSIVE, EQUITABLE, SAFE AND WELCOMING ENVIRONMENT
- MEET PEOPLE WHERE THEY ARE
- PARTNER TO EXPAND OUR IMPACT
- PROVIDE A HAND UP, NOT A HAND OUT
- SERVE AS STEWARDS OF DONATIONS AND THE ENVIRONMENT
- CELEBRATE AND REWARD SUCCESS
- INNOVATE AND ADAPT TO CHANGE



MISSION CAPACITY

Goodwill's ability to expand and grow its social enterprise directly relates to its ability to grow its mission impact.

GOALS

- I. Operate and grow sustainable businesses
- II. Increase material donations
- III. Increase funding outside of traditional retail business
- IV. Intentionally explore growth through mergers and acquisitions





PEOPLE

Employing more than 700 people and serving thousands more through mission programs, Goodwill touches the lives of so many.

GOALS

- I. Attract, develop, and retain a skilled and diverse workforce that reflects the communities we serve
- II. Enhance mission integration efforts across the organization
- III. Enhance internal communications



IMPACT

Goodwill's impact is great. The agency creates a positive ripple effect in the communities served through its stores, its outreach and its environmental impact.

GOALS

- I. Develop new programs that address the gaps/needs that exist in our communities
- II. Lead or contribute to the public policy efforts to create systemic change in order to impact quality of life for the individuals in our community
- III. Strengthen our voice and presence in the DEIB space
- IV. Expand sustainability/recycling programs that reduce our environmental impact and create mission capacity



INNOVATION

Goodwill continually seeks to improve processes and efficiencies as a way to provide greater impact.

GOALS

- I. Prepare participants and team members for the future of work
- II. Engage all levels of the organization in the innovation process
- III. Keep pace with or become an innovation leader
- IV. Expand collaboration and adoption of innovative practices



BRAND

Locally, Goodwill will work to expand awareness of its mission with both internal and external audiences.

GOALS

- I. Broaden our definition of mission
- II. Create more channels for understanding our mission
- III. Partner with GII's national efforts to create local brand awareness
- IV. Make our brand everyone's priority
- V. Identify current and potential audiences, prioritize audiences, invest resources to reflect our intentions



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