



Goodwill[®]
Industries of Mississippi

Strategic Plan

2024 - 2026

Transforming lives through lifelong
learning and meaningful work.

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About Goodwill Industries of Mississippi:



Goodwill Industries of Mississippi is a 501(c)(3) nonprofit organization serving 59 counties in Middle Mississippi. We are a successful social enterprise that uses a donated goods business model to generate funds to create jobs and supportive services for people in the community experiencing barriers to employment. We believe the economic development of our community occurs one person and one job at a time.

Mission

Transform lives through lifelong learning and meaningful work.

Vision

Every person has opportunity to learn, work, and thrive in life.

Values

PROPEL

- P**urpose - We transform lives
- R**esults - We strive to excel
- O**pportunity - We pursue opportunity
- P**raise - We celebrate successes
- E**njoyment - We enjoy fulfilling our mission
- L**earning - We promote lifelong learning

2024 Opportunities, Challenges, & Risks

1. During 2022 & 2023 Goodwill has focused on fortifying its foundation and strategizing for the future. This has included intentional culture shift to ensure alignment among all stakeholders.

2. Goodwill offers work opportunities with a purpose which will help support our greater emphasis on recruitment, selection and retention in the face of increasing difficulty attracting and retaining talent as a result of increasing competition, disparity in wages for similar (entry level) positions.

3. Goodwill's well-known brand and convenient drop-off locations are assets in the face of increasing competition for donations from mainstream retailers entering the secondhand goods market and potential generational changes in giving habits.

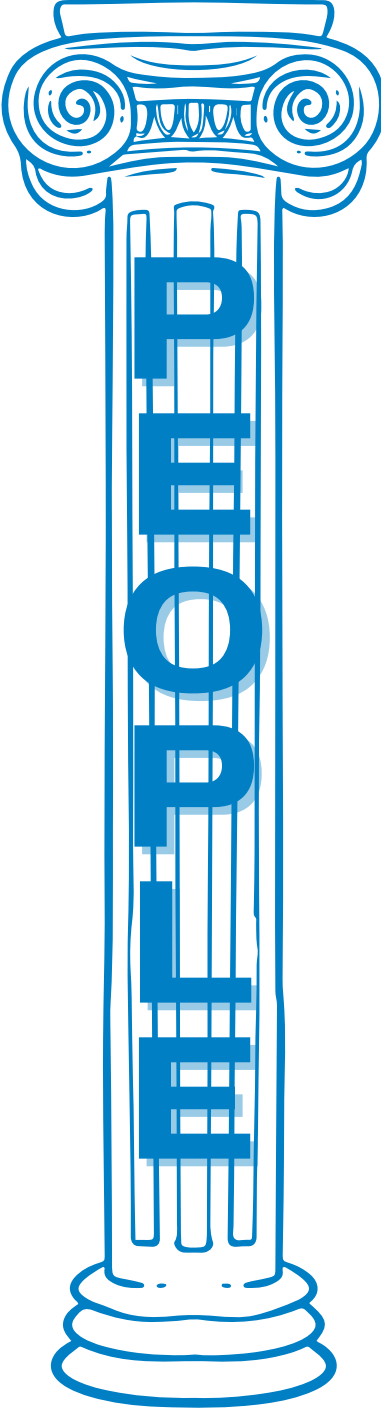
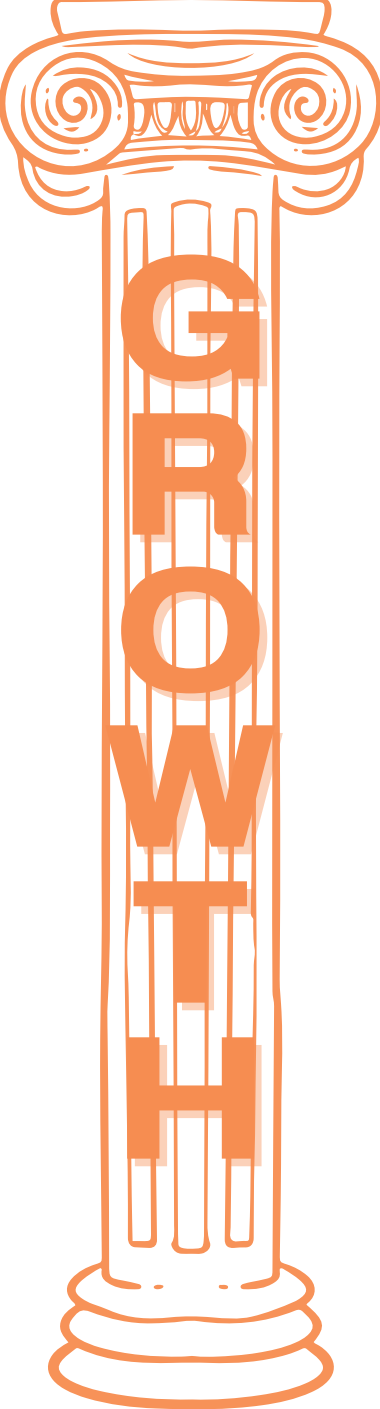
4. Sales of secondhand goods are projected to increase from \$39B in 2022 to \$70B in 2027, boding well for Goodwill sales increases. This could also bring additional competition in the resale market as mainstream retailers embrace the increasingly popular circular economy, as well as from online retailers such as thredUP, The RealReal and Poshmark. Goodwill has a strengthening brick & mortar channel and entered into the online channel through shopgoodwill.com in 2016; both channels are needed for success.

5. Goodwill has a long history of providing quality service as well as a strong commitment to continuing this in the future; this will support the challenge of ensuring the needs of our service participants, shoppers and donors are met.

6. Potential exists to increase efficiencies and resources available for mission and continual business improvement through technology and other innovative strategies. This could also bring the potential negative perception of increased use of technology and its perceived impact on the workforce, which must be proactively addressed.

7. The broad support from the Goodwill movement will strengthen our efforts to rapidly respond to changing demographics that may impact donation habits, ability to appeal to shoppers, as well as how we attract and work with applicants, team members and service participants.

Strategic Plan Pillars





MISSION:

Transform lives through lifelong learning and meaningful work.

2024-2026 OBJECTIVES

Objective 1

Provide services to assist Mississippians both within and outside of Goodwill to achieve knowledge, skills, and experience that promote a path toward meaningful work.

Objective 2

Prepare people for technological changes that will impact their jobs, either in part or whole, as well as other aspects of their lives; promote reskilling and upskilling.

Objective 3

Meet local community service needs in light of varied patterns of population and job growth.

Objective 4

Create an unmistakable connection between mission and retail.

2024 OPERATING PLAN

OBJECTIVE 1



Provide Services

- A. Develop Career Navigation services as a tool to reinforce our culture of “learn more to earn more”.
- B. Maximize the effectiveness and reach of Goodwill’s programs.
- C. Continue to provide strong correctional re-entry services that promote the successful transition from incarceration to community life.

OBJECTIVE 2



Reskill & Upskill

- A. Offer credentialing opportunities in mission services to positively impact earnings and increase the likelihood of continuing employment.
- B. Seek innovative opportunities to expand relevant digital skills trainings.

OBJECTIVE 3



Meet Community Needs

- A. Continue to evaluate community needs near planned or existing locations.
- B. Seek funds to address identified community needs such as services for re-entry participants and employment preparation for youth.
- C. Continue to be a resource for those seeking assistance to complete community service or gain work experience

OBJECTIVE 4



Connect

- A. Continue to operate the existing Career Center located in Greenville store.
- B. Include a visible mission presence through visual messaging of Bookworks and other activities in our stores as new opportunities present.
- C. Fully institute Ambassador Program
- D. Develop training to educate all staff on the symbiotic nature of service and retail operations.
- E. Increase use of services offered internally such as the scholarship program and financial literacy classes.



STEWARDSHIP:

**Advance fiscal and
environmental sustainability
efforts**

2024-2026 OBJECTIVES

Objective 1

Optimize infrastructure to support healthy business and mission performance.

Objective 2

Reduce waste.

Objective 3

Develop spending, savings, and investment plan to ensure fiscal sustainability.

2024 OPERATING PLAN

OBJECTIVE 1



Optimize

- A. Identify and target opportunities for AI and automation tools
- B. Increase number of trainer positions to support continued success with MDRS contract fulfillment.
- C. Expand Information Technology (IT) efforts to support existing and future activities.

OBJECTIVE 2

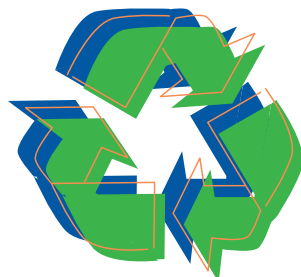


Recycle

- A. Streamline supply requisition and procurement processes.
- B. Investigate options to expand salvage categories to include categories such as shoes, books, housewares, and electronics.

Did you know?

Goodwill of Mississippi diverted over **1.97M** pounds of items from landfills in 2022.

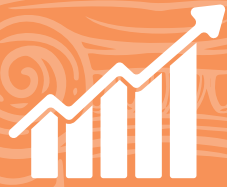


OBJECTIVE 3



Fiscal Sustainability

- A. Evaluate current plans and seek support and guidance from Finance Committee and financial-related partners.
- B. Ensure annual budget includes “contingency” capital expense requests to negate unexpected large expenditures.



GROWTH:

Expand and diversify business and services.

2024-2026 OBJECTIVES

Objective 1

Increase retail sales (See 7-Year Retail Store Growth Plan).

Objective 2

Expand Goodwill's retail model to best meet customer demands.

Objective 3

Maintain/increase self-funding through retail gains and other initiatives.

Objective 4

Develop innovative donation strategies to increase donor convenience and drive retail growth to support mission.

Objective 5

Develop innovative donation strategies to increase donor convenience and drive retail growth to support mission.

2024 OPERATING PLAN

OBJECTIVE 1

Retail Growth



- A. Continue to seek locations for new and leased stores in high-visibility/high-volume retail corridors with good donation potential.
- B. Seek replacement sites for smaller stores with greater donation and sales potential for future consideration.
- C. Achieve budgeted sales in Donated Goods Retail.
- D. Ensure exceptional customer service in all retail channels.
- E. Seek new strategies to drive/maintain brick and mortar traffic.

OBJECTIVE 2

Meet Customer Demands



- A. Continue to explore omni-channel retail strategy opportunities.
- B. Achieve a XX% increase in online sales over 2022 sales results through the addition of new categories.
- C. Develop marketing strategy to support all channels including texting and social media to enhance the shopping experience.
- D. Consider kiosk at retail stores allowing customers to access ShopGoodwill.com.

OBJECTIVE 3

Self Fund



- A. Provide funding to serve ~XXXXX people.
- B. Develop creative merchandising tactics to increase sales revenue per transaction and revenue per sf.
- C. Solidify Infrastructure policies and procedures to support growth.

OBJECTIVE 4

Innovate



- A. Begin donation drives and events throughout the year, bringing the donation drop site to the donor.
- B. Consider partnerships with schools and other institutions to create a program focusing on the collection of clothing and shoes.
- C. Utilize Goodwill's volunteer groups, such as Board, Ambassadors, and GIVS.
- D. Collect XXX donations to support retail demand for XXX million donations to meet budgeted sales for FY 202?
- E. Develop a comprehensive communication plan

OBJECTIVE 5

Donation Strategy

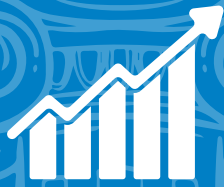


- A. Explore opportunities to engage with board members virtually, including maximizing the experience of virtual board meetings.
- B. Expand opportunities for committee work where appropriate.

Did you know?

In 2022, Goodwill impacted the lives of **1,345** Mississippians through employment and training towards meaningful work.





PEOPLE:

Invest in people to support growth, infrastructure, and culture.

2024-2026 OBJECTIVES

Objective 1

Recruit, select, and retain qualified, talented, and diverse people

Objective 2

Develop a culture of life-long learning that encourages career growth within and outside of Goodwill (internally/externally).

Objective 3

Provide a safe, supportive, and productive work environment

Objective 4

Expand strategic relationships with government, business, and community leadership.

2024 OPERATING PLAN

OBJECTIVE 2



Lifelong Learning

- A. Integrate Mission, Vision, and Values into onboarding.
- B. Create recognition program that aligns with values
- C. Help employees identify path for long-term career plans

OBJECTIVE 3



Safety

- A. Design and implement a Safety program.

OBJECTIVE 1



Employee Development

- A. Upskill employees through training and development.
- B. Refine scholarship policy to increase participation.
- C. Create training programs for all levels of staff (below Director).
- D. Redesign process to maximize efficiencies in the onboarding experience.

OBJECTIVE 4



Expand Relationships

- A. Continue to actively collaborate with community partners to assist in program development and delivery to address workforce gaps.
- B. Seek opportunities to participate in chambers of commerce and other civic organizations.
- C. Attend key local, state and national events that will provide an opportunity to influence government decision makers.