STATEMENT:
This three-year strategic plan is a road map that leads to Goodwill increasing impact and serving more Marylanders through education, job training and employment.

The next three years have the potential to be among the most exciting in the history of our organization. Since 1919, we have provided Central Maryland and the Eastern Shore with training and employment opportunities. While many things have changed, we have remained focused on providing individuals in our community access to “a hand-up, not a hand-out.”

Although we have faced many challenges in the past few years, we have remained committed to our staff, and community. As we move forward, we look to continue to position our organization in a place of strength. We are excited to deliver a Strategic Plan that expands and leverages existing opportunities, while also identifying, exploring and developing new ones.

We find that we are at our best when we work together across the organization, delivering vital services and resources, and empowering Marylanders to increase their independence and reach their full potential. Our retail, ecommerce and contracts businesses will continue to provide the greatest source of revenue for our mission services, and we expect those businesses will grow in the coming years. Circularity of our donation streams will also be a hallmark of our work. This will include new ventures that extract the most value from our donations, reduce expenses, and contribute to an improved environment.

We will continue to change our participants’ lives daily through the development through many educational, job training and employment initiatives. Everything we accomplish will be through the lens of equity as we work towards equitable outcomes for those who are facing systemic barriers that lock them in the generational cycle of poverty.

This Strategic Plan is supported by several detailed work plans; some are division specific, while others support the entire organization. Our three-year plan will forge a future that supports equitable outcomes, provides lasting impact and allows us to serve more Marylanders.
MISSION

Goodwill Industries of the Chesapeake, Inc. prepares people to secure and retain employment and build successful independent lives.

VISION

Through Goodwill’s leadership, program innovation, and determination, we work to transform our community into one in which all individuals have the opportunity to work.
VALUES

ACCOUNTABILITY
Honesty, transparency, ethical standards, and communication.

COLLABORATION
Working together to support the mission.

COMMUNITY ENGAGEMENT
Being open to customers that need our services or partner with us to provide those services.

PERFORMANCE EXCELLENCE
Seeking continuous improvement in all that we do.

RESPECT & COMPASSION
Patience, kindness, manners, courtesy, communication, and active listening.
SOCIAL ENTERPRISE

Sustainably balancing revenue and impact.

Goodwill will operate sustainable enterprise models to generate revenue so we can maintain and build on future initiatives that create impact within our community.
**RETAIL**

Continue growing our retail brand through new store additions and adding additional standalone donation sites. Expansion of the new goods program will play a key role in improving top line sales and margin.

**COMMERCIAL SERVICES**

Pursue opportunities to add additional contracts to grow revenue and operating margin within the commercial contracts division.

**GROWTH STRATEGIES**

Identify and explore growth opportunities including various sustainability initiatives. Investigate a grading operation to maximize the revenue and margin of our salvage operation.

**E-COMMERCE**

Our e-commerce business has been a tremendous asset over the past 7 years. Our goal is to continue developing strategies that will allow this business to grow and thrive while adding value to our organization.
Our goal is to be recognized as the best place to work in Maryland and as a “values in action” employer.

Goodwill will be an employer of choice that values diversity, equity and inclusion by ensuring our employees represent the community we serve, by providing growth and development opportunities and focusing on living our values every day in our work.
**RECRUITMENT**
Meet business staffing needs of the organization and provide opportunity for employee growth and advancement.

**TOTAL REWARDS**
Ensure a competitive benefits and rewards package that will attract and retain talented employees.

**LEARNING & DEVELOPMENT**
Provide employees resources and training that will increase skills and enrich and advance career opportunities.

**ENGAGEMENT & RETENTION**
Improve employee engagement and retention through mission integration, education, career opportunities and recognition.

**DIVERSITY, EQUITY, AND INCLUSION**
Foster a culture of inclusivity and equity where stakeholders feel valued, honored, and respected.

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**MISSION:**
Goodwill Industries of the Chesapeake, Inc. prepares people to secure and retain employment and lead successful independent lives.

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Edgar J. Helene
Goodwill Industries, Founder, 1902

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"No matter what difficulties or problems you face... The future is in your hands."
Edgar J. Helene
Goodwill Industries, Founder, 1902
COMMUNITY IMPACT

Shaping the future through collaboration, training, education, and families.

Goodwill will offer high quality programming and support, assisting all that we serve to move from poverty by gaining access to opportunities for economic mobility and self-sufficiency.
<table>
<thead>
<tr>
<th>COMMUNITY AWARENESS</th>
<th>STRATEGIC PARTNERSHIPS</th>
<th>EMPLOYMENT STABILITY</th>
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<tbody>
<tr>
<td>Maximize our efforts to raise awareness of the Goodwill mission and the impact we have in the community.</td>
<td>Engage with external entities to increase mission impact and resources for the people we employ, educate, and serve.</td>
<td>Deliver the mission to GIC employees and trainees, preparing them to achieve their vocational and financial goals.</td>
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<tr>
<th>ADULT HIGH SCHOOL</th>
<th>CHILD/FAMILY SUPPORT</th>
<th>PHILANTHROPY</th>
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<td>Implement the model with operational excellence, adjusting and improving to best serve students, and continue advocacy to sustain and expand funding to serve more communities.</td>
<td>Create generational impact by ensuring caretakers can focus on their personal development while their children are receiving enrichment to achieve their development milestones.</td>
<td>Secure mission-critical resources by connecting the aspirations of current and future high capacity funders with compelling opportunities to support Goodwill.</td>
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<th>SKILLS TRAINING</th>
<th>SPECIAL POPULATIONS</th>
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<td>Facilitate essential skill and certification-based trainings in growth industries, sealing the gap between program participants seeking employment opportunities and meeting the demands of the changing labor market.</td>
<td>Continue to provide programs and services targeting special populations, such as citizens impacted by the criminal justice system and English learners, with a high degree of excellence and expand programs when funding and opportunities align strategically.</td>
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