



MISSION We build lives, families and communities one career at a time by helping people develop their God-given gifts through education, work and career services.



VISION Every person in our community shall have an opportunity to fully develop their potential.

(Dr. Edgar J. Helms, 1941)



GOALS

Financial Strength

Employee Engagement & Development

Mission Advancement

Enterprise Advancement

Brand Awareness & Advancement

GOAL 1

FINANCIAL STRENGTH

We will foster stewardship and strengthen Goodwill's existing business and mission initiatives by building and sustaining financial capacity.

SUCCESS MEASURES

- 1.1 Organizational expense ratio of 95% or better and build a 3-month + reserve.
- 1.2 Increase overall organization revenue through a culture of philanthropy.
 - 1.2.1 Fundraise \$10 million "Hand-Up" comprehensive campaign (capital, endowment & start-up for multiple Helms College campus expansion).
- 1.3 Total 2025 annual revenue for existing businesses at \$61.3 million:
 - 1.3.1 Retail - \$31 million
 - 1.3.2 Contracts - \$12 million
 - 1.3.3 Hospitality - \$8 million
 - 1.3.4 Helms College - \$6 million
 - 1.3.5 Helms Career Education and Goodwill Staffing Services - \$1.4 million
 - 1.3.6 New Enterprises -\$1 million
 - 1.3.7 Goodwill Works Foundation - \$1 million
 - 1.3.8 Workforce Development - \$900 thousand
- 1.4 Culture of quality with a 95% customer satisfaction rating.
- 1.5 Achieve self-sustainability in education to allow Helms College transition to independent 501c3, Helms Education, Inc.

GOAL 1 *continued...*

STRATEGIES

- 1a. Diversify sources of philanthropic revenue and convert donors/shoppers/guests to philanthropic donors by creating an employee storytelling academy.
- 1b. Maintain retail expense ratio below 72%
- 1c. Actively pursue mergers and acquisitions to expand mission reach.
- 1d. Build board membership to support the achievement of fundraising and merger/acquisition goals.
- 1e. Diversify Goodwill Works Foundation into a multi-faceted fundraising organization with a Board composed of lead-gift philanthropists.
- 1f. Implement segmented monthly cash flow and forecasting analysis.
- 1g. Incorporate annual divisional planning of objectives to achieve long-term revenue and expense goals.
- 1h. Achieve and maintain hospitality expense ratio below 100%.
- 1i. Develop and execute an enrollment and financial forecasting strategy that will enable Helms College to become financially independent.
- 1j. Creation of 2 new or updated industry certification programs per year aligned with local in-demand jobs.
- 1k. Partner with a minimum of one employer per program per region for internship, externship or direct placement opportunities.
- 1l. Actively pursue grant opportunities or contracts that complement WFD and Career Services programming for specific populations such as reentry, youth, foster, etc.
- 1m. Evaluate WFD contracts annually to ensure contracts are optimized for revenue generation and aligned with current WFD and Career Services goals and objectives.
- 1n. Implement internal audits and customer feedback initiatives.

GOAL 2

EMPLOYEE ENGAGEMENT & DEVELOPMENT

We will engage and develop our employees by creating a culture that offers opportunities for personal growth, education and career advancement.

SUCCESS MEASURES

- 2.1 Increase employee participation in internal development and training offerings by 10% year over year.
- 2.2 40% of employees have completed programs or are attaining credentials, diplomas, or degrees enabling promotion or expanded job roles.
- 2.3 Organizational pipeline in place resulting in 50% of candidates filling positions internally.
- 2.4 Retention for key positions is 85% in 2025.

STRATEGIES

- 2a. Include educational advancement and career development support in performance reviews and personal development plans with clear and specific goals and the training, tools and resources necessary to perform the job.
- 2b. Recruit/hire Chief Organizational Development Officer
- 2c. Develop a comprehensive succession planning system that includes risk mitigation for the loss of key leadership; succession candidate profiles; talent management system to identify candidates; and development opportunities for high potential candidates.
- 2d. Ensure compensation is competitive and equitable through market comparison, and proactively ahead of minimum wage advances.
- 2e. Refine the onboarding process to increase manager ownership of the process.
- 2f. Relevant quality training/education at all levels of the organization.

GOAL 3

MISSION ADVANCEMENT

We will advance the Goodwill mission by establishing a continuum of education and career services that positively changes the lives of individuals and the community.

SUCCESS MEASURES

- 3.1 Helms College - 90% of academic programs meet or exceed the Accrediting Council for Continuing Education and Training (ACCET) accreditation benchmark.
- 3.2 School of Hospitality has destination programs with student housing.
- 3.3 Establish one alternative high school with a childcare center.
- 3.4 Serve 20,000 annually and increase the intensity of services resulting in greater impact.
- 3.5 Achieve 40% placement of persons served annually in employment with an average wage over \$15 per hour and job retention of 70% at 90 days.
- 3.6 Establish an advisory council for each school of Helms College.

STRATEGIES

- 3a. Add 2 satellite locations of Helms College.
- 3b. The 5 schools of Helms College will have a minimum of 3 Title IV programs per school. These schools include Hospitality, Health Services, Business, Trades and Information Technology.
- 3c. Culinary programs achieve American Culinary Federation (ACF) accreditation for culinary arts programs.
- 3d. Expand Workforce Development programs through grant opportunities.
- 3e. Establish Helms College and Helms Career Education endowment for tuition scholarships and to underwrite launch of new programs.
- 3f. Develop partnership articulation agreements with colleges and universities.
- 3g. Expand community partnerships especially with industry-specific entities and the faith community.
- 3h. Develop a student retention plan to exceed the national average of peer institutions.
- 3i. Grow the Culinary Operations Resorts and Clubs degree (CORC), establish a culinary agricultural degree, and Bachelors in Hospitality Management to support the School of Hospitality to become a destination school.
- 3j. Maintain consultation agreement with Indianapolis Goodwill Education Initiatives, Inc. to establish an Excel Center.

GOAL 4

ENTERPRISE ADVANCEMENT

We will grow existing and new enterprises as applied learning venues for Helms College and other mission initiatives.

SUCCESS MEASURES

- 4.1 Establish enterprises as self-sustaining learning venues tied to each Helms College school, or partner with 3rd party with relevant expertise to complement key academic programs.
- 4.2 Expand donated goods retail footprint and online markets.
- 4.3 Increase new lines of business-to-business that impact organizations double bottom-line (mission and profit).
- 4.4 Develop an information technology process that ensures stability, security, and infrastructure to support organization-wide operational strategic growth and sustainment.

STRATEGIES

- 4a. Hire a Chief Information Officer consultant to build a 4yr IT enhancement plan to strengthen organizational systems and capabilities.
- 4b. In partnership with others, establish an agri-business/eco-tourism campus at Lake Oconee with a town center, commercial farm, resort hotel, conference center and day spa.
- 4c. Ensure all enterprises are vibrant learning environments.
- 4d. Add at least one retail store each year.
- 4e. Explore alternative, online marketplace initiatives.

GOAL 5

BRAND AWARENESS AND ADVANCEMENT

We will secure excellence in the delivery of high-quality experiences and clear mission-based messaging for our stakeholders.

SUCCESS MEASURES

- 5.1 Establish a process to consistently gather, store, and communicate success stories.
- 5.2 Meet or exceed targets of 3rd party administered branding audit to ensure correct content and messaging is consistently serviced through all channels.
- 5.3 Promote in the media minimally one new success story each month.
- 5.4 Ensure service excellence by meeting or exceeding customer expectations in all business lines.

STRATEGIES

- 5a. Annual review and enhancement of digital media to better fill all Goodwill potential customer funnels.
- 5b. All departments fully embrace Goodwill's Salesforce customer relationship management (CRM) system to build relationships and trust with stakeholders.
- 5c. Service requests are followed up on and managed efficiently.
- 5d. Select an appropriate vendor that will administer the branding surveys.
- 5e. Establish a Goodwill storytelling academy.