

Goodwill of the Olympics & Rainier Region

Strategic Plan Overview

Vision

Our vision is that every person has the opportunity to learn, work, and thrive in all aspects of life.

Mission

To achieve our vision, we are committed to dismantling racism and advancing equity, diversity, and inclusion so we can help people reach their fullest potential through education, job placement, and career pathway services

We do our work with great gratitude for the community donations, purchases, and partnerships that make our mission possible.

Our CARES Values

Champion Diversity

Act with Integrity and Gratitude

Respect Everyone

Educate and Serve with Compassion

Strive for Excellence

Labor Acknowledgement

At Goodwill of the Olympics & Rainier Region, our vision is that every person has the opportunity to learn, work, and thrive in all aspects of life.

As we pursue this vision, we recognize the systemic oppression of workers throughout our country's history that has blocked opportunity for many people who helped build and sustain our communities over time. This includes the forced labor of enslaved Africans, the stolen labor of Indigenous people, the exploited labor of immigrants and refugees, and the devalued work of people with disabilities, women, and members of the LGBTQ+ community.

We acknowledge and honor the contributions of all people's labor, past and present. We are dedicated to working alongside others in our communities to ensure that all labor is valued and that every worker is treated with dignity and respect.

Recognizing and appreciating the inherent value in each individual, our Goodwill is committed to dismantling systemic barriers and creating meaningful opportunities for every person to learn, work, and thrive in all aspects of life.

Land Acknowledgement

We acknowledge that Goodwill of the Olympics & Rainier Region, which spans 15 counties in the state of Washington, operates and serves on the traditional and ancestral lands of many American Indian Tribes. Centuries of systemic oppression have dispossessed indigenous people of their lands and their rights to self-determination.

We recognize, respect, and give appreciation and gratitude to the people of these tribes, who have stewarded these lands throughout the generations, despite the many injustices they have faced and continue to face today: the Chehalis Tribe, the Cowlitz Indian Tribe, the Lower Elwha Klallam Tribe, the Hoh Tribe, the Jamestown S'Klallam Tribe, the Muckleshoot Indian Tribe, the Nisqually Indian Tribe, the Puyallup Tribe of Indians, the Quileute Tribe, the Quinault Indian Nation, the Skokomish Indian Tribe, the Squaxin Island Tribe, and the Yakama Nation.

10-Year (Long-Term) Plan

In September 2020, our Goodwill emerged from the initial crisis of the coronavirus pandemic and our Executive Team and Board of Directors came together to discuss the importance of developing a long-term, 10-year plan. We framed the development of the long-term plan with this set of critical questions.

- 1) What will be the needs of our community and how do we want to serve?
- 2) Can thrift retail continue to support our community programs and services?
- 3) Should we stay true to our current Vision, Mission, and Values?
- 4) What physical footprint do we truly need?
- 5) What do we need in people talent and resources to take Goodwill forward?
- 6) What is the best financial modelling to support Goodwill's future sustainability?

We conducted in-depth external and internal research and stakeholder engagement and established the following goal and strategies, along with noted potential risks, desired rewards, and metrics.

Goal

To meet the evolving needs for education, job placement, and career pathway services across our region in ways that grow our impact with the people we serve, helping them transform their lives through the power of work.

Strategies

- With a focus on communities furthest from opportunity, improve access, inclusivity and impact of our workforce development programs and services for ALICE populations in our region.
- Increase net proceeds from thrift retail social enterprise, through key store location changes and greater investment in ecommerce, to enable a strong and growing financial foundation that supports free mission services in our region.
- Develop a new revenue stream through an additional social enterprise that will provide more strength and sustainability to our Goodwill's growth and impact.
- Continually develop the talent of our team and advance their opportunities for growth, impact, and success.
- Accelerate our pace toward becoming an antiracist organization and advancing equity, diversity, and inclusion.
- Strengthen and advance our brand and reputation to create greater impact for our Goodwill and the communities we serve.

Metrics

- Number of People Receiving Mission Services
- Thrift Retail Operational Performance
- Employee Engagement, Culture, and Diversity
- Overall Organizational Financial Health
- Community Partnerships
- Board Governance

Risks

- Miss the mark on identifying and responding to community needs due to lack of community engagement
- Invest in short-term solutions only and lose the opportunity for longer-term investments and strategies.
- Avoid short-term pain by cutting costs that undermine the foundation of our organization.
- Rely solely on current revenue generation model that is encumbered by a continual rise in retail operational costs.

Rewards

Vibrant, growing communities across our region driven by people who have benefitted from engagement with our Goodwill – whether they are students, program participants, customers, partners, or supporters.