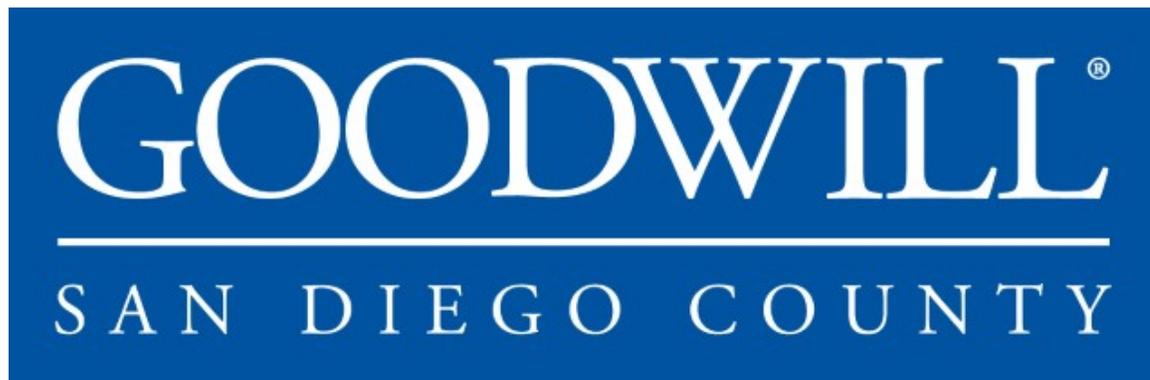


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STRATEGIC PLAN

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GOODWILL INDUSTRIES OF SAN DIEGO COUNTY

STRATEGIC PLAN

INTRODUCTION

Legacy to Goodwill:

“Friends of Goodwill, be dissatisfied with your work until every handicapped and unfortunate person in your community has an opportunity to develop to his fullest usefulness and enjoy the maximum of abundant living....The past is prologue, the future is in your hands.”

Edgar James Helms, Goodwill Founder, 1942

MISSION STATEMENT

To provide employment and training opportunities to people with disabilities and other barriers to employment.

VISION STATEMENT

To be a high performing, mission-integrated, enterprise-funded, not-for-profit business.

GISD’s Definition of Mission Integration:

At GISD our mission of providing employment and training opportunities to people with disabilities and other barriers to employment is integrated into our business model and mission services programs. Our workplaces hire and train people with disabilities and other barriers to employment. Our Mission Services Programs train and provide job search assistance or placement. Our goal is Competitive Integrated Employment (CIE) for people with disabilities and overcoming barriers to employment for all people.

CORE VALUES

- **Credibility:** As individuals and an organization, we do what we say we will do.
- **Creativity:** We are willing to try new ideas in order to improve any aspect of the organization.
- **Collaboration:** We are different people, with different skills, who work well together to get the job done.

CULTURE

Definition: Organizational Culture is the personality of an organization. The organization's culture includes its mission, values, ethics, beliefs, habits, expectations, goals, and work environment.

GISD's culture contains our core values and behaviors and contributes to the social and psychological environment of our unique organization. Organizational culture affects the way we interact with each other, our donors, our customers, and with our participants.

Organizational culture is the sum total of our past and current traditions, experiences, philosophy, and values. Our culture is what holds us together, and it is expressed in our self-image, inner workings, future goals and objectives. It is based on shared attitudes, beliefs, customs, and written and unwritten policies and procedures that the organization has developed over time and that have worked well enough to be considered effective.

Our culture is revealed in the way we conduct business and relate to the wider community. Culture is strengthened through ambassador commitment towards shared objectives. Whether our organizational culture is labeled strong or weak has to do with how well and to what extent it is spread through the organization and is authentic.

Our culture affects our morale, productivity and performance, and provides guidelines on customer care and service; product quality and safety; attendance and punctuality; and our concern for the environment. It extends to our donation and retail operations, marketing and advertising practices, and to new program creation.

Leadership Expectations:

We strive to advance all ambassadors to become leaders and provide a work environment where their work, contribution, and ideas are valued and appreciated.

Those given the honor and privilege of leading others are to lead with inspiration and respect, which encourages high quality work and produces

an engaged workforce. We believe that harsh criticism, rude or hostile behavior, and heavy-handed command and control leadership are unacceptable and ineffective.

We also hold true that leaders have the responsibility to role model the behaviors, values, and leadership style that produces a professional work environment free from intimidation and retaliation and that earns respect.

Our credibility and trustworthiness as leaders' lies in balancing skill and behavior, both are essential to good leadership and the desired culture of our organization. We strive to ensure that what we say about our culture is reality in the lives of those we serve and that serve our organization.

From our Cultural Diversity Plan:

We believe at GISD that our diverse workforce is one of our greatest strengths. We have a strong commitment to our mission and values and assist all ambassadors and participants to overcome their barriers and develop their strengths.

Our Leadership Team is in agreement that our unique differences are essential to the culture of GISD. It is our ability to integrate individuals with disabilities and cultural differences throughout our organization that enables all employees to evolve. The integration of our mission into every worksite makes Goodwill a special place to work and distinguishes us from other organizations.

In order to best assist our participants and those we serve we must ensure that we have the best qualified and trained staff possible, implement effective and efficient processes, maintain clean and well equipped facilities, and demonstrate excellent financial stewardship. Safety is a cornerstone of all that we do. We embrace these ideals and promote continuous improvement to enable our organization to be balanced and strong.

PERFORMANCE MEASURES

- Mission Fulfillment: Develop, expand, and diversify GISD's employment and training services.
- Maintain Financial Strength: Meet GISD's Mission Services objectives by effective and efficient growth strategy and cost containment.
- Infrastructure Development: Build out our retail infrastructure and assure all of our facilities are safe, branded, clean, friendly, efficient, effective, and accessible.
- Assure the Future of Goodwill's Mission: Assure the future of GISD's employment and training services and programs through strategic financial planning.