

Strategic Framework

FY 2024-27



❖ **PEOPLE**

❖ **FINANCIAL HEALTH**

❖ **ENVIRONMENT**

July 2023

At Goodwill NNE, we strive to view all decisions through a lens of sustainability. Simply put, we ask ourselves what impact our actions will have on people, the environment, and our financial health over time. As we update our strategic framework these considerations remain top-of-mind. They help to shape the course we will take to ensure our Goodwill is the best we can be — for our employees, our customers, our participants, and our communities across northern New England — now and well into the future.

In this refreshed plan, you will notice focus areas and actions that are familiar and some that are new. Much of the work that began in 2021 is part of a longer-term, inward-facing strategy designed to strengthen the foundation of our organization. While not complete, we have made real progress and are seeing positive results in many areas.

This progress allows us to shift our focus outward a bit more — on opportunities to enhance partnerships and expand programming that supports our goal of moving 10,000 people into stability by 2027. We are well on our way to reaching this ambitious goal with over 6,500 people having attained stability to date.

Personal stability looks different for everyone, which is why we provide support and services through retail, healthcare, workforce, and cleaning divisions that help any person reach stability. With the work happening under our refreshed strategic framework, we envision a not-too-distant future where we can support our next 10,000 neighbors into stability.

Partnerships are key to our success in achieving this goal; we know we cannot do it alone. In the next few pages, you will see the specific areas we are focusing on to ensure we continue to build a financially healthy nonprofit that provides a supportive and welcoming work environment for Goodwill employees, quality services for participants, partners, and customers, and takes steps to reduce our carbon footprint.

Because we are striving for our best, the work is ongoing. We are committed to asking questions, listening to feedback, being flexible, and communicating about what improvements our Goodwill can achieve.

If you have any questions about this plan or would like to see our work in action, we encourage you to reach out! We can be reached at (207) 774-6323 or info@goodwillnne.org.

Thank you for your support.

Goodwill Northern New England

Mission, Vision and Goal Statements



MISSION: Goodwill Northern New England invests in people who need support to achieve their life and work goals.

VISION: Everyone can achieve and maintain personal stability with the help of Goodwill's holistic approach to services and employment.



GOAL: Goodwill will move 10,000 people into personal stability by 2027.

Read more about Tammy, Peter and Nate at goodwillnne.org.

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FOCUS AREA 1: PEOPLE

Our sustainability lens informs sound, long-term decisions to best serve employees, participants, customers, and community partners. We focus on engaging these stakeholders and seeking their feedback to ensure we are best supporting the communities where we live, work, and serve.

Being an employee-first workplace

We want to be a place where people choose to work because they see themselves succeeding here, and they feel good about where they work.

ACTIONS



P1

Create development opportunities that enable employees to grow their skills and excel in their roles.



P2

Connect Goodwill employees to internal resources (Employee Life Navigators and Human Resources) and external partners to support them in achieving their work goals.



P3

Develop a market-based compensation plan that reflects our citizenship behaviors and job performance. Create coaching systems and work supports that clearly outline expectations and accountability.



P4

Evaluate and invest in systems that provide our teammates with reliable tools to do their jobs effectively, efficiently, and safely every day.



P5

Build a culture of trust and belonging by embedding diversity, equity, and inclusion practices in our daily work.

Delivering best-in-class customer, participant, and partner experience

Our goal is to continue to build strong relationships where our connection is more than just a service we provide. We are focused on how our work affects the greater community and we strive to deliver even more impactful results in the future.

ACTIONS



P6

Develop channels and metrics to best capture and measure customer satisfaction and engagement. Our customers include participants, shoppers, donors, volunteers, community partners, businesses, funders, and employees.



P7

Evaluate all service models and business lines to ensure high-quality and effective program delivery, supporting our commitment to moving 10,000 people into stability by 2027.



P8

Expand programs such as Life Navigation, Partner Stability Fund and school-based work supports which teach community members skills to help build more stable lives.



P9

Explore opportunities and collaborations to amplify our advocacy and public policy voice.

FOCUS AREA 2: FINANCIAL HEALTH

As a nonprofit social enterprise, our ability to deliver on our mission is dependent on our agency's financial health and stability. We have taken steps to strengthen our financial standing, so we can continue to invest in infrastructure and services. We need to ensure our tools, programs, and processes are as healthy, inclusive, and effective as possible to provide best-in-class services to our employees, participants, and community.

ACTIONS



F1

Evaluate and invest in infrastructure to ensure we have enough of the right people doing the right work throughout the agency.



F2

Conduct a comprehensive financial analysis of programs, retail, and all indirect services to understand their relationship to our mission, and their impact on the community, the environment, and our financial health.



F3

Create a multi-year plan that maintains financial health and enables Goodwill to respond proactively to community needs, address high-impact threats and maximize future service opportunities.



F4

Diversify income portfolio by continuing to grow Goodwill's philanthropy contribution from individuals, private foundations, and state and federal funding sources.



F5

Engage with partners to help us maximize our opportunities to be effective in delivering our mission and leverage scale to reduce operational and programmatic costs.

FOCUS AREA 3: ENVIRONMENT

A healthy environment is essential to community and individual well-being. It affects the air we breathe, the water we drink, our physical and mental health, and our connections with each other.

Long before sustainable practices came into style, Goodwill pioneered the circular economy based on “reducing, reusing, repurposing” practices in 1902. Over 100 years later, we are still collecting used items and keeping them out of landfills through resale. Today, that philosophy continues as part of our commitment to make a difference in people’s lives, to strengthen communities, and create a healthier environment.

Through our work and advocacy, we intend to drive awareness, education, and participation in issues that affect long-term health, economic conditions, and social equity for the people and communities we serve. We remain committed to doing our part by diverting used items from landfills, reducing our carbon footprint through investments in cleaner energy and transportation efficiencies, and educating our Board members, employees, customers, policy makers and businesses on their role in reducing negative impacts on our environment in their everyday activities.

ACTIONS



E1

Reduce our overall energy use and increase the percentage of energy that comes from renewable resources.



E2

Divert items from landfills by continuing to invest in the collection, processing, resale, and recycling of items across communities in Maine, New Hampshire, and northern Vermont. By 2027, we aim to divert 90% or more of our donations from landfills.



E3

Drive transportation and other logistical efficiencies by investing in technologies, infrastructure, and process improvements that reduce our carbon footprint relative to our operations.



E4

Conduct a comprehensive environmental impact study of our operations. In partnership with Goodwill Industries International, industry, research, and academic institutions, create a multi-year plan that identifies pathways to achieving agency carbon negativity.

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