



GOODWILL
Northern Michigan

STRATEGIC PLAN 2021-2024

VISION

WHY we exist

We envision a community where everyone has access to a safe and secure place to live, the nutritious food they need, and opportunities for empowering employment—so that everyone can thrive.

MISSION

WHAT we do

Goodwill strengthens communities by empowering people in need to reach their full potential.

We meet the fundamental needs of our neighbors through our community-supported social enterprise.

We strengthen our community by collaborating to address complex social challenges.

We deploy resources responsibly and strategically to advance human dignity and inclusivity, and to empower our Goodwill employees to reach their full potential.

VALUES

WHO we are

HUMAN DIGNITY

We respect the inherent dignity of every individual as a fellow member of our community. We are inclusive, caring, respectful, and supportive.

ACCOUNTABILITY

We prioritize thoughtful stewardship of the community's resources based in shared accountability across organizations. We focus on transparency, teamwork, good governance, evidence-informed decision-making, and trust.

COLLABORATION

We develop and nurture the strong community collaborations that are necessary to make a meaningful impact on complex social challenges. We appreciate each other's strengths and recognize our interdependence as we work together to create a stronger community.

CURIOSITY

We actively listen and learn from others as we seek to understand issues and take action to make a difference. We innovate with safe-to-fail initiatives and respond to employee and community needs nimbly and with humility.

COURAGE

We pursue our purpose with integrity and commitment, accepting the adversity and complexity inherent in our work.

Housing and Homeless Services

Vision

We envision a strong community that understands the importance of housing for everyone in our community, and works effectively together to ensure that every family, adult, and child has access to a safe and secure place to live and end homelessness in our region. We seek to build the committed partnerships our community needs to increase high-quality, stable housing options for people in our community and make homelessness rare and brief in Northern Michigan.

Strategic Goals

- Strengthen the regional homeless response system
- Increase number of housing units available for our clients
- Build community support around importance of safe and secure housing for everyone
- Update Goodwill Inn facility

Food Rescue

Vision

We envision collaborative community efforts to provide access to the nutritious food people need. We strengthen community efforts by distributing and rescuing food, focusing on best practices for serving our community's needs, and supporting Coalition efforts to increase food security.

Strategic Goals

- Support collaborative efforts to ensure access to nutritious food with dignity
- Strengthen regional system capacity to distribute the healthy food that people need
- Update Food Rescue warehouse facility

Social Enterprise

Vision

The whole community wants to shop and donate at our stores because it supports our community programs. Thrifting and donating with Goodwill Northern Michigan is a positive experience.

Strategic Goals

- Grow donations and community support and strengthen our local nonprofit brand
- Strengthen our social enterprise including facility improvements
- Build our ecommerce program

Organizational Development / Workforce Development

Vision

We are an inclusive, diverse organization with engaged employees who are treated fairly and express themselves freely. We envision our Goodwill employees pursuing their life and career goals with our support and encouragement, creating the future they want to see. We work with our Goodwill employees to expand their opportunities through professional and workforce development programs.

Strategic Goals

- Create a supportive, inclusive, safe, and empowering growth and development culture based on our values
- Build our workforce development program
- Continue our diversity, equity, and inclusion journey

Organizational Infrastructure

Vision

We have the necessary support staff and sophisticated system tools to work collaboratively and reach our mission goals. Our employees, donors, partners, and community understand what we do and engage in supporting our work.

Strategic Goals

- Increase long-term financial sustainability
- Strengthen our organizational structure and systems capacity
- Engage internal and external stakeholders in supporting our work and mission