



**GOODWILL**  
Northern Michigan

# STRATEGIC PLAN 2024-2027

## MISSION *(WHAT we do)*

**We bring food to neighbors, help vulnerable people find home, and provide empowering employment through our community-supported social enterprise and collaborative partnerships.**

## VISION *(WHY we exist)*

**We envision communities where everyone can thrive with a safe and secure home, nutritious food, and empowering employment.**

## VALUES *(WHO we are)*

### **HUMAN DIGNITY**

We honor the inherent dignity of every individual. We are inclusive, caring, respectful, and supportive.

### **ACCOUNTABILITY**

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

### **COLLABORATION**

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

### **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.

## Our Goodwill Organization

### Strategic Goals

- Increase support of our social enterprise and the community programs it funds
- Grow sustainable philanthropic support and volunteer engagement
- Improve tools, structure, facilities, and systems for effective workforce and operations

**Goodwill Northern Michigan Vision:** *We envision communities where everyone can thrive with a safe and secure home, nutritious food, and empowering employment.*

## People and Culture

### Strategic Goals

- Improve our inclusive and responsive culture where team members feel valued, heard, and respected
- Improve recruitment, recognition, and retention of team members
- Develop workforce development programs

**People and Culture Vision:** *Our team members are engaged in our inclusive, diverse social enterprise, pursuing life and career goals and opportunities with our support and encouragement.*

## Social Enterprise

### Strategic Goals

- Strengthen our donation-centric business model
- Create exceptional thrifting and donation experiences

**Social Enterprise Vision:** *Thrifting and donating with Goodwill Northern Michigan is a positive experience. The whole community wants to shop and donate at our stores and support our community programs.*

## Housing and Homeless Services

### Strategic Goals

- Strengthen our sustainable, high-functioning homeless response systems
- End chronic homelessness through Homeless Coalition 2028 Initiative
- Regional catalyst for very low-income housing development

**Housing and Homeless Services Vision:** *We envision strong communities committed to the importance of ending homelessness and collaborating effectively with Homeless Coalition partners to ensure vulnerable people have access to a safe and secure home.*

## Food Rescue

### Strategic Goals

- Increase accessibility of nutritious, high-quality food
- Develop client-centered food distribution system
- Participate in environmentally sustainable and locally focused food system initiatives

**Food Rescue Vision:** *We envision collaborative community efforts to ensure everyone has access to the nutritious food they need with client-centered distribution that strengthens the local food system.*