



inspire

2026

Goodwill's Strategic Plan to
**ELIMINATE
POVERTY**

EMPOWERING INDIVIDUALS. STRENGTHENING FAMILIES. INSPIRING COMMUNITIES.

impacting the community



Richmond Vincent Jr.
President & CEO



Matthew Churchill
Chair, Board of Directors

Goodwill Industries® of the Valleys celebrated our 90th anniversary in 2021. Ninety years of serving communities, families, and individuals. As we reflected on the impact of the past ninety years, we felt it important to focus forward by looking back — to our roots — and find the why behind what we do. Our founder, Edgar J Helms, began Goodwill with a vision of ‘not charity, but a chance.’ He believed in giving people the opportunity to work as a path to both financial and personal independence. Such independence was key to combating poverty by providing ‘a hand up, not a handout.’ With the eradication of poverty as a cornerstone of our mission, what role do we play? How can Goodwill Industries of the Valleys make a difference? How can we make an even greater impact on communities, families, and individuals?

To answer those questions, we recently put the final touches on the robust five-year strategic plan before you. We collected real time data to craft the vision and mission for the decades ahead. Through a series of surveys, we contacted shoppers, donors, financial supporters, board members, community partners and other key stakeholders (including our own team members), to gain input and give voice to our priorities, efforts, strategy, and the future of our organization.

At the heart of this plan, are our own team members. The very individuals we aim to empower, part of the families we aim to strengthen, members of the communities we want to inspire. Through a team-centered model, we are more connected to the areas we serve. Through this connection, we strive to address and meet the needs of those we serve as well as those we’ve not yet had the opportunity.

In addition, we are focused on operational excellence to strengthen the programs and services we provide throughout our territory. Programs focused on empowering youth, skills training and employment for those with various barriers, to our partnerships with community organizations and area businesses, Goodwill is dedicated to helping each individual reach their fullest potential. And our commitment is stronger than ever.

Using our strategic framework for the future as a guide, we seek greater financial independence and stability, to allow us to reinvest in our communities, build stronger partnerships, and maximize resources.

Building on our legacy, we are able to make a greater, longer lasting impact while we embark on an exciting new future. We are entering this transformative era inspired with renewed mission, vision, purpose, and values.

Goodwill Industries of the Valleys

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Board Members can be contacted at
the organization's primary address:

2502 Melrose Avenue, NW
Suite A
PO Box 6159
Roanoke, VA 24017
P: (540) 581-0620
F: (540) 581-0629

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Goodwill Industries of the Valleys 2022-2026 Strategic Plan

overview

Goodwill Industries of the Valleys was founded on October 10, 1931, in Roanoke, Virginia, and formed from the old Union Mission. We are one of 155 independent, community-based Goodwill organizations in the United States and Canada. The Goodwill we know today was created in January 2000 through the merger of four organizations with similar missions. All the organizations were committed to serving people in need. The organizations were the New River Valley Workshop, Developmental Center of Franklin County, ARC, and Goodwill Industries Tinker Mountain.

Goodwill Industries of the Valleys is positioned to meet the needs of the individual communities throughout our service area. As we learn from our collective experiences of the last two years, we are committed to strengthening our internal capacity, engaging those most impacted in meaningful ways, and working to bring our full toolkit of resources to actively improve conditions in our communities.



grow

MISSION:

**Empowering Individuals
Strengthening Families
Inspiring Communities**

VISION:

Eliminate Poverty

PURPOSE:

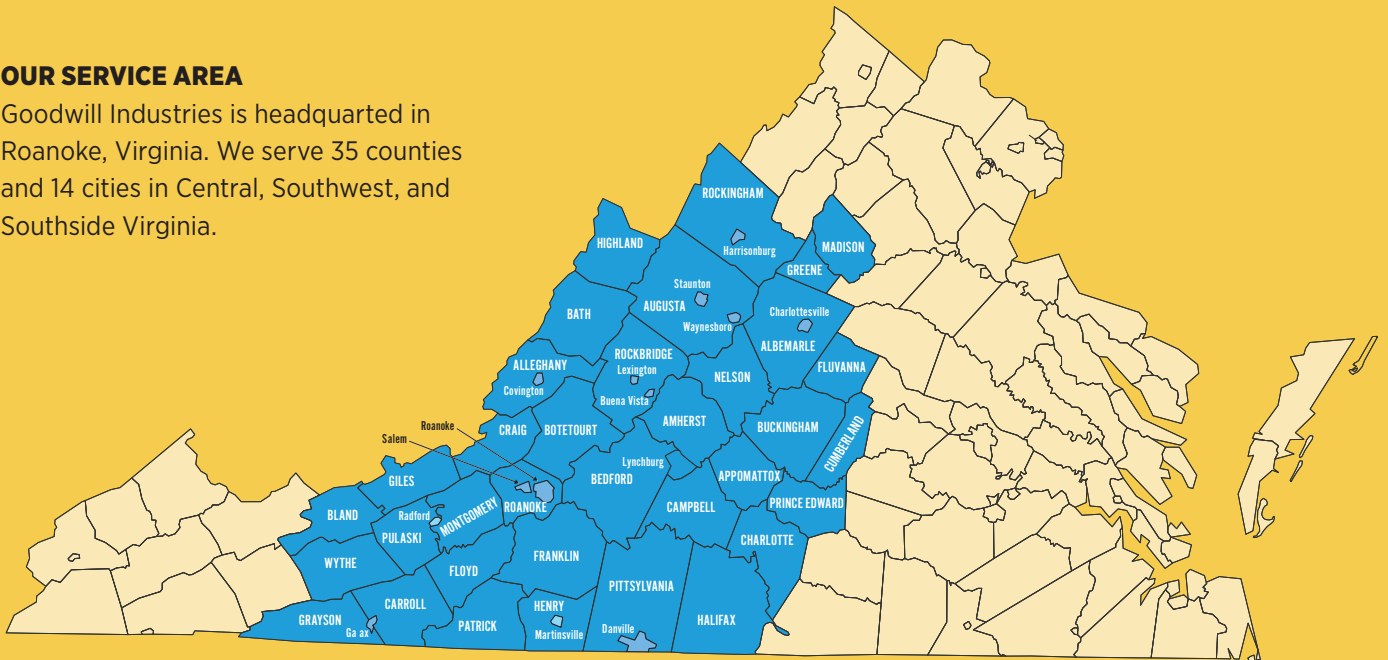
**Through the work of Goodwill, people
will have the opportunity to achieve
their greatest potential.**

Defining a Shared Vision

Our vision statement to “**Eliminate Poverty**,” speaks to our belief that the resources exist for us to make a significant impact in reducing poverty as we know it. It remains a call to action, we hold as the ultimate measure of accountability for our work. The conditions contributing to poverty are complex and the change we expect to see will not occur overnight. However, Goodwill has defined changes we envision are possible to see in the next five years. These time-bound aspirations and changes are our practical vision through 2026.

OUR SERVICE AREA

Goodwill Industries is headquartered in Roanoke, Virginia. We serve 35 counties and 14 cities in Central, Southwest, and Southside Virginia.



GOODWILL TERRITORY AGGREGATES

Population.....	1,699,938
Households.....	688,937
Median Income.....	\$47,467
Poverty Level.....	215,047 (13.5%)

IN LABOR FORCE	
Total	808,665
Employed	772,338
Unemployed	36,327
Teens Employed	32.4%
Teens not in Labor Force	54.8%
Teens Unemployed	12.8%
High School Diploma/GED	335,654
AS or Higher	418,029
Disability Total	112,310
Disability Employed	37,333

Other data: based on 16+, Teens: 16-19



Key Indicators and Employment Trends

Documenting the current conditions establishes a baseline of comparison to determine the impact of our efforts over the next five years. Our strategic framework acknowledges there are numerous contributing factors moving the needle forward in eliminating poverty. The more we leverage our individual resources in a collective effort, the greater the opportunity to address root causes for generational change. Our strategies are place-based, meaning we understand there is an identity, resources, and other factors unique to each community. Much of our work focuses on building employment readiness, workforce development, employment placement, and supports for continued employment success. As such, we consider income, unemployment, and education as key indicators. Goodwill Industries of the Valleys covers a 35 county and 14 city service area. For this strategic framework, we selected a sample of communities and indicators from our region to highlight in the data profile below. Our internal data team has worked to curate a data set on each of our counties to track changes in conditions or key poverty indicators. This includes monitoring conditions related to food insecurity, housing burden, access to transportation, and affordable quality childcare.

Top Five Fastest Growing Occupations Requiring No More than a High School Diploma or Equivalent in the Goodwill Service Region

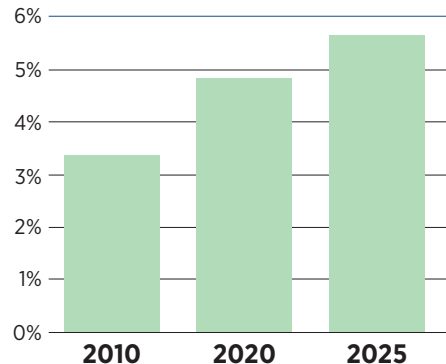
SOC Code	Description	2018 Jobs	2023 Jobs	Annual Openings	2018 2023 Change	Current Average Wage
31-1128	Home Health & Personal Care Aides	13,598	15,860	476	522	\$12.18/hr.
53-7065	Stockers & Order Fillers	11,587	12,264	1,652	677	\$12.65/hr.
47-2111	Electricians	2,975	3,497	476	522	\$25.45/hr.
41-3021	Insurance Sales Agents	2,406	2,828	340	422	\$24.90/hr.
45-2092	Farm Workers & Laborers, Crop, Nursery, and Greenhouse	2,714	3,136	540	422	\$12.82/hr.

Five Largest Occupations Requiring No More Than High School Diploma or Equivalent in the Goodwill Service Region

Description	Annual Openings	Average Wage
Fast Food and Counter Workers	4,209	\$11.00/hr.
Cashiers	3,738	\$10.96/hr.*
Retail Salespersons	2,515	\$10.71/hr.*
Home Health and Personal Care Aides	2,503	\$12.18/hr.
Waiters and Waitresses	2,186	\$12.93/hr.

*Minimum wage now \$11/hr.

Roanoke, VA Territory Population by Hispanic or Latino Origin





At the start of the strategic planning process, Goodwill Industries of the Valleys conducted a series of surveys designed to gain authentic feedback across several of our primary stakeholder groups related to our internal and external strategies. Our external strategies came from the input of our clients, retail customers, and community partners. Surveys were administered by an independent firm and shared with the Goodwill team as an aggregate report.

LEARNING FROM INDIVIDUALS

Individuals currently participating in our services were asked to identify the top two concerns they believe should be addressed within their community. Of the total number of individuals participating in the survey, 100% responded to this question. (Adult employment opportunities that pay above the minimum wage received the highest number of responses, with a majority of respondents considering this a top priority.)

we asked: As an individual served, what are the top two concerns or needs you, or those in your community, have that need to be addressed?

Top Community Concerns As Identified by Goodwill Industries of the Valleys Individuals Served

39.88%	Adult employment opportunities that pay above minimum wage
25.15%	Summer youth activities
20.86%	Quality affordable housing
19.02%	Access to transportation
14.11%	Youth employment opportunities that pay above minimum wage
13.50%	After school youth activities
12.88%	Access to affordable, quality healthcare

Twenty-seven other areas of concern were identified, but not as highly ranked. The top seven of those were: long term career job training, tuition support for college or technical school, affordable childcare, public safety or crime, restrictive access to services for those with disabilities, lack of resources to support entrepreneurs, and emergency housing.

LEARNING FROM OUR TEAM MEMBERS

Vital to the success of both our organization and the strategic plan are our team members. To gain insight into employee perceptions about the organization and gain deeper insights to shape future initiatives, team members were also surveyed. Eight key areas emerged demonstrating employees have a favorable view of the organization. The highest scoring area demonstrated employees believe the organization provides them a sense of purpose and direction, and employees have a favorable perception of the working environment. The area ranked lowest was compensation and resources. In response, the organization has improved both the benefit package and employee pay. We also drilled down to the top nine things our employees value most, illustrated below.

top 9 things employees value:

COMMUNITY ENGAGEMENT

- Knowing the organization demonstrates integrity in its commitment to helping people in our community achieve a better life.
- An organization that understands the needs of our communities.

OPERATIONAL EXCELLENCE

- An organization that maintains high standards of quality.
- Having the resources and information systems to do an excellent job.

DIVERSITY

- An organization that works to attract, develop and retain people with diverse backgrounds.
- An organization that values people with different experiences and ideas.
- Leadership that reflects the diversity of the community.

PROFESSIONAL DEVELOPMENT

- Having adequate opportunities for growth.
- Receiving training and professional development.



LISTENING TO OUR CUSTOMERS

Goodwill Industries of the Valleys currently operates 41 stores across the service area. Customers were invited to participate to help us understand how to improve their shopping experience as well as to identify customer perceptions on priorities. Comments shared to help us improve the shopping experience were categorized into several themes. The most commonly shared comments were related to pricing or affordability of items in the stores.

Top Five Themes Suggested to Improve Shopping Experience

1. Concerns regarding fair pricing, affordability, need for discounts or coupons
2. Compliments to staff or store
3. Selection of products, request for more diverse inventory of items
4. Quality of merchandise, cleanliness of merchandise, unusable merchandise
5. Store appearance, organization of inventory, dressing rooms or bathroom facilities

LEVERAGING THE EXPERTISE OF OUR PARTNERS

Community partners invited to participate in the survey were selected based on their work in the community, geographic service area, and cross sector service delivery. Participating partners included representatives for community colleges, county-level agencies, social service providers, and other community-based or nonprofit organizations.

we asked:

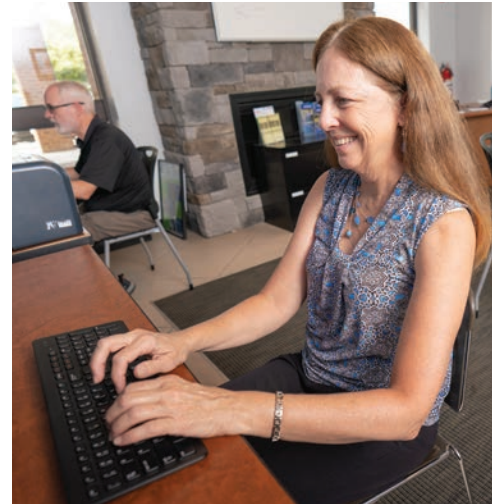
What would you say are the three most critical UNMET NEEDS in your community?

Partner Survey Response Summary — UNMET NEEDS

- Housing (safe, quality, affordable)
- Mental Health / Support
- Job training / Job placement for livable wage positions (target marginalized populations)
- Network / Connected Service Delivery / Holistic approach
- Healthcare
- Services for aging population
- Services for domestic violence victims
- Early childhood development / Childcare (quality, affordability)
- Financial literacy
- Quality education
- Internet / Broadband access / Digital literacy
- Transportation
- Child trauma support for violence / Gun violence / Counseling

Recognizing Barriers and System Challenges

An important difference in the approach to strategic planning used by Goodwill Industries of the Valleys is in how we conducted our risk or threat analysis. A traditional SWOT analysis often leaves the discussion of root cause and systems strategy out of the equation; because strategies are developed only with the lens of achieving the vision and not the reality of historical context and root cause. We asked our community partners to identify the most common barriers to economic mobility based on their service delivery. The majority of partners saw transportation as the most common barrier their clients experienced followed by access to technology and criminal record. Each of these barriers impact employment, access to housing, access to supportive services and other resources, which makes a coordinated systems change approach necessary to achieving our five-year goals.



we asked:

From your experience as a community partner or as an organization providing supportive services to individuals/ families, what are the most common barriers faced by individuals/families trying to access the resources necessary to achieve economic mobility in your service area?

Community Partner Survey Response Summary — BARRIERS

- Lack of access to transportation to get to appointments
- Limited access to technology to complete online application process
- Criminal conviction or involvement in the legal system
- Lack of child care or elder care
- Access to information on services or resources is not easily available
- Earnings are slightly over public assistance limits
- Debt or outstanding financial obligations (fines or fees)
- No driver's license or government issued identification
- No permanent address
- Unclear eligibility requirements
- Difficult verification or application process

BARRIERS AND CHALLENGES LIFTED UP DURING OUR PLANNING RETREAT

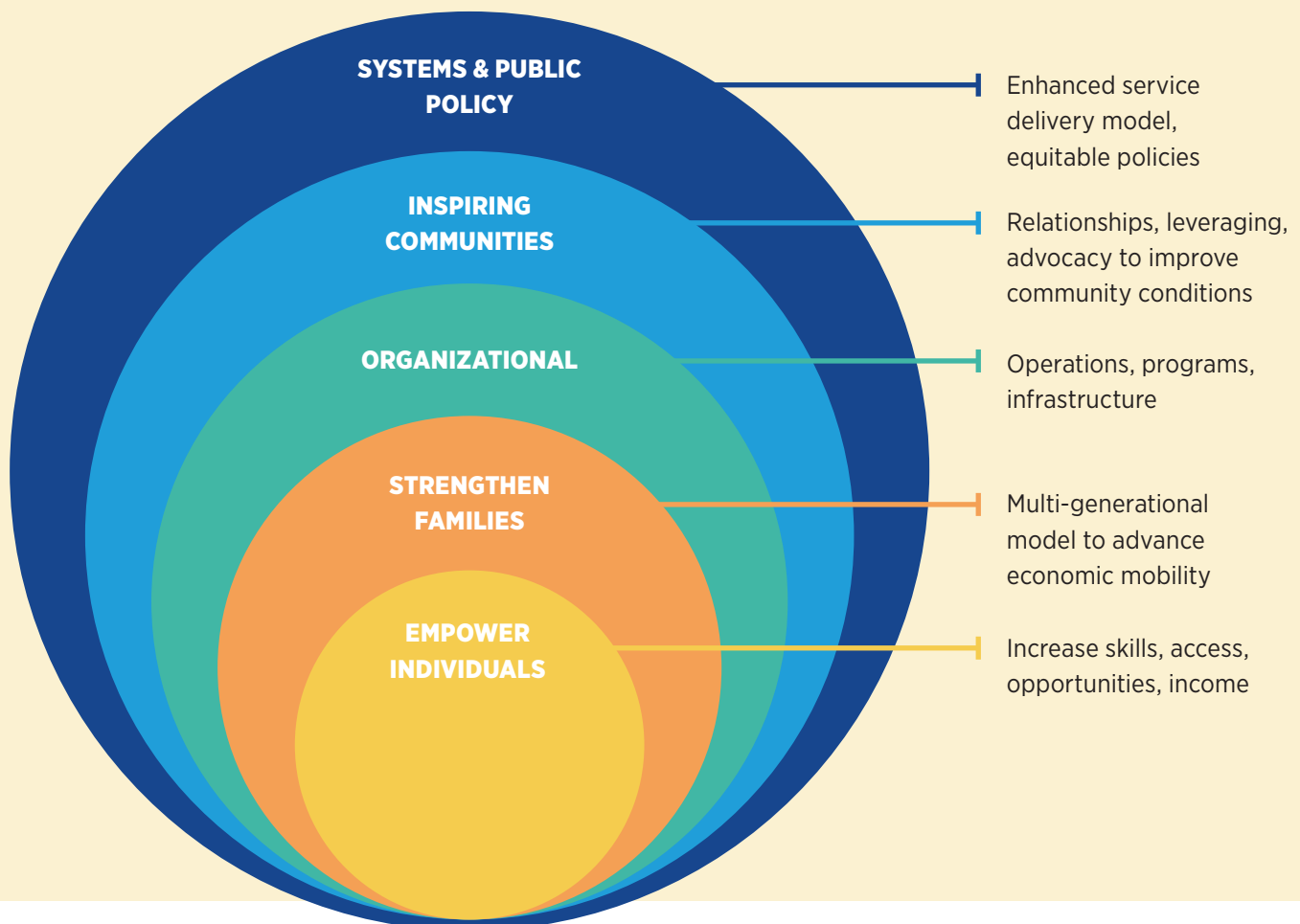
- Connectivity due to pandemic has to be reestablished
- Access to broadband
- Inequities in resource allocations and ability to influence changes
- Need to increase communication and dissemination of information on available resources
- Partnerships can be a challenge (community partners are stretched thin)
- Funding methods can create silos and forced competition among organizations for sustainability
- Not including impacted populations
- Complexity of the work
- The needed coordination / leveraging of service delivery for 35 counties and 14 cities



Understanding the Goodwill Industries of the Valleys Impact Model

At Goodwill Industries of the Valleys, our goal is to influence positive change at the individual, family, and community levels. We understand to do this, we also have to work to help improve our organizations and transform the systems which make it difficult for some families to move out of poverty.

Goodwill Industries of the Valleys' Impact Model illustrates how our work shows up at each level to help create empowering conditions that reduce and eliminate poverty.



strategic direction



GOAL 1

Strengthen operations in order to provide an effective infrastructure to meet the changing needs of our communities.

» OBJECTIVE 1.1

Strengthen internal infrastructure (tools, data platforms, software, hardware)

» OBJECTIVE 1.2

Strengthen processes (policies and procedures to support effective implementation)

» OBJECTIVE 1.3

Develop a self-funding model to sustain mission impact

KEY METRICS

- Average employee satisfaction
- Average stakeholder satisfaction
- Earnings and revenue
- Donors per square foot
- Loss prevention rating



GOAL 2

Create an organizational culture demonstrating the value of each team member through a person-centered model.

» OBJECTIVE 2.1

Create opportunities for employee engagement to inspire connection.

» OBJECTIVE 2.2

Strengthen supports necessary for employee stability and well-being.

» OBJECTIVE 2.3

Create opportunities for employee development and growth.

KEY METRICS

- Retention rate
- Average employee satisfaction
- % of employees earning a family sustaining wage
- Average cost of benefits
- Internal promotion rate

Based on information from our community stakeholders, board, and team members, Goodwill Industries of the Valleys has defined the following goals and objectives as its strategic direction for a five year period. Baseline measures and target outcomes projected for year five are included in the action plan. It is anticipated data collection will continue during the first year of the implementation period.



GOAL 3

Achieve greater impact for individuals, families, and communities.

» OBJECTIVE 3.1

Implement a multi-generational approach to service delivery.

» OBJECTIVE 3.2

Develop a skills-based pipeline to support economic growth

KEY METRICS

- Family health and sufficiency rating
- % of communities offering multi-generational model
- % increase in children and youth participating in high impact services
- Average wage at placement
- % of placements in in-demand occupations
- # of jobs created in Goodwill Business Services



GOAL 4

Collaborate to advance opportunities and equity in our communities.

» OBJECTIVE 4.1

Develop strategic relationships to build resource capacity.

» OBJECTIVE 4.2

Lead a coordinated service delivery model in a targeted community of need that results in positive change at the individual, family, community, and systems level.

KEY METRICS

- Conversion of relationships to partnerships to strengthen communities
- Financial donor retention
- Growing philanthropy year-over-year to both achieve and sustain greater community impact.

Summary

Here we are — at the end of our strategic plan, which is really the beginning. As an organization, we are focused on our **vision to eliminate poverty**. We have defined our **mission to empower individuals, strengthen families, and inspire communities**.

We have set goals and put key measures in place. However, we recognize to achieve any of what has been laid out before you it's going to take a strong team of dedicated individuals. Partnerships and collaboration. Investment and focus. We cannot make an impact unless we do it together. We invite you to join us as both a community member and stakeholder.

Together

we can address the
very complex and real
issues we all face.

Together

we can **Inspire** and make
a lasting change.

goodwillvalleys.com







GOODWILL INDUSTRIES OF THE VALLEYS HEADQUARTERS

P.O. Box 6159 | 2502 Melrose Ave. NW | Roanoke, VA 24017

Phone: (540) 581.0620 | Email: info@goodwillvalleys.com

goodwillvalleys.com