

Strategic Plan 2025-2027



STRENGTHS



2021

Organizational
Culture

Management Team

Business Model
Sustainability

Retail Operation
Performance

2024

Mission/Growth Focus

Leadership Team

Improvement and
Development
Momentum

Family/Teamwork
Culture

Brand/Presence

WEAKNESSES



2021

Business Operations
Infrastructure

Community Presence
and Engagement

Board Engagement
and Representation

2024

Business Operations
Infrastructure

Lax Personal
Accountability Culture

Employee Engagement,
Development,
Recognition, and
Compensation

Management Depth

CHALLENGES/ THREATS



2021

Brand
Retail Competition
Staffing Issues
Staying Relevant
Political and Public
Policy Shifts

2024

Retail Competition
Complacency/
Execution Risks
Staffing Issues
Safety/Security Issues
Political and Public
Policy Shifts

STRATEGIC OPPORTUNITY



2021

Expand Retail
Expand Contracts
Strengthen Business
Operations
Infrastructure
Technical College
Buildout
Brand Development

2024

Growth
Employee
Development,
Recognition, and
Compensation
Strengthen Business
Operations
Infrastructure
Brand Development

Growth and Financial Performance

Maintain the current growth mindset and strengthen performance.

- Retail Donation Growth
 - Expand use of ADCs
 - Create donor/shopper loyalty program
- Build Retail Store Performance Goals
 - Improve donation efficiency as measured by increased donor value
 - Increase sustainability and lower downstream waste
 - Improve payroll management
- Create Dashboards that Reflect Mission Contribution Expectations
- Cost Management and Analysis
- Establish Sustainable Online Retail Store
- Establish Robust Fundraising Function
 - Supplant current state tax benefits
- College Performance
 - Add programs which qualify for Pell Grants
- Contracts Performance
 - Add new contracts
 - Improve contract terms to facilitate employee compensation increases
- WFD Performance
 - Operate within established budgets

Organizational Design and Development

Expand organizational capacity and capability by refining organizational designs and intensifying the staff development effort.

- Implement Wage Structure Redesigns that Improve Internal Equity and Market Competitiveness
- Improve Talent Acquisition
 - Raise/maintain quality standards
 - Strengthen onboarding function
 - Promote career path opportunities
- Expand Staff Skill Development Efforts and Leadership Training
- Develop a Management Succession Plan
- Build a Mission-Focused Culture of Accountability and Recognition
 - Clarity/promote connection to mission
 - Establish/enforce individual integrity standards
 - Build/implement a more robust employee recognition system
- Adopt and Implement Standard Operating Procedures (SOPs)
 - Finalize SOP content
 - Develop and implement SOP rollout
 - Establish SOP maintenance/compliance function

Operations Infrastructure

Develop and install operations infrastructure improvements that facilitate operational efficiency and increase brand consistency.

- Improve Information Technology that Facilitates Retail Operations, Improves Internal Integration, and Expands Analytics
 - Real-time dashboard including retail and mission milestones
 - Application for quality and standards verification
 - Goodwill TV
 - Donor/shopper loyalty program
 - New goods inventory
- Develop Plan for Greater Retail Store Standardization
 - Finalize standards
 - Develop execution plan/calendar
- Refine Facilities and Asset Management and Maintenance Function
 - Standardize cycles and rules for replacement, repair, and maintenance
 - Vehicle and equipment inventory
 - Develop rollout plan

Brand Development

Create a proper understanding of our value to the community and increase support of the mission through a sustained, professional marketing effort.

- Develop and Present Our Story to Raise Awareness and Counter Misunderstanding
 - Consistently tell the story
 - Develop and distribute real stories that demonstrate our value
 - Convener of community partners and stakeholders
 - Greater presence and representation outside New Orleans
- Continue Building Partnerships, Collaborations, and Sponsorship Relationships
 - Maximize Saints sponsorship return
 - Maximize partnerships with Louisiana Goodwills
- Public Policy Engagement: At the Table
 - Raise awareness, understanding, and support for the mission
 - Develop Board Members as public policy champions