



# **2025-2028 STRATEGIC PLAN**

[goodwillyoungstown.org](http://goodwillyoungstown.org)

# ABOUT US



For more than 130 years, Youngstown Area Goodwill Industries (YAGI) has been woven into the fabric of Eastern Ohio and Western Pennsylvania. As a nonprofit social enterprise, we transform community donations into funding for education, training, and employment programs that help people overcome barriers and achieve greater independence.

We believe every person has dignity, worth, and untapped potential. Taking a holistic approach, we address barriers such as employment readiness, skill development, and behavioral health supporting individuals as they pursue their goals and long-term success. When people have what they need

to thrive, their families and communities flourish, as well.

Through this strategic plan, we are committed to aligning our work with the evolving needs of our region so that our programs and services reflect the priorities of the people we serve. We are more than a service provider, we are an active partner in the greater community, working alongside organizations, employers, and neighbors to build solutions and create a vibrant future together.

At Goodwill, every act of generosity, every donation, purchase, or partnership creates lasting impact. Together with our team members, donors, partners, and community, we are building pathways that elevate lives today and shape stronger communities for tomorrow.



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EMPOWER  
ACHIEVE**

# MISSION AND VISION

## Mission Statement

Elevate the **GOOD** in our communities by empowering individuals with barriers to achieve their goals through education, training, and employment.

## Vision Statement

Individual potential is realized, opportunities are abundant, and our communities are prosperous.



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# CORE VALUES

## Empowerment



**Be Empowering** — Believe in the strength people already have, stand beside them, and offer tools that help them lead their own way.

## Dedication



**Be Devoted and Show Up With Purpose** — Stay fully engaged in the mission, bring your best every day, and work with heart to lift others and create lasting change in our communities.

## Community



**Build Connection** — See the links between all people and places, value every voice, and work side-by-side for collective well-being.

## Dignity



**Honor Everyone** — Treat everyone with kindness and honor their worth, voice, and potential.

## Evolving



**Practice Adaptability** — Welcome new ideas, reflect on what works, and adapt with purpose.



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# STRATEGIC PILLARS

## PEOPLE

Ensuring *individual potential is realized* by providing safe, supportive environments and opportunities to learn, grow, and thrive.

## COMMUNITY

Reflecting our vision of a *prosperous community that recognizes and trusts Goodwill*, built through strong partnerships, shared solutions, and collective impact.

## SUSTAINABILITY

Committing to a *sustainable organization with resources for continuous growth*, achieved by stewarding resources wisely, strengthening infrastructure, and embracing innovation.

At the heart of our strategic plan are three guiding pillars that shape everything we do. Together, they keep us grounded in our mission and values while building a strong foundation for lasting growth.



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# Individual Potential is Realized:

by providing safe, supportive environments and opportunities to learn, grow, and thrive.



## GOAL 1

### **Ensure Safety and Accessibility**

Youngstown Area Goodwill Industries will ensure safety and accessibility by making procedures universally available, adopting and training on new technologies, and implementing a comprehensive safety and reporting plan.



## GOAL 2

### **Provide Continuous Learning Environment**

Youngstown Area Goodwill Industries will provide a continuous learning environment by building best practices from experience, supporting personal goal setting, and creating career pathways that grow and strengthen our team.



## GOAL 3

### **Programs Align with Workforce Demand**

Youngstown Area Goodwill Industries will align our programs with workforce demand by developing training that meets community and Goodwill job needs, guided by stakeholder input, and by equipping employers with resources to support job placement for target populations.



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# A Prosperous Community That Recognizes and Trusts Goodwill:

is built through strong partnerships, shared solutions, and collective impact.



## GOAL 1

### **Establish and Enhance Partnerships to Meet Community Needs**

Youngstown Area Goodwill Industries will enhance and leverage partnerships by identifying trusted collaborators, cultivating connections across our agency, and working side-by-side with partners to remove barriers and expand services in the community.



## GOAL 2

### **Educate and Promote Goodwill's Programs and Services**

Youngstown Area Goodwill Industries will educate and promote its programs by engaging participants and partners, raising community awareness, and fostering connections that expand our impact and strengthen our brand.



## GOAL 3

### **Utilize Legislation and Stakeholders to Strengthen the Brand**

Youngstown Area Goodwill Industries will strengthen our brand by working with Ohio Association of Goodwill Industries on advocacy, building relationships with key legislators, and developing communication strategies that engage stakeholders.



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# An Organization with Resources For Continuous Growth:

achieved by stewarding resources wisely, strengthening infrastructure, and embracing innovation.



## GOAL 1

### **Build Infrastructures: Policies, Procedures, and Quality**

Youngstown Area Goodwill Industries will build strong infrastructure by strengthening HR policies, donation processes, technology integration, ensuring quality in client services, and standardizing systems to support efficiency and growth.



## GOAL 2

### **Identify Needed Resources to Innovate and Grow**

Youngstown Area Goodwill Industries will identify resources needed to innovate and grow by assessing technology, prioritizing automation and capital investments, and ensuring the right skills and positions are in place for the future.



## GOAL 3

### **Grow Revenue and Maintain Strong Expense Control**

Youngstown Area Goodwill Industries will grow revenue and maintain financial balance by opening new stores and donation centers while equipping leaders to manage resources responsibly.



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# Contact Us

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