



President & Chief Executive Officer

CEO Opportunity Statement – Goodwill Kentucky | September 2026

The Opportunity

Goodwill Kentucky seeks its next President and Chief Executive Officer to succeed Amy Luttrell, who is retiring at the end of 2026 after leading the organization since 2014 and after a 46-year career in the Goodwill movement. The next CEO inherits an organization that is stronger than at any point in its 100-plus-year history: a thriving 70-store retail network, a solid financial foundation, an experienced leadership team, a fully engaged Board, and a strategic plan adopted less than a year ago that is already guiding the work.

The organization is in a position of strength, and the Board is looking for a seasoned, mission-centered executive who builds on what has been created, executes the current strategy with discipline, carries forward a culture of transparency and trust, and has the judgment and commercial instincts to carry Goodwill Kentucky through a rapidly changing retail landscape and into far greater visibility across the Commonwealth. The Board hopes to find a leader who will make this role the capstone of a career – a long-term pillar of the Kentucky community.

Mission, Vision and Values

- ▶ **Mission:** Helping Kentuckians find pathways out of poverty.
- ▶ **Vision:** Ending poverty in Kentucky.
- ▶ **Values:** Dignity – recognizing the worth of every individual. Service – exceptional service to every employee, client, customer and donor. Hope – meeting people where they are and empowering them to believe in their futures. Partnership – impact is greater together.

Organizational Scale

Territory	103 of Kentucky's 120 counties, headquartered in Louisville
Anticipated 2026 revenue	Exceeding \$160 million
Employees	Approximately 3,000
Retail stores	70 statewide
Opportunity Centers	12 community hubs: career coaching, education, job placement, transportation, digital skills, expungement and other barrier-removal services
Excel Center	Kentucky's first Goodwill Excel Center® – a tuition-free adult high school in Louisville
Job placements	Over 3,000 Kentuckians each year through 1,400-plus employer partners and Goodwill's own stores
Mission reinvestment	Approximately 90 cents of every retail dollar reinvested in job training and workforce programs
Governance	17-member Board of Directors; the President & CEO serves as a member of the Board
Network	One of approximately 150 Goodwill organizations affiliated with Goodwill Industries International

Business Lines

- ▶ **Donated Goods Retail.** The social enterprise engine. Seventy stores and their donation operations generate the revenue and jobs that fund the mission. Growing the donor base and sales statewide, competing with thrift and discount rivals, and keeping donated goods flowing are core CEO accountabilities.
- ▶ **Mission Services.** Opportunity Centers, career coaching, job placement, housing solutions, reentry and expungement services, homelessness initiatives, violence-intervention partnerships, and services tailored to people in recovery, people with criminal-justice backgrounds, unhoused individuals and at-risk young adults.
- ▶ **Education.** The Excel Center adult high school, with a strategic commitment to bring the model to other Kentucky locations and strengthen links with credentialing partners.
- ▶ **Employer Partnerships and Advocacy.** A network of 1,400-plus employer partners and relationships with policymakers – including the Kentucky General Assembly – to remove disincentives to work.
- ▶ **Real Estate and Facilities.** A substantial owned and leased portfolio of retail, donation, program and administrative sites across the state.

Strategic Priorities: The 2026–2029 Strategic Plan

The Board adopted a four-year plan in October 2025 after a months-long process led by the Community Impact Committee, and unanimously reaffirmed it in August 2026. The next CEO will be charged with its execution. The plan rests on three pillars:

- ▶ **Empower People.** Maintain a holistic approach to fighting poverty; provide and expand Goodwill jobs and explore significant new lines of business; serve those most in need; take the Excel Center model to other locations; improve outcomes in Eastern Kentucky; demonstrate and communicate long-term impact.
- ▶ **Strengthen Our Business.** Aggressively grow the donated goods donor base and sales statewide; implement long-term financial plans that build capacity for capital investment; optimize technology, including artificial intelligence, in every department.
- ▶ **Build Brand Identity.** Generate awareness and engagement ('I had no idea' remains the most common public reaction); elevate customer experience; expand strategic partnerships; advocate for policies that promote economic opportunity; grow philanthropy; build a statewide cadre of volunteers and ambassadors.

Measures of success, 2026–2029: people attaining financial self-sufficiency; full-time job placements; housing units facilitated; high-school diplomas awarded; percent of the retail workforce with significant barriers; net retail revenue per household in territory; assets and available cash; public awareness of the mission; philanthropic support; success in changing public policy.

Culture

Goodwill Kentucky describes its approach as a 'hand-up' – barrier reduction delivered with dignity by career coaches who meet people where they are. Employees, clients, donors and shoppers are all treated as customers of the organization.

The Board describes a healthy, trust-based culture built on communication and transparency, and it wants that culture protected. Directors operate on a 'no surprises' basis with their CEO and expect the same in return. The executive team is experienced and stable; several members are respected leaders in their own right, and the Board expects the next CEO to build on that team's strengths. In the Board's own words, the next leader should be energetic, transparent, decisive, creative, a relationship-builder, a brand ambassador and a talent developer – with a strong moral compass and genuine humility. Someone who wants to be the Goodwill Kentucky CEO, specifically and for the long term.

Financial Condition

Goodwill Kentucky enters this transition from a position of financial strength: anticipated 2026 revenue in excess of \$160 million, a solid balance sheet, and a retail operation that funds roughly 50 percent of mission activity. The strategic plan's financial goals are to strengthen long-term financial capacity, make needed capital investments and diversify income sources while defending the donated goods core.

Leadership Expectations

The ideal candidate

- ▶ Mission-driven and values-centered: integrity above reproach, transparency with the Board, humility, energy and a heart for the people Goodwill serves.
- ▶ A proven C-level executive – CEO, President, COO, CFO or equivalent with experience within the Goodwill network. Completion of the Executive Development Program is desired.
- ▶ Commercially astute: understands donated goods retail and can drive revenue in a competitive market while protecting mission alignment.
- ▶ Emotionally intelligent: reads people and situations well, leads with empathy in an organization that serves and employs people carrying real trauma, and earns trust rather than assuming it.
- ▶ A builder of teams: attracts, develops and retains strong leaders; comfortable delegating; creates stability through change.
- ▶ A partner to the Board: works in concert with directors, keeps them engaged.
- ▶ A visible ambassador: credible with employees, clients, donors, employers, legislators, media and the Goodwill network.
- ▶ Committed to Kentucky: intends to live in the Commonwealth and finish a career here.

What success looks like after one year

- ▶ Goodwill Kentucky is stable and the strategic plan's measures continue to move in the right direction.
- ▶ The executive team is intact, confident and aligned; any changes have been deliberate and well handled.
- ▶ Employees at every level, clients, community partners and the Board have confidence in the new CEO; Board engagement is as strong as ever.
- ▶ The CEO is known across the state as the leader creating pathways out of poverty for Kentuckians.

Location, Compensation and Search Process

The position is based at Goodwill Kentucky's headquarters in Louisville with frequent travel across the state; Kentucky residency is required. Compensation is competitive and benchmarked against comparable Goodwill and Kentucky organizations, with a comprehensive benefits package. All compensation discussions are conducted through Blair and Heard. Goodwill Kentucky is an equal opportunity employer.

The search is led by a Search Committee of the Board of Directors, supported by Blair and Heard Executive Search and Board Consulting Services; candidate evaluation rests with the Search Committee and Board. The process is designed to conclude before the end of 2026:

- ▶ **September – October:** Confidential evaluative interview with Blair and Heard for every qualified applicant.
- ▶ **Late October – early November:** Two virtual interview rounds with the Search Committee
- ▶ **Mid-November – early December:** In-person finalist interviews in person with the Search Committee and a presentation to the full Board of Directors. Finalists complete a DISC behavioral assessment and comprehensive due diligence.
- ▶ **November – December:** Offer and acceptance, followed by transition planning with the Board and the retiring CEO.

To apply, submit a résumé and letter of interest to Alicen Blair at ali@blairheard.com. Applications are reviewed on a rolling basis; early applications are encouraged to be considered for the Committee's initial slate.

Search Consultant

Alicen Blair, Founder & Chief Executive Officer

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All inquiries and applications are held in strict confidence.