

STRATEGIC PLAN

January 2017 – June 2020

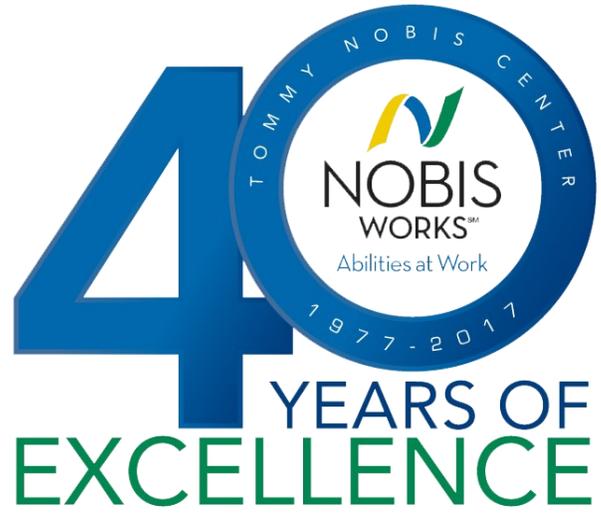


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President and Chief Executive Officer's Message

I am proud to present the Nobis Works Strategic Plan that represents six months of effort and encompasses eight different phases. We have purposely set out to make this detailed and carefully crafted plan both interesting and impactful. After all, an effective plan must provide clarity and transparency for everyone it affects.

The planning process was led by the strategic planning team comprised of board members and executive staff. Knowing that employee involvement is crucial, every teammate was given the opportunity to participate in this important process. Our executive staff first researched, discussed and debated each phase before developing the plan further in several meetings with the strategic planning team. We took a close look at our strengths and weaknesses and scanned the external environment for political, competitive, technological and economic influence. The board of directors was engaged in several sessions of review and discussion before subsequently approving the plan.

We must continue to be innovative to meet the changing needs of people with disabilities over time, and we must expand our reach to help develop supportive communities where people with disabilities are afforded the opportunity to work. We believe that it is important to set aggressive goals and financial targets and intend to hold ourselves accountable to these goals.

The strategies and goals set forth in this plan will serve as guideposts for achieving our mission through our greatest asset—the passionate, dedicated Nobis Works team that unwaveringly commits to our mission, believes in our vision, and lives our core values. It is our sincere belief that following this plan will help us achieve our ultimate goal of changing lives every day.



Dave Ward
President and CEO

Background and Approach

Nobis Works has developed a strategic plan to identify what the organization must accomplish if it is successfully serving its constituents and stakeholders over the next three and a half years.

In developing this strategic plan, we first completed a detailed analysis of the future environment we expect to exist in over the next four years, receiving input from various stakeholders—staff, board members, partner agencies, funders and others. This activity enabled the development of key planning assumptions that address critical aspects of Nobis Works’ operations—mission and programming, internal processes, organizational capital and financial—in order to maximize its ability to be successful as the organization moves forward.

Based on these key assumptions, we next identified what Nobis Works must look like in order to be an effectively operating organization. These strategic priorities, or goals, enabled us to articulate what we will look like in the future in our most successful state.

With these strategic goals clarified, Nobis Works identified the gaps that exist between where we are today and what we must accomplish in the future. This was followed by identifying the measurable objectives to be employed to achieve the respective goals. The objectives also inform the key initiatives and projects that must be executed if the organization is to successfully achieve the full intent and scope of the objectives and, subsequently, its mission.

Mission

Empowering People Through Employment

Vision

Nobis Works envisions supportive communities where people with disabilities are afforded the opportunity to work.

Values

Mission-Driven

Nobis Works is client-first, empowering individuals with disabilities to become independent and confident. We focus on how we serve and empower our clients.

Accountability

Nobis Works holds itself accountable to provide quality services that are customized to the individual and are aligned with our mission. This assures that all are served appropriately and with respect. Further, Nobis Works encourages and empowers our clients to be successful in reaching their employment goals and sustaining independence.

Fun

Nobis Works is an organization that fosters a healthy company culture while embracing a fun work environment.

Innovation

Nobis Works is committed to continuous improvement and deepening impact. From a diligent mindfulness of the needs of the client population and awareness of placement opportunities to a willingness to take risks to deepen impact, Nobis Works embraces its entrepreneurial spirit and agility to maintain high-quality services.

Integrity

Nobis Works conducts business with absolute clarity and transparency within all business operations.

Our Strategic Goals

MISSION

- Develop new partnerships to grow organizational impact

ORGANIZATIONAL CAPITAL

- Move from facility-based to community-centric model
- Upgrade computing technology for optimal business operations and program delivery and determine a maintenance/refresh strategy for ongoing organizational effectiveness

INTERNAL PROCESSES

- Standardize our decision-making process for business opportunities
- Create better brand awareness in the community

FINANCIAL

- Become financially healthy to foster growth of the mission

Our Strategic Orientation

Mission
What must we accomplish for our customers/stakeholders?

Leverage partnerships

Organizational Capital
What kind of people and technology do we need to enable our business processes?

Community-centric programming

Tech infrastructure and systems

Internal Processes
What must we do well internally to be effective in the marketplace?

Systematic vetting of opportunities

Expanded brand awareness

Financial
What must we accomplish financially to effectively meet our mission?

Financial health

Our Future Environment

Employment is a key indicator of successful life trajectory, both financially and emotionally. Having employment means a greater likelihood to provide food and shelter for oneself and one's family. It means fulfillment and independence rooted in a sense of contribution to society. This is especially true for persons with disabilities, a community of individuals who are presented with additional challenges or barriers to employment: physiological constraints, employer stigma and limited opportunities. Conversely, a lack of employment has been demonstrated to lead to increased social isolation, depression and lower socioeconomic status.

In 2015, the unemployment rate for persons with disabilities dropped to 10.1%. While the decline is a positive indicator, the rate is still more than double that of the population without disabilities (5.1%) and is declining at a slower rate.¹

Further, as persons with disabilities age and live longer than ever before, thanks to technologic and medical advances, service needs will increase and many will need to remain in the labor force for longer periods of time. State and national partners are beginning to address this persistent gap in various ways, namely by building a pipeline for transitional youth aged 14-24 before they fall through services gaps, focusing on community integration, and being more intentional about vocational training and workforce demands.

To battle both a lack of opportunity and isolation or segmentation from the larger population, over the next three and a half years, Nobis Works will develop and leverage strategic partnerships to secure employment of its clients.

Currently, Nobis Works partners with nationwide and local entities to place clients. Fulfilling federal contracts through an intermediary agency has not only served to staff clients in 17 states, but has built a human resources capability that can be built upon. Similarly, through local commercial partnerships, Nobis Works has fostered relationships with these enterprises in a rapidly growing Cobb County. Over the course of this strategic plan, Nobis Works will look to integrate and extend its work with commercial and high-growth industries via the national human resource infrastructure it has established.

Being mindful of the needs of each individual client and growing an awareness of the benefits to employers, Nobis Works can grow its impact through more entrepreneurial and community-centric approaches to serving its constituents. These opportunities will be explored utilizing state and regional data, projections and insights from commercial partners themselves. To support this effort, clients will need to receive appropriate vocational training. This will require Nobis Works to be adaptable as it fulfills niches

dictated by market demands. Ensuring that training and job placements occur in community settings will lead to more positive outcomes.

Internally, Nobis Works will focus on three critical areas to ensure success. First, increasing its brand awareness outside of the current stakeholder community will allow the organization to demonstrate its impact on not only persons with disabilities but the communities in which these businesses operate. As the organization grows and leverages its partnerships, a branding strategy will play a critical role. Second, once opportunities arise from relationships, a robust vetting protocol will enable Nobis Works to select only those opportunities that are best for its clients. Such a process will limit risk of entrepreneurial approaches to placing persons with disabilities in new types of jobs. Third, building on the organization's current internal technology systems will enable Nobis Works to monitor and report on its programs and services outcomes to maximize impact and to then demonstrate that impact to stakeholders, including donors and potential partners.

While seeking new and innovative ways to ensure jobs for persons with disabilities, it will be important to maintain a financially healthy practice. In achieving sustainability, the organization has goals to reach a six-month operating reserve, generate revenue that can be reinvested into its programs and reduce debt. Transparency and alignment of people and programs are core to the organization's values and will drive decision-making and success as Nobis Works spreads its impact.

Nobis Works envisions supportive communities where people with disabilities are afforded the opportunity to work. Over the next three and a half years, the organization will build a client-first business that can meet those needs to maximally impact those who need it most.

Environmental Scan

Through multiple stakeholder interviews, Nobis Works has found that the following strengths, weaknesses, opportunities and threats (SWOT) led to the key assumptions that this plan is built upon. Nobis Works found the following results through the efforts of multiple stakeholder interviews.

Strengths (internal):

- Nobis Works is making rapid improvements to its data collection and program evaluation processes, enabling the organization to continuously improve and demonstrate impact.
- The CEO and leadership team are instilling company values in the staff and the organization's behaviors as Nobis Works improves its work toward the mission.

Weaknesses (internal):

- The format of Nobis Works' facilities and programming needs to be updated to be more community-centric.
- The technology infrastructure needs to be improved to streamline internal processes and improve services to clients.
- It is difficult to adapt to evolving priorities and needs of public and commercial entities.

Opportunities (external):

- Social enterprise opportunities abound as Cobb County continues to grow, as commercial partnerships are developed and as Nobis Works seeks to leverage its national footprint.
- Training clients to meet the needs of evolving industries will lead to more placements.
- Improving the brand awareness, locally and outside of Cobb, will see increased business relationships and, subsequently, increase placements.
- The workshop space can be converted or utilized to support the organization's mission and/or improve the financial health.

Threats (external):

- Without formalizing decision-making processes for assessing and engaging opportunities, the organization is more prone to risk.
- The financial health of the organization is at risk if revenue streams are not diversified, debt is not eliminated and an appropriate operating reserve is not achieved.

Balanced Scorecard Approach

In developing our strategic plan, Nobis Works utilized the balanced scorecard as the strategic framework for identifying a broad set of objectives and initiatives we must accomplish. The four perspective areas include the following:

Mission Perspective: In this perspective we have identified what success looks like externally to the community and our key stakeholders.

Internal Process Perspective: This perspective identifies what we must accomplish internally with respect to our key business processes if we are to be able to achieve the objectives in the mission perspective.

Organizational Capital Perspective: Objectives and initiatives within this perspective identify what our workforce and technology capabilities need to be in the future if we are to efficiently run our key business processes and effectively communicate to the community.

Financial Perspective: This perspective identifies what financial resources we will need to operate as well as to strategically invest in the future of the organization. It also identifies how we must manage our resources if we are to be able to get the most value of our services to our stakeholders and supporters.

In the following sections, key assumptions, goals, objectives and initiatives are laid out for each aspect of the organization's operations—mission, internal processes, organizational capital and financial.

Mission Perspective

Goal

Develop new partnerships to grow organizational impact

Strategic Objective 1

SO1: Increase number of partnerships that provide Nobis Works with additional referrals, employment training opportunities and/or revenue growth

Key Assumption

There is great opportunity to create and leverage partnership (e.g. within and outside Cobb County, commercial, high job growth sectors and geographies)

Key Initiatives

- Define partnerships (current)
- Identify future partnerships
- Develop a strategy/plan for securing and stewarding relationships with identified strategic partners; include metrics
- Execute plan for securing and stewarding relationships with identified strategic partners
- Determine how to measure the impact that partnerships have on the work of Nobis Works
- Identify how the geographic location of Nobis Works and the partnership opportunity will be evaluated in consideration of potential organizational impact
- Monitor and adapt approach as needed to build and steward relationships, including analyzing and reporting

Organizational Capital Perspective

Goal

Move from facility-based to community-centric model

Strategic Objective

SO2a: Move from facility-based to community-centric model

Key Assumption

A community-centric program delivery model best serves Nobis Works' clients and the organization

Key Initiatives

- Conduct needs assessment to identify services to provide in community: clients, employers, referral sources and schools
- Determine technology needs for staff and clients to be in community
- Establish steps for organizational change from facility to community service delivery
- Identify community partners to assist in delivering community-based employment services
- Implement actions to move from facility-based employment training to community-centric employment model
- Measure success of community program expansion yearly

Organizational Capital Perspective

Goal

Upgrade computing technology for optimal business operations and program delivery and determine a maintenance/refresh strategy for ongoing organizational effectiveness

Strategic Objective

SO2b: Implement upgraded technology for business operation and client program delivery

Key Assumption

Technology infrastructure needs to be improved upon to improve internal operations and better serve clients

Key Initiatives

- Phone system: replace end-of-life phone system, implementing VOIP technology
- IT: move to cloud-based Microsoft Office delivery for Outlook, Word, Excel PowerPoint and Access
- IT: move to “desk top as a service” to ensure “current” service; cloud-based services eliminating need for on-site hardware and related expenditures while improving service delivery
- Implement case management software to increase efficiency in program delivery and support efforts to decrease time to placement
- Workstation refresh
- Technology hardware and cloud-based software enhancements for client services/ program delivery to be delivered in a community or mobile environment
- Implement donor management software to increase donor tracking, contact and program management

Internal Process Perspective

Goal

Standardize our decision-making process for business opportunities

Strategic Objective

SO3a: Increase the standardization of decision-making processes

Key Assumption

A robust evaluation and vetting process for opportunities will allow Nobis Works to be agile and entrepreneurial

Key Initiatives

- Review current process for vetting new business
- Determine what additional information needs to be reviewed when vetting new business
- Apply new criteria to document that will be used when vetting new business
- Monitor outcomes that result from using new criteria

Internal Process Perspective

Goal

Create better brand awareness in the community

Strategic Objective

SO3b: Increase brand awareness

Key Assumption

There are a lot of people who do not know what Nobis Works does (unique selling proposition, marketing, branding)

Key Initiatives

- Identify and secure survey vendor partner
- Establish baseline brand awareness metrics
- Develop a strategic marketing and communications plan
- Implement the strategic marketing and communications plan

Financial Perspective

Goal

Become financially healthy to foster growth of the mission

Strategic Objective

SO4: Increase cash on-hand to equal six months of operating expenses and reduce debt

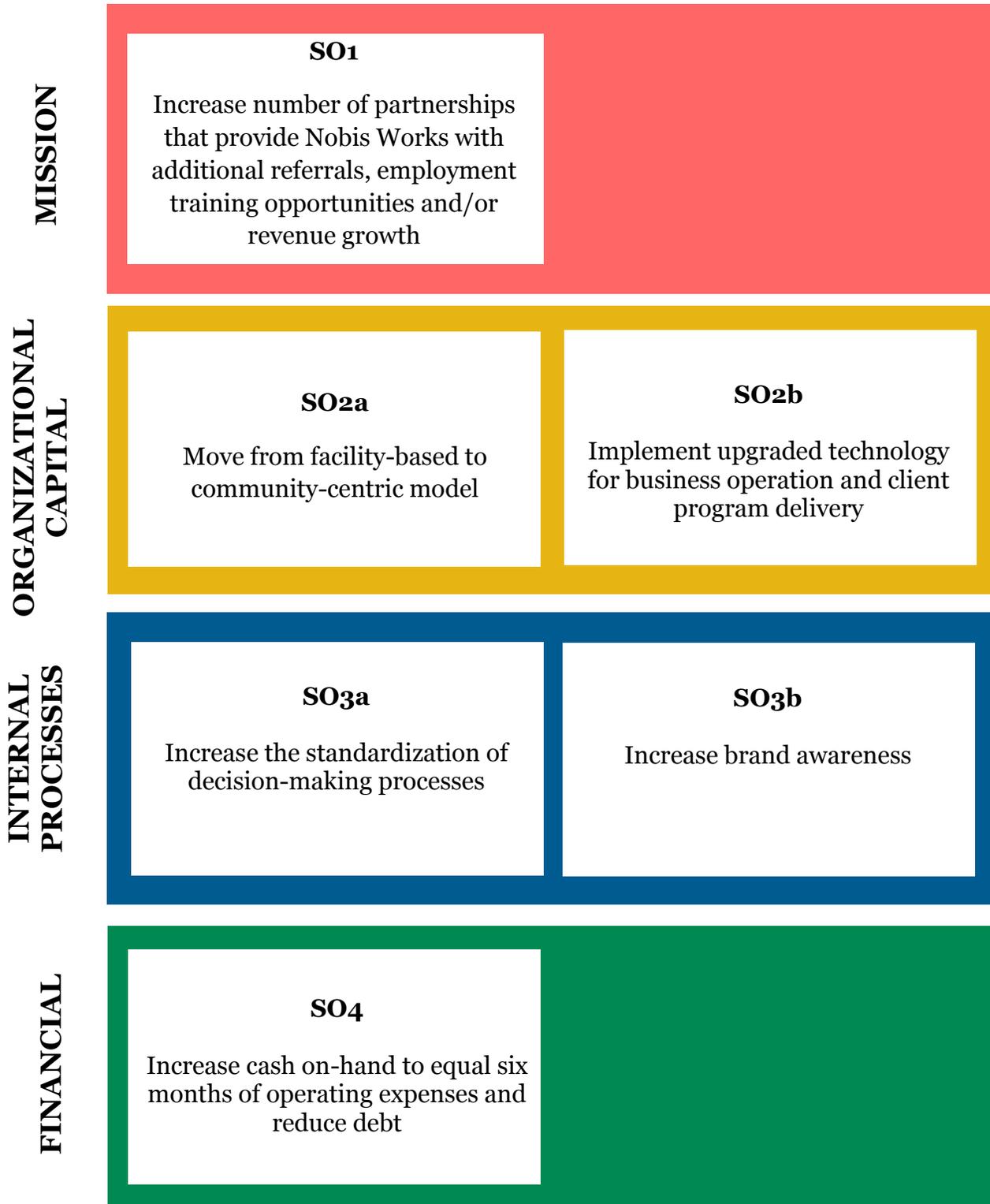
Key Assumption

Nobis Works needs to become financially healthy

Key Initiatives

- Achieve \$2,700,000 cash on-hand reserves within three years
- No new debt
- Achieve consistent excess funds
- Non-budgeted revenues allocated first to reserves then to reducing debt

Strategy Map



Road Map by Objective

The road map shows the timeframe that Nobis Works will execute each initiative.

To work on initiative in this year		Jan 2017- June 2017 FY 17	July 2017- June 2018 FY 18	July 2018- June 2019 FY 19	July 2019- June 2020 FY 20
MISSION	SO1: Increase number of partnerships that provide Nobis Works with additional referrals, employment training opportunities and/or revenue growth				
	Define partnerships (current)				
	Identify future partnerships				
	Develop a strategy/plan for securing and stewarding relationships with identified strategic partners; include metrics				
	Execute plan for securing and stewarding relationships with identified strategic partners				
	Determine how to measure the impact that partnerships have on the work of Nobis Works				
	Identify how the geographic location of Nobis Works and the partnership opportunity will be evaluated in consideration of potential organizational impact				
	Monitor and adapt approach as needed to build and steward relationships, including analyzing and reporting				

ORGANIZATIONAL CAPITAL

To work on initiative in this year	Jan 2017- June 2017 FY 17	July 2017- June 2018 FY 18	July 2018- June 2019 FY 19	July 2019- June 2020 FY 20
SO2a: Move from facility-based to community-centric model				
Conduct needs assessment to identify services to provide in community: clients, employers, referral sources and schools				
Determine technology needs for staff and clients to be in community				
Establish steps for organizational change from facility to community service delivery				
Identify community partners to assist in delivering community-based employment services				
Implement actions to move from facility-based employment training to community-centric employment model				
Measure success of community program expansion yearly				
SO2b: Implement upgraded technology for business operation and client program delivery				
Phone system: replace end-of-life phone system, implementing VOIP technology				
IT: move to cloud-based Microsoft Office delivery for Outlook, Word, Excel, PowerPoint and Access				
IT: move to “desk top as a service” to ensure “current” service; cloud-based services eliminating need for on-site hardware and related expenditures while improving service delivery				
Implement case management software to increase efficiency in program delivery and support efforts to decrease time to placement				
Workstation refresh				
Technology hardware and cloud-based software enhancements for client services/program delivery to be delivered in a community or mobile environment				
Implement donor management software to increase donor tracking, contact and program management				

INTERNAL PROCESSES

To work on initiative in this year	Jan 2017- June 2017 FY 17	July 2017- June 2018 FY 18	July 2018- June 2019 FY 19	July 2019- June 2020 FY 20
SO3a: Increase the standardization of decision-making processes				
Review current process for vetting new business				
Determine what additional information needs to be reviewed when vetting new business				
Apply new criteria to document that will be used when vetting new business				
Monitor outcomes that result from using new criteria				
SO3b: Increase brand awareness				
Identify and secure survey vendor partner				
Establish baseline brand awareness metrics				
Develop a strategic marketing and communications plan				
Implement the strategic marketing and communications plan				

FINANCIAL

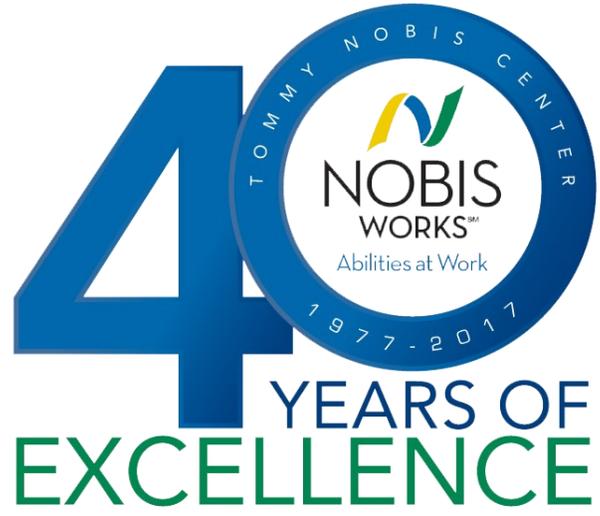
To work on initiative in this year	Jan 2017- June 2017 FY 17	July 2017- June 2018 FY 18	July 2018- June 2019 FY 19	July 2019- June 2020 FY 20
SO4: Increase cash on-hand to equal six months of operating expenses and reduce debt				
Achieve \$2,700,000 cash on-hand reserves within three years				
No new debt				
Achieve consistent excess funds				
Non-budgeted revenues allocated first to reserves then to reducing debt				

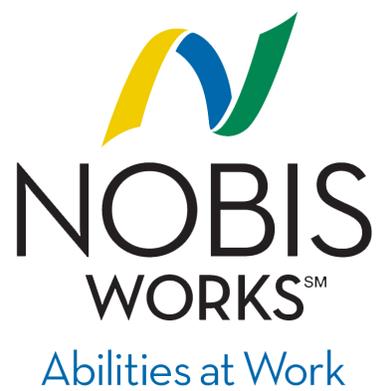
Summary

Nobis Works looks forward to the future of the organization that has now been clearly and strategically crafted. The focus on each area of the balanced scorecard approach aligns with the main areas that will provide for a successful organization of the future. Creating goals, objectives and initiatives in each area of mission, financial, internal processes and organizational capital ensures that we monitor key performance indicators in every sphere of the organization.

Participants

Nobis Works offers sincere thanks to the board of directors, staff and community stakeholders who participated in the accomplishment of this three-and-a-half-year strategic plan.





Empowering People
Through Employment

www.NobisWorks.org