TOMMY NOBIS CENTER®

Abilities at Work

STRATEGIC PLAN

FY 2027 - FY 2029

EMPOWERING PEOPLE THROUGH EMPLOYMENT

President and Chief Executive Officer's Message


Dave Ward

I am pleased to present the Tommy Nobis Center Strategic Plan for FY2027–FY2029. This plan reflects our commitment to building on the strong foundation of Tommy Nobis Center while preparing thoughtfully for the opportunities and challenges ahead.

For more than five decades, TNC has remained focused on one enduring purpose: empowering people through employment. Our Vision of supportive communities where people with disabilities are afforded the opportunity to work continues to guide that purpose.

As we look ahead, this plan challenges us to think boldly about how we can expand opportunity, strengthen our organization, and increase the impact of our work. The plan was shaped through a collaborative process involving our Board of Directors, leadership, staff, participants and families, donors, and grant partners. Their perspectives helped us take an honest look at where we are today and make intentional choices about where we need to go next.

The years ahead will require us to remain focused, disciplined, and willing to evolve. We must continue strengthening the organization that supports our mission while embracing new ideas, opportunities, and partnerships that can help us reach more people and create lasting impact.

I am grateful to our Board of Directors, dedicated staff, and partners for their leadership and continued belief in the mission of Tommy Nobis Center. Together, we have an opportunity to build on our past, strengthen our future, and create greater opportunity and independence for the individuals and families we serve.



Dave Ward
President & CEO

Executive Summary

The Tommy Nobis Center Strategic Plan for FY2027–FY2029 establishes the organization's strategic direction for the next three years. Grounded in TNC's Mission to empower people through employment, the plan is designed to strengthen organizational capacity, expand impact, and support long-term sustainability.

The planning process engaged the Board of Directors, leadership, staff, participants and families, donors, and grant partners. Their input helped identify the opportunities and challenges facing TNC and informed the strategic choices reflected in this plan.

TNC enters this planning period with a distinctive set of strengths, including strong employment outcomes, pathway-based and individualized service models, deep employer relationships, early engagement through EYES, a growing national presence, and a culture recognized as an outstanding place to work.

Four forms of value will guide the organization's strategic decision making:

- Increased revenue
- Enhanced quality of output
- Greater operational efficiency
- Sustained innovation

To create this value and advance the mission, TNC will focus on three enterprise-level Strategic Priorities:

- Diversify and increase revenue sources to strengthen financial sustainability
- Improve operational efficiency and organizational performance
- Embed innovation throughout programs and systems to ensure long-term relevance

By the end of the three-year planning period, TNC expects to be a more financially resilient organization, operating with greater efficiency and discipline, delivering strong and consistent outcomes, and continuously innovating to expand opportunity for the individuals and families it serves.

The plan establishes measurable outcomes, metrics, and timelines, supported by a structured approach to monitoring progress and adapting as conditions evolve. These elements provide a framework for implementation, Board oversight, and organizational accountability throughout FY2027–FY2029.

TOMMY NOBIS CENTER®
Abilities at Work

Mission

Empowering People through Employment

Vision

Supportive communities where people with disabilities are afforded the opportunity to work

Values

Mission-Driven. Accountability. Fun. Innovation. Integrity.

Unique Value

- Guaranteed Employment for Academy Graduates
- Focus on Hard-to-Fill Positions
- National Presence
- "The TNC Story"
- Pathway-Based Employment
- Individualized Planning
- The EYES Program Targeted to Youth
- "Best Place to Work" Awards

Strategic Priorities for FY27-FY29

Diversify and Increase Revenue Sources	Improve Operational Efficiency and Output	Embed Innovation Throughout TNC

Strategic Priority 1: Diversify and Increase Revenue Sources

Goals

1. Increase the number of clients served by 20%, year over year
    a. Develop and implement Marketing and Education Outreach
    b. Expand the CONNECT Program
    c. Offer additional types, dates, and locations of our services and camps

2. Increase community engagement
    a. Formalize an Employer training program
    b. Create and implement an official volunteer program
    c. Formalize a TNC internship program

3. Identify and obtain new or expanded revenue sources
    a. Expand campaign offerings
    b. Formalize Major Donor Campaign to include planned giving
    c. Expand program offerings

Outcomes

- Increase the number of individuals served by 20% annually through targeted marketing and education, expansion of the CONNECT Program, and enhanced service and camp offerings across locations and schedules.

- Increase community engagement through the implementation of employer training, volunteer, and internship programs that enhance community involvement, workforce development, and organizational impact.

- Increase revenue and financial sustainability through expanded fundraising initiatives, formalized major donor and planned giving strategies, and growth in program-based revenue opportunities.

Strategic Priority 2: Improve Operational Efficiency and Output

Goals

1. Maximize Reporting Accuracy
    a. Partner with all software vendors to determine automation vs process
    b. Leverage relationships with Partners/Programs/Finance to reduce roadblocks
    c. Identify and implement process improvements

2. Optimize Resource Allocation
    a. Conduct resource allocation audit
    b. Formalize the Operating Model
    c. Redefine ways of working

3. Optimize Software infrastructure
    a. Assess IT Tech Stack
    b. Determine how critical interoperability is going forward
    c. Develop and implement a Technology Roadmap

Outcomes

- Maximize reporting accuracy by aligning system automation, strengthening collaboration with key partners and departments, and implementing process improvements that increase efficiency and data integrity.

- Enhance organizational effectiveness by aligning resources with strategic priorities, formalizing the Operating Model, and establishing consistent ways of working. Success will be demonstrated through increased efficiency, greater accountability, reduced duplication, and stronger support for mission delivery and growth.

- Strengthening technology capabilities through a comprehensive assessment of the IT environment, prioritized interoperability, and a phased Technology Roadmap. Success will be demonstrated by improved system integration, reliability, efficiency, and support for organizational growth.

Strategic Priority 3: Embed Innovation Throughout TNC

Goals

1. Implement automation to reduce manual processes
    a. Engage staff to drive process innovation
    b. Implement a consistent ongoing process assessment
    c. Identify and implement ongoing training requirements

2. Expand and Enhance Program Portfolio
    a. Develop a strategic integration plan across all programs
    b. Design and pilot extending EYES into middle school
    c. Expand or Grow Program Delivery Strategic Partnerships

3. Increase market awareness
    a. Embedding a persona-based approach/framework as a first step of the Brand Audit
    b. Define and launch market penetration council (deepen awareness and understanding)
    c. Integrate results of Brand Audit into Marketing Plan

Outcomes

- Streamline operations through automation, process innovation, regular process assessments, and targeted training, resulting in greater efficiency, consistency, and effectiveness across key functions.

- Expand and enhance the program portfolio through strategic program integration, targeted program innovation, and strengthened delivery partnerships. Success will be measured by increased program reach, improved service continuity, expanded partnerships, and greater impact across the communities served.

- Increase market awareness and engagement through a persona-driven marketing strategy, deeper market insights, and the integration of Brand Audit findings into a cohesive Marketing Plan. Success will be measured by increased brand recognition, audience engagement, market reach, and marketing effectiveness.

Road Map by Strategic Priority

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

Timeline	July 2026 - June 2027 FY 27	July 2027 - June 2028 FY 28	July 2028 - June 2029 FY 29
Strategic Priority 1: Diversify and Increase Revenue Sources			
Goal: Increase the number of clients served by 20%, year over year			
Develop and implement Marketing and Education Outreach			
Expand the CONNECT Program			
Offer additional types, dates, and locations of our services and camps			
Goal: Increase community engagement			
Formalize an Employer training program			
Create and implement an official volunteer program			
Formalize a TNC internship program			
Goal: Identify and obtain new or expanded revenue sources			
Expand campaign offerings			
Formalize Major Donor Campaign to include planned giving			
Expand program offerings			

Timeline	July 2026 - June 2027 FY 27	July 2027 - June 2028 FY 28	July 2028 - June 2029 FY 29
Strategic Priority 2: Improve Operational Efficiency and Output			
Goal: Maximize Reporting Accuracy			
Partner with all software vendors to determine automation vs process			
Leverage relationships with Partners/Programs/Finance to reduce roadblocks			
Identify and implement process improvements			
Goal: Optimize Resource Allocation			
Conduct resource allocation audit			
Formalize an Operations Model			
Define ways of working			
Goal: Optimize Software infrastructure			
Assess IT Tech Stack			
Determine how critical interoperability is going forward			
Develop and implement a Technology Roadmap			

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Design and pilot extending EYES into middle school			
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Goal: Increase market awareness			
Embedding a persona-based approach/framework as first step of Brand Audit			
Define and launch market penetration council			
Integrate results of Brand Audit into Marketing Plan			





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