

# STRATEGIC PLAN

## FOR

### NW WORKS, INC.

July 2007- June 2008  
Extended Version for the BOD/Management Team/Stakeholders



*Far and away the best prize that life has to offer is the chance to work hard at work worth doing.*  
- Theodore Roosevelt

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This document sets out a strategic plan for NW Works for Fiscal Year 2007-2008. It reviews strengths, weaknesses, threats and opportunities; presents a series of statements relating to NW Works' vision, mission, values and objectives; and sets out to guide the agency for goals in the year ahead.

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## **Our Mission: to assist individuals with disabilities to select, secure and sustain valued employment and training**

### Our Vision:

We believe everyone should have the opportunity to work, regardless of their disability.

### Our Beliefs:

At NWW we believe in the value of work as it contributes to a number of basic issues: an individual's self-esteem and sense of self-worth; an individual's feeling of contributing to society; an enhanced level of independence and empowerment; and an entrance to the community-at-large.

We believe that our workers need the opportunity to challenge their own and others expectations about what they are able to accomplish in their lives. Our society is built around what we do for a living, and as a consequence, employment can often be a missing piece of the puzzle for individuals with disabilities who want to live a normal, integrated life. We view our job as one in which we can train, place and support our disabled partners to help them reach their employment goals.

### Our Core Values:

- ❖ **Client Centered Services**
- ❖ **Ethical Practices**
- ❖ **Teamwork**
- ❖ **Customer Service**
- ❖ **Innovation and Creativity**
- ❖ **Creating and Maintaining a Safe Work Environment**

### Who We Are:

NW Works, formerly Northwestern Workshop, was founded in 1970 to address the issue of unemployment and underemployment of persons with disabilities.

### Who We Serve:

NW Works provides training and employment to over 145 individuals who need support to meet their vocational goals. Each trainee is given an individualized assessment and Vocational Plan so that their services can be created to match the needs of the client. All of our workers<sup>1</sup> are extremely low-income residents of the area, and have some long-term disability ranging from mental retardation, developmental disabilities, physical and/or emotional challenges. We work with individuals from diverse ethnic and socioeconomic backgrounds who are 17 years of age or older.

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<sup>1</sup> In 2001 our trainees voted on how they would like to be addressed and the majority chose the term "workers" vs. "consumers" or "clients."

### Where We Are:

NW Works is located in Winchester, Virginia, which occupies 9.3 square miles, or 5,951 acres. Winchester borders Maryland and West Virginia, in the beautiful Shenandoah Valley, and is the northernmost community in the Commonwealth of Virginia.

### About our Clients and Staff:

Typically our workers live in Winchester or the surrounding counties (primarily counties of Frederick and Clarke) in residential programs, with their parents/family members or live independently either with or without the assistance of community programs and services.

The majority of our workers come to us with limited work experience or have huge gaps in their employment record. Through a unique combination of support services, on-the-job-training and job development and retention services, we provide our clients with opportunities to develop the skills and confidence necessary to secure meaningful employment and reach their highest level of employability. Our trainees learn appropriate work behaviors, attitudes, and social and work skills. They gather in a work environment that creates a sense of self-worth while helping to remove their dependency on governmental subsidies to survive.

NW Works employs 33 full and part time staff positions, and many additional staff who work for us in one of our business enterprise divisions. Recruitment and retention of our qualified staff is a high priority as we know that they are our most valuable asset, and ultimately it is their dedication and skills that aid in the growth of our disabled workers. Staff skill sets include a variety of disciplines including business, social work, mental health, and community service backgrounds.

### SWOT Analysis:

In June of 2007, we gathered information from our stakeholders to form a SWOT Analysis so that we could form a comprehensive view of where we are at present. These partners included our Board of Directors, the NW Works “Stakeholder’s committee”, and the staff and clients of NW Works. The results are as follows:

#### Strengths

- Great BOD/CEO/management/staff
- Good mission/programs/services
- Good training for new employees
- Client centered services- clients are our first consideration
- Strong relationships (community, parents, residential providers, etc). Solid/good reputation
- Team unity increasing- meeting challenges as a team
- Flexibility
- Goal of new building
- Long term staff stability
- Caring/Supportive environment
- Strong vision for the future- “strong drive and ambition as a company”
- Variety of work for our clients/off-sites and clients that want to work
- Worker Safety Program
- Staff’s dedication to accuracy and love their jobs
- Longevity of program/agency

- Financially strong

### Weaknesses

- Large labor force with limitations
- Need to plan for a #2 position
- Dependence on janitorial services/income
- Lack of branding for business/lackluster business development. Need more PR for the agency/businesses
- Shortage of staff to handle new/existing ventures
- Current space restrictive for in-house work
- Significant changes in customer base for in-house work
- More Board involvement with fundraising (not just HCN), capital campaign, etc
- Lack of coordination among staff
- Need more job development staff
- In-house work requirement for assessments- students are already working in the community & it is a step backwards
- Too many changes
- Shortage of work contracts (both internal & enclave)
- Lack of staff flexibility
- Internal discord between & within departments
- DRS needs to be more forthcoming with authorizations/hours/support
- Not fully utilizing internet and other technology
- Meeting licensure/ISP goals- lack of follow thru on client plans
- Pay
- Too much paperwork

### Opportunities

- Additional work contracts- more variety & more work
- Create a signature service/business. Developing our own product(s)
- Increase the integrated setting concept
- Additional Government opportunities
- NW Works owned businesses
- To be flexible to meet the changing needs of the community/population/NP structure
- Staff can advance
- Potential to become a household name & potential to be great!
- Fundraising
- SE Dept. growth
- New building = new opportunities/options to become a state of the art facility (again)
- To learn more about the people we serve
- Increased Medicaid funding (also can be seen as a threat)
- Sell mats (etc.) on line
- Continue to find new ways to help clients reach their potential

Threats

- Staff need to be consistent with workers
- Transportation (also a weakness & strength)
- Potential loss of key personnel
- Changing economy & manufacturers leaving town
- Losing existing contracts
- Schools/DRS referrals/funding
- Too much focus on production style work options
- SE growing too fast which could hurt us in the long run
- Salvation Army clients hanging around NWW
- Continued job-turnover/staff pay is lower than competition
- Rising minimum wage
- Overextension: trying to do too much
- Staying with the status quo and losing our edge

Key Challenges For the Year Ahead:

Based on the previous year’s accomplishments (see Annual Report for this period), our SWOT analysis, meetings with our community partners, and the Annual Board Retreat (held June 20, 2007), three main goals and areas of focus were outlined for FY 07-08:

<b>Goal #1</b>	<b>The New Facility &amp; the Capital Campaign</b>
<b>Issues/Challenges</b>	<ul style="list-style-type: none"> <li>• Need 100% commitment from the BOD and staff regarding, the new facility, fundraising efforts, and setting and achieving realistic timelines</li> <li>• Need to agree on the potential new building site (buy/sell)</li> <li>• Identify the stages of the Capital Campaign</li> <li>• Funding! As of June 30, 2007 we have secured \$2,275,000. The goal is \$4.5 million and we need to have a strategy in place to achieve the balance of the funding/financing</li> </ul>
<b>Action Items</b>	<ul style="list-style-type: none"> <li>• Hire an outside consultant to help with the fundraising efforts</li> <li>• Make the decision ASAP regarding the building site</li> <li>• Finalize plans for the site</li> <li>• Set financial targets/dates for brick sales, donations, and fundraising events, including HCN, the Rubbermaid/United Way sale and Belk “Days”</li> <li>• Set targets for grants written by CEO/Director(s)</li> <li>• Recruit a Board member/associate with capital campaign experience to assist in the process</li> <li>• Create timeline for the referenced items</li> </ul>

<b>Goal #2</b>	<b>Increase Work Opportunities</b>
<b>Issues/Challenges</b>	<ul style="list-style-type: none"> <li>• Inequity of who works</li> <li>• Not enough work, either in-house or in the community</li> <li>• Many of our partners, including the schools, DRS, parents and workers are un-happy about our lack of work</li> </ul>
<b>Action Items</b>	<ul style="list-style-type: none"> <li>• Maximize existing contracts, including setting up systems to thank and acknowledge key partners via holiday gifts, employer recognition events, media exposure for them, etc.</li> <li>• Increase the number and type of training options for our workers, including: <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Add additional staff on the floor (“job coaches”) so that more people can do in-house jobs</li> <li><input checked="" type="checkbox"/> Identify individuals for community based employment and explore transportation options for them</li> <li><input checked="" type="checkbox"/> Explore the expansion of existing business lines, including shredding, woodworking and other options</li> <li><input checked="" type="checkbox"/> Meet with key stakeholders to see if there are other jobs that we could be doing for local businesses</li> <li><input checked="" type="checkbox"/> Explore hiring a Rep for additional in-house work</li> <li><input checked="" type="checkbox"/> Hire a time limited position to market our enclaves</li> <li><input checked="" type="checkbox"/> Research and implement both individual and group volunteer opportunities in the community</li> <li><input checked="" type="checkbox"/> Look for work services needed in-house for which the workers can be paid</li> <li><input checked="" type="checkbox"/> Hire additional staff to provide job development and job coaching for workers interested in working off site</li> <li><input checked="" type="checkbox"/> Focus on existing janitorial customers (both government and private sector contracts) to maximize revenue &amp; jobs. Achieve \$75k in additional revenue</li> <li><input checked="" type="checkbox"/> Explore NW Works owned business options, with a focus on research and other due diligence to start a business in the next fiscal year.</li> <li><input checked="" type="checkbox"/> Research café at the new site which will cater to both internal and external customers</li> </ul> </li> <li>• Create timeline for the referenced items</li> </ul>

<b>Goal #3</b>	<b>WorkCenter Issues &amp; Challenges</b>
<b>Issues/Challenges</b>	<ul style="list-style-type: none"> <li>• What to do with Workers who don't want to or can't work</li> <li>• Continue to improve and evolve NPA services</li> <li>• Complete the full integration of the MAS 90 system</li> <li>• Charting and paperwork review for elimination/reduction</li> <li>• DRS/CSB/Schools issues with workers not leaving the premises and our requirement that assessments be done in-house prior to external placement</li> <li>• Marketing: many community members still don't know about us or what we do</li> <li>• CARF prep</li> <li>• Back up for the CEO and other key positions</li> </ul>
<b>Action Items</b>	<ul style="list-style-type: none"> <li>• Review the number of workers who want to work in the community and commit to a goal for securing additional community based jobs</li> <li>• Meet with key stakeholders (schools, parents, DRS, CSB, businesses) to gather additional feedback regarding future service delivery</li> <li>• Begin to explore Day Support program options for clients not interested in regular work and/or those not able to perform any of the work in-house</li> <li>• Create a rewards system to increase the number of workers who are willing to try a new job</li> <li>• Reward/acknowledge the Aktion Club members</li> <li>• Invest in systems for NPA, including "mock" work materials, training tapes, workbooks, educational materials, computers etc. to ensure quality, outcome-driven services</li> <li>• Staff to follow workers when in-house (paid or non paid)</li> <li>• Continue to implement computerized data entry for charting</li> <li>• Explore marketing opportunities, including free and paid media hits, attend community events (i.e. the Chamber Mixer, community clubs, etc.) and promote events</li> <li>• Visit other CBO's to ensure NW Works is up to date on all accounting, production, rehab and administrative services and ensure that "best practices" are reviewed and implemented</li> <li>• Prepare for CARF review and ensure all staff and the BOD are informed and educated about the process</li> <li>• Continue to prepare back up plans for Directors &amp; CEO</li> <li>• Create a timeline for the referenced items</li> </ul>

## Previous Goals/Outcomes to Date:

### **August 15, 2005 - February 28, 2006**

- Research, review and adjust the direction of the agency. Restructure Rehab, Production and Front Office departments to better allocate resources and ensure that “worker first” concept is fully integrated. *Completed. The marketing position was eliminated as of December 2005, and in its place we hired two full time employees working directly with the clients. Marketing duties have been picked up by John Brauer, CEO, and Glenda Anderson, Director of Production. This has been an effective change as it has given us a great client to staff ratio, and it allows us to spend more time in the community directly. The only downside is that it has made it difficult to find time to complete some of the previously scheduled marketing projects such as the website, brochures, etc.*
- Meet with community stakeholders and implement a communications strategy. *Completed: met with all five residential providers, the Dept. of Rehab staff (local and Richmond), including a full presenting with all DRS counselors, Medicaid personnel, licensure, all off-site businesses (locally and in Beltsville) six CEO’s in our local catchment area who provide workforce development services, seven CEO’s from local non-profit organizations, the United Way, DSS, and numerous other stakeholders to get a reading on how the community views us, to discuss our long term plans, and to strengthen our relationships.*
- Conduct evaluations for Human Rights, Medicaid, Department of Labor, and NISH to ensure that charting, licensing and other standards are being met. *Done*
- Explore options for decreasing downtime. Tour local businesses (and invite them to tour NWW) and research alternate funding sources to subsidize work that most workers can handle/enjoy. *In the past year John Brauer has visited dozens of businesses, met with the Winchester Frederick Economic Development Commission, and had numerous tours of the NW Works site to bring in new business opportunities. We are particularly proud to get GE contracts back to the Work Center- the first time in over 5 years.*
- Review existing business operations for efficiency and effectiveness. *Done. Many internal changes have been made as a result of this audit.*
- Annual Report for previous period completed and distributed. *Done. The next one is due in 60 days.*

### **March 1, 2006- June 30, 2006**

- Capital Campaign kick off
  - Create strategic plan and budget for the campaign. *Done*
  - Review building design. *Done. John Brauer met with Jeff Dawson to discuss plans, and had numerous meetings with the committee and with the NW Works staff to discuss the overall design and size of the new facility. Completed drawings are on hold until we finalize our new facility site.*
  - Key Donor committee commences. *In-process John Brauer met with Ed Molden on three separate occasions and he had agreed to Chair this committee. His recent health issues put this committee on hold, and then he resigned because he indicated that he is no longer up to the task.*
  - Implement Brick Sales. *Done. Brick sales have commenced, including ordering the sample bricks, setting up a display in the front lobby, and creating an ordering/thank you/tracking system. As the HCN is our first priority right now, full emphasis on this program will start in November of 2006- though, thanks to our wonderful Capital Campaign committee members, we have reached 10% of our total goal to date. Additionally, the Helping Hands section of the Winchester Star has agreed to run a short blurb on a regular basis regarding the Brick Sales campaign.*
  - Grant Writing- *In process. Several major Foundation have been identified which align with our goals. However, to date we have not met all of the requirements needed to pursue these grants further at this time. For grants of \$250,000 or greater, we need to have an approved site plan and a designated site, as well as documentation of “significant” community involvement” (which I think can be done via the HCN, our meeting with local community groups and through media exposure).*
  - Implement PR Campaign. *Done. We have five upcoming PR event opportunities to help market our capital campaign.*
  - Prep for the October '06 fundraising event, “NWW’s Haunted Casino Night”. *Done*

- Explore funding options to increase staff ratios for working with clients, including expansion of hours. *Done. We have met with all interested parties (all residential programs, DMHMRSAS, DRS, CSB case managers, and a few parents) and have received approval to move forward. As of July 1, 2006, we have submitted six names, and have five more pending. We have received an increase for three of the six clients to date, and the other three should be approved within the next 30 days. We anticipate hiring one additional direct care staff (1 FTE) by September 30, 2006, and as the revenue comes in, up to three additional FTE's by the end of this fiscal period. This is something we could have done a long time ago, but our relationships were too rocky to proceed. I am pleased to have succeeded in making this a priority, and ultimately, I think we will be able to serve our clients much more effectively in the months and years to come as a result of this increase in funding/staffing.*
- Increase options/opportunities for individuals in NPA to ensure that quality, customer driven services are available at all times. *In-process. Vera Pistel, Director of Client Services, made this a priority last year and continued to make as the year progressed.. All NPA activities are now pre-planned, charted and monitored, and we have purchased an extensive number of new training materials. Additionally, we now have a staffing ratio breakdown to ensure that we have a safe and effective staff to worker ratio at all times.*
- Continue to explore paid work opportunities, including NISH (both local and in Beltsville) and local business options. *John Dove and John Brauer met with our NISH representatives, at the job sites, in Vienna (VA) and at NISH related trainings and conferences. This has led to our new contract in Leetown, our first new contract in 2+ years. We will still actively pursue local NISH contracts and will continue to look for contracts that meet our needs both financially and for work services.*
- Launch new website, logo and tagline. *After much frustration with our volunteer from LFCC. we hired Hurst Web Design to get this project completed. We anticipate that the new site will be up and running by Friday, August 25<sup>th</sup>.*

## Timeline for This Fiscal Period:

### July '07

- Complete Strategic Plan- **done**
- Agree on new facility site- **in process**
- Hire p/t Enclave Development position (90 day position)- **done**
- Agree upon the strategy for recruiting and hiring a professional fundraiser- **done**
- Evaluation of employees due for FY 06-07 –**done**

### August

- Finalize grants due in the Fall
- Finalize new facility site
- Client and business surveys completed
- Identify stages of Capital Campaign
- Hire full time job coach (position #1)
- Explore retaining a rep for recruitment of in-house work
- Annual Report completed and distributed
- Explore expansion of existing business lines for in-house work options

### September

- Finish meeting with all stakeholder reps and prepare report for distribution
- Create rewards system for workers willing to try new jobs
- Professional fundraiser to start (9/1/07 target date)
- Revisit site plans for new building
- Recruit new BOD members
- Annual Dinner

- Create rewards system for workers trying new jobs
- Annual Dinner

#### October

- New custodial contract in Frederick to start (USDA)
- Renewal of all custodial contracts complete
- Invest in NPA training materials
- Revisit Medicaid funding numbers
- Haunted Casino Night: targeted income \$40-50k

#### November

- Present report to the BOD regarding Day Program options
- Reward/acknowledge Aktion Club members

#### December

- Projected date for CARF review

#### January '08

- Begin assessment of NW Works owned enterprise
- Review plans for the NW Works café
- Begin planning for HCN '08

#### February

#### March

- Business recognition event

#### April

- Apple Blossom Prep: Fundraiser??

#### May

- RCP/United Way sale

#### June

- BOD and staff retreats to be held
- Assess brick sale targets
- Assess fundraising targets
- Assess janitorial targets

### **Long Term Goals (3-5 years):**

- Complete fundraising for new facility
- Establishment of a series of community business links (both agency owned and via partnerships) to move 35% of the current in-house clients into the community
- Grow the Annual Haunted Casino Night to net \$50,000 per year.
- Add a second, significant fundraising event
- Explore/establish other populations to serve to help with in-house projects