

NW WORKS, INC.
STRATEGIC PLAN

July 2010-June 2011
Extended Version



**“There is only one success - to be able to spend your life
in your own way.” ~ Christopher Morley**

This document sets out a strategic plan for NW Works for Fiscal Year 2010-2011. 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.

The mission of NW Works, Inc. is to assist individuals with disabilities select, secure and sustain valued training and employment

Vision:

We envision a community where everyone with a disability who wants to work has the opportunity to do so.

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 individuals with disabilities need the opportunity to challenge their own and other's expectations about what they are able to accomplish in their lives, and, specifically in the work world. 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.

Tag Line:

"Turning Disabilities into Possibilities."

Core Values:

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

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 individuals with moderate to severe disabilities. Each worker¹ is given an individualized assessment and Vocational Plan so that services can be created to match the needs of the client. All of our workers are extremely low-income residents of the area and have some long-term disabilities ranging from intellectual

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

disabilities, mental health issues, developmental disabilities, hearing and/or sight limitations, to physical or emotional challenges. We work with individuals from diverse ethnic and socioeconomic backgrounds who are 17 years of age or older.

Where We Are Located:

NW Works is located in Winchester, Virginia, which occupies 9.3 square miles, or 5,951 acres. Winchester borders West Virginia, in the beautiful Shenandoah Valley, and is the northernmost community in the Commonwealth of Virginia. As of November 16, 2010, NWW will relocate to our new 58,000 sf facility located at 3085 Shawnee Drive, Winchester, VA. This site has 26 acres and is located in a highly visible location within Winchester proper.

About our Workers 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 independently, either with or without the assistance of community programs and services. Currently, NWW is serving 150 workers per year, and our goal is to increase that number to 185 by the end of this fiscal period.

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 53 full and part-time staff positions. Recruitment and retention of our qualified staff is a high priority as we know that they are our most valuable asset. Staff skill sets include a variety of disciplines including business, social work, mental health, and community service backgrounds.

NW Works Programs and Services

Rehabilitation Department

NW Works provides individualized rehab services to each of our workers in the program.

Services include:

- Situational Assessments to determine an individuals skills, interests and areas which need support
- Individualized work and training plans following the Person-Centered Planning (PCP) model
- Non-Paid Activities (NPA) such as:
 - Community outings
 - Skills Training classes
 - Educational related groups and trainings
 - Arts and crafts
 - Gardening groups
 - Social groups and events

NW Works Business Enterprises

“We have been using NW Works to pack lamps for over 15 years. The workers are meticulous in their work and always eager to help. Even when we have had surge orders that need to be done quickly, they always rise to the occasion.” Mary Breedon, GE Company

NW Works is among a new breed of non-profit organizations that operate and generate self-sustaining business enterprises. Known as *Social Entrepreneurs*, we operate our organization with solid business principles, while remaining focused on our primary mission—to help individuals with disabilities reach their employment goals. In fiscal year 2010-2011, we expect to have nearly 70 percent of our income from self-generated sources from our business enterprises.

NW Works businesses include:

- In-Facility Packaging, Assembly and Re-Work
For over 40 years NW Works has provided high quality, timely contract work for businesses and government agencies. With the relocation to our new site in November of 2010, we will have over 30,000 sf of floor space to handle a wide variety of production-related work and re-work. NW Works is proud to work with great businesses such as American Woodmark, Ashworth Brothers, Executive Protection Systems, General Electric, Henkel-Harris, and Rubbermaid Commercial Products.
- NW Works Custodial and Landscaping Company: This division provides high-quality, detailed oriented janitorial and landscaping services to businesses both locally and in other states. For over 18 years, the NW Works Janitorial and Landscaping division has provided professional grounds maintenance and custodial services to customers including the Bureau of Alcohol, Tobacco and Firearms (two sites), the Food and Drug Administration, First Bank, and US Customs.
- 3-D Shredding: A division of NWW, this business specializes in data destruction services for small and large businesses, schools, non-profits, and households/individuals.
- Mailroom Services: For over 25 years, our team of professionals have been providing mailing services to local businesses. Known for our low prices and high quality work, our workers specialize in any project that requires handwork.
- Embossing: Our embossing department provides specialty embossing on napkins, playing cards, bookmarks and scratch pads.
- Woodworking: For over 30 years, NWW has provided a wide array of woodworking and related services, including owning and operating our own survey stake business.

Enclave Employment

NW Works provides a crew of skilled workers, along with a working supervisor, at any off-site location performing duties such as assembly, packaging, and other labor-intensive projects. Current customers include New World Pasta, National Fruit, Berryville Graphics, and the Pactiv Corporation.

NW Works Supported Employment

Community based employment is an integral part of the NW Works option network of services. Our Supported Employment (SE) department matches trained, qualified candidates with job openings in the local community. The SE department also provides a wide array of job coaching services, both to our workers, and to those individuals placed by the Department of Rehabilitation.

Strengths, Weaknesses, Opportunities & Threats

This strategic plan addresses the following key strengths, weaknesses, threats and opportunities for NW Works, Inc:

Strengths:

- * Active and engaged Board
- * Dedicated & knowledgeable staff
- * Workers are pleased with our services
- * Business enterprises are strong
- * Stable cash flow & solid balance sheet
- * Endowment funds
- * New 58,000 sf building to be completed this year which will provide more options and opportunities for our workers
- * Variety of work and training opportunities for our workers
- * Non-paid activities serve our workers well
- * Continual program development and refinement
- * Solid reputation in the community

Opportunities:

- * Additional work opportunities with Rubbermaid and Guardian 24/7
- * New business opportunities for NWW which will allow us to control worker hours, placements, flow, etc.

Weaknesses:

- * Insufficient work opportunities
- * Loss of long-time employees which lessens institutional knowledge
- * Lack of awareness about our current services/projects
- * Need for a new logo/"brand"
- * Pay for entry level staff
- * Absence of strong sales/marketing expertise
- * Job development department is new and needs development
- * Large labor force with limitations
- * Slow economy
- * Significant changes for in-house work and abilities required
- * Lack of coordination between depts.

Threats:

- * Major players have entered market
- * Long-term debt for the new facility
- * Economic slowdown could continue to reduce demand
- * Lack of automation could hinder
- * More local businesses could close or Choose out of state/nation workers

Goals and Timeline for FY 2010-2011

Focus #1	Goals
<p>Business & Employment</p>	<p>I. In-Facility</p> <ol style="list-style-type: none"> 1. Increase in-facility work to meet worker needs <ol style="list-style-type: none"> a. Meet or exceed financial/employment target of \$340,000 b. Negotiate with business partners (new or existing) to ensure that new work will commence upon entering the Shawnee facility c. Move 12 individuals on LTESS funding to community based employment 2. 3-D Shredding <ol style="list-style-type: none"> a. Continue to increase capacity and volume of work for this enterprise b. Meet all negotiated goals with DRS (funding partner for shredding purchase) c. Create unique identity on the website directing customers to this valuable service d. Continue to promote 'Free Shred Days' as to bring in work & develop brand 3. General Goals <ol style="list-style-type: none"> a. Increase the number of clients served from 148 to 180. See attached for specifics <p>II. Enclaves</p> <ol style="list-style-type: none"> 1. Meet or exceed employment/financial target of \$95,000 2. Continue to monitor and promote existing paid enclave opportunities 3. Continue to monitor and promote existing volunteer enclave opportunities 4. Seek new enclave opportunities, including at least two new options for workers <p>III. NW Works Owned and Operated Enterprises</p> <ol style="list-style-type: none"> 1. Custodial <ol style="list-style-type: none"> a. Meet or exceed employment/financial target of \$1,135,000 b. Provide NISH program document for each NISH site by 6/30/11 2. Landscaping <ol style="list-style-type: none"> a. Meet or exceed employment/financial target of \$425,000 b. Provide NISH program document for each NISH site by 6/30/11 3. Recycling <ol style="list-style-type: none"> a. Provide NISH program document for each NISH site by 6/30/11 4. New Enterprise <ol style="list-style-type: none"> a. Research and start one new community based enterprise b. Complete business plan for referenced business enterprise c. Meet or exceed employment/financial targets for this enterprise. <p>IV. Community Based Job Development</p> <ol style="list-style-type: none"> 1. Implement new organizational structure moving SE directly under the CEO 2. Implement monthly meetings with DRS 3. Implement regular meetings with school districts 4. Implement new bonus structure for JD & JC positions 5. Implement and track new Autism Inclusion Project. Seek long-term funding 6. Place and Train a minimum of 18 individuals (all divisions) in FY 2010-2011 7. Implement new funding and tracking structure for SE dept. 8. Develop and implement new training curriculum for individuals entering into SE <p>V. General</p> <ol style="list-style-type: none"> 1. Develop Employer Recognition event to be held in 2011 2. Redevelop the website to ensure business friendly focus and ease of access

Focus #2	
Facilities	<p>Goals</p> <p>I. Smithfield Avenue</p> <ol style="list-style-type: none"> 1. Continue to pursue all viable sales and/or leasing strategies for this property 2. Utilize the woodworking department after the move to Shawnee Drive 3. Ensure that the move is timely, efficient, and cost effective <p>II. Shady Elm</p> <ol style="list-style-type: none"> 1. Continue to pursue all viable sales and/or leasing strategies for this property <p>III. Shawnee Drive</p> <ol style="list-style-type: none"> 1. Continue to seek funding options to cover costs associated with rehab of the building, build-out of phase II, and furniture and fixtures for the new site 2. Provide oversight for the renovation of the new facility, implementation of the new phone and data system, and all aspects of Phase I of the project 3. Plan and implement Phase II of the project, including additional dock doors, commercial kitchen, extended paving, and worker pavilions 4. Implement new funding and programmatic changes slated for the site 5. Host a series of Open House events, including the Dec. 4th Casino Night, Chamber breakfast (January) and grand opening event with dignitaries. Ensure that there is regular media coverage of the new site/grand opening. 6. Secure long-term loan on the site via Bond/Stimulus funds. Goal is to close on this LT option by September 15, 2010.

Focus #3	
Rehabilitation	<p>Goals</p> <ol style="list-style-type: none"> 1. Implement new long-term funding policy and inform stakeholders of the change 2. Implement new Situational Assessment structure and notify partners of the changes 3. Refine referral tools for workers moving into Supported Employment 4. Ensure agency readiness for the next Medicaid audit 5. Continue to develop, refine and calendar NPA events and trainings

Focus #4	
Other	<p>Goals</p> <ol style="list-style-type: none"> 1. Coordinate the launch of the new site via the 5th Annual HCN 2. Begin planning for a second NWW event to benefit unfunded individuals 3. Ensure that the agency is ready for all reviews and audits, including CARF, DOL, Medicaid, Human Rights, Licensure and the Department of Rehabilitation 4. Plan and execute at least four media hits for this fiscal period



Goals for July 2011 and Beyond

1. Payoff all debt associated with the Shawnee facility
2. Own five or more social enterprises, thus providing a wide array of community based employment options for our workers
3. Create an integrated work site at the NWW facility to ensure all work is completed on-time, and which meets or exceed customer requirements. This will also allow us to take on a wider variety of work options, and create a more community-based atmosphere for in-house workers.
4. Train a back up for the CEO position.
5. Investigate NW Works owned and operated housing options
6. Investigate potential merger opportunities with other NPOs
7. Hire a full time marketing position, a full time sales position, and a full time grant writer for the NWW organization.
8. Create a rewards and incentives program for all staff of the agency.