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# Strategic Plan

2023-2025



**Mission:** *To build skills and connections that create employment opportunities for people with disabilities.*

**Vision:** *Job One envisions a world where people with disabilities are active participants in the labor force.*

For the past 55 years, Job One's innovative approach to supporting individuals with disabilities to pursue a meaningful day has established us as a leader in our community. Programs and services have increased, as have the choices available to those we serve. As we prepare Job One for the next 55 years, we are excited to continue fulfilling our mission by expanding our community reach, programs, and services.

The next three years are critical to position Job One for success and quality outcomes for those we serve. With the support of Job One's Board of Directors, Staff, and Community Partners, we will achieve increased employee and client choices, braided and integrated services, increased employee wages, and establish a foundation that will secure Job One's financial future. We will explore ways to serve individuals more effectively and will ensure that Job One remains a prominent provider in our region.

**We will Connect. Engage. Belong.**



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# PACKAGING & ASSEMBLY

Persons Served		Contract Sales	Wages
2020:	130	\$253,912	\$2.78
2021:	123	\$247,256	\$3.83
2022:	73	\$292,614	\$4.28

Packaging and Assembly (P&A) is our original and longest standing program. It has gone through a slow but steady transformation in the past decade as regulatory, demographic, and economic forces have made employing people in sheltered workshop environments increasingly difficult. Since 2011 Job One has consolidated three P&A facilities into one and decreased the number of people served from more than 300 to less than 75. We intend to employ or serve at least 60 individuals, hopefully more during the next three years. Employees who work at P&A are hardworking and loyal and many of them have been employed by us for many years. We are committed to offering facility-based employment like P&A for as long as we can, but the current strategic plan will call for a slow phase out of the use of our 14c exemption to the Fair Labor Standards Act, which allows us to pay employees based upon their productivity level. We envision P&A eventually becoming a hybrid work center where employees are paid minimum wage or above for work completed, but will also include skill building, day services, and access to other Job One programs such as Careers and Community Based Day Services.

## Transforming Packaging and Assembly

Job One intends to slowly eliminate the use of 14c with a multi-faceted plan to transform Packaging and Assembly (P&A) services. We will accomplish this by increasing contract sales, increasing employee wages, creating a new earned revenue line of business, collaborating with Job One Careers and Community Based Day Services (CBDS), and creating a more traditional facility-based day services program at the Yuma facility.

**Increase contract sales.** In Fiscal Year 2022, P&A sales were at an all-time high of \$297,614. The Fiscal year 2023 budget calls for sales to increase by 5% to \$312,000 with continuing 5% annual increases in Fiscal Years 2024 and 2025. Although 14c usage will be phased out during this period, it will be critical to maximize work opportunities for employees who will be earning higher wages and eventually minimum wages. Job One will simply not be able to afford to pay workers an hourly wage if there is not adequate work and earned revenue.

**Increase wages through efficiency, automation, and elevated wage floor.** Fiscal Year 2022 average wage in P&A was \$4.28. Wages will increase by 10% annually during the next 3 years. P&A staff are using data gathered from our new payroll system to better match employees to jobs they are good at and therefore will have higher productivity and wages. When possible and when it will make an impact, Job One will purchase equipment to help increase productivity on P&A contract work. To keep up with wage inflation and increase the average hourly wage closer to the Missouri minimum wage, Job One's wage floor (minimum wage paid to employees) will be reviewed annually and adjusted upwards. This will allow for Job One and employees working at P&A to more easily transition to a post-14c environment as the gap between their current wage and minimum wage will be decreased.

**Create a new earned revenue line of business to be operated out of the Yuma location.** Nearly all earned revenue at P&A comes from subcontracting with manufacturers. Typically, this means very little control of the production schedule and tight profit margins. Adding a product or service of our own to the Yuma location could provide minimum wage or higher jobs for employees, create earned revenue, and create skills that could translate to integrated employment for persons served. In addition, the right business could greatly increase Job One's profile in the community and pay dividends in the areas of marketing and fundraising. Examples might include hydroponics horticulture, producing custom t-shirts, or making candles. We intend to invest in a line of business by the end of Fiscal Year 2023.

**Community-Based Day Services (CBDS) and P&A will collaborate to allow employees and clients to flow between facility and community-based services according to individual preference, need, and organizational financial limitations.** Eliminating 14c will undoubtedly result in changes in how employees are being served. The lowest wage-earning employees will struggle to maintain production levels required without 14c and the cost to subsidize wages for 30 hours per week (the current standard work week) would be prohibitive. Increased wages for many of the employees might also negatively impact benefits. As a result, work hours might have to be reduced for individuals. To allow for a full work week (up to 30 hours) for all employees, and to continue the growth trajectory of our community based programs, Job One seeks to introduce CBDS, traditional/facility based day services, and Careers services to the Yuma location.

In order to illustrate how this might work, below is a real-life scenario for one current Job One employee:

*John, averages \$2.50 per hour on all jobs he performs at P&A, with the exception of one contract with our customer Stouse, where he performs at or near standard and averages \$10 an hour. Unfortunately (and this is one of the central difficulties in operating a sheltered workshop), Stouse is not available for John full time. John works on Stouse 50% of the time during his 30 hour work week. In the 'transformed' P&A services, John would work on Stouse whenever it was available at minimum wage. The rest of his week would be spent in a combination of services provided at Yuma.*

*The financial implications of this change for John and Job One are detailed below.*

*Currently John works on Stouse for 15 hours per week and the rest of the week working on lower productivity jobs or working on training activities.*

- Job One receives the equivalent of \$12 per hour from Stouse
- If John works for 15 hours on Stouse, Job One receives \$180
- Job One will pay John roughly \$10 per hour for his work plus some taxes, so it cost Job One \$165 in wages and benefits to John
- Job One will also pay John for 15 hours at roughly \$3 per hour (the average of lower producing jobs and down time) for the rest of the week, or \$45
- DESE will pay Job One for sheltered workshop services \$105 for the week, and eitas will pay \$95 for the same services, total of \$200
- Overhead for the week to provide services, oversight, and physical plant for John's job is \$297
- So, in the current scenario
  - John is paid \$210 for 30 hours of work for an average of \$7 hourly
  - Overhead to support John is \$297
  - Job One receives \$180 from Stouse and \$200 from funders, totaling \$380
  - Expenses total \$507, revenue is \$380 for a net deficit of (\$127)

*In a post-14c program John would work 15 hours on Stouse, and engage in day and community-based programs for the other 15 hours per week.*

- Job One receives the equivalent of \$12 per hour from Stouse
- If John works for 15 hours on Stouse, Job One receives \$180
- At minimum wage of \$12 per hour, plus taxes, Job One pays John \$198
- Job One would receive DESE funding for 15 hours at \$53 and would maintain the \$95 from eitas, totaling \$148
- Because John is now in DMH funded services at roughly \$36 per hour, Job One would receive \$540 for the week
- Assuming an increase of overhead of 50% for the new day and community services, it now costs \$446 per week to support John
- Expenses total \$644, revenue is \$774 for a net surplus of \$130

John's is one example of how diversifying services at Yuma, paying minimum wage for fewer hours of work, and replacing downtime or low productivity time with DMH billable hours can work to further the mission of Job One and help improve the revenue model there. Programmatically, John continues to come to Yuma, earn money when work that is suited to his skills and desires is available, but when not available he has options for more person-centered and meaningful services. John is just one example. Some employees may choose or be better suited to working on minimum wage work for 30 hours per week, and others may work less hours than John. We intend to be very person centered and flexible in our transformation efforts.

**In order to complete the transformation plan at Yuma, we must:**

- Conduct a survey of stakeholders, followed by a town hall style meeting to share the high-level board approved plan and survey data with our community, and get their input and ideas on how to best implement the transformation plan
- Create a pro-forma and detailed transition plan for board approval
- Apply for grants from Source America, Missouri Planning Council, eitas and other sources. We believe that we can apply for grants in the range of \$150,000-200,000 to help offset the costs associated with transformation
- Work with eitas to secure a commitment to solve long standing facility issues. Yuma facility will need to be improved to fully implement the transformation plan. Day services will require space for services including classrooms, kitchen, office space, and training areas
- HR Coordinator and Benefits Specialist will coordinate; ensuring that all employees who are eligible have a Medicaid waiver to fund employment and day services

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# CAREERS

Persons Served		VR & DMH Revenue
2020:	151	\$544,203
2021:	253	\$745,408
2022:	300	\$767,059

Careers is a key pillar of our Social Enterprise, serving nearly 250 people each year and providing critical services to businesses large and small who have the desire to improve disability hiring or who have staffing needs not easily filled by the general job market. The staff of Careers take an entrepreneurial approach to matching the needs of employers with the job seekers that they serve. Careers will play a huge role in continuing to help us transform our P&A services by helping employees there with a desire for community employment to find meaningful, integrated jobs. Careers has developed an outstanding reputation in our region, and we plan to continue to grow and expand our services to the entire metro area in the coming years.

## Maintaining Job One Careers

**Maintain reputation as premiere employment provider in region.** Job One Careers Employment Specialists will meet caseload, outcomes and revenue goals as outlined in service delivery standards. We will seek to ensure that our relationship with our primary referral source, Missouri Vocational Rehabilitation (VR), is strong and based upon mutual benefit. We will continue to grow Department of Mental Health (DMH) funded employment services. Careers staff will work to integrate services to all Job One programs. We will pursue opportunities to engage with advocacy, resource, and referral agencies. Job One Careers will work to fully implement the Customized Employment model for Supported Employment clients.

**Geographic expansion.** Job One Careers is currently serving clients in several counties in the metro, but the majority served are from Jackson County. In August of 2020 Careers opened a Clay County office thanks to funding from the Clay County Developmental Resources Board. We are increasing the number of persons served in the northland and we believe that a great deal of growth is possible there, serving 38 individuals in fiscal year 2022. Anecdotal evidence tells us that Johnson and Wyandotte Counties in Kansas would be a great market for our very successful and person-centered services, but we must first conduct a feasibility study to determine how to enter that market, including the viability of becoming a vendor with the state of Kansas. We will conduct a feasibility study in fiscal year 2023.



### Maintain successful and profitable Summer Work Experience Program.

Now in its 7th summer, Job One has served hundreds of high school students during the summer of their incoming senior year. By partnering with businesses throughout the region Job One provides students with disabilities an invaluable employment experience and the opportunity to earn money. Job One Careers will continue to develop sites throughout the region that appeal to students in different areas of the metro and in a variety of industries.

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## ABILITY ONE | STAFFING

Persons Served		Net Revenue	Average Hourly Wage
2020:	38	\$1,925,643	\$13.93
2021:	52	\$1,917,204	\$14.75
2022:	45	\$2,023,799	\$15.29

Job One has a long and successful history managing federal AbilityOne projects. Currently we manage 8 sites, primarily custodial and administrative services. The jobs provided are highly sought after and pay at the federal wage scale. These jobs are integrated into the federal workforce. Typically, due to the demands of these positions, workers in the program have less significant disabilities. For years our AbilityOne contracts have been very well managed and profitable, subsidizing several other Job One programs. Opportunities for federal growth of the program are limited as the federal presence in Kansas City is relatively small and new opportunities in our area rarely hit the federal procurement list. **As a result, the primary goal for Ability One is to maintain federal customer quality and relationships so that Job One continues to retain these contracts.**

Staffing services have long been a small but successful staple of Job One services. Local employers provide long term jobs for employees, who maintain their employment, and supports, from Job One. Job One is open to increasing staffing contracts, however we are not actively seeking them out at this time. **If opportunities present themselves to partner with a local company, and Job One staff determines that the culture of the company is supportive of people with disabilities, we will make every effort to fill these staff positions**

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# COMMUNITY-BASED DAY SERVICES

Persons Served		DMH Revenue
2020:	N/A	N/A
2021:	N/A	N/A
2022:	28	\$22,856

When people with disabilities can participate fully and freely in their communities and are able to have equal access to the support, inclusion, and resources available, all members of the community benefit. Community-Based Day Services (CBDS) is for transition-age youth and adults with disabilities to explore and engage in meaningful and purposeful activities, based on individual preferences, and needs as identified in a person-centered plan. CBDS allows for individuals with disabilities an avenue to work on skills to become self-reliant and build connections with their own communities. CBDS gives individuals the chance to step outside of his/her/their home environment and learn about who they are, what they love, and discover how talented they truly are. Many adults with disabilities who live at home lack the opportunity to branch out and learn who they are independent of their immediate family or paid supports.

## Connect. Engage. Belong.

**CBDS and P&A will collaborate to allow employees and clients to flow between facility and community-based services according to individual preference, need, and organizational financial limitations.**

- Individuals impacted by changes at Packaging and Assembly will result in opportunities for growth of other Job One programs such as CBDS and Careers (Community-Based Employment)
- Job One will create a more traditional day services program at Yuma-CBDS staff will assist in creating a person-centered day service that integrates well with other job services.

**Community-Based Day Services will develop a stabilized revenue model and meet planned revenue and profit margin goals. This will be achieved by developing a private pay model and through philanthropic efforts.**



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# COMMUNITY ENGAGEMENT BUSINESS DEVELOPMENT

Fundraising Totals		Tours
2020:	\$108,200	25
2021:	\$87,653	54
2022:	\$243,230	119

Moving forward with the momentum made in fiscal year 2022, the Community Engagement and Business Development teams will continue to create awareness and opportunities for partnerships with community members, civic clubs, and corporations by continuing our relationships with local chambers of commerce and connections with elected officials and Diversity & Inclusion Officers in the metro. Knowing that our largest advocate group are family members of those we serve, Job One will develop a welcome packet for caregivers to elevate their connection to Job One as we support clients and participants in our Careers (Community-Employment) and Community-Based Day Services.

Grossing more than \$240,000 in fiscal year 2022, Job One had a record fundraising year. As the fiscal year 2023 budget calls for a 20% increase and procuring grant funds in excess of \$100,000 to assist with the Packaging & Assembly transformation, all fund development activity will be strongly tied to our strategic plan, and we seek to attain 100% support from the staff and board. Community Engagement will expand donor retention efforts and will reinvigorate sponsors to continue or increase their level of giving. Business Development will maintain and develop relationships with customers to increase contract sales and growth for our Packaging and Assembly division.

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# FACILITY

We believe that all persons served by Job One should work in a clean, safe, accessible, maintained, and professional environment. Job One's eitas owned facilities continue to be problematic. The Grandview and Independence facilities are outdated, in need of maintenance, and not adequate for current Job One programmatic needs. The Yuma location has many internal and external needs including, landscaping renovations, deferred maintenance, and reconfiguration of some of the space to accommodate our transformation plan. Job One Careers would be much better suited to occupy a commercial lease in an accessible, central part of the metro, preferably in a storefront.

In 2021 Job One conducted a Phase 1 and 2 environmental inspection of the properties and appraisals. We believe that the best long-term solution to the facility issues is to work with eitas to help them divest from the properties and turn them over to Job One. This would save eitas money, provide Job One with valuable assets, and give us control over how we use the properties to better align them with programmatic need.

The current best use of Job One properties would be to sell the Grandview property, valued in 2021 at \$1,325,000. Proceeds from the sale would be used to make needed improvements and upgrades at Yuma (\$750k to \$1mil) and restrict the remaining proceeds to fund a lease for the Careers program in a more accessible community storefront location. Options for Capital Campaign funds and financing are readily available, and we are in a good position to take advantage of outside funding for facility improvements and perhaps expansion.

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# ADMINISTRATION

Job One has made great strides to support the mission of Job One through effective and efficient administration. We have devoted resources to improving finance, HR, compliance, information technology, and safety. Job One operates in a heavily regulated industry, with strict requirements from US Department of Labor, OSHA, US Department of Education, Missouri Department of Mental Health, Missouri Vocational Rehabilitation, Missouri Extended Employment Sheltered Workshop and our local Senate Bill 40 Board, EITAS. The Admin team will strive to continue to provide excellent service and support to the program staff, employees, clients and community members.

**Finance.** The finance committee will develop Job One's cash reserve policy and create action plans to achieve the goal of having 6-months of cash in reserve. Additionally, Job One will develop an investment policy and RFP for investment services.

**IT/Compliance.** To establish consistency for staff, maintain accuracy of client data and important organizational documents, Job One will set policy and provide training for the following: SharePoint, Teams, and SETWorks.

**HR/Staff.** The HR team will support the person centered, entrepreneurial culture of Job One by ensuring that staff members are recruited and hired who 'fit' within our culture. HR will work closely with program staff to develop formal training programs for staff at all stages of employment. In addition, HR will be a major contributor in assisting employees to have systems of support in place to assist them with the organization wide transformation to community services. Specifically, helping employees/clients attain waivers needed to fund services and to help them access and navigate not only Job One services but also those provided by other agencies as needed.

**CARF.** Job One will do the groundwork to attain a full agency accreditation for the following areas: community employment, benefits planning, day services, organizational employment, administration, and governance. This agency-wide accreditation process will take place in 2023. CARF accreditation is required for our VR and DMH contracts. Although we are not required to CARF our facility based services and Governance, we feel that having the entire organization accredited will improve our overall performance and help us in our marketing and fundraising efforts.

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# GOVERNANCE

In 2023, Job One will CARF governance for the first time. This will lead to many recommendations for governance improvement of Job One. Prior to the CARF accreditation process, Job One will continue to be intentional in their work to have a board that is more representative of the demographics served. We will improve practical functionality of the Job One Careers Board and seek outside input on the corporate separation/structure of Job One Careers and Job One.

Executive leadership of Job One will lead the board through the process of becoming CARF accredited for Governance. This process will begin in the fall of 2022 and will continue through the survey in late summer or early fall of 2023. This will include updating and improving the Board manual, updated Board policy, getting better and more frequent feedback from the board, improving individual board member performance, and improving communication and board meeting practices.

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## FUNDERS

	EITAS	VR	DMH	DESE
2020:	\$1,203,359	\$445,762	\$98,443	\$751,958
2021:	\$1,261,612	\$655,183	\$90,226	\$584,070
2022:	\$992,036	\$656,888	\$133,029	\$413,477

Job One has been successful largely due to the strength of our partnerships. It is critical that we maintain positive, productive relationships with our funders and partners.

**Eitas** funds all Job One programs and is by far the most flexible funder of our services. We are grateful for the support that eitas provides. Eitas owns our Yuma and Grandview locations. In the summer of 2022, eitas hired a new Executive Director/Jorgi McNamara. We are excited to work with Jorgi to better serve our employees and clients.

**Missouri Vocational Rehabilitation (VR)** provides funding to Careers for community employment services. Through our membership in MARF (Missouri Association of Rehabilitation Services) we are able to engage with VR staff and develop productive relationships to ensure that our services meet the needs and strategic initiatives of VR. Job One Careers staff should also make every effort to engage with local VR staff who provide critical referrals.

**Missouri Department of Mental Health (DMH)** provides funding for individuals who have Medicaid Waivers for employment or day services. Like VR, we can engage with DMH through our membership in MARF.

**Missouri Department of Elementary and Secondary Education-Special Education-Sheltered Workshop Division (DESE)** has provided per diem funding for sheltered workshop services for decades. Although our sheltered workshop footprint will continue to shrink during the next three years, we anticipate utilizing DESE funds for employees who continue work at our P&A, Staffing, and Ability One sites. DESE provides a good amount of technical and safety support and maintaining a productive relationship with DESE staff will be an important component of our P&A transformation.

**Mergers/Acquisitions.** Job One was formed in 2011 as the result of a merger between two employment provider agencies. We understand the benefits and risks associated with mergers and acquisitions. We will maintain open and productive relationships with other service providers in our region. Given the dynamic nature of our industry at this time, it may be in the best interests of Job One, other providers, and the persons served collectively to explore mergers, acquisitions, and alliances.