

The Matrix Map-A tool for making strategic decisions and measuring program viability

Created by Jeanne Bell, Jan Masaoka, and Steve Zimmerman in their influential book Nonprofit Sustainability: Making Strategic Decisions for Financial Viability, the Matrix Map provides a very intuitive, visual tool that will serve the Board and Staff of JobOne well in setting future strategy. Using the matrix map tool, programs are charted using stakeholder assessment of impact, program budget size, and net profit. The horizontal axis measures profitability, the vertical axis impact. Programs are charted using bubbles which are sized based upon total program expense. Each program will then occupy one of four quadrants on the map:



Bell et al recommend the general following courses of action for programs in each quadrant

	Stars - Invest attention and resources. <i>Grow if possible</i>
	Hearts -Keep & celebrate but <i>contain costs control size</i>
	Money Tree -Keep watering and <i>increase impact</i>
	Stop -Close or give away

A Program Impact Survey, using an online Survey Monkey tool was sent to 40 JobOne stakeholders in late February 2015. The stakeholder group was comprised of staff, board, parents, providers, customers and funders. 27 stakeholders responded. Stakeholders were asked to rate each of JobOne’s 7 programs as ‘Exceptional Impact’ (4), ‘Very Strong Impact’ (3), ‘Some Impact’ (2) and ‘Not Much Impact’ (1) in the 6 following impact criteria:

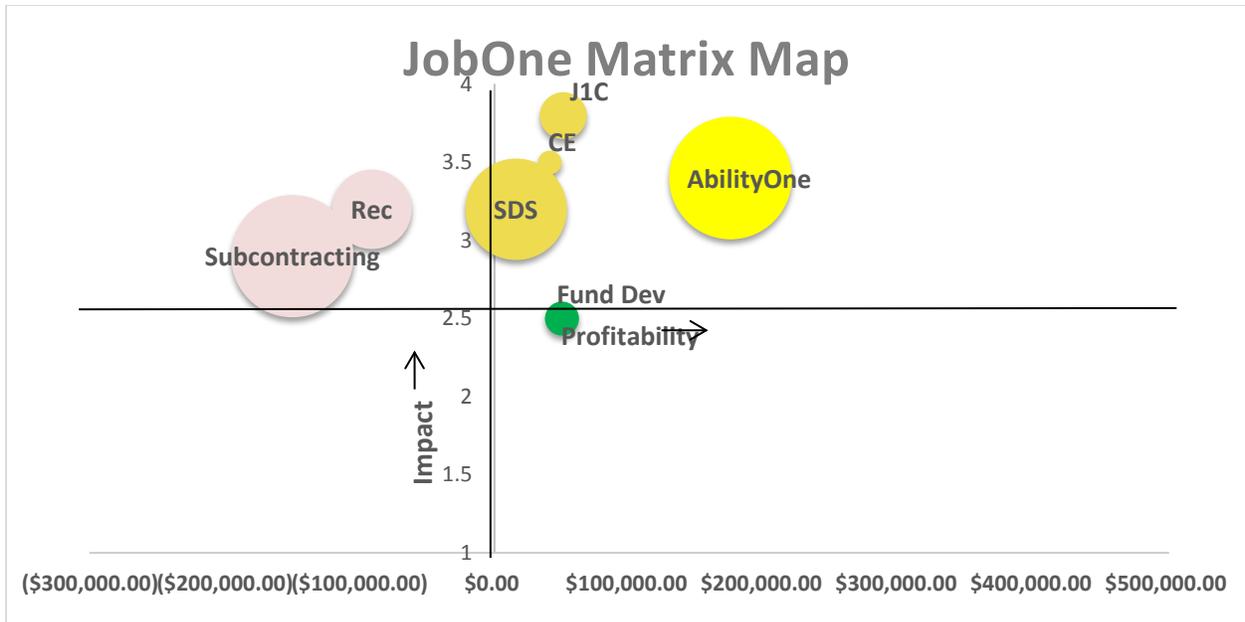
- Alignment with core mission
- Excellence in execution
- Scale
- Depth
- Community building
- Leverage

The impact score for each program was averaged from the 27 responses and is shown in the table below.

Subcontracting	2.9
AbilityOne	3.4
JobOne Careers	3.6
Community Employment	3.5
Secure Document Solutions	3.2
Fund Development	2.5
Recycling	3.2

Next two key program financial indicators, annual expenses and annual net profit were recorded on a spreadsheet, along with program impact survey averages to create the Matrix Map for JobOne.

Name of Program	Net Profit	Mission Impact Score	Annual Expenses
Subcontracting	(\$150,000.00)	2.9	\$1,100,000.00
AbilityOne	\$175,000.00	3.4	\$1,104,000.00
JobOne Careers	\$51,000.00	3.8	\$161,000.00
Community Employment	\$41,000.00	3.5	\$41,000.00
SDS	\$16,000.00	3.2	\$755,000.00
Fund Development	\$50,000.00	2.5	\$85,000.00
Recycling	(\$91,000.00)	3.2	\$463,000.00



The JobOne Matrix Map shows that all of our employment programs were considered impactful by our stakeholders. Luckily, we have no STOP programs, those that are losing money and have minimal mission impact. Only fund development, our MONEY TREE, fell below 2.5 on the impact scale, but because it has been profitable and impacts community relations JobOne should put effort into growing our philanthropic efforts. AbilityOne, the second largest program in terms of budget, is clearly subsidizing the rest of the organization and is a STAR. SDS, JobOne Careers and Community Employment are profitable as well but most of the profit from these programs will go right back into the operation and maintenance of the program. Our HEARTS programs are Recycling and Subcontracting. Both have high mission value due to the number of people served but will continue to be hearts, as long term sustainable profitability for either is unlikely. Subcontracting, our largest program in number employed and budget is becoming more and more difficult to manage due to many internal and external factors. Subcontracting will likely shrink in overall budget size and number of people served due to external threats to the program and changing demand for services. Recycling provides nearly 20 good jobs paying above minimum wage and provides a great deal of positive public relations in our Grandview community.

The results of our unique Matrix Map lead us to the chart below. The authors of Nonprofit Sustainability: Making Strategic Decisions for Financial Viability recommend action items for each strategic imperative. This gives us a great starting point for discussing how we maintain and create impactful and sustainable programs for the future of JobOne.

Program	Quadrant	Imperative	Action (examples-pending planning)
Subcontracting		Keep. Contain cost	Limit 'front door'. Gradual decrease in employees. Consolidate facilities. Capital campaign to fund new facility. Improve sales, marketing and operations. Watch staffing costs as program gets smaller. Develop a more focused line of business with supporting sales effort.
AbilityOne		Invest and grow	Increase capability for contract/grant research and writing. Drastic improvement to capability database. Beef up management. Improve sales and marketing. Consider taking capabilities to commercial marketplace.
JobOne Careers		Invest and grow	Aggressive business plan in place. Expansion to Blue Springs. Summer work programs. "Self Employment" center concept under development. Hub of innovation
Community Employment		Invest and grow	Look for opportunities to place workshop employees in local businesses. Make this program more visible and more explicit. Different from Careers
SDS		Invest and grow	Continue to be involved in Secure Document Alliance and Source America to pursue large government and commercial contracts. Create fund for equipment repair and replacement. Improve local sales and marketing efforts-SEO/Website.
Fund Development		Keep watering. Increase impact	Begin engagement of 3 rd party firm in Spring of 2016. Creation of annual development plan.
Recycling			Maintain current level of materials to be processed while looking for new sustainable opportunities. Work with city of Grandview on

		Keep. Contain Cost	annual funding appropriation. Move center to Grandview workshop location in future.
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