

TSE, Inc.
STRATEGIC FRAMEWORK
and
2013—2016 STRATEGIC PLAN

ORGANIZATIONAL STRATEGIES

Strategies that express the lasting impact TSE seeks, and together form the organization's Strategic Framework, or most enduring set of navigational coordinates.

Vision

“Every person TSE serves will achieve their career and life ambitions”

Mission

“Enriching lives through employment and community connections”

Values and Guiding Principles

- Advocating for people with disabilities
- Providing responsive and innovative options for competitive, sustained employment and full engagement in the community that align with the needs, abilities, and interests of the people we serve
- Creating and promoting opportunities for personal growth, including self-advocacy
- Promoting and maximizing diversity and equal opportunity
- Deeply committing to the integrity and quality of our services and supports

- All people with disabilities are assets to society
- People with disabilities enhance the work environment
- People excel when treated with respect and dignity
- People succeed in an environment committed to teamwork and open communication
- Collaboration with stakeholders, including elected officials, promotes effective partnerships and advances system change
- Quality services and supports reflect an individual's preferences, goals, strengths, and abilities

Target Market

Adults with intellectual and related disabilities in St. Paul and surrounding communities.

Three-Year Focus

As TSE pursues its 2013 – 2016 Strategic Plan, and continues to adjust its programmatic and operational strategies based on experience, it will remain focused on efforts that enable the organization to:

- Productively respond to environmental dynamics that are having or will have a major impact on serving persons with disabilities with excellence.
- Enhance its capacity to be and reputation as a highly effective generalist by building staff and client skills in selected specialized areas.
- Significantly increase opportunities offered for employment and engagement, whether independent, contracted or in-house.
- Diversify and optimize sources of income, including earned revenue.

PROGRAMMATIC STRATEGIES

Strategies that describe systematic ways in which TSE creates value for Persons Served, and together define the leading edge of the organization's Strategic Plan, typically changing gradually from one plan cycle to the next.

Current and Continuing

- Creating access to meaningful employment and/or community experiences for all persons with disabilities choosing to work with TSE.
- Providing individualized attention and training to enable Persons Served to fully participate in professional and social opportunities.
- Continually broadening and deepening relationships with current and potential employers.

Over the Next Three Years

- Fully develop and implement TSE's philosophy of employment, using updated perspectives on what "employment" means to reshape client experiences and staff positions as needed.
- Fully develop and implement TSE's philosophy of community engagement, using updated perspectives on what "community connections" means to reshape client experiences and staff positions as needed.
- Research, prototype and test a program centered on Persons Served of retirement age (or retired by choice), with an eye toward aligning with optimal sources of funding.
- Explore potential of expanded or new commercial enterprises by developing business plans for at least two concepts likely to capitalize on TSE strengths:
 - Treasures
 - Roseville Event Center

- Select three-to-five areas of growing need for employers and design corresponding client training programs and certificates of qualification (e.g. in areas of warehousing, daycare, retail, etc.).
- Select three-to-five areas of increasing diagnoses among clients and design corresponding staff training programs and certificates of qualification (e.g. in areas of autism, fetal alcohol syndrome, traumatic brain injury, etc.).

OPERATIONAL STRATEGIES

Strategies that clarify capabilities and resources essential to achieving TSE's programmatic efforts, and together form the foundation of the organization's Strategic Plan, sometimes changing within a plan cycle as programmatic needs dictate.

Current and Continuing

- Effectively sharing information throughout the organization, and telling TSE's story in and beyond the Ramsey County area, including celebrating Persons Served and their achievements.
- Maintaining a physical and transportation infrastructure that responds to client needs with quality and efficiency.
- Actively engaging with government entities and community partners to maximize resources and revenue.
- Enhancing staff, management and Board capacity to support clients' ongoing development.

Over the Next Three Years

- Consolidate, share, and consistently express TSE's "key messages" (i.e. who TSE is, philosophies of employment and community engagement, focus of current strategic plan, etc.) in both internal and external communication settings.
- Establish at least one sustainable source of center-based work per site as a bridge for clients in the process of seeking community-based employment.
- Analyze organizational procedures associated with compliance to find and act on efficiencies that enable staff to devote more direct time to clients.
- Formalize support and training curriculum for Persons Served, from first visit to TSE through employment/non-employment experiences, and follow with

integrated matrix of individual client skills and availabilities (e.g. for second-shift work).

- Formalize training curriculum for staff, from orientation through specialized knowledge-building, and follow with integrated matrix of individual staff qualifications.
- Increase effectiveness and efficiency of interdisciplinary team communication.

FIRST YEAR PRIORITIES

A series of projects reflecting the most important steps TSE will take to advance its Strategic Plan through the end of 2014, based on the urgency of the programmatic or operational strategy each project initiates and the extent to which it creates a platform for other critical work.

A course of action for each project is outlined through logic models appended to the 2013–2016 Strategic Plan. These models will be reviewed and adjusted every six months by TSE Senior Management together with project leads, and the set of priorities as a whole updated annually as part of assessing TSE’s strategic progress and affirming how to keep moving forward.

Programmatic Projects and Leads

- More fully developed and implemented employment philosophy (Lynne Megan)
- More fully developed and implemented community engagement philosophy (Dan Rietz)
- Research-based, preliminary concept for TSE retirement program (Dan Rietz)
- Cost/benefit scenarios for at least two potential business enterprises (Lynne Megan, Shirley Halgrimson)
- Plan for and initial staff training in selected client diagnoses (Suzette Frith)
- Accepted grant proposal for client training in selected employment areas (Marilee Larson)

Operational Projects and Leads

- Consolidation and initial sharing of “key messages” (Lynne Megan)
- Two-to-three additional sources of sustainable, center-based employment (Marilee Larson)
- Streamlined compliance procedures (Sue Armstrong)

- Formalized support and curriculum for Persons Served (to be outlined in Year Two of Plan)
- Formalized curriculum for staff (to be outlined in Year Two of Plan)
- Strengthened interdisciplinary team communication (Kim Tasky)

KEY INDICATORS OF SUCCESS

(To be reviewed and narrowed to most critical set with Board of Directors in October 2013 meeting.)

- 15% increase in number of Persons Served (have capacity)
- 25% increase in employment opportunities over three years
- Higher percentage of persons seeking employment working
- Higher number of total working hours
- Increase in average per person hours worked
- Increase in Medical Assistance revenue (and expenses for personnel/ratio)
- Increase in enterprise-generated revenue
- Increase in hours per vehicle (track public and TSE)
- Growth in client and staff qualifications
- Improvement in client survey scores
- Improvement in staff satisfaction scores
- More staff retained
- Greater involvement from broader community
- Enhanced reputation, credibility
- Increase in referrals
- Other indicators to consider:

APPENDIX

*Strategy Pyramid • Project logic models • Logic model template •
Opportunity Matrix*