

TSE Inc. | Strategic Plan 2021–2023

final 3/8/21 - approved by TSE Board of Directors – 2/24/21

MISSION *(what good you are doing and for whom)*

TSE enriches lives through employment and community connections.

VISION *(the impact you seek)*

The people TSE supports will achieve their career and life ambitions in communities that are inclusive and welcoming.

VALUES *(what will guide our decision making and daily behavior)*

1. **Listening:** We listen to and build respectful and responsive relationships with the people we support so we can be their best advocate.
2. **Potential:** We value each person's potential and commit to providing opportunities for personal growth and independence.
3. **Diversity & Inclusion:** We embrace diversity of people and perspectives and work to build inclusion and opportunity in the TSE community.
4. **Innovation:** We believe innovative approaches, supports and services advance our impact and enhance our leadership with community partners.
5. **Integrity:** We act with integrity in all we do and commit to delivering high quality services.

GOALS *(what we must do to live into our mission and vision)*

1. Expand employment and community engagement opportunities through innovative, person-centered approaches.
2. Build a healthy, flexible and inclusive work environment for staff, board and volunteers.
3. Optimize resources to ensure sustainability of the organization through the pandemic and in the post-pandemic recovery period.
4. Improve internal systems to support the aspirations of the organization.

OPERATING PLAN

1) Expand employment and community engagement opportunities through innovative, person-centered approaches.

STRATEGY	ACTION STEP	WHO	WHEN
1a. Clarify structure, programming and objectives to provide holistic, forward-thinking employment and enrichment services.	Clearly define Employment Services and Day Services structure, programming and objectives.	LM, JF	done
	Improve internal and external communications of our services.	LM	8/21 and on-going
1b. Employment Services: Support people's interests and skills, matching them with employment possibilities.	Increase business partners to produce more jobs (both independent and Enclave).	JF	12/21
	Provide disability education for businesses.	JF	7/21
	Develop plan to continue attracting clients.	JF	9/21
	Increase transportation options and independence in using.	JF	12/21
1c. Day Services: Expand enrichment options, better taking into account the interests of our participants and destinations where they can be valued members of the community.	Reach out to new community organizations.	SF	3/22
	Engage more participants in employment readiness curriculum/purpose-driven training and referrals to Employment Services.	SF	9/21
	Train staff to build understanding of the shift to employ more people with disabilities.	SF	12/21
	Develop plan to reattract clients.	SF	9/21
	Increase transportation options and independence in using.	SF	12/21

Metrics:

- # of business partners
- # of new jobs
- # of clients
- # of community engagement opportunities
- # of people using alternative transportation
- Increase in clients moving from Day to Employment Services

2) **Build a healthy, flexible and inclusive work environment for all staff, board and volunteers.**

STRATEGY	ACTION STEP	WHO	WHEN
2a. Develop focused employee retention plan.	Provide a variety of engaging training to support employees in their work.	Chet, LM, Darlene	12/21
	Develop language (for onboarding, trainings, etc.) that frequently and consistently emphasizes the value of all employees and their contribution to the mission and vision.	LM, SF, JF	3/22
	Build in possibilities for pay increases/competitive pay.	SF	6/22
	Develop feedback looks to empower employees to suggest new ideas and to recognize excellence in the workplace.	SC's	12/21
2b. Clarify staff and board roles and expectations.	See goal 1 for clarified staff structure.	LM, SF	4/21
	Build relationships between the board and staff to increase understanding of each other's roles and interests.	C Bond, LM	12/21
	Institute succession planning for all major staff roles.	Leadership Team	6/22
2c. Provide more regular and timely internal communications and support for organizational changes.	Improve transparency with finances.	SH	7/21
	Develop bi-annual newsletter for those we serve, partners, etc.	LM, Asa	12/21
	Conduct staff sessions to improve understanding of organizational goals.	LM, KG	6/21
2d. Improve board governance.	Develop disciplined process for board to recruit and onboard new members.	C Bond	12/21

Metrics:

- Increased staff satisfaction and positive action (through quarterly team meetings and Real Time Performance)
- Decreased employee turnover
- Board composition (#, diversity, etc.)

3) **Optimize resources to ensure sustainability of the organization through the pandemic and in the post-pandemic recovery period.**

STRATEGY	ACTION STEP	WHO	WHEN
3a. Take advantage of all relief grant possibilities to cover the expected \$40k average monthly net loss.	Apply for CARES Act and Day Program Retention grants; complete all obligatory reporting requirements.	LM, SH	8/21
	Explore phase 2 of PPP.	LM, SH	4/21
3b. Develop robust plan to attract persons served.	Build relationships with case managers and social workers to increase awareness of TSE.	JF, Kim Frost, SCs	12/21
	Develop marketing products (virtual tour, updated website, LinkedIn, e.g.).	SH, Asa, KG web	12/21
	Develop waiver reimagined plan for each center.	SCs	12/21
3c. Consider board-led fundraising efforts in second half of fiscal year, should health conditions permit.	TBD	C Bond	7/22
3d. Revamp website to build better understanding of and investment in TSE.	Provide overall guidance on language and organization.	Parenteau Graves, Asa, SH	7/21

Metrics:

- # of clients returning + new clients
- Fundraising tbd
- Website hits

4) **Improve internal systems to support the aspirations of the organization.**

STRATEGY	ACTION STEP	WHO	WHEN
Keep technology up-to-date.	Provide adequate training and reasoning for technology enhancements.	SF, Asa	6/22
	Support remote services.	SF, Asa	7/21
Analyze ongoing staff role/ support for internal and external communications and fundraising.	Determine time allocation for existing staff and if needs require additional support (consultant, part-time help, etc.).	LM, SH	12/21

Metrics:

- 100% of people use Caché