

Tableland Services, Inc. Strategic Plan



Tableland Services, Inc.
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Tableland Services, Inc. helps people and changes lives in Somerset County through community action

Tableland Services, Inc. Strategic Plan



2017-2020

Tableland Services, Inc. helps people and changes lives in Somerset County through community action



STRATEGIC PLANNING ROAD MAP

- PLANNING—SWOT ANALYSIS
- MISSION AND VALUES
- DATA ANALYSIS
- SETTING PRIORITIES
- WRITING THE PLAN
- ANNUAL REVIEW
- YEAR 2—REVIEW
- YEAR 3—REVIEW

Foreword

Beginning in February 2017, the Strategic Planning Committee (SPC), organized by Tableland Services, Inc. Executive Director, David J. Mrozowski, initiated the process to develop a strategic plan that would be the catalyst that will move our organization to the next level. Lisa A. Phillips, MSCL, was designated as the Committee Leader and facilitator of the strategic planning process. Together, Mr. Mrozowski and Ms. Phillips, led a diverse group of dedicated staff members encompassing all programmatic facets of the organization in the development of a Strategic Plan for Tableland Services, Inc. - the Community Action Partnership for Somerset County. In addition to selecting diverse program staff, the committee represents varying years of service in order to further enhance the level of diversity of representation. A true testament to the commitment of our leadership's commitment to our future, the SPC had representation from the Board of Director's.

The planning process has concluded. Once the Board approves the plan, the designation of work groups will occur and will be responsible for carrying out the action steps of the plan. Ms. Phillips will continue to lead the work of the strategic planning work groups over the course of the next three years under the direction of the Executive Director. An Annual Review Committee will be designated to conduct each of the annual reviews over the course of the next three years.

STRATEGIC PLANNING COMMITTEE (SPC)

Bishop Greg Pile, Board of Director Sue Holliday, Board of Director
Anne Garrison, ECED Director Jake Phillips, IS Manager
Michelle Lasure, Family Center Manager Glen Hetz, Accountant
Karen Shaw, Assistant Case Manager Lynda Straka, Career Counselor
Katie Klein, Special Services Manager

CONSULTING STAFF

Jennifer Hemminger, HR Director
David. J. Mrozowski, Executive Director

FACILITATOR

Lisa A. Phillips, Director of Community Services

Special thanks to the SPC and supporting staff for their dedication, passion and strategic thinking during this process of developing TSI's Strategic Plan for the next 3 years.

While the process has really just begun, we look forward to the journey that lies ahead of us.

INTRODUCTION

For over 50 years Tableland Services, Inc. (TSI) has served the residents of Somerset County. TSI is designated as the Community Action Agency for Somerset County which is a private, non-profit “anti-poverty” organization. It was formed by the Somerset County Commissioners and other concerned citizens as part of President Lyndon B. Johnson’s “War on Poverty.” TSI has established a successful history in providing a wide array of educational and community services in Somerset County that spans over 5 decades.

Our success in the community has been built upon the hard work and dedication of hundreds of Tableland Services Inc. staff members as well as various community partnerships and volunteers.

Our strengths provide a solid foundation on which we will continue to build upon as we move toward our vision of a community free of poverty, educated and self-sufficient.

During these times of unstable economic conditions, we will strive to seek financial security and build strong partnerships that will garner support of our mission.

The 2017-2020 Strategic Plan of Tableland Services, Inc. will be the driving force in our successful accomplishment of helping people and changing lives here in Somerset County.



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Tableland Services, Inc. Strengths, Weakness, Opportunities, and Threats Analysis (SWOT)

STRENGTHS

1. One Stop Service Provider
2. Programs and staff members are compassionate to our community and our customers.
3. Skilled and knowledgeable staff, especially technologically.
4. Established partnerships in our community.
5. Historical reputation to build upon.

WEAKNESS

1. Brand recognition affects community's awareness of who we are.
2. Lack of succession planning & replacement policies.
3. Lack of cross training.
4. Absence of safety plans, strategies and policies to achieve a safe environment for our staff and customers.
5. No uniform centralized intake process.

OPPORTUNITIES

1. Grant writing for expansion.
2. Fundraising campaigns and strategies for growth.
3. Technological expansion.
4. Satellite access-points to expand outreach to community.
5. Increasing key partnerships.

THREATS

1. Competition for grants.
2. Duplicative services are competing for customers.
3. Politics impact funding allocations and delays in funding.
4. Demand for services exceeds amount of funding available.
5. Too centralized geographically.



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Overview of Strategic Plan

Tableland Services, Inc. developed a Strategic Plan which contains a newly developed vision and mission statement. Additionally, organizational goals have been established to provide direction in strategically addressing the priorities established and the action steps to be completed in the Plan.

1. **Vision Statement**
2. **Mission Statement**
3. **Organizational Goals**
4. **Priorities**
5. **Action Steps & Rationale**

VISION STATEMENT

“A community free of poverty, educated and self-sufficient where everyone has a voice and achieves their potential”

MISSION STATEMENT

“Tableland Services, Inc. helps people and changes lives in Somerset County through community action”

ORGANIZATIONAL GOALS

- Expand and inspire community partnerships to strengthen our impact.
- Elevate community awareness of our mission and program offerings.
- Establish long term financial security.
- Empower and educate citizens through our diverse resources.
- Enhance and evolve our skilled workforce, technologies and operations.

PRIORITIES

- Branding
- Outreach
- Data & Results
- Cross Training
- Safety & Wellness



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Priority— BRANDING

PURPOSE

Elevate community awareness of our mission and program offerings. It is imperative that the community recognize Tableland Services, Inc. as the leader in “anti-poverty” initiatives and as the “community action organization” for Somerset County. Consistent and expanded branding and marketing of the organization will increase community awareness of our mission and program offerings broadening our outreach to the community at large.

STRATEGY

To improve the visibility of Tableland Services, Inc. in the County of Somerset by establishing a marketing initiative that is consistent and uniform.

ACTION STEPS– Year One

1. Feature an organizational training kick off to review the SP and begin to establish uniformity and consistency in how we address our community.
2. Establish a work group to successfully carry out the goals and objectives of the priority to include a low income representative.
3. Conduct a review of all organizational materials, technologies, publications for evaluation of consistency and establish strategies to improve the branding of the organization.

ACTION STEPS– Year Two

1. Develop marketing strategies to improve the visibility of the agency and our mission to the community of Somerset County.
2. Develop a strong social media presence including the development of an organizational YouTube Channel.
3. Establish new partnerships with media outlets to support our branding initiative.

ACTION STEPS– Year Three

1. Develop a New Employee Orientation that will assist our newest team members with an overall understanding of the mission and vision of the organization, partnerships and program offerings.



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Priority– OUTREACH

PURPOSE

To establish strategies to increase the organizations ability to outreach to our customers, partners, and the community at large. By implementing strategies to increase the organizations outreach, we will expand and inspire partnerships in the community to strengthen our impact. We will elevate community awareness of our mission and program offerings.

STRATEGY

To improve and increase communication between the organization and our customers, partners and the community at large.

ACTION STEPS-Year One

1. Develop a work group to carry out the priority goals to include a low income representative.
2. Promote the development of Access-Points in our Central City and Salisbury locations in an effort to bring services to remote areas and overcome transportation barriers.
3. Facilitate the organizations Community Needs Assessment and report to the board, employee base and the community the results.

ACTION STEPS- Year Two

1. Utilizing the results of the Community Needs Assessment, develop a plan for developing remote access points to be established in the community.
2. Promote the development of “informational” access points in the community that would extend outreach by providing resource information.
3. Develop policies and procedures for maintaining outreach access points.

ACTION STEPS- Year Three

1. Explore and develop strategies for organizational fundraising.
2. Facilitate one fundraiser that increases awareness, promotes new partnerships, and increases financial contribution to the organization.
3. Partner with Branding work group to increase social media presence and utilize these technologies to assist with fundraising.



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Priority— DATA & RESULTS

PURPOSE

Implementation of ROMA will set the course for a managed approach to evaluating the results and outcomes of the organizations programs. Establishing long term financial security, uniform data collection and outcomes results reporting.

STRATEGY

Implementation of ROMA—the Results Oriented Management Accountability principles for assessment, planning, implementation, achieving results and analysis through evaluation.

ACTION STEPS—Year One

1. Designate a staff person to become certified as a ROMA Implementer and successfully complete the certification process.
2. Develop a priority work group to carry out goals and assist the ROMA Implementer in agency wide implementation, to include a low income representative.
3. Develop a centralized intake process.

ACTION STEPS—Year Two

1. Cross training of ORS data collection for agency staff.
2. Facilitate the collection of all agency data into the ORS database.
3. Design, map and implement ROMA goals, outcomes and results analysis into the ORS data collection tool.

ACTION STEPS—Year Three

1. Complete the ROMA Implementation process.
2. Analyze and evaluate COPOS reports and present to the Board of Directors annually.
3. Develop an Annual Report for the organization.



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Priority— CROSS TRAINING

PURPOSE

To develop strategies to ensure that regulatory cross training is implemented internally in an effort to increase capacity, develop our workforce and promote a team oriented culture within the organization.

STRATEGY

Establish a process for cross training both internally and externally to enhance and evolve our skilled workforce, technologies and operations.

ACTION STEPS—Year One

1. Develop a work group to be responsible for the goals and objectives of the priority to include a low income representative.
2. Implementation of Poverty Simulations
3. Develop a schedule of cross trainings in year one that encompass internal opportunities for staff to learn and network.

ACTION STEPS—Year Two

1. Develop a procedure for scheduling subsequent cross training to encompass both educational and networking opportunities.
2. Develop an external cross training event work group in collaboration with community partners.
3. Execute external cross training annually.

ACTION STEPS— Year Three

1. Expand cross training to private sector in an effort to establish new partnerships.



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Priority— SAFETY & WELLNESS

PURPOSE

To create a safe, healthy work environment for our team members, customers and guests.

STRATEGY

Utilize an integrated approach to establishing a safe and healthy work environment that facilitates personal, professional, and structural growth.

ACTION STEPS— Year One

1. Develop a safety, wellness & growth committee dedicated to working on carrying out the priority goals in collaboration with the Human Resources Department. Include a low income representative.
2. Develop and facilitate a survey process to collect critical information from staff employees regarding safety, wellness and growth.
3. Utilizing data collected through surveys, develop a quarterly series of wellness events for the employees of the organization.

ACTION STEPS— Year Two

1. Facilitate an annual Wellness Event/Retreat in collaboration with community partners for human service providers.
2. Analyze and develop a strategy to address facility safety issues and provide recommendation to the Executive Director and Board of Directors.
3. Organize a team activity that promotes health and wellness.

ACTION STEPS—Year Three

1. Develop a process to measure staff morale, absences, turnover rates in the organization.
2. Implement a process to evaluate staff annually.

National Community Action

Theory of Change

Goal 1

Individuals and families with low incomes are stable and achieve economic security.

Goal 2

Communities where people with low incomes live are healthy and offer economic opportunity.

Goal 3

People with low incomes are engaged and active in building opportunities in communities.



STRATEGIC MEASURES

- Establish 5 Strategic Planning Priority (SPP) work groups to include 25% of our staff membership who will carry out the actions of the SP.
- Increase participation of low income people by actively engaging 5 low income representatives to the SPP work groups.
- Increase community partnerships that will improve the lives of the low income population we serve by establishing 15 new partners.
- Increase community awareness by 75% by establishing a stronger social media presence of our program offerings furthermore making services more accessible to the low income population.
- Increase community awareness by facilitating community wide poverty simulations that engages 300 individuals.
- Facilitate 12 safety & wellness events that will serve 80% of staff employees.
- Conduct a Community Needs Assessment every 3 years.
- Implement ROMA agency wide within 3 years to include all program areas utilizing the certified ROMA Implementer, the ORS data collection tool and the Data & Results SP work group.
- Increase outreach to the low income population by 60% through the development and utilization of access points.
- Increase financial security by increasing annual giving by 25%.
- Increase opportunities for staff development by 75%.
- Achieve 100% compliance status of CSBG Organizational Standards.

CONCLUSION

This Strategic Plan sets the stage for the next 3 years for the Tableland Services, Inc. Board of Directors, administration, program departments and volunteers. Our success will require the Board and organization to work together to achieve the strategic goals established in this plan.

The SPC requests that this document is utilized in the evaluation and implementation of the specific priorities established and acts as a catalyst for future planning and growth of the organization.

The SPC will continue to provide guidance and oversight over the next three years to insure that we accomplish our goals and fulfill our obligations. There is much work to be done. We look forward to celebrating our achievements.

Respectfully submitted,

Strategic Planning Committee

Lisa A. Phillips, MSCL David J. Mrozowski, Ex. Director



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