

TDH ENTERPRISES, INC.

STRATEGIC PLAN

2021-2023

Executive Summary



Overview

In November 2020, TDH Enterprises' board of directors and staff developed and adopted an update to the Strategic Plan. This Strategic Plan will help guide the organization's development over the next three to five years. Much effort has gone into ensuring that TDH Enterprises, Inc. continues to build on strengths and leverage its resources with those of others to effectively and efficiently support its mission, vision and business objectives. The Strategic Plan will also allow TDH's stakeholders to assess current and future external threats and opportunities.

TDH Enterprises, Inc. continues to adhere to its historic values and basic principles while working to implement the strategic directions.

In order to guide the reader through the Strategic Plan, a list of commonly found components with definitions can be found below:

- Mission – brief, comprehensive statement that defines the reason the agency exists.
- Vision – brief description of what the agency aspires to be in the future.
- Values – elements that describe how TDH conducts itself in carrying out its mission, and its expectations of its consumers and partners in doing so.
- Goals – statements that provide direction for long term success.
- Strategies – the “how to” for achieving the long-term goals.
- Objectives – short-term goals that should be accomplished during this plan and move TDH Enterprises, Inc. toward meeting the overall goals. Objectives are specific, measurable, achievable, relevant and time-related (SMART).
- Action Plans – specific steps that must be considered with the objective in mind. The action plans explain the “who, what, when, where and how” of the plan implementation.

Although target periods for review have been established within the Strategic Plan, all goals, objectives, and action steps will be reviewed with the stakeholders of TDH Enterprises, Inc. quarterly. The results of this review will be shared at staff meetings.

Mission Statement

“Providing client-focused services for individuals and the community that result in self-confidence, success and independence.”

Vision Statement

“TDH Enterprises, Inc. is moving from Job Development to Client Development. The focus of our services should be to enhance the overall lives of our consumers.”

Value Statement

TDH Enterprises, Inc., as a service based agency, values:

- Advocacy
- Individuals
- Collaboration
- Referral
- Community
- Self-Sufficiency
- Education
- Training
- Imagination
- Work Readiness
- Independence

S.W.O.T Analysis (Strengths, Weaknesses, Opportunities, Threats)

STRENGTHS

S

Knowledgeable employees
Flexibility
Positive Reputation
Teamwork
Leadership
Creativity

WEAKNESSES

W

Financial Limitations
Low wage offering
Small Organization
Limited space
Lack of Technology

OPPORTUNITIES

O

Community involvement
Consulting needs
Revenue Openings and Re-Biddings
Expansion of Job Placement needs

THREATS

T

Weak Economy
Decrease in funding streams
Growing medical and insurance costs
Increased Competition

Key Goal Areas

- 1.) **To ensure consumer and stakeholder success through high quality and high involvement services that are efficient and effective.**
- 2.) **To engage in community involvement in order to further penetrate our target market and to create goodwill.**
- 3.) **To maintain and improve TDH Enterprises, Inc.'s organizational vitality to ensure future growth and success.**
- 4.) **To maximize the development of resources in order to provide the best possible services to consumers.**

Goals, Strategy, Objectives, and Action Steps

- 1.) **Goal:** To ensure consumer and stakeholder success through high quality and high involvement services that are efficient and effective.

Overall Strategy: TDH Enterprises, Inc. will provide quality services to all consumers and stakeholders in a time efficient and outcome effective matter. These services should always include the input of the consumer in every aspect and should result in a beneficial and favorable outcome.

Objectives and Action Steps

a.) To improve consumer placement success rate to 70% (Review October)

1. Continue penetration of market by making frequent employer visits and maintaining relationship with employers
2. Maximize consumer earnings to \$12.00 per hour by selecting quality placement sites
3. Maintain Job Retention rate by ensuring that consumers are successful in the work place and attempt to remedy any issues the employer may have

b.) To improve consumer satisfaction rate 85% (Review October)

1. Maintain open communication lines with all consumers and other stakeholders to help ensure satisfaction.
2. Develop mid-stream evaluation form to be completed by consumers.
3. Integrate Consumer Satisfaction Survey to be completed at the end of the service period.
4. Develop online survey services through the agency's website for accessibility.

- 2.) **Goal:** To engage in community involvement in order to further penetrate our target market and to create goodwill.

Overall Strategy: TDH Enterprises, Inc. will engage and have a visual presence in the communities found in the service area through involvement, volunteering, sponsorship, and promotional efforts.

Objectives and Action Steps

a.) To develop and implement an integrated marketing communications plan.

(Review May)

1. Develop informational seminars to be presented to area employers to create awareness of the skills consumers possess.
2. Engage in community based activities by volunteering or sponsoring events that fit the business culture of TDH Enterprises, Inc.

b.) To expand referral services and community collaborations

(Review September)

1. Use integrated marketing communications plan to expand service area and to generate referrals from untapped sources.
2. Further develop relationships with other community agencies that will help increase the presence of TDH within the service area.

- 3.) **Goal:** To maintain and improve TDH Enterprises, Inc.'s organizational vitality to ensure future growth and success.

Overall Strategy: TDH Enterprises, Inc. will continue to develop new and innovative program designs that will help generate revenue, growth, and a successful future.

Objectives and Action Steps

a.) To secure new revenue streams that produce 3-5% growth annually

(Review January, Annually)

1. Upgrade current programs and develop new program designs that will be attractive to revenue source stakeholders.
2. Further define and expand Management Consulting product extension.
3. Maintain and improve current success rates.
4. The baseline amount for this goal is \$350,000.00. The goal range for the following years is set at 2021 (\$360,500.00 to \$367,500.00); 2022 (\$371,315.00 to \$385,875.00); 2023 (\$382,450.00 to \$405,100.00)

b.) To achieve and maintain C.A.R.F. accreditation (Review March)

1. Maintain Overview committees to ensure success and compliance.
2. Attend trainings and seminars that will help to enhance the skills of employees.
3. Meet and maintain all accreditation standards
4. Explore other C.A.R.F. accreditation programs

c.) To expand business opportunities (Review June, Annually)

1. Apply for additional "Job Placement" funding in order to provide services to two additional counties (Lorain and Hancock).
2. Further develop Community Employment Service funding by providing quality services and expanding referral network
3. Work with current consulting clients to develop long term contracts
4. Work with Independent Choices, Inc. to integrate Homemaker Personal Care services to individuals with developmental disabilities.

“To maximize the development of resources in order to provide the best possible services to consumers.”

Overall Strategy: TDH Enterprises, Inc. will maximize the utility of current resources and will implement new resources, as they become available, to ensure client success, community engagement, and organizational vitality.

Objectives and Action Steps

a.) To implement a technical strategy that will allow TDH Enterprises, Inc. to utilize technologies more efficiently (Review May)

5. Work with local technology firm to ensure that systems are up to date and efficient.
6. Obtain tablet technology and remote access to allow Employment Specialists to complete case report writing immediately following service delivery.
7. Integrate online collaboration services to promote efficient and effective service delivery.

b.) Improve new hire orientation and training programs to ensure employees are successful (Review October)

5. Develop mentoring program that allows for recognition and feedback.
6. Develop employee recognition program to boost moral.
7. Research and develop trainings and seminars that will help to enhance the skills of employees.
8. Maintain flexible approach to human resource management to ensure positive employee moral.