



Rocky Mountain Service Employment Redevelopment

STRATEGIC PLAN

2015

“HONORING THE PAST

AND

BUILDING THE FUTURE”

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INTRODUCTORY STATEMENT

Rocky Mountain Service, Employment & Redevelopment (RMSER) has a long and storied history as a grassroots community organization which was established in 1980. Since its inception, RMSER has provided quality educational, employment and training services to over 50,000 unemployed/underemployed individuals and socio-economically disadvantaged families and children. RMSER operates the following (3) programs throughout Colorado with 47 offices and over 600 staff members.

RMSER successfully administers grants and contracts through agencies, such as the US Department of Labor and Employment, as well as the US Department of Health and Human Services. Currently, RMSER serves more than 3,000 low-income and disadvantaged families annually through its Early Childhood Education Program, National Migrant Farmworker Jobs Program, and Youth and Community programs.

Early Childhood Education Programs: RMSER culturally sensitive Head Start and Migrant Head Start Programs educate over 2,800 children yearly who are enrolled throughout 11 counties in the State of Colorado. Approximately 90% of children and families served have incomes below the federal poverty line.

Workforce Development Programs: National Farmworker Jobs Program offers employment, training, and support services to low income Migrant/Seasonal Farmworkers throughout rural Colorado. To date, over 500 clients have been served with approximately 95% being of Hispanic ethnicity.

Youth and Community Service Program: Funded solely by donations and fees, this program has provided integrated athletic, educational, and social programs that allow individuals to exceed their highest expectations by enhancing self-confidence, building moral character, and through development of personal goals in the classroom, on the field as well as in the world.

With a strong tradition and the need to adapt to a changing environment, the Board of Directors seeks to set a strategic course grounded by lessons of the past and propelled by the changes required to fit the needs of the future. In a bold and ambitious manner the Board of Directors has chosen to embark on formulating a new mission and vision for the organization and energized with the focus of a new direction. The Board of Directors invites the management team to serve in a dynamic capacity to effectuate our new mission while using the new vision statement to inspire all staff to action and place into effect the values established as an organization. All staff is invited to participate in a process guided by the mission and vision to apply a strategic plan which will serve as the foundation of forging the future of the organization.

The Board of Directors and the executive team offer motivation to all staff to TO BE... the best at what we do. Each person in the organization has been invited to reach goals they help to formulate. Each person has been asked to help in creating strategic initiatives by offering input which can accurately reflect the development of a strategic plan based on being mission driven, data guided, and SWOT analyzed.

The organization is poised to overcome any obstacles it may face and through teamwork it can close ranks, renew focus, shake off the dregs of the past, and like a sleeping giant, prepare to make our claim

to be on the cutting edge as an educational service provider. We will not be passive participants but assert ourselves as **LEADERS** in our endeavors to serve children, families, and our own SER employees throughout our state!

We are committed to executing the following **2015 RMSE Strategic Plan** to the best of our abilities and in honoring our leadership and fiduciary responsibilities in guiding the organization forward.

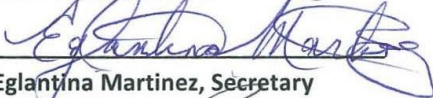
RMSE BOARD OF DIRECTORS



Larry Sims, Board Chair



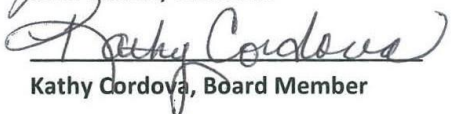
Rosa Vigil, Vice Chair



Eglantina Martinez, Secretary



John Padilla, Treasurer



Kathy Cordova, Board Member

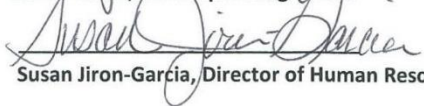
RMSE EXECUTIVE TEAM



Christopher Hall, Chief Executive Officer



Lance Vieira, Chief Operating Officer



Susan Jiron-Garcia, Director of Human Resources

MISSION AND VISION

The RMSER mission statement is precise, concise, and outcome oriented and should inspire staff to action.

Rocky Mountain SER is honored TO BE an innovative community action leader providing educational services that empowers families in need.

The RMSER vision statement is powerful and direct and should inspire staff to dream.

TO BE...

RMSE Believes in a Team Approach

**Adherence to a TEAM approach which
emphasizes that**

T-together

E-ach

A-chieve

M-ore with these Core Values

Values of RMSER

The RMSER core principles which underlie the competencies required of staff and help to make the organization run smoothly and with integrity are ingrained in the values held by the organization.

Values Adopted by RMSER

Accountability	Community	Integrity
Team Work	Diversity	Ownership
Balance	Empowerment	Safety
Commitment to Excellence	Respect	Positive Attitude

CORE VALUES

The following are the organizational values we expect all employees of RMSEER to

Recognize, Live, Teach, and Promote.

- ✓ **Accountability** – Acknowledging and assuming responsibility for actions, position requirements, and decisions. It can be applied to both individual accountability on the part of employees and/or accountability of the organization as a whole.
- ✓ **Team Work** – Working effectively together towards the common goals of the organization – not just a department. This means never taking the perspective of “it’s not my job” and instead taking a positive approach of “How can I help?”
- ✓ **Balance** – Taking a proactive stand to create and maintain a healthy work-life balance for employees.
- ✓ **Commitment to Excellence** – Committing to great service and other opportunities that impact lives within and outside the organization that will sustain long-term relationships.
- ✓ **Community** – Contributing to society and demonstrating a true awareness of our social responsibility to the communities we serve through active involvement.

- ✓ **Diversity** – Respecting the diversity of our workforce and the communities we serve.
- ✓ **Empowerment** – Encouraging employees to take initiative and give their best. Adopting an environment to empower employees to lead and make decisions.
- ✓ **Respect** – Utilizing “golden rule” principles to treat others as you would expect to be treated yourself. We may not always agree but we must act as courteous and professional adults.
- ✓ **Integrity** – Acting with honesty and honor without compromising the truth.
- ✓ **Ownership** – Taking care of the organization’s clients and customers as they were one’s own.
- ✓ **Safety** – Continuously caring enough to ensure that health and safety goes above and beyond standard organizational requirements to provide an accident-free workplace.
- ✓ **Positive Attitude** – Engaging in behaviors and actions that are conducive to a positive workplace. This includes engaging in productive conversation and following the proper procedures for problem resolution instead of “complaining” or “gossiping” to the wrong people and expecting a favorable outcome.

ROCKY MOUNTAIN SER 2015 Strategic Plan

Guiding Themes of Change

Theme # 1 – Agency Development

“Exerting leadership, and visibility while enhancing agency reputation.”

Theme # 2 – Service Delivery

“Boosting the entire organization to new heights of excellence.”

Theme # 3 – Talent Management

“Having the right people doing the right things at the right time.”



FIRST THEME - AGENCY DEVELOPMENT

Goal 1. Create a focused agency development plan with growth patterns based on quality data to be established over the next five years.

- A. **Objective:** To reinforce the agency's foundation by improving long term and consistent results at all levels of the organization.

ACTIONS:

1. Conduct an assessment of the agency's organizational structure, business operation systems and processes in terms of strengths and weakness to minimize risk and diversify the funding sources core to the mission of the agency.
2. Design a plan to maximize services with internal systems supporting all aspects of the agency programs from staffing, funding, outcome based results, and criterion measured goals.
3. Coordinate implementation of the plan with all aspects of the agencies operations to maximize successful outcomes including revision of the organizational structure.

- B. **Objective:** Identify an internal team of current or needed staff to form a new focus on RMSER development operations.

ACTIONS:

1. Create a plan for development operations.

2. Establish goals and objectives for the Development Operations of RMSER with all elements of growth considered.
- C. **Objective:** Research and identify additional funding sources and strategic partnerships best aligned with the focused needs of RMSER and communities we serve.

ACTIONS:

1. Research opportunities for federal grants, foundation grants, corporate grants, enlarging volunteer base, developing focused community partnerships, exploring establishing an endowment base.
2. Establish funding and strategic partnership targets.

Goal 2. Develop an organizational methodology for brand management.

- A. **Objective:** Conduct an assessment of current brand recognition both internally and externally.

ACTIONS:

1. Create a matrix of variables related to agency brand, i.e. (demand for nonprofit services, amount of donor support, volunteer support, number of past, current partners, possible community surveys).
2. Develop methodology for receiving feedback on agency brand messaging.

- B. **Objective:** Develop public relations strategies which are well defined, organized, and focused on reputation management.

ACTIONS:

1. Identify those in the organization who are directly responsible for public relations and assess whether they are the key individuals needed for the task.
2. Conduct an internal reality check comparing RMSER to other nonprofits as to overall effectiveness, positive impression, interest in our success.

Goal 3. Develop a strategy to increase RMSER role as leaders in the community.

- A. **Objective:** Increase both the visibility and leadership capability of organizational staff.

ACTIONS:

1. Encourage cross pollination with other agencies, non-profits by having staff become outside board members.
 2. Develop a speaker's bureau of staff to be available to present, speak or conduct workshops for other agencies.
 3. Offer workshops, seminars, training by staff for other agencies on topics of joint interest.
- B. **Objective:** Develop a media plan to keep the organization "in the news" for positive events, announcements, developments.

ACTIONS:

1. Leadership shall research, write, present in forums which will increase visibility, credibility, and leadership perspective at every opportunity.
2. Develop a plan on how to communicate items of interest to the community (i.e. new innovations, key policy decisions affecting the community, honors, funding, awards, and press conferences.)

SECOND THEME - SERVICE DELIVERY

Goal 1. Establish Agency “Markers of Excellence” for optimum service delivery.

- A. **Objective:** Identify, research, and define “Excellence” with respect to the agency to further advance Rocky Mountain SER as a premier administrator and service provider of education, training and community services.

ACTIONS:

1. Identify and research other highly regarded education agencies throughout the country. Compare organization structure, policy, and procedures to those that closely match the unique challenges faced by RMSER with regard to multiple locations, mix of programs and possible historical issues.
2. Collaborate with current and potential RMSER funding entities, building collaborative relationships based upon positive trend results, and mold the RMSER organizational structure to ensure consistent high performance service delivery.

3. Interview, research, and collaborate with industry experts to further implement optimal business practices, processes, and policy changes.

B. **Objective:** To align the Agency's management systems to solidify a foundation for efficient decision making, sustainability and growth.

ACTIONS:

1. Structure policy, operating procedures and management systems to support a single agency that emphasizes decision making at the most effective levels.
2. Focus the agency's management systems toward a model that relies on outcomes and measurable results.
3. Synergize agency's programs and service delivery to optimize efficiencies and effectiveness of policies, procedures, facilities and talent across the entire organization.
4. Clarify responsibility and accountability standards for consistent program compliance and service delivery results across the agency.

C. **Objective:** Improve the Agency's data systems and operational processes to better analyze, monitor, and track outcomes.

ACTIONS:

1. Fortify partnerships to solidify optimal data systems and information technology for the entire agency.
2. Optimize the user-interface necessary to improve agencies data input, analysis, and reporting results.

3. Improve data quality and consistency through ongoing training & process improvement.

Goal 2. Optimize site locations to maximize resources to uplift service delivery & enrollment.

- A. **Objective:** Utilizing community assessment data to devise a statewide location plan for all facets of the company business.

ACTIONS:

1. Assess functionality, ease of client access, comparative cost analysis, and overall quality of all current locations to determine effectiveness and efficiency of their use in meeting the needs of RMSER clientele, staff and the overall communities that we serve.
2. Develop a transitional plan to fulfill redefined capacity and location needs based on a prioritization schedule, financial allocation prospects, community assessment needs and location availability.

- B. **Objective:** Develop retrofitting plan of current buildings to gain efficiencies and remodel needs for future use.

ACTIONS:

1. Complete assessment of current office and space utilization needs.
2. Implement plan to meet 100% childcare licensing requirements for all Early Childhood Education facilities.
3. Conduct comparative cost analysis on lease, purchase options for acquiring staff, and program space needs.

Goal 3. Develop innovative approaches to service delivery.

- A. **Objective:** Select one initiative in each program to be identified as an innovative center.

ACTIONS:

1. Research innovative program approaches not currently utilized by RMSER, which could be adapted to use for our program enhancement.
2. Develop a delivery system (technological application, systemic change, or program redefinition), not currently utilized to advance the goals of the agency's service delivery.
3. Develop new service mix to include more options to fill capacity including 5 day, full time, and evening/night options. Institute multiple funding options including fee based, scholarship, foundation and corporate resources.

- B. **Objective:** Align all program objectives from inception to completion with specified outcome criterion showing progress, growth and success.

ACTIONS:

1. Develop outcome matrix with levels of staff responsibility identified.
2. Score outcome results based on effectiveness of reaching objectives and cost to outcome results.

Goal 4. Develop a comprehensive marketing initiative for all programs within RMSER.

- A. **Objective:** Assess all current marketing strategies and establish measurement criteria of effectiveness.

ACTIONS:

1. Update/refresh RMSER corporate logo and branding “Identity & Style Guide”.
2. Review all current print, advertising, branding messages for applicability to role, mission, and target populations.
3. Establish an overall marketing plan (possibly using marketing or image consultants) that meets the needs of the future growth of the company.

- B. **Objective:** Establish a company-wide communication plan for all aspects of information distribution (external and internal).

ACTIONS:

1. Create a personnel communication flow plan with identified levels of responsibility.
2. Develop a Media Communication Policy.
3. Identify technological team for establishing use of internet, intranet and social media in communication plan.

THIRD THEME - TALENT MANAGEMENT

Goal 1 Recruit and retain the best talent for RMSER.

- A. **Objective:** Analyze and devise a “total rewards” package inclusive of compensation, benefits, and other fringe benefits that allow for a competitive advantage in the recruitment and retention of staff.

ACTIONS:

1. Perform and develop a market analysis of compensation/benefits and utilize the results to create a complete total rewards program.
2. Create systems and methods to communicate total rewards and ensure both current and prospective employees are made aware of the total rewards provided by RMSER

- B. **Objective:** Conduct an evaluation of current staff recruitment processes to determine the effectiveness of each process and make modifications based upon relevant data.

ACTIONS:

1. Analyze current forms and methods to determine what changes are needed based upon available data including processes that communicate vacancies and tracking of vacancies and time to fill vacancies.
2. Develop standardized methods of recruitment (by region) that have been determined to generate the most qualified applicants. Analyze and establish system to find

new methods to recruit staff. Establish and build relationships with colleges and universities; developing internship, externships, and utilizing various marketing events.

3. Train and evaluate all applicable staff on conducting effective pre-screening and interviews. Develop all supervisory/management staff training to properly assess and select the best staff for RMSER. Create and implement a standardized on-boarding process for all new staff and staff that transition to different roles within the organization.

- C. **Objective:** Create a culture of accountability and ownership by ensuring our workforce has a clear understanding of both the organization and expectations for their role in the organization.

ACTIONS:

1. A Job Analysis must be completed for all current (and future) positions within RMSER. Based upon analysis results, job descriptions must be revised, created, reviewed, and approved for all RMSER positions. Systems must be put into place that support changes to job descriptions.
2. Conduct analysis of staff experience, qualifications and skill in comparison to job descriptions and create course of action for staff development.
3. Create and communicate function owners and develop clear lines of authority and responsibility across RMSER.

4. Create and communicate organizational structure and roles (per region, per office, and entire company) for distribution.

Goal 2 Ensure that staff have the training and resources required to effectively perform their job(s).

- A. **Objective:** Develop an applied education and training model specific to the outcome needs of the company and to enhance professional development among all staff.

ACTIONS:

1. Analyze current processes in place for providing, monitoring and tracking training; use the results to determine what needs to occur to develop an effective and standardized training program across RMSER; Determine what tools and resources need to be provided to monitor that training; Establish a system for training outcomes that ensures effectiveness and desired results.
 2. Establish and document training requirements by position and program.
 3. Ensure all staff required to formally present training are trained and effective in the skill of training.
- B. **Objective:** Create accountability, training and performance standards that clearly evaluate the application of knowledge to tasks and transferability to other staff as desired training outcomes.

ACTIONS:

1. Create new electronic performance review form and process based upon both core competencies and position based competencies. Create processes to ensure staff is provided constant and routine feedback on performance.
2. Determine scope and span of supervision to determine how RMSER can more effectively manage and observe remote classroom staff to provide proper coaching and feedback.
3. Assess supervisory and management staff qualifications in conducting performance evaluation feedback, coaching and overall performance management. Develop training as necessary to upgrade and improve these skills.
4. Devise strategies to communicate and promote the philosophy that RMSER is outcome and result based and that rewards are determined upon performance and not tenure or past organizational practices.

- C. **Objective:** Utilize data collected from centralized and verified sources to better determine resource management (personnel, budget, time) for accomplishment of mission goals.

ACTIONS:

1. Develop an information flow table determining how data is collected, verified and how it is to be utilized in management decision making.

2. Assess current MIS system and determine efficiency and efficacy of delivery of information to appropriate internal and external sources.
3. Develop timeline matrix for all processes that require corporate, state, and federal, compliance reporting.



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