



STRATEGIC PLAN
2025-2028

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EXECUTIVE SUMMARY

Panhandle Community Services (PCS), a community action agency serving 26 counties in the Texas panhandle, undertook a rigorous strategic planning process in 2024. This report documents the strategic planning process, results, analysis, and strategies the agency will employ to address unmet or unmet needs of low-income families and the communities in which they live.

The purpose of this plan is to guide the agency in decision-making, strategizing, and moving forward with the development of the agency. While developing this document, PCS set no agenda except to provide a solid, unbiased assessment of the needs in the region and then present a plan of action to provide the most significant community impact through PCS service programs.

This strategic plan is a **road map** to achieving **a shared vision** of the organization and/or community in 1-3 years. It answers the question**“Where do we want to be in three to five years?”**

Day-to-day, this plan’s implementation will **guide our organization** in **fulfilling its mission**, **making decisions** and **allocating resources**.

The strategic plan combines research and data with input from PCS clients, staff, board, and other agency constituents, as well as the general public, area leaders, and others, to determine the agency's most critical needs and assets and throughout the Panhandle region. The strategic planning effort was conducted following and in close connection to other CSBG planning efforts, including:

- An area-wide Community Needs Assessment (CNA)
- The Community Action Plan (CAP)
- CSBG Organizational Standards
- Results Oriented Management Accounting (ROMA)

The strategic plan entails the agency’s vision, mission, and values, along with goals, objectives, and strategies that set the trajectory of PCS in moving forward to address the identified needs of the region directly.

INTRODUCTION: THE STRATEGIC PLANNING PROCESS

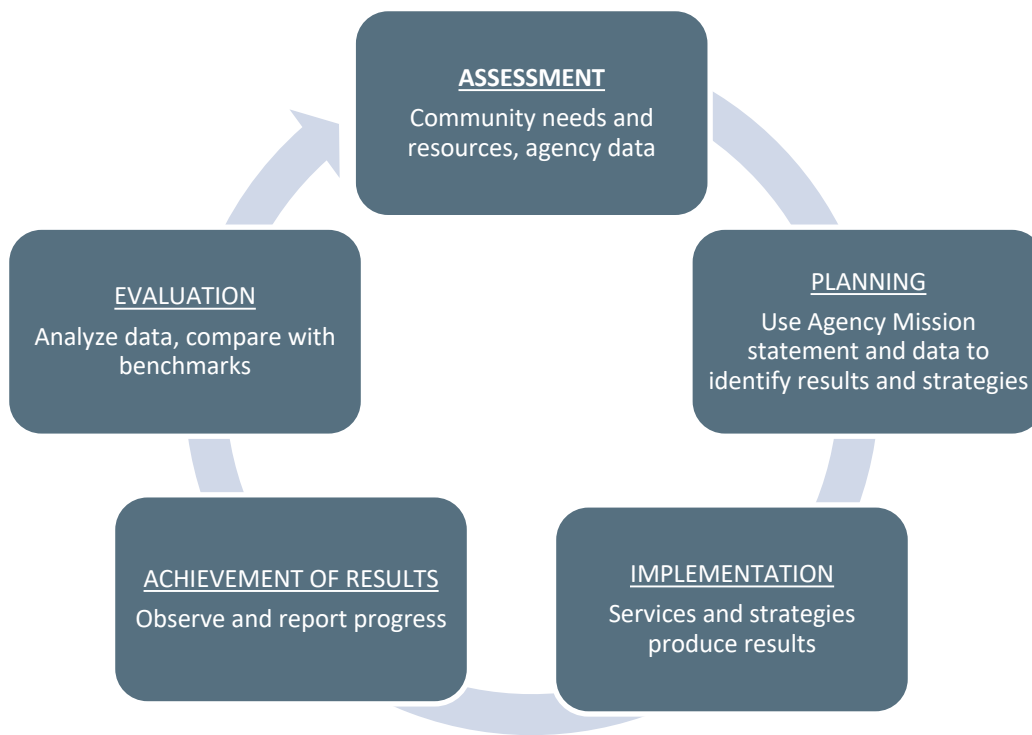
The PCS agency-wide strategic planning process was conducted following the 7-step process put forth by TDHCA in addition to the assistance of a third-party non-profit consultant who facilitated visioning exercises and agency-wide input.

PCS Executive Director Magi York and an assembled work group of agency board members, staff leadership, and community stakeholders led the planning initiative. The team was a potent mix of participants, from big-picture visionaries to detail-oriented thinkers.

The agency utilized the services of a third-party non-profit consultant, Caldwell Business Group, to help facilitate the planning process and write the plan. The initial planning phase began in July 2024 and was completed in January 2025.

Key Data and Processes

The PCS strategic planning process closely followed the Results Management Oriented Management Accountability (ROMA) management practice to effectively “incorporate the use of outcomes or results into the administration, management and operation” of the agency. In doing so, the agency closely followed the 5-step ROMA process in creating the strategic plan.



Assessment tools used to identify needs and assets and to assist leadership in setting appropriate strategic goals included:

- 2024 Community Needs Assessment (CNA)
- Review of progress of the agency’s current strategic plan
- Internal findings from participation in SWOT Analysis

A summary of findings from each assessment is summarized below. These findings were key to this strategic plan’s goals, objectives, and strategies.

COMMUNITY NEEDS ASSESSMENT

Every three years, PCS conducts a comprehensive CNA as required by CSBG to understand better the challenges faced by low-income families and individuals in our communities and to develop strategies to empower them on their path to self-reliance.

The 2024 CNA delved into the complex factors contributing to poverty in our Texas Panhandle service area, shedding light on the daily struggles of our most vulnerable residents.

Through extensive data collection, analysis, and community engagement, the CNA provided insights to guide PCS's strategic planning and resource allocation efforts.

The CNA utilized a mixed-method approach, including:

- **Surveys** – Multiple surveys were distributed among community residents/clients, staff and board members, and community partners/stakeholders.
- **Focus Groups** – Multiple focus groups were conducted throughout the service region. Participants included community residents and stakeholders from various sectors, such as the public, private, and health sectors.
- **Key Informant Interviews** – Conducted interviews with board members, community leaders, and elected officials.

These above-referenced methods, coupled with including and considering secondary data like the US Census, Texas Department of Health and Human Services, and county-level information, enabled PCS to identify the top five needs of the agency's service area.

As a result of the planning process, PCS identified five significant needs within the Texas Panhandle:

1. Affordable and Accessible Healthcare – Including Physical, Dental, and Mental Health
2. Safe and Affordable Housing
3. Employment and Economic Opportunities – Job Access and Income
4. Adequate and Affordable Transportation
5. Food Insecurity

REVIEW OF PROGRESS AGAINST CURRENT STRATEGIC PLAN

The current strategic plan, created in 2020, set forth five goals and 39 objectives.

Identified Successes

Through one-on-one and group discussions, the strategic planning team highlighted several notable achievements:

- **Strengthened Board Governance:** Enhanced governance practices and improved board training.
- **Expanded Programs:** New and innovative programs have been implemented and expanded, creating significant success with regard to programs, services, and operating from standards of excellence.
- **Enhanced Visibility:** PCS has expanded the communications team to better integrate within the communities in all regions of the Texas Panhandle, specifically the more rural, underserved communities.
- **Progress Toward Excellence:** Significant progress has been made toward achieving standards of excellence to be awarded the platinum level award from the National Community Action Partnership.

The team emphasized that this plan achieved better strategic plan implementation compared to past plans.

Areas for Improvement

Despite the successes, the team identified several challenges:

- **Overwhelming Objectives:** The plan included too many objectives under each goal, making the scope unmanageable. This complexity hindered effective implementation.
- **Tracking Progress:** Tracking progress proved to be a challenge with too many metrics attached to the goals that were set. Furthermore, many of the goal metrics could not be measured accurately.
- **Lack of Focus:** The strategic plan was considered too broad, with initiatives spread across multiple areas. The team agreed that future plans should have a narrower focus to ensure effective implementation.

Overall Assessment

While the strategic plan was well-intentioned and looked solid during the planning phase, the team needed help to implement it effectively. The plan's complexity and breadth made it challenging to maintain focus and track progress.

The consensus is that future strategic plans should prioritize simplicity and focus on fewer, more central objectives for more efficient and effective execution.

SUMMARY OF INTERNAL FINDINGS – SWOT ANALYSIS

The SWOT analysis was conducted in multiple group meetings comprised of management and non-management staff. Three primary groups met.

- **Strategic Planning Committee Meeting** – A mix of non-management staff, program directors, senior management and board members.
- **ImpactLaunch Group** – The 2024 ImpactLaunch class, a groups of 14 staff members, mostly non-management, future agency leaders.
- **Strategic Planning Workgroup:** A mix of non-management staff, program directors, and senior management.

The results from an agency-wide survey was also considered in this process as well.

Below is a summary of identified needs and assets.

Strengths

- **Strong board:** The organization has a committed and effective board, which provides strong governance and direction.
- **Empathic employees:** Staff members are highly empathetic, which translates to compassionate care and support for clients.
- **Service centers strategically located:** Centers are positioned in key areas to ensure that services are accessible across the region, enhancing reach and effectiveness.
- **Open 5 days a week:** The extended operating hours provide clients with better access to services, especially for those who have scheduling challenges during the week.
- **Board member representation from each region:** The board's diverse representation ensures that each region's unique needs are considered in decision-making processes.

Weaknesses

- **Marketing and communication challenges:** The organization struggles to effectively communicate its mission and services, which may limit public awareness and support.
- **Financial sustainability:** A lack of sufficient discretionary funds makes it difficult to respond flexibly to emerging needs or opportunities, limiting growth potential.
- **Internal communication gaps:** Inconsistent communication within the organization can lead to inefficiencies and misunderstandings, reducing overall effectiveness.
- **Weak partnerships:** Partnerships tend to strengthen during times of crisis but need more

consistent cultivation to be effective year-round.

- **Need more MOUs with other agencies: The organization has insufficient formal agreements with other entities, which limits collaboration opportunities and resource sharing.**

Challenges and Obstacles identified from Agency-wide survey

Funding Limitations:

1. The need for increased funding is a recurring theme. Budgetary constraints are a major obstacle in launching new programs and maintaining existing ones.
2. Suggest exploring more grant opportunities, writing proposals, and expanding fundraising activities.

Organizational Silos:

1. The current structure creates silos that hinder efficient communication and interdepartmental collaboration.
2. Encourage a unified intake system and promote the implementation of practices that foster interdepartmental transparency.

Resistance to Change:

1. Resistance to adopting new ways of working both internally and among clients can slow progress.
2. Provide support and guidance during transitions to ensure smooth adaptation to new initiatives.

Opportunities

- **Leveraging technology:** There's a chance to use technology more effectively to streamline operations, improve client service delivery, and increase efficiency.
- **Universal Intake process:** Implementing a Universal Intake process will allow for better tracking of client interactions and a more cohesive approach to service delivery.
- **Learning from experiences:** There is potential to grow by learning from both successes and challenges within the organization, using this knowledge for continuous improvement.
- **Inter-agency learning:** Engaging with other agencies presents an opportunity to adopt best practices and innovate service delivery through shared insights.
- **Legislative advocacy:** Educating representatives on relevant bills can lead to improved policy environments that benefit the organization and its stakeholders.

Threats

- **Political and economic uncertainties:** Shifting political climates and economic instability pose risks to funding and operational continuity.
- **Large geographic service area:** The expansive area served presents logistical challenges in ensuring consistent quality of services across all locations.
- **Social attitudes in the region:** A conservative mindset in parts of the community may hinder engagement or acceptance of certain programs, creating resistance to change.
- **Natural resource depletion:** The diminishing availability of key natural resources, such as water and oil, could impact operational costs and service delivery.
- **Rising costs:** Economic pressures, including inflation, contribute to increased operational costs, which may stretch already limited financial resources.

Key Takeaways and Perspective towards the Planning Process

From the critical data provided, the PCS team framed the 2024 strategic planning process through the following perspective:

- The team started by asking themselves, "What do we want to achieve?" NOT, "What do we want to do?"
- It is understanding that a strategic goal is not a means to an end.
- Five or fewer strategic goals are sufficient, specifically leveraging strengths and overcoming

weaknesses.

- At most, three objectives will be applied under each goal.

Furthermore, when creating the PCS Strategic Plan, the board and staff were challenged to ask themselves the following questions.

- What are the critical strategic issues?
- What makes them a strategic issue?
- How do they relate to our organization's vision and mandates?
- What are the consequences of failing to address the issues?
- What makes them a priority?
- What are the benefits of addressing the strategic issues?

To effectively answer the questions above, the agency leadership created the strategic plan.

MISSION, VISION AND VALUES OF THE ORGANIZATION

During multiple meetings the same groups as described in the SWOT Analyses section also worked together to accomplish the following activities:

- Review and Clarification of Mission, Vision and Values
- Review and Analyze Needs and Assets
- Develop and Prioritize Organizational Goals

Attendees were provided an overview of the strategic planning process, including an overview of ROMA, and then challenged to set the agency's direction for the next 1-3 years.

Mission, Vision and Values

MISSION STATEMENT

Current Mission

Our mission is to work with community partners to change lives and lead change for low-income people bridging the gap from poverty to self-sufficiency.

Results - Mission

During the meetings, consultants guided the retreat participants in “testing” the current mission of the agency using the following standards:

A mission statement is a **precise description** of what an organization does. It should describe the business the organization is in. It is a definition of “**why**” the organization exists.

- Why you do what you do, not the means of which you do it.
- Must be clear and INSPIRE
- **Fits on a t-shirt**
- Each member of an organization should be able to verbally express this mission.

The key elements of a strong mission statement

- **Who do you serve?**
- **How do you serve?**
- **Where do you serve?**

After discussion the groups determined the current mission statement was strong, but could use some minor revision. Consultants were asked to provide recommendations on a revised agency mission statement.

Consultant Suggestions – Mission

The following provides multiple potential revision options for the PCS Mission.

*“To work as a community leader and partner in the Texas Panhandle to change the lives of low-income people by bridging the gap from poverty to **stability**.”*

*“To work as a community leader and partner in the Texas Panhandle to change the lives of low-income people by bridging the gap from poverty to **self-reliance**.”*

“We bridge the gap from poverty to stability for people experiencing poverty in the Texas Panhandle.”

“We bridge gaps and help people in the Texas Panhandle experiencing poverty meet their needs, build on their strengths, and achieve their goals.” (MICA/PCS blend)

“To empower individuals and families in the Texas Panhandle to thrive by bridging the gaps from poverty to

stability through innovative programs and community partnerships.”

Final Revised Mission

After multiple meetings and discussion with staff and the Board of Directors, the following mission statement was adopted at the regularly scheduled meeting on March 20, 2025.

"To work as a community leader and partner to change the lives of individuals and families in the Texas Panhandle by bridging the gap from poverty to stability"

VISION STATEMENT

Current Vision

Low-income people will have the power to live independent of government assistance.

Results - Vision

During the group meetings, participants were given the following guidelines by consultants to test the validity and effectiveness of the agency's current vision.

It was explained that a *vision* describes in graphic terms what the agency's service area would look like if its mission was fully accomplished. All attendees were asked to imagine the future the organization seeks to create, then read the current vision statement and determine if it adequately explains what was envisioned by the group.

After discussion the groups determined the current mission statement was strong, but could use some minor revision. Consultants were asked to provide recommendations on a revised agency mission statement.

Consultant Suggestions – Vision

“Our vision is to ensure that no one experiences or endures the ravages and devastating effects of poverty.”

“Our vision is a resilient Texas Panhandle where all people thrive.” (MICAs)

“Our vision is a Texas Panhandle where poverty has been overcome and all people live with dignity and security.” (CARE International)

“All people thriving in a world without poverty.” (Action on Poverty)

Final Revised Vision

After multiple meetings and discussion with staff and the Board of Directors, the following vision statement was adopted at the regularly scheduled meeting on March 20, 2025.

“Our vision is that the residents of our communities are empowered to achieve their highest level of well-being and independence.”

Rationale for Consultant Revision Suggestions

Consultants based revision suggestions on the following rationale derived from the multiple discussion with the strategic planning work groups.

Terminology Updates:

- Replace "low-income" with "individuals and families" or "those with limited resources" to avoid labeling and foster inclusivity.
- Shift from "poverty to self-sufficiency" to "poverty to stability and well-being" to emphasize holistic outcomes beyond just financial independence.
- Realize that poverty not only applies to financial income but is much more holistic and includes spiritual, mental, physical, educational, and other aspects.

Empowerment and Strength-Based Language:

- Highlight the power and potential of individuals rather than their deficits.
- Use terms like "empower," "achieve," and "realize" to promote dignity and self-agency.

Broadening Focus:

- Emphasize PCS as both a leader and partner to reflect its pivotal role in the community.

Clarity and Aspirational Tone:

- Simplify language for accessibility while maintaining aspirational and forward-looking goals.
- Focus on thriving and well-being, which resonate more positively than addressing poverty alone.

VALUES

Current Values

Respect: We will complete all our work and handle every interaction with dignity and esteem to inspire all we meet.

Integrity: We expect honesty among staff, boards, families and the communities we serve. We will strive to undergo every activity with the upmost ethical character.

Stewardship: We will strive to be transparent, accountable and 100% compliant throughout all organizational practices and manage our resources well.

Excellence: We strive for a completely professional environment where pride and character of each member of this organization transcends the expectations of the individuals, families and communities we serve.

Results - Values

During the group meetings, consultants provided the following explanation of effective values within an organization and asked the group to assess whether current values were adequate based on outlined parameters. In doing so, participants of the board retreat agreed the current values were satisfactory and did not need revision.

- Values define how people want to behave with each other in the organization.
- They are statements about how the organization will value customers, suppliers, and the internal community.
- Values describe the fundamental standards held by all individuals within the organization.

Key characteristics of strong values include:

- **Action** – Strong values will guide members in their decision making and prioritize their next move.
- **Representation** – Values represent your true identity including the stereotypes you embrace, but also are against, the emotions your people feel because of what you do.

Values tell everyone **WHO** you are through **HOW YOU ACT AND REACT**. They identify, through activity, how your mission is fulfilled.

After review and discussion, the workgroups agreed there is no necessary revision needed for the agency values.

STRATEGIC ISSUES IDENTIFIED

The following summarizes the 2020-2025 PCS Strategic Plan strategic priorities, goals, objectives outputs and outcomes.

Strategic Priorities

As Panhandle Community Services (PCS) continues to evolve in response to shifting community needs, funding constraints, and regulatory demands, the strategic planning process has surfaced several key priorities essential for long-term sustainability and impact. These priorities focus on communication, agency cohesion, advocacy, resource sustainability, and staff well-being, forming the foundation for a strategic roadmap that ensures PCS remains a leader in community support services.

As a result of the PCS strategic planning effort, the agency has identified the following 5 strategic priorities that will be used to guide the agency into the future.

Operational Excellence – PCS will implement processes that ensure all resources are leveraged and efficiently used; people are properly trained, competent and paid a competitive wage; and, all services, programs and other offerings are valid, high level and effective.

Expanded Client Development – PCS will continue working to integrate as many services as possible along with appropriate community resources with agency programs to accurately identify client issues and provide for the development of solutions, goals and pathway to self-sufficiency.

Collaboration and Partnerships – PCS will focus on collaborative efforts with other organizations and individuals to address identified needs and challenges of low-income populations; ensure no replication of services; and, serve as a catalyst for other agencies to extend their reach into the Panhandle.

Results – PCS will develop processes and measurement tools to actively gauge the progress of all agency programs and activities in order to ensure true results are being made toward the mission of bringing low-income families and individuals into self-sufficiency.

Resource Development – PCS will work to develop new and enhance existing resources with direct relation to programs, services, partners and financial sources.

GOALS, OBJECTIVES, OUTPUTS, AND OUTCOMES

As a result of planning efforts, the agency has created long- and short-term goals for PCS along with multiple objectives, outputs, and outcomes for each, as the following pages will outline.

Long-Term Goals (10-20 Years)

Become THE Regional Leader in Poverty Elimination:

- Be the leading agency in the Panhandle, coordinating multi-agency efforts to meet every need and connecting communities to resources seamlessly.

Transform Community Healthcare:

- Develop and operate health clinics, including dental services, that address community health issues and provide supplemental income for the agency.

Address Safe and Affordable Housing Issues:

- Own and manage affordable housing units in rural areas to combat housing challenges and support low-income families.

Break the Cycle of Poverty:

- Implement innovative programs and services that effectively reduce poverty, including education initiatives, childcare, and afterschool programs in rural counties.

Achieve Greater Financial Sustainability:

- Exponentially grow unrestricted funds through strong fundraising initiatives and social enterprise efforts.
- Ensure all employees earn enough to have financial independence and are compensated competitively to the local market.
- Develop and implement innovative projects to address community needs and generate income.

1-3 YEAR GOALS

GOAL 1: ESTABLISH & CREATE A CULTURE OF EXCELLENCE AGENCY-WIDE. (AGENCY)

Objective 1: Cultivate a Visible, Lived Culture of Excellence

Strategic Actions:

- Launch agency-wide “Excellence Champions Academy”, both teaching and recognizing staff exhibiting values-based behavior.
- Embed culture-of-excellence training in new hire onboarding and annual refreshers.
- Create monthly storytelling forums showcasing excellence in practice.

Key Outputs:

- # of staff formally recognized for excellence champion awards.
- % Completion rate of the revised onboarding module.
- % Increased engagement rates with internal messaging tools (intranet, newsletters, town halls).
- 25% of staff trained in Excellence Expectations

Key Outcomes:

- ≥15% increase in staff satisfaction on culture-related survey items by 2026.
- 20% reduction in voluntary turnover in high-impact roles by 2027.

Objective 2: Ensure Consistent Application of Pathways to Excellence Standards

Strategic Actions:

- Require each department to complete a quarterly self-assessment.
- Integrate Pathways alignment in all departmental charters and team goals.

Key Outputs:

- % of programs and initiatives with Pathways-aligned charters.
- % of staff with individual PayCom goals linked to excellence standards.

Key Outcomes:

- 90% compliance with Pathways and Organizational Standards annually.

Objective 3: Standardize Policy and Protocol Awareness and Compliance

Strategic Actions:

- Deploy interactive agency-wide Policy Book with search, feedback, and audit capabilities.
- Establish “Policy Coordinators” within each department to champion training and compliance.
- Conduct bi-annual training refreshers and comprehension audits.

Key Outputs:

- % of staff trained on policies and procedures.
- User engagement metrics from the Policy Book platform.

Key Outcomes:

- Policy Book completion and accessibility agency-wide.
- ≥85% staff competency on policy comprehension assessment.
- 20% of staff interaction with the Policy Book

GOAL 2: CREATE AND DEPLOY A DEVELOPMENT PLAN TO ESTABLISH FUNDS TO ADDRESS IDENTIFIED REGIONAL NEEDS (COMMUNITY)

Objective 1: Align Programs with Regional Needs

Strategic Actions:

- Host quarterly regional advisory forums (residents, stakeholders, agencies).
- Improve community awareness and engagement through PCS Poverty Simulations.
- Develop and disseminate “Community Impact Reports” semi-annually.

Key Outputs:

- 35 advisory and community meetings and 90 stakeholders engaged annually.
- 12 new strategies (grants, partnerships, philanthropy) introduced.
- 2 poverty simulation events conducted annually and 80 community members engaged at each simulation.

Key Outcomes:

- ≥3 new sustainable funding streams launched per year to align with community needs.

Objective 2: Grow Discretionary Funds

Strategic Actions:

- Establish an annual giving campaign a fundraising committee with board, staff , external volunteers.
- Develop donor retention strategy and recognition systems.
- Leverage a Development Director to lead grant diversification and major donor relations.
- Increase operating reserves.
- Increase strategic partners that will result in fundraising and donor relationship opportunities.

Key Outputs:

- % Increase in individual, corporate, and foundation donors annually
- 100% of board contributing annually.
- Increase staff giving by 5% year one, 10% year two, and 15% by year three.

Key Outcomes:

- ≥25% increase in unrestricted funds over 3 years.

GOAL 3: FAMILIES IN THE TEXAS PANHANDLE WILL ACHIEVE WELL-BEING AND INDEPENDENCE. (FAMILY)

Objective 1: Implement the Whole Family Approach (WFA) Agency-Wide

Strategic Actions:

- Customize a PCS Whole Family Model using national best practices.
- Obtain Family Centered Training for all direct-service front-line staff.
- Embed WFA principles throughout the PCS agency and in all family intake, goal-setting, and tracking systems.

- Identify three agencies using the WFA without child development programs and evaluate their practices.

Key Outputs:

- 100 % of frontline staff trained in the WFA
- Evaluate 3 agencies without child development programs and implement two useful approaches by March 31, 2026.

Key Outcomes:

- WFA ideas and processes, integrated across the agency by 2026.
- ≥10% of families improve in at least one area on the Family Well-Being Matrix annually.

Objective 2: Expand Safe and Affordable Housing Access

Strategic Actions:

- Recruit and build relationships with private landlords and property developers.
- Facilitate tenant education workshops through briefings

Key Outputs:

- 25 new housing units added or secured annually.
- 35% of landlords engaged.
- 70% of New tenant attend “good renter” workshops

Key Outcomes:

- ≥100 families connected to stable housing annually.

IMPLEMENTATION

Rather than a final product, the Strategic Plan will be a roadmap for the continuous improvement of efficiency and effectiveness of the agency’s operations to deliver high quality services, advocacy and commitment of resources to citizens. Agency leaders will use this information to steer the organization toward the fulfillment of its mission.

This Strategic Plan recognizes and utilizes the tenants from Results Oriented Management and Accountability (ROMA). ROMA is a performance based initiative designed to preserve the anti-poverty focus of Community Action Agencies to promote greater effectiveness among entities receiving CSBG funds. At the center of ROMA is its lifecycle, which strategic planning lies within its second phase. In the implementation and appropriately maintaining the CAA’s Strategic Plan, each phase of the ROMA cycle will be explored at various times during its lifecycle.

The agency will include activities related to plan implementation in its one-year CSBG Community Action Plans. The agency will also document its compliance with the CSBG Organizational Standards, including all aspects of strategic planning, once a year. The agency will also reports its results to the entire community once a year at its annual meeting and in its annual report, and on an ongoing basis through its Facebook pages and website.

This plan will be used as a management tool with ongoing implementation, monthly updates, quarterly progress reviews, and updates established annually, as needed.

Ongoing implementation

Implementation of each goal will be driven by the strategy lead identified in the plan. Implementation efforts will be customized according to what works best for the people in each implementation team. Implementation efforts will begin in January 2025.

Monthly Updates

The Strategic Planning Committee will review and receive updates regarding strategic plan implementation at their regularly scheduled meetings each month. The group will review documentation and metrics, and ensure that efforts are coordinated and re-evaluated as needed. The board will be updated on strategic planning activities monthly through associated Director's reports.

Quarterly review

A review of each active strategic goal/objective will occur on a quarterly basis during strategic plan implementation meetings. Status updates will be prepared by strategy leads with the expectation that information shared will be disseminated throughout the organization. This structure will ensure that staff at every level, and within each division/program of the organization, are informed of progress being made, and will offer an opportunity for those not directly associated with objective activities to provide assistance and input. The quarterly reviews will be documented to capture the accomplishments and lessons learned throughout the process.

Annual Update

PCS will conduct a comprehensive annual review of the strategic plan. Goals and objectives will be updated as needed based on achievement, changing circumstances, and staff feedback. Revisions to the strategic plan will be presented to the board for review and adoption. The updated strategic plan will be distributed to internal and external stakeholders. Annual reviews will take place during the annual agency board retreat conducted in quarter 3 of every year.

Annual Implementation Plan

An annual implementation plan will be established by PCS leadership to guide the activities associated with each year covered by this strategic plan document. The implementation plan will be established following the annual update and will be completed by quarter 4 of each year covered by this plan.

NEXT STEPS

The PCS strategic plan will be publicly released at a scheduled press conference. The official implementation date of the strategic plan is set for September 1, 2025.