

SB40
DEVELOPMENTAL

Adair County

DISABILITY
BOARD



2009-12

Strategic Planning Report

Strategic Plan Report

2009-2012

"Funding for this project was provided in whole by the Missouri Foundation for Health. The Missouri Foundation for Health is a philanthropic organization whose vision is to improve the health of the people in the communities it serves."

ADAIR COUNTY SB40 DEVELOPMENTAL DISABILITY BOARD

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Judy Hart, Secretary	Jeff Silvernail
Whitney Marrs	Betsy Tornatore, Vice Chair
Lysle Meyer	Tawnya Worcestor, Treasurer
Melissa Passe	

Many thanks to prior board members:

Jeanne Jarrett
Tim Tucker

EXECUTIVE DIRECTOR

Nanette Davis

COMMUNITY ASSET BUILDERS, LLC

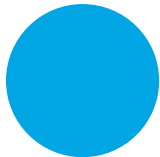
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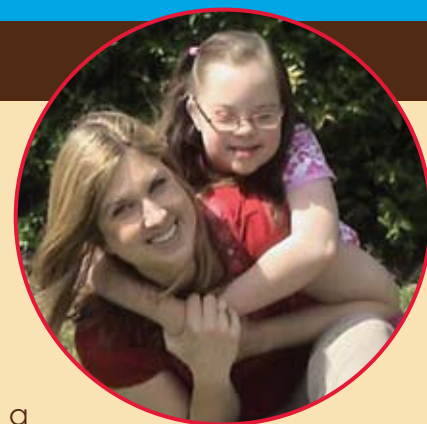
COVER AND DESIGN BY:

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GOALS

- To support the uniqueness of each individual.
- To strive continuously to improve programs and services.
- To evaluate continuously our effectiveness and contribution.
- To empower families by actively involving them in the development of services and supports needed to maximize independence.
- To promote dignity and self-respect.
- To cooperate with other professionals and agencies in order to provide a network of alternatives which may help meet needs of consumers.



ISSUES

- Public Relations and Awareness – Developing and distributing a consistent message about the resources and services of Adair County SB40 Developmental Disability Board, thereby increasing awareness of the agency and the services it provides.
- Finance/Resource Development – Increasing revenue, maintaining tax levy, and sustaining solid operating cash reserves.
- Governance – Assessing board and organization performance, exploring opportunities for engaging and retaining an active, educated and participating board.
- Programs and Services – Exploring new programs, ensuring existing programs and services meet client needs and increasing the number of clients with access to quality services.
- Human Resources – Ensuring that staff wages are consistent with industry standards for staffing that is sufficient to meet agency needs, sustaining longevity of existing staff to support programs and activities, and providing training and benefits to retain employees.
- Capital Improvements – Expanding and maintaining space and upgrading technology and equipment.

MISSION

The mission of the Adair County SB40 Developmental Disabilities Board is to assist in providing essential resources to individuals with developmental disabilities.

VALUES

- The independence, choice and self-esteem of individuals with developmental disabilities.
- The input of parents and guardians in planning supports and services.
- The importance of community in the lives of persons with developmental disabilities and the importance of persons with developmental disabilities in the life of the community.
- The individualized services and supports to meet each person's needs, choices, and strengths.



Adair  **County**
SB40/Developmental Disability Board

STAKEHOLDERS & COMMUNITY PARTNERS

As an organization, we recognize that we cannot operate in a vacuum. As a result, when undertaking our strategic planning efforts, we made a conscious decision to involve community partners and stakeholders in the process, soliciting input from many sources. Input was solicited from the following stakeholders using a SWOT (strengths, weaknesses, opportunities and threats) instrument: consumers, parents, and agencies that included, but was not limited to, Learning Opportunities, Inc., public schools, Regional Office, Chariton Valley, High Hope, Ellendel, Community Opportunities, RAIL, Region II Council, People First, parent support groups, Truman State University, therapists, First Steps, Vocational Rehabilitation, Kirk-Tran, County Commissioners, Quota and NACD International, and Northeast Area Citizens with Disabilities (NACD).



SWOT RESULTS

The SWOT process provides a relatively simple, easy-to-use, speedy, and productive process that is particularly useful as a component of a comprehensive strategic planning effort, environmental scan or strategy development step. In a SWOT analysis, the technique focuses on four key questions:

- 1) What are our major internal or present strengths? Internal strengths are resources or capabilities that help our organization accomplish its mandates and mission.
- 2) What are our major internal or present weaknesses? Internal weaknesses are deficiencies in resources and capabilities that hinder our organization's ability to accomplish mandates and mission.
- 3) What major external or future opportunities do we have? External opportunities are outside factors or situations that can affect our organization in a favorable way.
- 4) What major external or future threats do we face? External threats are outside factors or situations that can affect our organization in a negative way.

Following is a summary of the SWOT results from the input collected from stakeholders, employees and board members.

STRENGTHS

- Local leaders who have the respect and trust of the community.
- Board with diverse talents and experience committed to serve.
- An executive director who has a qualified perception of the needs of individuals with disabilities.
- Voter-approved, tax-based funding stream.
- Client centered services and resources.
- Communicators and educators.
- Inclusion and integration.

WEAKNESSES

- Economic conditions.
- Relatively new Board,
- Provision of services versus funding of services.
- Limited funding.
- Communication processes.
- Leadership continuity.

THREATS

- Decreased state and federal funding.
- Missed opportunities as a result of the changing economic climate.
- Limited funding.
- Increased number of individuals with Autism.
- Undefined role within community.

OPPORTUNITIES

- Lead partner with other organizations and agencies to support individuals with developmental disabilities.
- Funded programs and higher utilization of natural and community supports.
- Increased independence for people with disabilities with support.
- Greater transition services.
- Accessible transportation.
- Additional service coordination.
- Supports not dependent upon governmental funding.
- Planned supports for students transitioning out of high school-work, leisure, and community.



MISSOURI FOUNDATION FOR HEALTH

The Missouri Foundation for Health awarded Adair County SB40 Developmental Disabilities Board a grant in the amount of \$11,200 for the period November 1, 2008, through October 31, 2009. The funding was used to engage Community Asset Builders, LLC, a Missouri-based consulting company, to develop a comprehensive Strategic Plan using an inclusive and participatory process. The plan was built upon a shared vision for the Adair County SB40 Board's future and will further the organization's evolution toward promoting health, providing health-related services and a quality of life for individuals with developmental disabilities and their families. This document is a product of the grant and the planning process that included stakeholder input, implementation and analysis of data collected with a SWOT instrument, completion of a comprehensive Board self-assessment, on-site planning sessions, and on-site board development training.

MISSOURI HOUSING TRUST FUND

The Missouri Housing Trust Fund awarded the Missouri Association of County Developmental Disabilities Services (MACDDS) a grant in the amount of \$33,000 for the North region of Missouri. As a MACDDS member, Adair County was eligible to receive monies to provide emergency housing services to individuals we serve who were in need of emergency assistance. Because of this funding, we were able to assist 14 families, providing \$6,956.36 in funding for services such as utility and rent assistance.

ACCOMPLISHMENTS

- New facility
- Funding for attorney's fees for guardianship
- Support of the workshop
- YES program
- Good public relations
- Performance evaluation
- Committee structure
- Home-based supports program
- Activity Center
- Missouri Foundation for Health grant for strategic planning
- Missouri Housing Trust Fund grant for emergency housing assistance
- Strategic Plan



CORE COMPETENCIES

As part of the SWOT process, board and staff of Adair County SB40 Developmental Disabilities Board also contributed to other considerations, such as core competencies. The following three questions, and forthcoming results, were part of the information gathering process. ‘

What core competencies does the Adair County SB40 Board need to develop in order to reliably deliver products/services to add value for identified customers/partners?

- Knowledge/skills/qualifications to assume service coordination.
- Knowledge and skills to promote/train/support philosophy and ideals of self determination and employment to consumers and community.
- Skills in public relations and advocacy.
- Staff continuity and professionalism.
- Assertiveness and identifying genuine needs.
- Common goals and plans of action to achieve outcomess.
- Identification of needs of a variety of people with disabilities.
- Vision of the future.

Which customers/partners have the knowledge and skill sets that Adair County SB40 Board needs to lend into its core competencies?

- Division of Developmental Disabilities/Regional Office.
- Other more experienced SB40 Boards.
- Schools.
- Local churches, community organizations and law enforcement.
- All people with disabilities.
- RAIL, medical providers, CASSP, provider agencies, vocational rehabilitation, Mark Twain Health Council, and NACD.

How will Adair County harness the competencies of its customers/partners?

- Request information and training.
- Take part in ongoing training with the Division of Developmental Disabilities.
- Self-education through a multitude of internet resources.
- Hire staff with experience.
- Communication and trust.
- Board diversity.
- Conduct focus groups/surveys twice annually.

BOARD ASSESSMENT

The Board of Directors of the Adair County SB40 Developmental Disabilities Board participated in its first self assessment to establish a baseline for future performance evaluation. The 34-question instrument asks board members to rate themselves on a scale of 1 to 7 with the following grading scale:

- 1 = Unacceptable
- 2 = Very Poor
- 3 = Poor
- 4 = No Opinion
- 5 = Fair
- 6 = Good
- 7 = Excellent

For each question, the board members rated the *overall board performance*, their *personal performance* and the *importance they placed on the item*. A number of key topics were addressed in the instrument, including mission, making policy, operations, personnel, finances, provision of services and quality assurance, safeguarding assets, role of executive director, board evaluation of cooperation, strategic planning, board composition, orientation and board training, structure and personal level of confidence in the board. The baseline data collected was used to develop strategic objectives and action steps related to board governance.



ISSUE: PUBLIC RELATIONS & AWARENESS

Outcome: Adair County SB40 Board is recognized for its services and programs.

Objective 1: Increased awareness of agency and services provided.

		Measures	Target	Lead
O.1.S.1	Develop and sustain an agency website.	website developed; # of website enhancements.	Ongoing	ED
O.1.S.2	Participate in local events to increase visibility. Actions: participate in local parades, conduct education in schools, participate in job fairs, etc.	# of events.	Ongoing	ED
O.1.S.3	Track publicity in news articles and publications.	# of times receiving publicity.	Ongoing	ED
O.1.S.4	Explore options of case management services. Actions: make presentations or distribute materials to schools, physicians, counseling centers, health department, Division of Family Services, Division of Children's Services, etc.	# of organizations receiving education about availability of case management services through presentation or distribution of literature.	Ongoing	ED
O.1.S.5	Develop and distribute an annual report.	# of annual reports distributed.	Ongoing	ED
O.1.S.6	Develop and distribute marketing/awareness materials to identified markets.	Increase in # of individuals served; increase in revenue.	Ongoing	ED
O.1.S.7	Develop and distribute a quarterly or bi-annual newsletter.	# of newsletters distributed.	Ongoing	ED

Objective 2: Continue to improve communication with families.

O.2.S.1	Schedule regular meetings and informal gatherings with families.	# of meetings, gatherings.	Ongoing	ED
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Objective 3: Increase advocacy with Legislators.

O.3.S.1	Continue to be informed of legislative issues by participating in various advocacy efforts and by participating in statewide organizations, listservs, etc.	# of advocacy events held or attended.	Ongoing	Board/ ED
O.3.S.2	Educate legislators through letter writing, individual meetings, and organized events.	Participation in advocacy organizations.	Ongoing	Board/ ED
O.3.S.3	Increase board, family and stakeholder awareness of legislative issues by providing talking points, agency priorities, etc.	# of contacts with legislators and department leadership.	Ongoing	ED

ISSUE: FINANCE/RESOURCE DEVELOPMENT

Outcome: Financial security and reduction in losses.

Objective 4: Increase revenue.

		Measures	Target	Lead
O.4.S.1	Maintain or increase funding over baseline (2008).	Amount of new funding.	Long-term	Board
O.4.S.2	Pursue, at a minimum, one outside funding source annually (i.e., grant, contract).	Amount of funding received.	Annually	ED
O.4.S.3	Leverage additional resources through Medicaid match.	Amount of match leveraged.	Long-term	Board/ED

Objective 5: Solid operating cash reserve.

O.5.S.1	Maintain a cash reserve of at least six months operating revenue.	Amount of cash reserve.	Ongoing	Board/ED
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Objective 6: Funding levels that meet client need.

O.6.S.1	Establish and follow clear funding priorities.	Board approved priorities.	Annually	Board
O.6.S.2	Develop written procedures for all agency functions, including fiscal and funding policies and procedures and review annually.	Written procedures approved by the board.	Short-term; review annually	ED

Objective 7: Increase cost effectiveness of programs.

O.7.S.1	Advocate for favorable Medicaid and other legislative policies.	Contact with Legislators.	Ongoing	Board/ED
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Objective 8: Maintain tax levy.

O.8.S.1	Keep abreast of legislation that might impact the levy for SB40 boards.	# of bills submitted by legislators that have an impact on levy rates; # of communications written to legislators to educate them of impact.	Ongoing	Board/ED
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ISSUE: GOVERNANCE

Outcome: An active, educated and participating board.

Objective 9: An active, educated and participating board.

		Measures	Target	Lead
O.9.S.1	Annual review of organization, personnel, finance, administrative and program policies.	Policy review completed and recommendations to board; board approval.	Annually	Board/ED
O.9.S.2	Develop and implement a board orientation process.	Board member retention.	Annually	Board/ED
O.9.S.3	Conduct an annual board self assessment and use results to improve board performance.	Assessment results trended over time.	Annually	ED
O.9.S.4	Dedicate 15 minutes of each board meeting to training or advocacy.	Increased board participation.	Monthly	ED
O.9.S.5	Explore opportunities for ongoing board education and training.	Board attendance at training.	Ongoing	ED
O.9.S.6	Develop board member and officer position descriptions to aid in member recruitment/retention.	Position descriptions developed and utilized.	Short-term	Board/ED
O.9.S.7	Revisit mission and direct focus on achieving the mission.	Client satisfaction.	Quarterly	Board

ISSUE: PROGRAMS AND SERVICES

Outcome: Programs and services that meet client needs.

Objective 10: Ensure programs and services meet client need.

		Measures	Target	Lead
O.10.S.1	Annual assessment of satisfaction with existing services to determine if additional programs/services are needed.	Assessment completed and results analyzed.	Annually	ED
O.10.S.2	Implement and maintain fully functioning Activity Center.	# of activities offered; # of participants engaging in activities.	Ongoing	ED
O.10.S.3	Create a 501(c)3 for the Activity Center and undergo a name change.	Name change implemented; status achieved.	Short-term	Board/ED
O.10.S.4	Explore case management services.	# of clients receiving case management services.	Annually	ED

Objective 11: Clients working.

O.11.S.1	Establish priorities and criteria for workshop funding and for supported and competitive employment.	# of clients employed.	Annually	ED
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Objective 12: Quality programs and services.

O.12.S.1	Achieve a return rate of 20% of satisfaction surveys.	# of surveys returned.	Annually	ED
O.12.S.2	Satisfaction survey results will be "average" or greater.	Satisfaction survey results.	Annually	ED
O.12.S.3	Identify a method or mechanism for evaluating programs.	Results of program evaluations.	Long-term	ED
O.12.S.4	Conduct a needs assessment to identify gaps in services.	Gaps identified and incorporated in plan.	Long-term	Board/ED
O.12.S.5	Obtain annual reports from agencies funded by Adair County SB40 Developmental Disability Board.	# of reports received.	Annually	ED

ISSUE: HUMAN RESOURCES

Outcome: Employee satisfaction.

Objective 13: Adequate staffing to ensure quality services.

		Measures	Target	Lead
O.13.S.1	Evaluate staffing needs and develop a staffing plan.	# of new positions needed; % of new positions funded and filled.	Long-term	Board/Ed

Objective 14: Staff recruitment and retention.

O.14.S.1	Identify and implement creative alternatives/opportunities for recruiting staff.	# of new hires.	Ongoing	ED
O.14.S.2	Review all job descriptions and update as necessary; note review date on each job description.	# of job descriptions reviewed and/or updated.	Annually	ED
O.14.S.3	Develop clear performance expectations for Executive Director and visit expectations annually.	Expectations developed and reviewed with ED.	Annually	Board
O.14.S.4	Develop clear performance expectations for all staff positions and visit expectations annually.	Expectations developed and reviewed with staff.	Annually	ED
O.14.S.5	Conduct performance evaluation of Executive Director based on performance expectations for all positions.	Evaluation conducted.	Annually	Board
O.14.S.6	Conduct performance evaluation of staff based on performance expectations for all positions.	Evaluation(s) conducted.	Annually	ED

Objective 15: Provide staff training opportunities.

O.15.S.1	Solicit input from staff on topics of interest and track training attendance.	# and type of training sessions attended.	Annually	Board/ED
O.15.S.2	Maintain staff participation in strategic planning.	Participation in strategic planning.	Annually	Board/ED

Objective 16: Maintain or expand employee benefit package.

O.16.S.1	Provide regular opportunities for staff to be recognized, either at an agency or departmental level (e.g., retreats, luncheons, planning sessions, etc.)	Recognition received.	Ongoing	Board
O.16.S.2	Review existing benefit package to ensure marketplace attractiveness.	Benefit review and renewal presented to the board for approval.	Annually	ED



ISSUE: CAPITAL IMPROVEMENTS

Outcome: Physical space and equipment that maximizes agency's resources.

Objective 17: Improvements to maintain facilities.

		Measures	Target	Lead
O.17.S.1	Implement and maintain improvements needed to the facility.	# and type of improvements.	Ongoing	ED

Objective 18: Equipment and technology adequate to maximize organization's existing resources.

O.18.S.1	Upgrades to computer system hardware and software as determined by ongoing assessment.	Upgrades purchased and installed.	Ongoing	ED/Tech Consultant
O.18.S.2	Keep abreast of changes in technology that will improve efficiency and effectiveness.	Purchases and installation.	Ongoing	ED/Tech Consultant

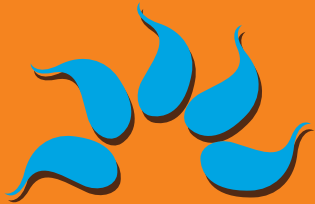


Adair County
 SB40/Developmental Disability Board



The Adair County logo was created by an individual with Developmental Disabilities in the Adair community, Jamie Graham





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