

**THE STRATEGIC PLAN**  
**FY 2008 TO FY 2012**

**FOR THE**

**DEVELOPMENTAL DISABILITIES RESOURCE**  
**BOARD OF ST. CHARLES COUNTY**

# METHODOLOGY

The Developmental Disabilities Resource Board for St. Charles County (DDRB) selected The Goldberg Group, Ltd and Transitions In Leadership, LLC to facilitate the strategic planning process. The expectation was the creation of a strategic plan that would guide the DDRB for the next five years.

The two planning facilitators (Dick Goldberg and Dick Goldbaum) worked with DDRB's Strategic Planning Steering Committee (SPSC) throughout the entire process.

The process included the following steps:

- Information Gathering
  - Review of previous studies and reports conducted for DDRB
  - Focus Groups with key stakeholder groups
  - Interviews with key individuals
  - Identification of State & National trends
  
- Strategic Thinking and Planning
  - SWOT Analysis
  - Identification and prioritization of Critical Issues
  - Development of Strategic Goals and Objectives
  - Creation of Key Performance Indicators
  
- Operational Thinking and Planning
  - Development of Action Steps for each Objective
  - Create an implementation plan
  
- Continuous Improvement
  - Establishment of schedule of status reports
  - Meet annually to review status of plan and make revisions
  - Stay informed of State and National trends

Members of DDRB's Board of Directors were periodically updated on planning process progress.

The following represents the results of the work of the SPSC and DDRB's Board.

Respectfully Submitted,

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The Goldberg Group, Ltd.

Richard I. Goldbaum, Ph.D.  
Transitions In Leadership, LLC

## ACKNOWLEDGEMENTS

We would like to acknowledge that the following individuals and groups assisted in the development of the DDRB's Strategic Plan.

Members of the Strategic Planning Steering Committee

Carol Baer, Emmaus Homes.

Pam Beussink, DDRB Board Member

Jim Bryner, DDRB Board Member

Peg Capo, DDRB's Executive Director

Billy Collier, United Services

Barb Griffith, Community Living

Denita Malone, DDRB Board Member

Cindy Mueller Director, DMH's St. Louis Regional Center

Robyn Peyton, DDRB Staff

John Thoeke, DDRB Staff

Kathy Williams, DDRB Staff

The following were interviewed individually:

Carl Bearden, State Representative,

Chuck Blossom, Executive Director, Boone Center

Tec Chapman, Deputy Director, Division of MRDD, Department of Mental Health

Anita Contreras, Regional Center, Interim Eastern District Administrator

Tom Dempsey, State Representative.

Dan Dozier, Superintendent, Orchard Farms School District

Julie Eckstein, Director, Department of Health and Senior Services

Steve Ehlmann, Director of Administration, St. Charles County Government

Gary Elmestad, Gary Elmestad & Associates

Sally Faith, State Representative

Chuck Gross, State Senator

Sherilyn Hailstone, SSM St. Joseph Health Center

Kathy Meath, Executive Director, St. Louis Arc

Janis Miller, District Supervisor, Missouri Division of Vocational Rehabilitation

Joe Ortwerth, St. Charles County Executive

Greg Prestemon, President/Executive Director, Economic Development Center

We also want to thank the members of the following groups:

The St. Charles Coalition of Service Providers

St. Charles Chapter of People First

### We thank the facilitators of the strategic planning process:

Richard C. Goldberg, MBA, MSW

The Goldberg Group, Ltd.

and

Richard I. Goldbaum, Ph.D.

Transitions In Leadership, LLC

# **Definition of Terms**

In an effort to maintain planning consistency, terms used in the strategic planning process are defined below.

## **Values**

Fundamental ethical, moral, and professional business beliefs

## **Mission Statement**

A clear and compelling major accomplishment that serves as the focal point of effort. It should indicate what business the organization is in.

## **Vision Statement**

A mental image, a vivid description, of what the organization will be like when its mission is achieved.

## **Goals:**

Broadly defined accomplishments, conditions, or results to be achieved in order for the organization to accomplish its mission.

## **Objectives:**

Specific, measurable, time-bound results that will lead to the accomplishment of a goal.

## **Action Plans:**

Process steps to implement a strategy . . . assigning specific tasks to individuals or groups and stating the date at which these tasks must be completed.

## **Key Performance Indicators (KPIs):**

Quantifiable measurements, agreed to beforehand, that reflect the critical success factors of the organization. Key Performance Indicators typically help an organization define and measure overall progress and achievement of the organization's goals.

## **DDRB's Vision, Mission & Core Values**

The DDRB's Strategic Planning Steering Committee reviewed the present vision, mission and core values statements and concluded that they accurately reflected the DDRB's position. Therefore the following continue to be DDRB's vision, mission and core values.

### **Vision Statement:**

People have what they need to live the lives they choose.

### **Mission Statement:**

Ensuring that individuals with developmental disabilities have quality opportunities and choices to be fully included in society.

### **Core Values**

Diversity

Creativity

Planning

Partnership

Responsibility

Individual Rights

Health & Safety

Quality/Effectiveness

Inclusion/Accessibility

Family/Natural Supports

Choice/Self-Determination

# **DDRB'S STRATEGIC PLAN**

Fiscal Year 2008 through Fiscal Year 2012

## **Goals – Objectives – Action Steps**

**I Over the next five years, the DDRB will focus its efforts to build and strengthen the capacity of the service delivery system to meet the needs of the St. Charles citizens with developmental disabilities and their families**

### **Objectives**

**I.1:** DDRB will establish a task force that will be charged with submitting recommendations including three year implementation plans by December 1, 2007 on how the service delivery system can meet the anticipated growing demands in the areas of:

- Transportation
- Employment
- Respite
- Family Supports (In-Home)
- Case Management
- Residential

<b>ACTION STEPS</b>	<b>PROJECTED COMPLETION DATE</b>	<b>PERSON RESPONSIBLE FOR OVERSEEING ACTION STEP PROGRESS</b>	<b>PROJECTED MANPOWER NEEDS</b>	<b>PROJECTED CAPITAL EQUIPMENT NEEDS</b>	<b>PROJECTED IMPACT ON ORGANIZATION'S BUDGET</b>	<b>DATE STATUS REPORTS TO MANAGEMENT TEAM ARE DUE</b>
Step #1 Establish service delivery task force. Define the responsibilities & expectations for the task force.	March 2007	Peg Capo	To be determined	NA	NA	Monthly  Quarterly to Board
Step #2 Task Force Meeting: Establish specific work plans, Define the responsibilities & expectations for the work groups.	April 2007	Peg Capo	To be determined	NA	TBD	Monthly  Quarterly to Board
Step #3 Work Groups Meet: Plan/Conduct Needs Assessment	May/June 2007	Peg Capo	To be determined	NA	TBD	Monthly  Quarterly to Board

ACTION STEPS	PROJECTED COMPLETION DATE	PERSON RESPONSIBLE FOR OVERSEEING ACTION STEP PROGRESS	PROJECTED MANPOWER NEEDS	PROJECTED CAPITAL EQUIPMENT NEEDS	PROJECTED IMPACT ON ORGANIZATION'S BUDGET	DATE STATUS REPORTS TO MANAGEMENT TEAM ARE DUE
Step #4 Task Force Meeting: Progress Reports from Work Groups, Review Needs	July 2007	Peg Capo	To be determined	NA	TBD	Monthly  Quarterly to Board
Step #5 Work Groups Meet: Develop goals and implementation plans	Aug/Sept 2007	Peg Capo	To be determined	NA	NA	Monthly  Quarterly to Board
Step #6 Task Force Meeting: Approve final plan with recommendations and three-year implementation plan.	October 2007	Peg Capo	To be determined	NA	TBD	Monthly  Quarterly to Board

**Related Key Performance Indicators:**

- ☉ **Waiting lists for Regional and DDRB all services.**
- ☉ **Utilization of specific services.**  
(#s Accessing Services & Service Category)
- ☉ **Employment Programs**
  - Supported Employment**
    - **Average hours working**
    - **# working**
    - **Average wage**
    - **Time of referral to employment**
  - Sheltered Employment**
    - **Average hours working**
    - **# working**
    - **Average wage**
    - **Time of referral to employment**
- ☉ **Case Management**
  - **Services received**
  - **Direct hours delivered**
  - **Hours paid by Medicaid**
- ☉ **Percentage of annual lapse. (%)**
- ☉ **Consumer outcomes achieved in individual plans in DDRB case management**
- ☉ **DDRB Program/Financial Service Reviews (#)**
  - **% Agencies in compliance**

**I.2:** The DDRB will establish a task force that will be charged with submitting recommendations including three year implementation plans by December 1, 2007 on how DDRB should assist the provider system with the following issues:

- Reduce direct staff turnover
- Enhance leadership skills throughout their organizations

ACTION STEPS	PROJECTED COMPLETION DATE	PERSON RESPONSIBLE FOR OVERSEEING ACTION STEP PROGRESS	PROJECTED MANPOWER NEEDS	PROJECTED CAPITAL EQUIPMENT NEEDS	PROJECTED IMPACT ON ORGANIZATION'S BUDGET	DATE STATUS REPORTS TO MANAGEMENT TEAM ARE DUE
Step #1 Identify potential task force members. Define the responsibilities and expectations for the task force.	February 1, 2007	Kathy Williams	TBD	NA	TBD	Monthly  Quarterly to Board
Step #2 Get agreement from individuals to serve on task force	March 1, 2007	Kathy Williams	TBD	NA	TBD	Monthly  Quarterly to Board
Step #3 Have first meeting to establish purpose and identify issues/recommendations, set specific action plan	April 15, 2007	Kathy Williams	TBD	NA	TBD	Monthly  Quarterly to Board
Step #4 Assist group in making recommendations to get input from stakeholders – complete rough draft by October 2007	October 2007	Kathy Williams	TBD	NA	TBD	Monthly  Quarterly to Board
Step #5 Get input and complete final recommendations and three-year implementation plan.	November 2007	Kathy Williams	TBD	NA	TBD	Monthly  Quarterly to Board

**Related Key Performance Indicators:**

- ☞ **Agency Capacity Building Support**
  - Turnover rate by agency
  - # Individuals completing leadership training
  - Open positions

**I.3:** Consumer and family satisfaction ratings overall and by specific service/program will improve to or exceed an average of 93% by June 2011.

<b>ACTION STEPS</b>	<b>PROJECTED COMPLETION DATE</b>	<b>PERSON RESPONSIBLE FOR OVERSEEING ACTION STEP PROGRESS</b>	<b>PROJECTED MANPOWER NEEDS</b>	<b>PROJECTED CAPITAL EQUIPMENT NEEDS</b>	<b>PROJECTED IMPACT ON ORGANIZATION'S BUDGET</b>	<b>DATE STATUS REPORTS TO MANAGEMENT TEAM ARE DUE</b>
Step #1 Identify services/programs from the satisfaction survey that were below 93%	February 1, 2007	Kathy Williams	TBD	NA	TBD	NA
Step #2 Meet with the Agency that needs to improve satisfaction and have them develop a plan to increase their customer satisfaction, which would include a target in their DDRB application to address this area.	March 31, 2007	Kathy Williams	TBD	NA	TBD	Would report on progress two times a year January 31, 2008 July 31, 2008
Step #3 Require all projects have a customer satisfaction outcome included in their FY'08 application	March 31, 2007	Kathy Williams	TBD	NA	TBD	NA
Step #4 Conduct consumer satisfaction survey for FY '07 services.	August/September 2007	Kathy Williams	TBD	NA	TBD	NA

**Related Key Performance Indicators:**

- ⇒ **Customer Satisfaction**
  - By Service Category
  - By Agency

**I.4:** By December 1, 2007, DDRB will establish its priorities, policies, procedures and operational guidelines for assuming an advocacy role on behalf of the developmental disability community. For example, influencing public policies relating to a community wide transportation system and improving the availability of low-income housing and low skill employment options.

<b>ACTION STEPS</b>	<b>PROJECTED COMPLETION DATE</b>	<b>PERSON RESPONSIBLE FOR OVERSEEING ACTION STEP PROGRESS</b>	<b>PROJECTED MANPOWER NEEDS</b>	<b>PROJECTED CAPITAL EQUIPMENT NEEDS</b>	<b>PROJECTED IMPACT ON ORGANIZATION'S BUDGET</b>	<b>DATE STATUS REPORTS TO MANAGEMENT TEAM ARE DUE</b>
Step #1 Identify target individuals and groups which create/influence public policy in target areas: transportation, housing, and workforce development.	February 2007	Peg Capo	TBD	NA	TBD	Monthly  Quarterly to Board
Step #2 Interview all target individuals and attend all target group meetings.	March/April 2007	Peg Capo	TBD	NA	TBD	Monthly  Quarterly to Board
Step #3 Review findings with Coalition Executive Committee, establish action plan for recommending DDRB priorities, policies, procedures and operational guidelines.	May/June 2007	Peg Capo	TBD	NA	TBD	Monthly  Quarterly to Board
Step #4 Make policy recommendations to DDRB Policy Committee.	September 2007	Peg Capo	TBD	NA	TBD	Monthly  Quarterly to Board
Step #5 Policy Committee recommendations presented to full Board for their review and comment and approval.	October 2007	Peg Capo	TBD	NA	TBD	Monthly  Quarterly to Board

**Related Key Performance Indicators:**

- ☞ **Priorities, policies, procedures and operational guidelines completed.**

**II. Over the next five years the DDRB will focus its efforts to build its own internal capacity to operate in a more efficient and effective manner.**

**Objectives:**

**II.1:** Develop a feasibility study by December 1, 2007 for implementation of a comprehensive integrated management information system in FY 2009.

<b>ACTION STEPS</b>	<b>PROJECTED COMPLETION DATE</b>	<b>PERSON RESPONSIBLE - OVERSEEING ACTION STEP PROGRESS</b>	<b>PROJECTED MANPOWER NEEDS</b>	<b>PROJECTED CAPITAL EQUIPMENT NEEDS</b>	<b>PROJECTED IMPACT ON ORGANIZATION'S BUDGET</b>	<b>DATE STATUS REPORTS TO MANAGEMENT TEAM ARE DUE</b>
Step #1 Establish a Technology Task Force, with DDRB and provider representation.	June 2007	Peg Capo	TBD	NA	TBD	Monthly Quarterly to Board
Step #2 Task Force develops an RFP to conduct an assessment of current technology, a recommended direction for integration, and a projected budget and timeline.	July/August 2007	Peg Capo	TBD	NA	TBD	Monthly Quarterly to Board
Step #3 RFP is approved by the DDRB and released	September 2007	Peg Capo	TBD	NA	TBD	Monthly Quarterly to Board
Step #4 DDRB approves project and funding.	November 2007	Peg Capo	TBD	NA	TBD	Monthly Quarterly to Board
Step #5 Study conducted	Beginning December 2007 Completion May 2008	Peg Capo	TBD	NA	TBD	Monthly Quarterly to Board

**Related Key Performance Indicators:**

⇒ Study is completed.

**II.2:** Establish a plan for DDRB branding identity by March 1, 2007 and an implementation roll out in FY 2008.

<b>ACTION STEPS</b>	<b>PROJECTED COMPLETION DATE</b>	<b>PERSON RESPONSIBLE - OVERSEEING ACTION STEP PROGRESS</b>	<b>PROJECTED MANPOWER NEEDS</b>	<b>PROJECTED CAPITAL EQUIPMENT NEEDS</b>	<b>PROJECTED IMPACT ON ORGANIZATION'S BUDGET</b>	<b>DATE STATUS REPORTS TO MANAGEMENT TEAM ARE DUE</b>
<b>Step #1</b> Create and issue a Request for Proposals for a Branding and Marketing and Implementation Plan	July 2007	Karen Craven	NA	NA	TBD	NA
<b>Step #2</b> Interview 3 marketing professionals on developing a marketing plan	September 2007	Karen Craven	NA	NA	TBD	Monthly
<b>Step #3</b> Retain marketing consultant to begin implementation of the marketing plan which includes target groups, key messages and measurements	September 2007	Karen Craven	Hiring a Marketing Consultant	NA	TBD	Monthly
<b>Step #4</b> Implement the approved marketing plan.	December 2007	Karen Cravens	NA	NA	TBD	Monthly Quarterly Reports to Board
<b>Step #5</b> Review measurable results of the Marketing Project Annually	May, 2008	Karen Cravens & the Board or its committee	None	None	None	Annually by the Board or its Committee

**Related Key Performance Indicators:**

- ⇒ **Presentations to Targeted Groups (#)**
  - **Targeted Group Members Reached (#)**

### III. Maximum financial leveraging from DDRB funds.

#### Objectives:

**III.1:** By December 1, 2007, DDRB will create policies and procedures for leveraging its funds with public or private partners in order to maximize resources for services.

ACTION STEPS	PROJECTED COMPLETION DATE	PERSON RESPONSIBLE FOR OVERSEEING ACTION STEP PROGRESS	PROJECTED MANPOWER NEEDS	PROJECTED CAPITAL EQUIPMENT NEEDS	PROJECTED IMPACT ON ORGANIZATION'S BUDGET	DATE STATUS REPORTS TO MANAGEMENT TEAM ARE DUE
Step #1 Establish a committee made up of Development Directors and Agency Executives and a Finance Committee member	February 2007	John Thielke	NA	NA	TBD	Monthly
Step #2 Define responsibilities of committee.	February 2007	John Thielke	NA	NA	TBD	Monthly
Step #3a Create policy outlining what the DDRB will use its funds to leverage other funding sources.	April 2007	John Thielke	NA	NA	TBD	Monthly
Step #3b Create procedures on how requests for DDRB's leveraged funding will be reviewed and approved by the Board	May 2007	John Thielke	NA	NA	TBD	Monthly
Step #4 Inform agencies of new policy and procedures	June 2007	John Thielke	NA	NA	TBD	Monthly

#### Related Key Performance Indicators:

⇒ Dollars Generated by Medicaid Match

**III.2:** By December 1, 2007, DDRB will develop a marketing plan to create specific opportunities to leverage DDRB funds.

<b>ACTION STEPS</b>	<b>PROJECTED COMPLETION DATE</b>	<b>PERSON RESPONSIBLE FOR OVERSEEING ACTION STEP PROGRESS</b>	<b>PROJECTED MANPOWER NEEDS</b>	<b>PROJECTED CAPITAL EQUIPMENT NEEDS</b>	<b>PROJECTED IMPACT ON ORGANIZATION'S BUDGET</b>	<b>DATE STATUS REPORTS TO MANAGEMENT TEAM ARE DUE</b>
Step #1 Establish Committee of current Development Directors to create marketing plan on leveraging DDRB funds (Note this committee will probably be comprised of Obj. 1 committee)	July 2007	John Thoelke	NA	NA	TBD	Monthly
Step #2 Identify targeted opportunities to leverage DDRB funds	September 2007	John Thoelke	NA	NA	TBD	Monthly
Step #3 Prioritize opportunities and develop actions plans to pursue.	November 2007	John Thoelke	NA	NA	TBD	Monthly

**Related Key Performance Indicators:**

⇒ Leveraging Ratio (%)

## **Additional Recommendations**

1. It's recommended that the DDRB and its staff meet periodically (minimally quarterly) to review the status and organizational progress toward its goals and objectives. An implementation meeting format is included and has been found to be an effective tool in sustaining plan progress.
2. The Key Performance Indicators (KPIs) will need greater definition and clarity. Each KPI needs specific definition, including a numerical formula for consistency and benchmarks developed to provide comparison. It may take a year or two of working with the new indicators to determine whether their measurements provide the intended feedback. In that case, DDRB may need to redefine or replace certain indicators. Once carefully defined and measured, the KPIs will help DDRB measure progress.
3. Since strategic plan implementation requires staff time, effort and resources, it's important that those resources are available otherwise plan implementation falters. It's recommended that an analysis be performed to determine that adequate staff resources are available for implementation.

## **Strategic Planning Implementation and Follow-up Meeting Format**

Frequency:	Recommended 6 to 8 weeks (at a minimum quarterly)
Meeting length:	Approximately 3 hours.
Scheduling:	Schedule all meetings well in advance to provide adequate advance planning time and to avoid conflict with other activities. Organizations are urged to set annual meeting schedules.
Leadership:	Leadership can be fixed or rotated among planning team membership.
Leader Responsibilities:	<ol style="list-style-type: none"><li>1) Meeting agenda is distributed one week prior to meeting. Agenda may include other materials to be reviewed by participants. Participants should submit any requested agenda items to the leader for inclusion at least several days prior.</li><li>2) Chair meeting and either take notes or ask another team member to take notes. All meeting outcomes or decisions must be noted and distributed to all participants.</li><li>3) Preview meeting agenda and purpose. Stick to agenda and agenda timeline.</li><li>4) As a leader:<ol style="list-style-type: none"><li>a) Begin on time.</li><li>b) Be assertive enough to wrap up each topic in a timely manner.</li></ol></li></ol>

- c) Steer discussion back on track when you see it going off course.
  - d) Give recognition and value to team member contributions.
  - e) Keep remarks clear and concise. Stay organized.
  - f) Close the meeting in a positive way. Mention progress and contributions of individuals or teams.
  - g) If necessary set meetings with other participants for further clarification of their duties on each action plan or meet on the spot before everyone leaves the meeting room.
  - h) Make a note of check point dates on your calendar to serve as a tickler file.
- 5) Issue a concise post-meeting report.

# IMPLEMENTATION MEETING FORMAT

<u>Section</u>	<u>Description</u>	<u>Time allotted</u>
1	Meeting Preview -Review agenda, objectives and purpose of the meeting. -Make any key organizational announcements or discuss any unusual events/occurrences. -Make certain each participant has copies of all current action plans and related materials.	10 Minutes
2	Organizational Update -Review organizational data and current Review—Key Performance Indicators data. -Briefly share reasons for results if known or solicit other participant thoughts. -Share any recent occurrence that may affect the planning process.	1/2 hour
3	Action Plan Update (Participants) <ul style="list-style-type: none"> <li>• Action Plan Leaders discuss specific action plans. (Allow no more than 10 to 15 minutes per action plan.)</li> <li>• Action Plan Champion:               <ol style="list-style-type: none"> <li>a) Briefly summarize the action plan.</li> <li>b) Place emphasis on the activities/task completion, dates, resources utilized and measurements.</li> <li>c) Discuss progress on the activities/tasks providing pertinent information on progress to date. Update the team so that there is a general understanding of the action plan and its completion.</li> <li>d) Describe any particular problems affecting the results or progress. <u>Be sure to bring two or three possible solutions along with each problem presented</u> to the group. This encourages time effective development of possible solutions and selection of the best alternatives.</li> </ol> </li> </ul>	1 - 2 hours

