



# STRATEGIC PLAN

## FY 2021-2023

1308 North Church Street  
Union, MO 63084

## Table of Contents

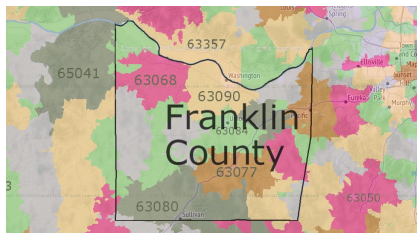
Introduction.....	3-9
Goals & Objectives: .....	10
Key Issues/Observations .....	11-12
Outcomes Measurement Executive Summary.....	13
Satisfaction Survey and Evaluation .....	14-18
Summary Report for Fiscal Year.....	19
S.W.O.T. Analysis.....	20-23
Appendix/Attachments.....	24-38

## Introduction

This document includes information about Disability Resource Connection-Franklin County SB40 Resource Board and the strategic direction set by its Administration Team and Board of Directors. This strategic plan contains information that was gathered from people receiving services and their families, care providers, referring agencies, board members, staff members, competitors, the general public, and includes the Franklin County SB40 Resource Board's own internal statistics and outcome measurement information. This information was discussed and analyzed by board and staff members to establish short-term and long-term goals for our organization. Based on the strategic issues and goals identified, an action plan will be established that will help focus our efforts during the coming year.

## Program Description

Franklin County SB40 Resource Board was formed under the Senate Bill 40 (SB40) legislation in Franklin County in 1987. Under this legislation, money generated through a county tax is designated to provide services for persons with developmental disabilities. A developmental disability is a condition such as intellectual disabilities, Cerebral Palsy, Epilepsy, Autism, or a similar condition diagnosed before the age of 22. According to 2017 census data, 103,330 persons live in Franklin County which consists of thirteen municipalities. Of those persons, it is estimated that 8.8% have a disability. A nine-member board appointed by the County Commission is responsible for overall operations. The Franklin County SB40



Resource Board works closely with the Missouri Department of Mental Health, the Missouri Department of Elementary and Secondary Education, and Missouri First Steps. In 2018 the board voted to change the name of the agency from the Franklin County SB40 Resource Board to Disability Resource Connection to promote public awareness.

Targeted Case Management (TCM) - TCM has been a Medicaid service in Missouri since 1991. This service is only available to individuals who meet the requirement under the Division of Developmental Disabilities Directive 42 CFR 440.169 (b.). Only staff specified by the division director are eligible to provide case management services. This is to ensure that eligible individuals receive help from case managers who have the appropriate education and specialized experience. Here at Disability Resource Connection-Franklin County SB40 Resource Board, we refer to our case managers at Service Coordinators.

## **SERVICE COORDINATORS**

- Service Coordinators are professionals trained in the area of developmental disabilities and/or other closely related fields. When an individual is found eligible for services with the Department of Mental Health, they are assigned a Service Coordinator. The Service Coordinator assists the individual and/or their families with accessing medical, social, educational, and other specialized services. Several counties in Missouri now offer service coordination locally through the county Senate Bill 40 (SB 40). If a county does not have a local SB40 a Service Coordinator is available through the state's area Regional Office. Disability Resource Connection-Franklin County SB40 Resource Board Service Coordinators work closely with the Rolla Regional Office (RRO).
- To be eligible for Service Coordination services, an individual must have a developmental disability. The onset must be before the age of twenty-two and continue indefinitely. As a result of the DD, there must be issues in at least two of the following areas: living and working independently; written or verbal communication; self-direction; learning; mobility; and/or self-care.
- RRO determines the eligibility of applicants for Service Coordination. Once an individual is found eligible for services, a Service Coordinator is assigned to work closely with the individual and family to identify needs, develop an individual plan, link to services, and advocate for services and needs.
- To obtain or inquire about Service Coordination services, an individual may contact the Rolla Regional Office at 573-368-2200 or the Disability Resource Connection office at 636-584-7240 or 1844-804-7240. Disability Resource Connection maintains office hours from 8:00 am to 4:30pm, Monday through Friday. Service Coordination also maintains an on-call phone number 1-314-660-2213. This is to ensure that our providers are able to reach us in case of emergency.

**CONNECT**- Service Coordinators work with families to determine what is working and not working. Goals and needs are identified so the correct service can be matched to specific needs. Person-Centered strategies are at the core of our Service Coordination Department.

**PLAN**- Service Coordinators will use a team effort to develop an individualized service plan (ISP) to meet identified needs and maintain current levels of success and independence.

**LINK**- Service Coordinators will link consumers to available resources, both community and governmental, which may serve as a potential funding or service sources. By gaining this knowledge and making connections many doors may opened that may have once been closed.

**ADVOCATE**- Service Coordinators advocate to assist in obtaining needed services, resources, funding or other items that are found helpful or necessary for independence, growth, and success. Services provided by the Disability Resource Connection-Franklin County SB40 Resource Board or Rolla Regional Office are monitored to ensure that persons served are satisfied, being heard and understood, and that progress is being made to reach or exceed goals.

## VISION, MISSION AND CORE VALUES

**Vision:** The vision has been for Disability Resource Connection-Franklin County SB40 Resource Board to see a future where individuals with developmental disabilities can freely access the community as they choose because effective and timely treatment and services have lessened barriers to communication, building friendships, and participating in a personally meaningful life. We see a community that is informed, active and supportive of all its citizens.

**Mission Statement:** Disability Resource Connection-Franklin County SB40 Resource Board is committed to enhancing educational and developmental programs and services, family support programs, social growth, and opportunity, job readiness, and community living options for individuals from birth through adulthood. We will promote public awareness and community collaboration in order to achieve our mission to serve individuals with developmental disabilities.

**Core Values:** We are dedicated to the following core values that form the foundation for all that we are and do:

**We Value the People We Serve:** We are committed to promoting the dignity and rights of persons with developmental and similar disabilities and their families. Therefore, we will treat all persons we serve with courtesy and respect, responding to their individual preferences and needs through the provision of lifelong learning experiences and opportunities. We will respect their choices and their family's involvement in their life goals and activities.

**We Value Our Employees:** We are committed to promoting professional and ethical conduct in our employees. We value the role of each employee in accomplishing the organization's mission. Therefore, we will treat each other with courtesy and respect. We will provide for job satisfaction and accomplishment through personal growth and development. We will acknowledge ideas, creativity and pride in quality work and services to our customer and the community.

**We Value Our Services:** We are committed to providing the highest quality person-centered services that meet the preferences and needs of the people with disabilities and other customers we serve. Therefore, we will provide for the training and development of our staff. We will create an environment that fosters cooperation and communication between staff, persons served, family, funding agencies and the community. We will encourage continuous improvement of all our services and the contribution of innovative and creative solutions to service delivery.

**We Value Our Community:** We are committed to providing a positive image of our organization, our staff, and the people we serve. Therefore, we will be responsive to the community by providing services that meet community needs and standards and by operating all our programs within available resources. We will involve community organizations, employers and schools in giving us guidance and in supporting our services.

## CODE OF ETHICS

- The Disability Resource Connection-Franklin County SB40 Resource Board shall be guided by the following standards of conduct. The Board of Directors and staff members shall:
- provide supports and services as a public trust that requires integrity, compassion, and respect for individual differences and choices.
- provide supports and services designed to meet the needs of the individual with emphasis on promoting choice, inclusion, growth, and development.
- respect the privacy of persons served and protect the rights of confidentiality.
- give preference to professional responsibility over any personal interests.
- advocate for standards that promote outcomes of quality for people.
- contribute ideas, findings concepts, understanding, knowledge, and practice to the body of community supports, and develop continuing education and expanded knowledge of the best practice services in the field of disabilities.
- encourage and advocate for the protection of the individual and the community against unethical and/or illegal practices or actions by other individuals or organizations engaged in providing supports.
- not discriminate because of race, color, religion, age, sex, sexual orientation, handicap, or national ancestry, and shall work to eliminate or prevent such discrimination in providing supports.
- promote inclusion and equitable treatment of all people including those receiving supports; staff friends, families, and the public.
- serve as a responsible steward for public and private funds.
- objectively solicit, honor, and respect the unique needs, values and choices of the persons being served.
- communicate fully and honestly in the performance of his/her responsibilities and provide sufficient information to enable individuals being supported and others to make their own informed decisions to the best of their ability.
- protect the dignity, privacy and confidentiality of individuals being supported, and makes full disclosure about any limitations on his/her ability to guarantee full confidentiality.
- be alert to situations that may cause a conflict of interest or have the appearance of a conflict in the delivery of services to the clients. When a real or potential conflict of interest arises that is a situation that could be advantageous or disadvantageous to the staff or to the agency, the staff member not only acts in

the best interest of individuals being supported but provides full disclosure.

- seek to prevent, and promptly responds to signs of abuse and/or exploitation, and does not engage in sexual, physical or mental abuse.
- assume responsibility and accountability for personal competence in practice based on the professional standards of his/her respective field, continually striving to increase professional knowledge and skills and to apply them in practice.
- exercise professional judgment within the limits of his/her qualifications and collaborates with others, seeks counsel, or makes referrals as appropriate. If any situation of ethical question arises, the staff member addressed the issue with their supervisor.
- fulfill commitments in good faith and in a timely manner.
- conduct themselves with honesty, integrity, and fairness. They will not accept gifts, money, or gratuities in exchange for services for our clients.
- not engage in personal fund raising with individuals we serve
- set boundaries in serving the needs of the clients and will maintain a professional relationship at all times.
- provide services in a manner that is sensitive to cultural differences and does not discriminate against individuals on the basis of race, ethnicity, creed, religion, sex, age, sexual orientation, nation origin, or mental or physical disability.
- All business conduct, marketing, contractual relationships, social media, and human resources shall be conducted ethically and honestly.

**Disability Resource Connection-Franklin County SB40 Resource Board and the Board of Directors shall be guided by the following principles. These principles are provided in more detail in the Policies and Procedures manual and the By- Laws.**

- Board members shall make known any potential conflict of interest and shall not use membership on the Board for their own advantage.
- Board members shall respect the confidentiality of information they receive regarding the persons served by Disability Resource Connection-Franklin County SB40 Resource Board.
- All business will be conducted honestly. Disability Resource Connection-The Franklin County SB40 Resource Board will only bill for services actually provided and shall pay fully all debt it owes.
- The persons served by Disability Resource Connection-Franklin County SB40 Resource Board, its Board and staff members, and members of the public shall be treated fairly. They have the right to make known their concerns.
- Disability Resource Connection will publicize its activities accurately and will not denigrate other service providers.
- Disability Resource Connection, Board of Directors and staff members shall be accountable for statements made with respect to individuals with disabilities and shall distinguish clearly, where

appropriate, statements and actions made as an individual, and those made as a representative of Disability Resource Connection

- All business conduct, marketing, contractual relationships, social media, and human resources shall be conducted ethically and honestly.

## **WHO'S WHO AT FRANKLIN COUNTY SB40 RESOURCE BOARD**

### **Board of Directors**

Mr. Steve Wilmesherr.-*Chairperson*

Mr. Paul LaVigne

Mr. Walter Murray Jr.-*Vice-Chairperson*

Ms. Elaine Holladay

Ms. Laura Conley-*Secretary*

Ms. Katherine Chambers

Mr. Linda Sentivany-*Treasurer*

Ms. Colleen Kuenzel

Mr. Larry Sikes

### **Missouri Revised Statues Chapter 205**

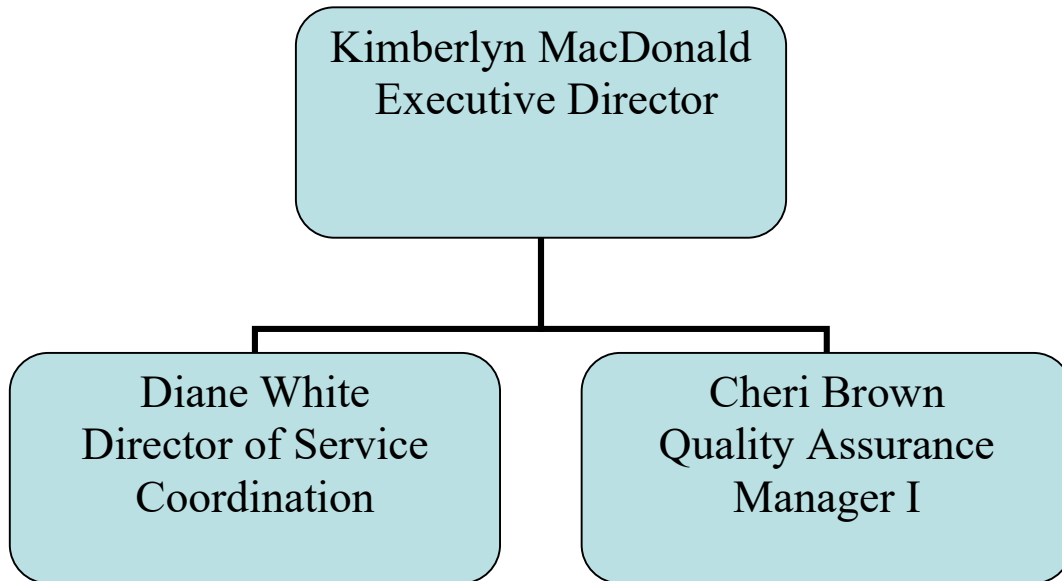
#### **205.968. Facilities authorized — persons to be served, limitations, definitions**

As set forth in section 205.971, when a levy is approved by the voters, the governing body of any county or city not within a county of this state shall establish a board of directors. The board of directors shall be a legal entity empowered to establish and/or operate a sheltered workshop as defined in section 178.900, residence facilities, or related services, for the care or employment, or both, of persons with a disability. The facility may operate at one or more locations in the county or city not within a county. Once established, the board may in its own name engage in and contract for any and all types of services, actions or endeavors, not contrary to the law, necessary to the successful and efficient prosecution and continuation of the business and purposes for which it is created, and may purchase, receive, lease or otherwise acquire, own, hold, improve, use, sell, convey, exchange, transfer, and otherwise dispose of real and personal property, or any interest therein, or other assets wherever situated and may incur liability and may borrow money at rates of interest up to the market rate published by the Missouri division of finance. The board shall be taken and considered as a "political subdivision" as the term is defined in section 70.600 for the purposes of sections 70.600 to 70.755.

#### **205.970 RSMo**

205.970. 1. When approved by the voters pursuant to section 205.971, the governing body of the county or city not within a county shall appoint a board of directors consisting of a total of nine members, two of whom shall be related by blood or marriage within the third degree to a handicapped person as defined in section 205.968, and four of whom shall be public members. At least seven of the board members shall be residents of the county or city not within a county where the facility is located. After September 28, 1979, all board members shall be appointed to serve for a term of three years, except that of the first board appointed after September 28, 1979, three members shall be appointed for one-year terms, three members for two-year terms and three members for three-year terms. Board members may be reappointed. The directors shall not receive compensation for their services but may be reimbursed for their actual and necessary expenses.

## MANAGEMENT TEAM



## EMPLOYEES

**Anne Barry**  
Executive Assistant  
Human Resources

**Amanda Sammet**  
Accountant

**Lynn Roetemeyer**  
Information Records  
Specialist

**Tammy Durham**  
Receptionist

**Anna Bivens**  
Service Coordinator

**Alyson Pennock**  
Service Coordinator  
Mentor

**Ashley McCall**  
Service Coordinator

**Ava Filla**  
Service Coordinator

**Caitlin Conner**  
Service Coordinator

**Katie Richarz**  
Service Coordinator

**Monica Moeser**  
Service Coordinator

**Melisa Otte**  
Service Coordinator

**Jessica Martinez**  
Service Coordinator  
Mentor

**Melisa Otte**  
Service Coordinator

**Lauren Smith**  
Service Coordinator

**Rob Bollinger**  
Service Coordinator

**Sandy Strausbaugh**  
Service Coordinator

**Stacey Bouse**  
Service Coordinator

**Taryn Farrely**  
Service Coordinator

## Goals & Objectives: 2020-2023

### Administrative

- 1) Development of a one time spend process for agencies.

### Financial Perspective

- 1) Continued development of the separation of SB40 and TCM finances
- 2) Create one-time spends

### Physical Resources Perspective

- 1) Continued implementation of COVID-19 Pandemic plan, mask wearing, social distancing, ect.

### Service Coordination

- 1) Train additional MOCABI Assessors

## Key Issues/Observations for 2021-2023

### **CONSUMER NEEDS**

- The Disability Resource Connection-FCSB40RB takes various initiatives to identify consumer needs. This includes the annual satisfaction survey, meetings with consumers, and local data.
- Surveys were sent out to consumers to measure consumer satisfaction. 579 surveys were sent out and 178 responses were received, a response rate of 30%. 52% of consumers were happy with the number of phone calls and visits. 51% strongly agreed that they can contact their service coordinator whenever needed. 57% strongly agreed that their service coordinator listens to them. 50% strongly agreed that their ISP is based on what they want. 55% strongly agreed that they are happy with linking services. 57% strongly agreed that they are happy with services.
- The state continues to make ongoing changes in requirements which directly impacts consumer services. To keep abreast of changes, new Quality Assurance Managers will be utilized along with Seasoned Service Coordinator Mentors. Plans to increase training, utilize consumer services for immediate needs, and focus on quality assurance are measures used to address these issues.

### **FINANCIAL PERSPECTIVE**

- The Disability Resource Connection- Franklin County SB40 Resource Board has been reviewing the efficiency and effectiveness of funding. Currently, all funding goes to a limited number of providers in the county. The agency has moved to a pay on service model to improve accountability of tax payers money.
- A certificate of deposit (CD) was opened in 2020 for each program as well. The SB40 CD covers three months of operating expenses (beginning balance of \$500k) and the TCM CD covers six months of operating expenses (beginning balance of \$700k).
- In 2020 the separation of the TCM revenue from Tax Revenue was completed in the budget and in all financial reports. This will assist the board in understanding exactly where the money is coming from and how it is spent.
- The state of Missouri is in the very early phase of looking into a Managed Care system to oversee Case Management. It is in its infancy and more information needs to be determined to assess the financial risk. The Executive Director has partnered with Targeted Case Managers state-wide to form workgroups to educate and empower all involved.
- Disability Resource Connection-Franklin County SB40 Resource Board has maintained a comfortable financial position for the past several years and intends to continue that in future years. The CDs were set up as true reserves for emergency situations, so funds in the

separated SB40 and TCM savings accounts will now be analyzed each fiscal year and if there are excess funds, plans will be made to prudently spend the excess funds in ways that will maximize the benefit for the consumers the agency serves.

### **HUMAN RESOURCES PERSPECTIVE**

- Human Resource staff is combined with the Executive Assistant position. The Human Resource Department strives to maintain employee retention and morale. Trends are tracked and identified including the rate of applicants, interviews, offers, rejections, and which reference source brought the applicants in. This has brought in a higher level of qualified applicants. A trend report is also kept identifying why employees leave. DRC continues to look at salary to retain staff. Employees are always encouraged to contact the HR department with questions, concerns, and ideas. A suggestion box is maintained for all staff and the community if they wish to remain anonymous.

### **ACCESSABILITY**

- A new office space was constructed in 2019 to address the effectiveness, efficiency, and satisfaction lacking in the current buildings. This includes the comfort, safety, and ability of staff to complete their job duties, accessibility for consumers, and the long-term financial investment. The new construction also addresses the goal of community awareness. The new building serves as a meeting place for board meetings, community events, and meetings. The new building is completely assessable to person's with disabilities. This includes handicap parking, doors, wheelchair assessable entryways, an elevator, and ample lighting. Staff has sufficient workspace including private offices and two separate meeting rooms.

### **RISK MANAGEMENT**

- Disability Resource Connection-Franklin County SB40 Resource Board seeks to involve appropriate personnel in all levels of the organization in the identification of potential risks. This includes staff, community members, and board members. Third party administrators in risk management including inspectors and insurance experts are utilized to identify potential risks. The agency purchases ample insurance to cover areas of potential liability. An extensive safety plan is brought to fruition at every level from the appointment of a Safety Officer, to safety training, a safety committee, inspections, drills, and documentation. The annual budget is board approved with risk management included. Each year the board members sign a conflict of interest and code of ethics statement. This is to ensure that the governance of the agency is working for the best interest of the agency's mission and values. Service Coordination monitors the on-going health and safety of consumers in accordance with the Division of Developmental Disabilities Guidelines.

## 2021 Outcomes Management Report

### **EXECUTIVE SUMMARY**

- This is a summary of outcomes measurement system data for calendar year 2020. The results are analyzed and used for budgeting and strategic planning purposes for the coming year and in evaluating and revising, as necessary, the outcomes measurement system itself. Disability Resource Connection-Franklin County SB40 Resource Board uses multiple methods to measure and manage its performance in relations to achieving its mission. There is an ongoing process of assessing needs, planning to meet needs, as well as evaluating the outcomes of services.

### **PLANNING**

- The planning process formally begins with the needs and satisfaction survey sent out in October. The results are summarized in a report to the board of directors early in the calendar year. Plans are provided on staff turnover, risk assessment, and accessibility. Planning for the agency uses the results of the Satisfaction survey as well as feedback from consumers, staff, and members of the community. Complaints are considered. Occasionally there have been useful remarks during the public comments section of board meetings. The Disability Resource Connection-Franklin County SB40 Resource board looks at data from the needs survey and the SWOT analysis to measure efficiency, effectiveness, and satisfaction. The team looks at plans for the immediate year to come and considers long range goals for preparation. Based on actual data for the previous few years, outcomes are adjusted. This process results in goals for the next fiscal year and the following year. The projected outcomes are put in our measurement and reporting systems for the following year. The Executive Director and Service Coordination director collects data and compiles reports analyzing progress or needs. The Executive Director works with the Accountant to review and evaluate budgets and prepare for the coming year budget needs. These are formally presented to the Board of Directors.

### **IMPLEMENTATION**

- The fiscal year begins July 1. The accountant prepares reports monthly. The Executive Director reviews these reports, and financials are presented at board meetings. An annual audit is presented by an outside accounting firm/auditor at the October board meeting. Other analyses are prepared as needed. It is the goal every year at Disability Resource Connection-Franklin County SB40 Resource Board, that we operate in the black. Funded agencies write a report of their programs, and this is shared at board meetings. These reports include activities carried out, data on inputs and activities, data on outcomes, a review and evaluation of data, and future plans. Funded agencies are given the opportunity to apply for funding in March of every year. The final approval for funding is decided in the June board meeting.

### **CONCLUSION**

- Not all our goals are accomplished every quarter, but the Disability Resource Connection-Franklin County SB40 Resource Board team has worked diligently to improve and meet the needs of consumers. The satisfaction expressed to us supports the value of these efforts.

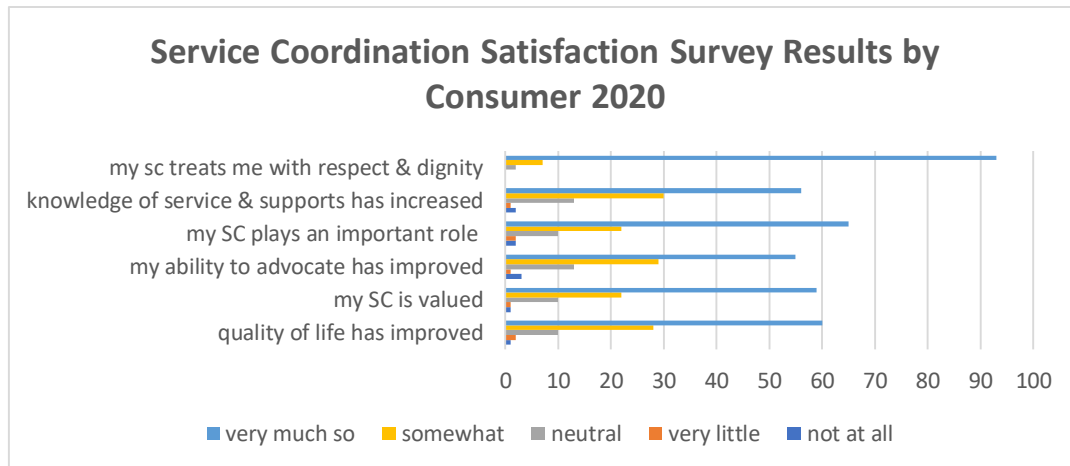
## 2020 Satisfaction Survey and Evaluation

### SURVEY AND EVALUATION

- Surveys were mailed in October 2020 to all individuals served directly by Disability Resource Connection-Franklin County SB40 Resource Board and their guardians. Questions about satisfaction with funded agencies and providers were included in the service coordination survey.

### SURVEY RESULTS BY CONSUMER

415 Surveys were sent with 106 returned, a 25.54% return rate. This is up from a 21% return rate in 2019. The survey questions and format were changed this year to identify if the survey was completed by a consumer or guardian. A question was added to see if consumers would prefer their surveys mailed, emailed, or by phone. The majority preferred mail. 91% of consumers agreed that they feel that their service coordinator treats them with respect and dignity. We can attribute this in part to a higher quality of staffing, an intensive training program, and quality assurance measures. There were compliments, suggestions, and complaints among the surveys. The Director of Service Coordination follows up with the respondent when the respondent identifies themselves. Compliments are followed-up by the Directors to recognize staff and programming for excellence.

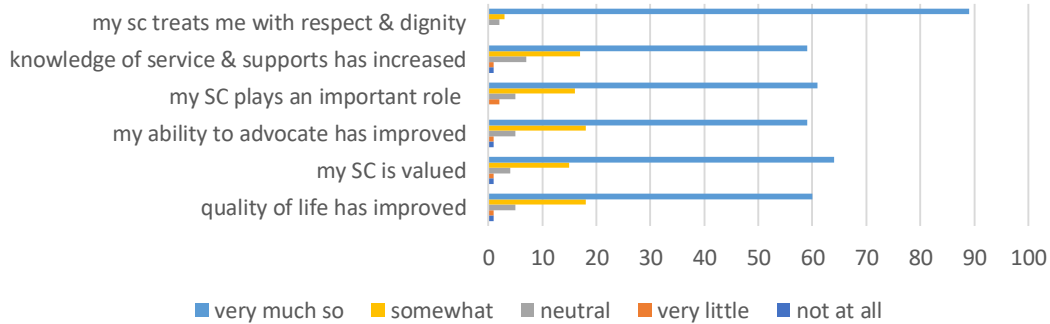


<p>1. I feel that my quality of life has improved with the supports and services recommended by my SC.</p> <p>57% very much so, 26% somewhat, 9% neutral, 2% very little, 1% not at all</p>
<p>2.I feel that my SC is valued because of the information and resources they provide me.</p> <p>56% very much so, 21% somewhat, 9% neutral, 1% very little, 1% not at all</p>
<p>3.I feel that my ability to advocate for myself has improved due to information provided by my SC.</p> <p>52% very much so, 27% somewhat, 12% neutral, 1% very little, 3% not at all</p>
<p>4.I feel that my SC plays an important role in my life, because of the service they provide.</p> <p>61% very much so, 21% somewhat, 9% neutral, 2% very little, 2% not at all</p>
<p>5.I feel that my knowledge of service and supports have increased due to information shared by my SC.</p> <p>53% very much so, 28% somewhat, 12% neutral, 1% very little, 2% not at all</p>
<p>6.I feel that my service coordinator treats me with respect and dignity.</p> <p>91% very much so, 7% somewhat, 2% neutral, 0% very little, 0% not at all</p>

### **SURVEY RESULTS BY GUARDIAN OR OTHER STAKEHOLDER**

382 Surveys were sent with 89 returned, a 23.30% return rate. This is up from a 20% return rate in 2019. The surveys were changed this year to identify who is completing the survey, the consumer or guardian. A question was added to see if consumers would prefer their surveys mailed, emailed, or by phone. The majority preferred mail. 92% of consumers agreed that they feel that their service coordinator treats them with respect and dignity. We can attribute this in part to a higher quality of staffing, an intensive training program, and quality assurance measures. There were compliments, suggestions, and complaints among the surveys. The Director of Service Coordination follows up with the respondent when the respondent identifies themselves. Compliments are followed-up by the Directors to recognize staff and programming for excellence.

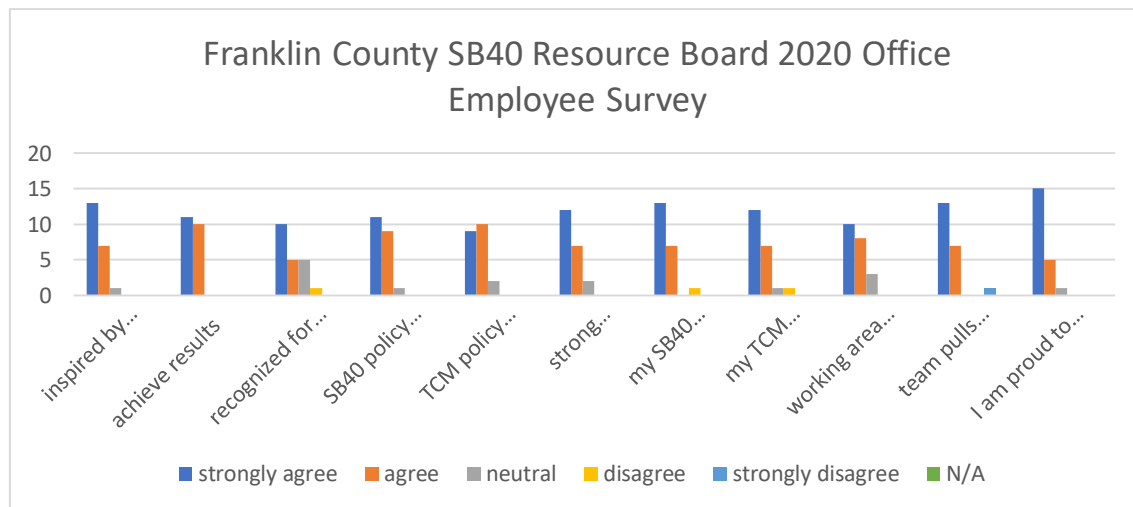
## Service Coordination Satisfaction Survey Results by Guardian 2020



1. I feel that my quality of life has improved with the supports and services recommended by my SC.
67% very much so, 20% somewhat, 6% neutral, 1% very little, 1% not at all
2.I feel that my SC is valued because of the information and resources they provide me.
72% very much so, 17% somewhat, 4% neutral, 1% very little, 1% not at all
3.I feel that my ability to advocate for myself (or loved one if guardian) has improved due to information provided by my SC.
66% very much so, 20% somewhat, 6% neutral, 1% very little, 1% not at all
4.I feel that my SC plays an important role in my life, because of the service they provide.
69% very much so, 18% somewhat, 6% neutral, 2% very little, 0% not at all
5. I feel that my knowledge of service and supports have increased due to information shared by my SC.
66% very much so, 19% somewhat, 8% neutral, 1% very little, 1% not at all
6.I feel that my service coordinator treats me with respect and dignity.
92% very much so, 3% somewhat, 2% neutral, 0% very little, 0% not at all

## Survey Results for Employees

A satisfaction survey was sent to all employees, 22 total with 16 returned. The questions were based on Herzberg's dual-factor theory of employee motivation. The two factors are satisfiers and dis-satisfiers. An example of a satisfier is meaningful work. An example of a dis-satisfier is a noisy work environment. It is possible that a person can have no dis-satisfiers but still not be satisfied. The results are shown in the below table. Notably, almost all respondents say they are proud to be an employee. The satisfaction in working area and statements on policies applied fairly and are recognized for my achievements are the lowest rated. They also have high numbers of neutral ratings, which would seem to indicate that employees do not have direct experience with these issues. The problems regarding suitable working conditions has been addressed by the construction of a new office building. The team continues to look at reasons why certain staff feel that policies are applied unfairly. This issue has been taken very seriously by the administration. The complaint has been identified to a small number of specific employees who are looking for more flexibility in their workday. The issue from a management standpoint is that their job descriptions and needs of the agency require certain hours of working. Supervisor's continue to work with these employees to communicate the needs of the agency while working with their scheduling requests. The team takes an approach to making staff feel appreciated with recognition, staff appreciation days, and other positive reinforcements. The team consistently reviews approaches to define new ways to recognize staff for their achievements including; advocating for raises, staff appreciation days, suitable benefits, and other positive reinforcements. This year, administration is defining ways to motivate employees with the opportunity for promotion based on their achievements.



Comments:

### **Areas of strength:**

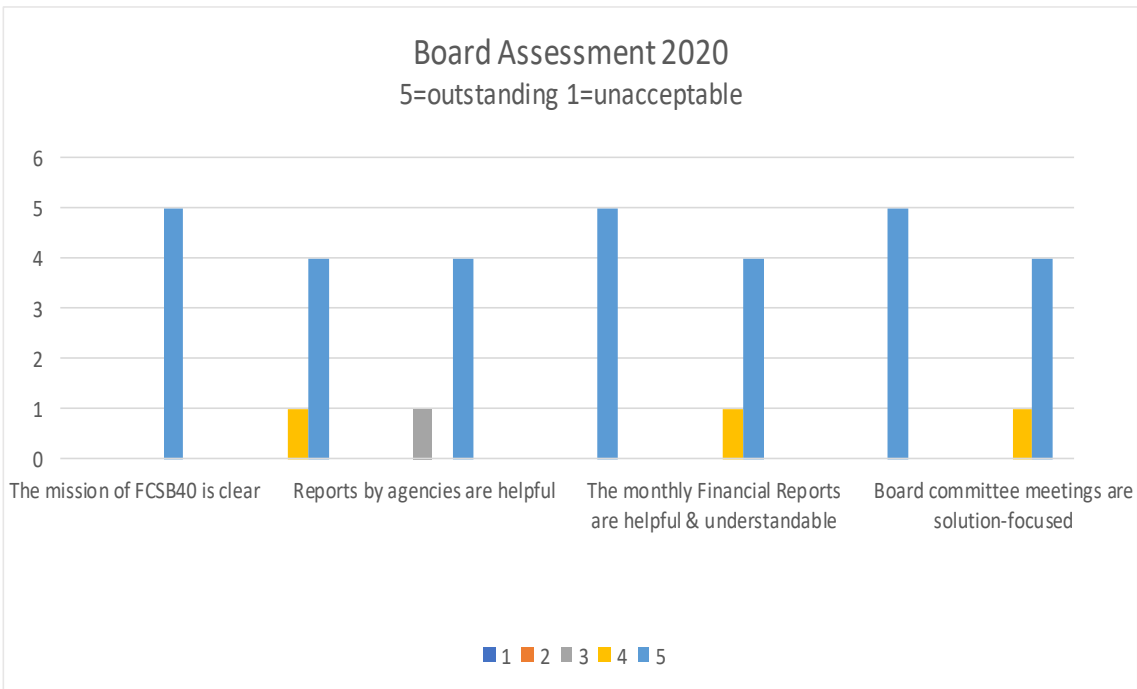
1. Teamwork and support
2. FCSB40RB is a small company with a big heart. They take care of their consumers because the employees are valued and taken care of by the rest of the staff. It makes the days easier and more enjoyable.
3. Overall, our agency team is awesome!
4. Organization at a high level, good work ethics throughout organization

## Disability Resource Connection

### ASSESSMENT OF BOARD EFFECTIVENESS - SELF RATING SCALE

#### Results-

8 surveys were distributed to board members, 5 were returned. That is a 62.5% return rate. Scores are measured on a scale of 1-5 with 5 meaning outstanding and 1 meaning unacceptable. Of the 5 responses 80% rated in the 4-5 range the following; the mission is clear, FCSB40 serves taxpayers well, reports by agencies are beneficial, Executive Director and financial reports are helpful and understandable, board meetings are goal-oriented, and board committee meetings are solution-focused.



## Summary Report for Fiscal year July 2020 to June 2021

Disability Resource Connection-Franklin County SB40 Resource Board reviews and summarizes our quarterly reports for the year to help us in evaluating our programs, our growth, challenges, and fiscal standing. In reviewing each program's goals our administration and the Board of Directors is better informed in making decisions.

### **SATISFACTION**

- A basic measure of how well Disability Resource Connection-Franklin County SB40 Resource Board does is the satisfaction of the persons we serve. The survey sent out last October again found a high level of satisfaction with the services we provide or fund. There is also high satisfaction with the staff members who actually do the day to day work. Service Coordinators meet with consumers to ensure that they are receiving the services that they need and that they are satisfied with these services. This is addressed in their Individual Plans as well as face to face meetings and satisfaction surveys.

### **June 2021 and Beyond**

- Continued Development of the separation of SB40 and TCM Finances
- Development of a one time spend policy for agencies.
- Create one-time spends for TCM
- Train additional MOCABI Assessors
- Continued implementation of COVID-19 Pandemic Plan, mask wearing, social distancing, ect.

## **Franklin County SB40 Resource Board FY '2022**

### **Program Purpose Statements**

To provide support to all Franklin County SB40 Resource Board programs, giving staff the opportunity to provide services to the clients served. Service Coordination helps people with developmental disability in Franklin County connect the pieces for a successful future through planning, linking with services, monitoring and advocacy.

### **SWOT Analysis**

#### **SB40 and TCM**

##### **Strengths:**

- Dedicated, loyal staff members who are flexible, supportive, adaptable and capable of managing constant change
- Staff are self-motivated, detail-oriented and have a high sense of accountability for quality work
- Excellent management from ED, she provides a supportive/open-door and passionate work culture
- Fiscal management and oversight
- Supportive Board of Directors
- Employees demonstrate analytical skills to problem solve and display initiative. Meet challenges head-on
- Strong Executive Management team with diverse areas of expertise, knowledge, and accountability
- Efficient technology support
- Benefit package
- Flexible work environment
- Team building opportunities
- Vacations and sick time once you make it past two years
- Nice work space
- Reimbursement from travel
- Admin Management Team collaborates effectively
- Clerical staff being cross-trained
- Well defined job duties with creation of task binders and succession planning

- Infrastructure includes a cloud base system for all work. This generates efficiency in giving employees the ability to work from any location if needed and minimizes risk by having a multitude of back-ups and third-party administrators.
- Management values employees and has systems in place to keep employees engaged.
- Membership to professional organizations on state and local level
- Definition in the community
- Memberships in Systems of Care
- Competitive salary ranges to meet market value and retain quality staff
- Increase in providers serving Franklin County area
- New Agency Programs for the Clients: Project Stir and Art Showcase
- Efficient Pandemic Plan
- Opportunity for outside resources and networking

#### Additional TCM strengths:

- Employees demonstrate compassion for consumers and take the organization's mission seriously.
- Experienced staff with a variety of backgrounds and education
- Cross trained to meet all consumer needs
- Resource library
- Coordination with service providers
- Level of dedication/advocacy for consumer needs – responsive in crisis/teamwork
- Hot spots reviews continue to identify behavior and medical issues at an early stage
- Membership in Systems of Care
- Complete MOCABI assessments
- Using Service Coordinators effectively as mentors
- Proactive service coordination prepared and well trained
- Competitive salary ranges to meet market value and retain quality staff
- Efficient auditing practices and strong clerical organization
- Opportunities for outside resources
- Training-SCs go through extensive training at hire and ongoing training to ensure that they are up to date with policies and directives.
- Service Coordination Process Guide
- Effective teaming with directors, QA Managers, and sc staff
- Stronger teaming communication with providers and RRO
- Opportunity for outside resources and networking

- Efficient records support

Weaknesses:

- Transportation-it is difficult to arrange services or increase employment when there are limited resources for transportation
- Staffing crisis with provider agencies-providers are having difficulty hiring and retaining quality staff which causes issues when attempting to secure services for consumers
- Lack of respite providers for children and adults
- Lack of Behavioral Service Providers in the County

Opportunity:

- Host events for consumers in the new building
- Generate media via agency website to keep consumers, families, providers and taxpayers updated on upcoming events, progress, changes, ect.
- No true emergency back-up person that could transition into Financials (who could perform the complete/duties/details of the job) temp staff could be utilized.
- No true emergency back-up person that could transition into HR (who could perform the complete duties/details of this job) temp staff could be utilized.
- Completion of basement space
- Project Stir
- One-time spends
- Expand our brand

Threats:

- Federal and state legislation which will make it easier to move towards block grants
- Managed care
- Elimination of 14C, relocating work opportunities for Sheltered Workshop Consumers

Plans for FY2022 and Beyond are based on the top Opportunities listed above taking into consideration the key strengths, weaknesses, and threats for your department.

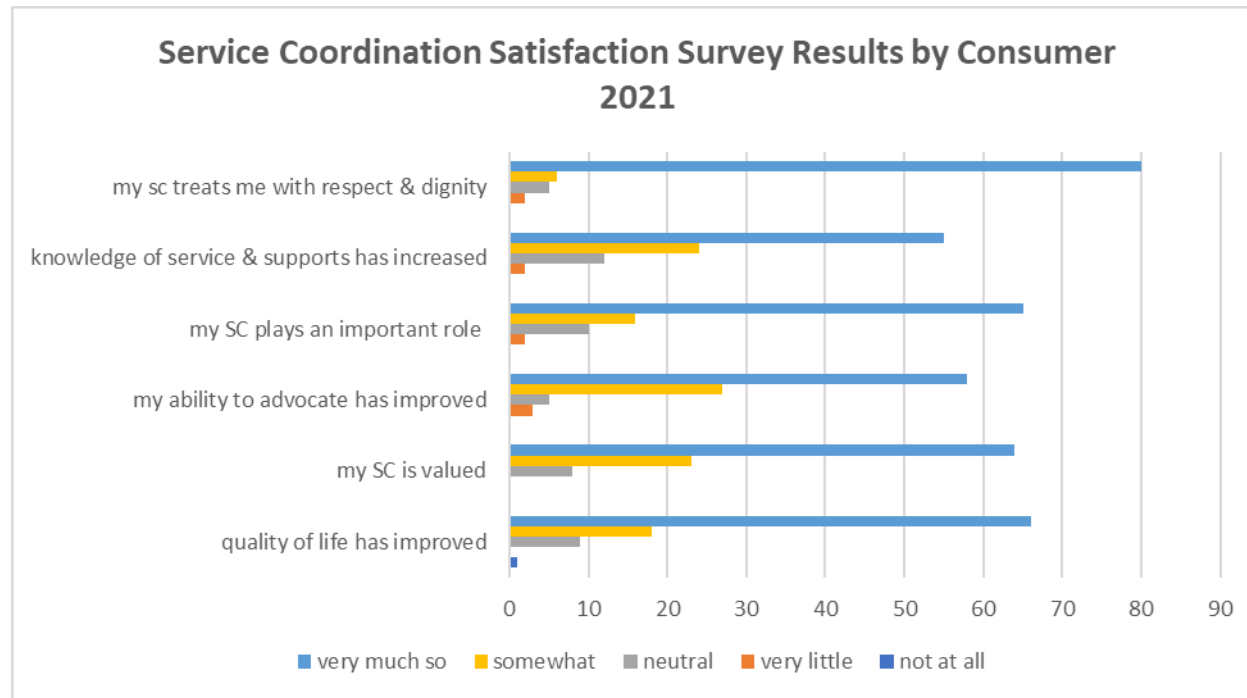
### **Plans for FY2022 and Beyond**

1. Create one-time spends for TCM
2. Train additional MOCABI Assessors

**Beyond**

1. Continued development of the separation of SB40 and TCM Finances
2. Development of a one-time spend policy for agencies

## Attachment: Survey Results



**403 Surveys sent with 93 returned, 23.08% return rate**

2. I feel that my quality of life has improved with the supports and services recommended by my SC.  
71% very much so, 19% somewhat, 10% neutral, 2% very little, 1% not at all
3. I feel that my SC is valued because of the information and resources they provide me.  
70% very much so, 25% somewhat, 9% neutral, 0% very little, 0% not at all
4. I feel that my ability to advocate for myself has improved due to information provided by my SC.
5. I feel that my SC plays an important role in my life, because of the service they provide.  
70% very much so, 17% somewhat, 11% neutral, 2% very little, 0% not at all
6. I feel that my knowledge of service and supports have increased due to information shared by my SC.  
59% very much so, 25% somewhat, 13% neutral, 2% very little, 0% not at all
7. I feel that my service coordinator treats me with respect and dignity.  
86% very much so, 6% somewhat, 5% neutral, 2% very little, 0% not at all

#### Results-

403 Surveys were sent with 93 returned, a 23.08% return rate. This is down from a 25% return rate in 2020. This may in part be due to struggles associated with the pandemic. Most importantly, 86% of consumers agreed that they feel that their service coordinator treats them with respect and dignity. We can attribute this in part to a higher quality of staffing, an intensive training program, and quality assurance measures. There were compliments, suggestions, and complaints among the surveys. The Director of Service Coordination follows up with the respondent when the respondent identifies themselves. Compliments are followed-up by the Directors to recognize staff and programming for excellence.

#### Comments-

**What has been your biggest achievement over the past year?**

1. Love my new home and friends and new life in a new city.
2. Speak up for myself.
3. Getting a new position at work.
4. More patient with others.
5. Learning sign language and retirement from Empac.
6. Getting a job.
7. Helping my family avoid COVID.
8. Living by myself.
9. I have moved to a new location.
10. Surviving COVID.
11. To get into the life ops program.
12. Staying healthy.
13. I've gotten better at advocating for myself and using other kitchen stuff.
14. I got out more but sometimes I also enjoy being at home with my family. I made new friends at the workshop.
15. No longer scared of the microwave.
16. This past year I've been working for a new company as a personal assistant.
17. Transitioning from working in the office to home.
18. Less elopement
19. Staying out of the hospital
20. Goes out with caregiver.
21. Improving behavior
22. Graduating college with a 4.0. Staying healthy by staying home during pandemic.
23. Getting more help.
24. Gaining more confidence in myself and abilities as an independent adult.
25. Learning to cook.
26. Transitioning from high school to RAC
27. Graduating from life ops
28. New job
29. Maintained employment at Empac
30. Communication device
31. Gone back to work.
32. Using words clearer
33. Being more social
34. Gaining a few new friends
35. Becoming a pa with my fiancée
36. Getting out in town

37. To improve my skills in PA services
38. Cutter at work
39. Participating in special Olympics
40. Been able to advocate for myself
41. Exercise at the Y and visit Kohls.
42. Getting out on my own more.
43. Got into life ops
44. Got stronger
45. Began working again
46. Taking care of my brother and learning about services
47. Moving to Union and having no steps
48. Getting better at things
49. Working at Meramec Caverns and having a girlfriend
50. Do more cleaning and do bills on time.
51. Learning to operate a TV remote
52. Stayed home overnight by self
53. Staying healthy

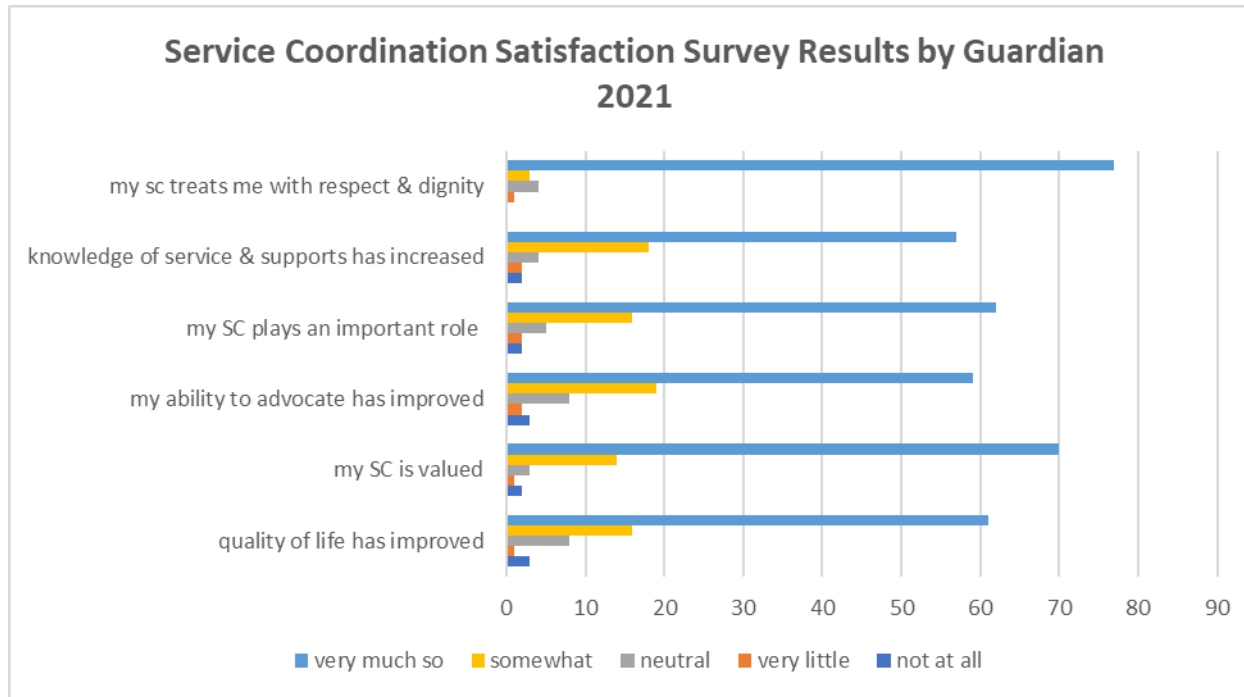
**How can your Service Coordinator help you achieve your goals?**

1. A job.
2. Sitting down and making goals together and setting a schedule to accomplish them.
3. I need braille services for the blind.
4. Planning is a big help.
5. Continue working with my blind cane.
6. Meet with us in person not virtually.
7. They help me with my needs when I talk to them about things.
8. Talking with me and mom and coming up with a plan.
9. Alyson helped me with all of my goals, and I do try to be more social.
10. Just stay in contact.
11. Find activities for staff to take me to.
12. Checking in monthly.
13. Yes, she is a jewel.
14. Listen to my feelings.
15. She does amazing work.
16. By listening.
17. She is great so far.
18. Fight to keep transportation.

19. Listen to consumer not guardian.
20. Find providers
21. Keep coming up with new ideas
22. Provide me with more volunteer opportunities with Ability
23. Use her phone
24. Help me plan my trip to Florida
25. Being able to talk to her
26. Continue to keep me informed.
27. Being there when I need help.

**What additional services are needed in the county to achieve these goals:**

1. Covid limits.
2. Maybe extra time.
3. Braille services.
4. Acceptance.
5. Better communication skills.
6. Dropping mask, vaccine, and quarantine rules.
7. Sporadic day/evening care.
8. Day programs.
9. Wish more people would wear masks and get vaccinated.
10. Psychiatrist to come to house.
11. More choices for adults.
12. Being a pa as soon as possible.
13. Better suited jobs
14. Cooperating parties
15. Teach people to be on their own
16. ISL placement
17. More services that involve animals.
18. Special needs doctors.



**370 Surveys sent with 90 returned, 24.25% return rate**

8. I feel that my quality of life has improved with the supports and services recommended by my SC.

67% very much so, 18% somewhat, 9% neutral, 1% very little, 3% not at all

9. I feel that my SC is valued because of the information and resources they provide me.

78% very much so, 16% somewhat, 3% neutral, 1% very little, 2% not at all

10. I feel that my ability to advocate for myself (or loved one if guardian) has improved due to information provided by my SC.

66% very much so, 21% somewhat, 9% neutral, 2% very little, 3% not at all

11. I feel that my SC plays an important role in my life, because of the service they provide.

69% very much so, 18% somewhat, 6% neutral, 2% very little, 2% not at all

12. I feel that my knowledge of service and supports have increased due to information shared by my SC.

66% very much so, 19% somewhat, 8% neutral, 1% very little, 1% not at all

13. I feel that my service coordinator treats me with respect and dignity.

85% very much so, 3% somewhat, 4% neutral, 0% very little, 0% not at all

#### Results-

370 Surveys were sent with 90 returned, a 24.25% return rate. This is up from a 23% return rate in 2020. 85% of consumers agreed that they feel that their service coordinator treats them with respect and dignity. We can attribute this in part to a higher quality of staffing, an intensive training program, and quality assurance measures. There were compliments, suggestions, and complaints among the surveys. The Director of Service Coordination follows up with the respondent when the respondent identifies themselves. Compliments are followed-up by the Directors to recognize staff and programming for excellence.

#### Comments-

**What has been your loved one's biggest achievement over the past year?**

54. Angie has a new family she has been able to return to EE and some recreation events.
55. Healthy and happy
56. Remaining covid free
57. Buying own supplies
58. Staying healthy
59. Going back to school
60. Making gains after accident
61. Surviving covid, staying positive in a difficult year
62. Surviving covid
63. He is becoming more independent
64. Getting her schedule down and becoming comfortable at RAC
65. Gaining independence and responsibility, gaining maturity
66. Being selected by team Missouri
67. Less elopement
68. Attended ECC welding
69. To be potty-trained
70. Language, physical development
71. Working on appropriate behaviors in public and on limiting outbursts
72. Moving to her group home
73. Staying healthy and not in the hospital so much
74. Going back to work
75. Feeling safe, comfortable, and taken care of
76. Moved to apartment
77. He is going out into the community
78. Getting a job and learning how to communicate with other people
79. Surviving covid lockdown
80. Attending lifeops
81. Started to communicate without getting violent
82. Independence of going up and down stairs and ability to make choices
83. Opening up to others, more social
84. Improved social skills
85. Getting out of psychosis
86. Remains healthy, improved verbal communication, emotional regulations and completing of daily living activities
87. Adjusting to a new home and losing a roommate
88. Surviving covid
89. Moved into her own place

90. Adjusting to covid and new roommate
91. Better communication
92. Being able to get around better and started back to school
93. Beating covid, lost weight
94. Learned how to prepare meals
95. Learned how to use bike
96. Participating in life ops, gaining skills
97. Making friends, being more social
98. Coping with death of parents
99. Working during covid
100. Learning to operate a tv remote
101. A full year without seizures
102. Having good health with everything going on

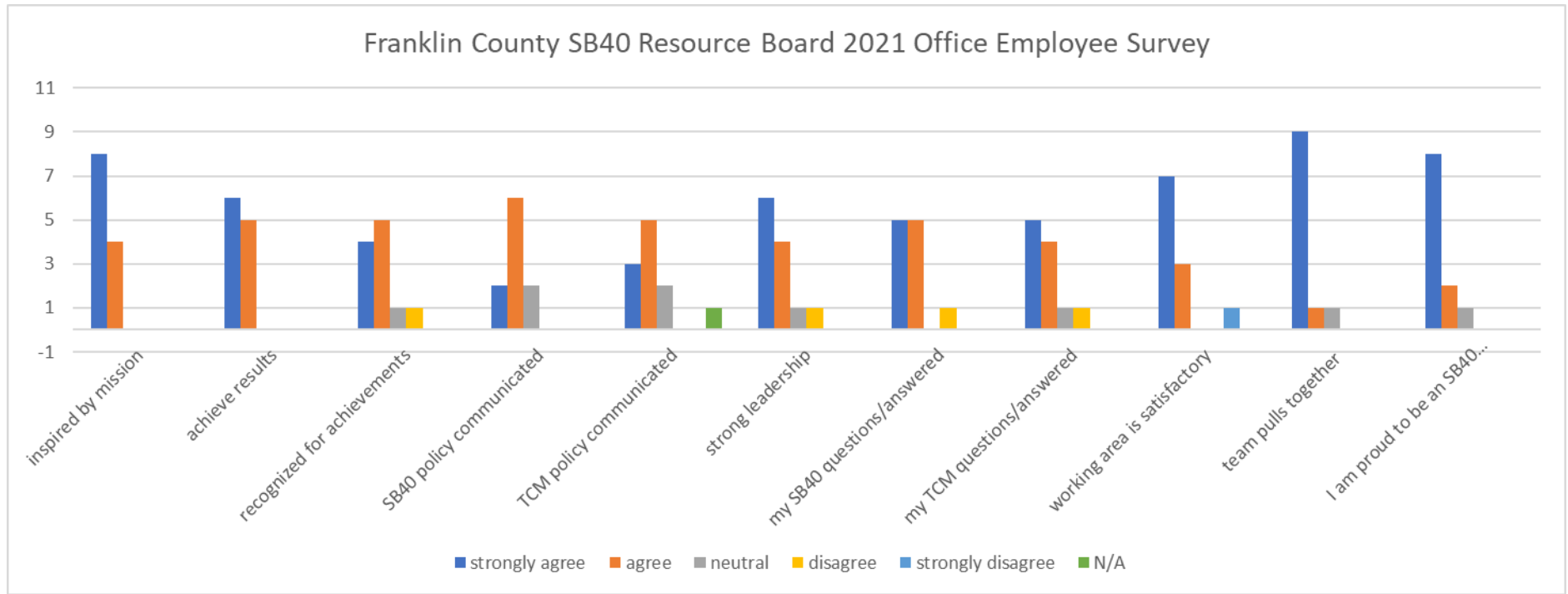
**How can your service Coordinator help your loved one achieve his/her goals?**

28. Anna has been a great SC to Angie and to us. She always answers out questions and in a timely manner.
29. Vacation places.
30. Going shopping and into the community
31. Keep us up to date on info and activities
32. Continues to check in
33. Meet in person not virtual
34. Help him find a social group for kids his age and how to control anger
35. Continue encouragement
36. To be in some kind of program
37. Continue providing support and resources
38. Find activities for him to go to
39. Providing choices
40. Recommendation of EE and Easterseals
41. Just by being available when needed
42. By helping to get renovations in her home
43. Stay alert to new appointments
44. Find more free programs
45. Continue with finding activities
46. Advocate for additional funding
47. Continue to listen to my inquires
48. Help find a PA to go out into the community
49. Research new resources

- 50. Set up exercise schedule
- 51. Continue to get paperwork so no lapses in program
- 52. To go swimming at the Y

**What additional services are needed in the county to achieve these goals?**

- 19. Alternate transportation to Life ops.
- 20. More homecare services
- 21. Drop mask and vaccine mandates, go back to normal
- 22. ABA therapy and other types of therapies/psychiatrists
- 23. Day programs
- 24. Local pediatric options
- 25. Afterschool care
- 26. More money for more renovations
- 27. More outings when covid is gone
- 28. Art therapy, more social gatherings, and support groups
- 29. Adult day care
- 30. ABA access, locally
- 31. ISL placement
- 32. Special Olympics, swim



**21 Surveys sent with 11 returned an 52.38% return rate compared to 91.30% last year**

#### **Areas of strength:**

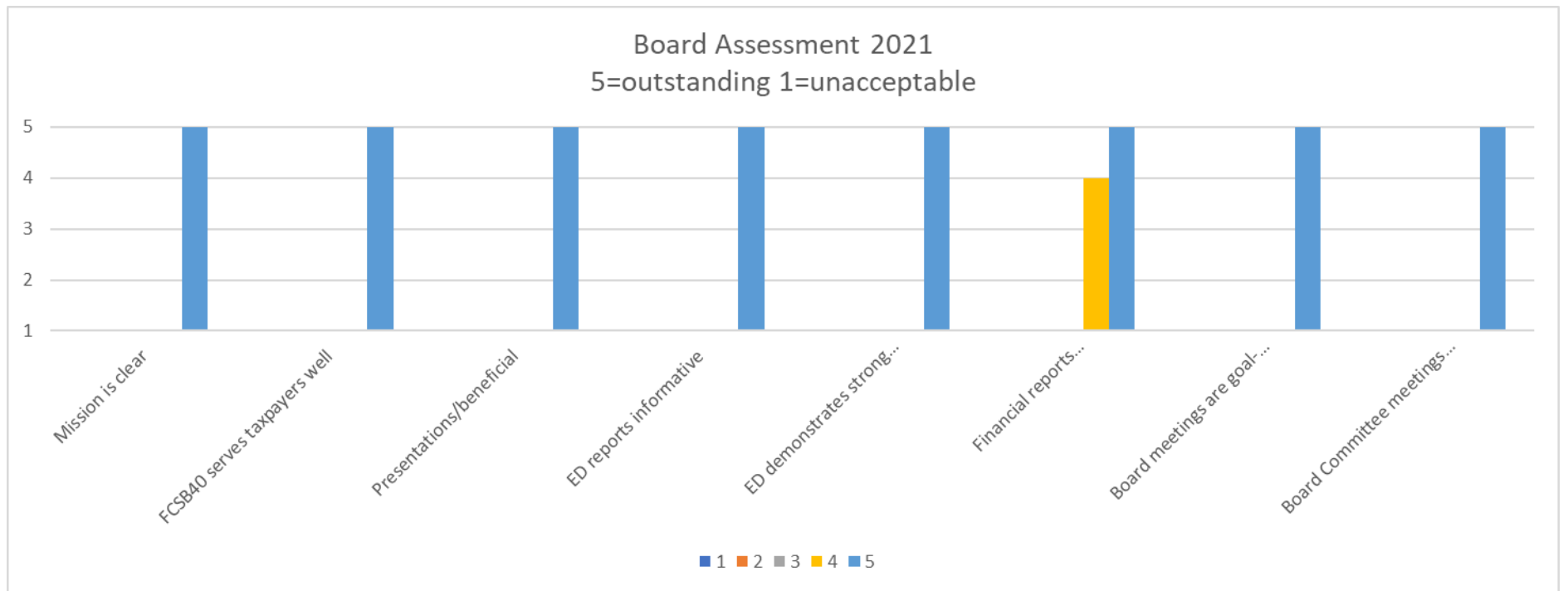
5. There is an amazing amount of support and teamwork among the staff which is appreciated. When there are concerns or questions they are addressed quickly.
6. Good team participation by all. Great group of employees.
7. Agency organization, strong leadership.
8. SB40 director is spot on all the time.
9. Agency is organized! Strong communication with the Board.

#### **Areas of growth:**

1. Due to the constant changes with procedure, policy, and Covid pandemic protocols, I feel that communication should be more direct and clear in a more understanding fashion.
2. Keep/obtain stable staff.
3. Employee retention.
4. Feedback can be reviewed in confidential section.
5. Employee retention.

### **Survey Results for Employees**

A satisfaction survey was sent to all employees, 21 total with 11 returned. The questions were based on Herzberg's dual-factor theory of employee motivation. The two factors are satisfiers and dis-satisfiers. An example of a satisfier is meaningful work. An example of a dis-satisfier is a noisy work environment. It is possible that a person can have no dis-satisfiers but still not be satisfied. The results are shown in the above table. Notably, almost all respondents say they are proud to be an employee. The team takes an approach to making staff feel appreciated with a strong benefit package, staff appreciation days, and other positive reinforcements. Yearly salary increases are imperative to retaining staff and keeping them satisfied. This is addressed during the annual budget review. Employee retention is an area for growth. Due to the pandemic and "great resignation" of the past couple of years, we have seen movement in staffing. Administration continues to place appreciation and incentives to retain staff.



## Results-

9 surveys were distributed to board members, 4 were returned. That is a 44.4% return rate. Scores are measured on a scale of 1-5 with 5 meaning outstanding and 1 meaning unacceptable. Of the 4 responses 100% rated in the 4-5 range the following: the mission is clear, FCSB40 serves the taxpayers and consumers well, presentations by funded agencies are beneficial, monthly Executive Director reports are informative and knowledgeable, Executive Director demonstrates strong leadership, financial reports are helpful and understandable, board meetings are goal-oriented, and board committee meetings are solution-focused.

## Comments:

- I always learn something at meetings. It may be something new an agency is doing or may come from Ms. MacDonald's monthly reports.
- I feel the board is in a good place with board members who are there for the right reasons and an Executive Director who is on top of all matters pertaining to the board. She is well liked as an Executive Director to staff and the board.
- I enjoy hearing from and learning about the funded agencies. The Executive Director is extremely helpful and knowledgeable.
- I've been really proud of how the board and the director over the past year and a half have adjusted to the constant changes. The ED reports have truly helped me as a board member to understand SB40 and become more knowledgeable of issues faced by our consumers.