



STRATEGIC PLAN

FY 2024-2027

1308 North Church Street
Union, MO 63084

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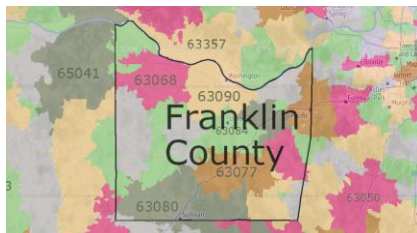
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Introduction

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 2021 census data, 105,231 persons live in Franklin County which consists of thirteen municipalities. Of those persons, it is estimated that 10.3% 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. Larry Sikes

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

Mr. Paul LaVigne

Ms. Laura Conley-*Secretary*

Ms. Katherine Chambers

Ms. Colleen Kuenzel-*Treasurer*

Ms. Linda Sentivany

Missouri Revised Statues Chapter 205

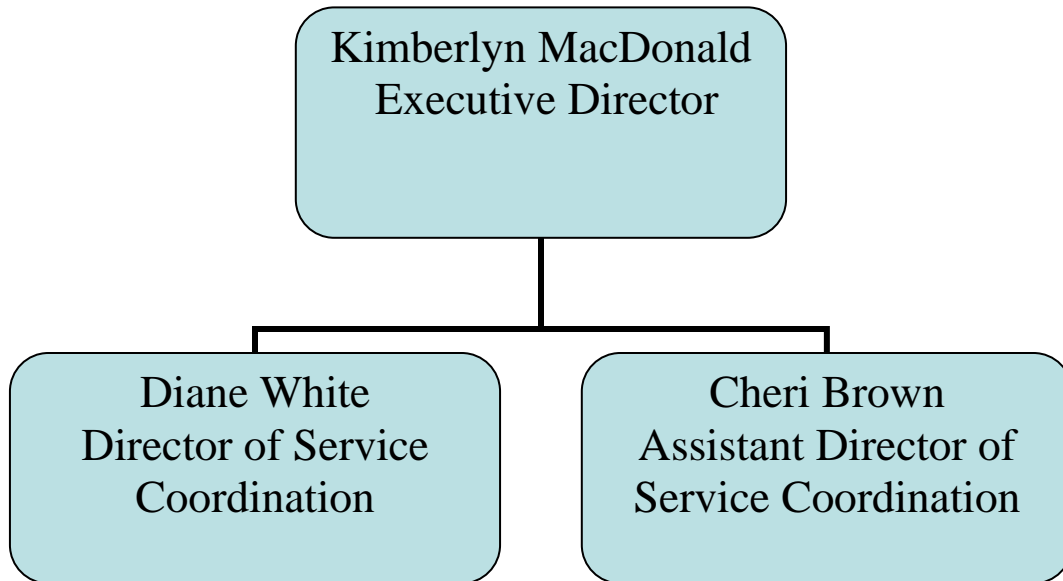
205.968. Facilities authorized — persons to be served, limitations, definitions.

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

Matthew Beckmann
Service Coordinator

Anna Bivens
Service Coordinator

Caitlin Conner
Service Coordinator

Rebecca Childs
Service Coordinator

Tammy Durham
Clerical Support

Katelynn Keene
Service Coordinator

Ava Filla
Service Coordinator

Ashley Holt
Service Coordinator

Ashley McCall
Service Coordinator

Shelby Miller
Service Coordinator

Alyson Pennock
Office Systems
Coordinator

Katie Richarz
Quality Assurance
Manager

Alisyn Jacquemin
Service Coordinator

Lynn Roetemeyer
Information Records
Specialist

Amanda Sammet
Accountant

Lauren Smith
Service Coordinator

Sandy Strausbaugh
Service Coordinator

Allison Treu
Service Coordinator

Goals & Objectives: FY2024-2027

Administrative

1. Continuous tax stewardship and financial fluency
2. Employee workplace satisfaction
3. Continual MACDDS (professional organization) involvement and engagement to stay abreast of any managed care planning.

Financial Perspective

1. Employee retention and incentives
2. Continuous workplace technological devices and applications are in sound working order with efficient systems backups, data recovery measures, and IT supports.
3. Continue to annually analyze business insurance needs to ensure financial health of organization and that ample protection and coverage amounts are in place
4. Continue to annually analyze and maintain sufficient reserve deposits for the TCM and SB40 programs to meet unplanned, short-term financial emergencies or obligations.
5. Continuous use of an external audit firm to provide independent financial transparency of business operations.

Physical Resources Perspective

1. Continuous implementation of Pandemic Plan
2. Continuous workplace safety, accessibility, and accommodations
3. Record management and retention

Service Coordination

1. Overall Consumer/Guardian satisfaction of TCM program
2. Ongoing quality assurance procedures to track Service Coordinators' effectiveness in providing consumer services and meeting productivity billing goals.
3. Utilization of monthly Service Coordination team meetings to train/retrain on new and/or existing DMH required processes to ensure consumer's service choices and needs are met.
4. Revisit peer mentorship program as TCM program stabilizes.

Key Issues/Observations for FY2024-2027

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. 434 surveys were sent out and 76 responses were received, a response rate of 17.5%. 82% of consumers felt that their quality of life improved. 84% felt that their Service Coordinator was valued. 75% felt that their ability to advocate for themselves improved. 80% felt that their Service Coordinator plays an important role in their life. 78% felt that their knowledge increased and 89% felt that their Service Coordinator treats them with respect and dignity.
- Surveys were sent out to guardians to measure consumer satisfaction. 381 surveys were sent out and 71 responses were received, a response rate of 18.64%. 66% of guardians felt that quality of life improved. 66% felt that their Service Coordinator was valued. 42% felt that their ability to advocate for their loved one improved. 69% felt that their Service Coordinator plays an important role in their life. 58% felt that their knowledge increased and 85% felt that their Service Coordinator treats them with respect and dignity.
- The state continues to make ongoing changes in requirements which directly impacts consumer services. To keep abreast of changes, the Executive Director participates in monthly Missouri Association of County Developmental Disability Services meetings. 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 taxpayers 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 an 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 persons 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.

2022 Outcomes Management Report

EXECUTIVE SUMMARY

- This is a summary of outcomes measurement system data for calendar year 2022. 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 the 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. 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.

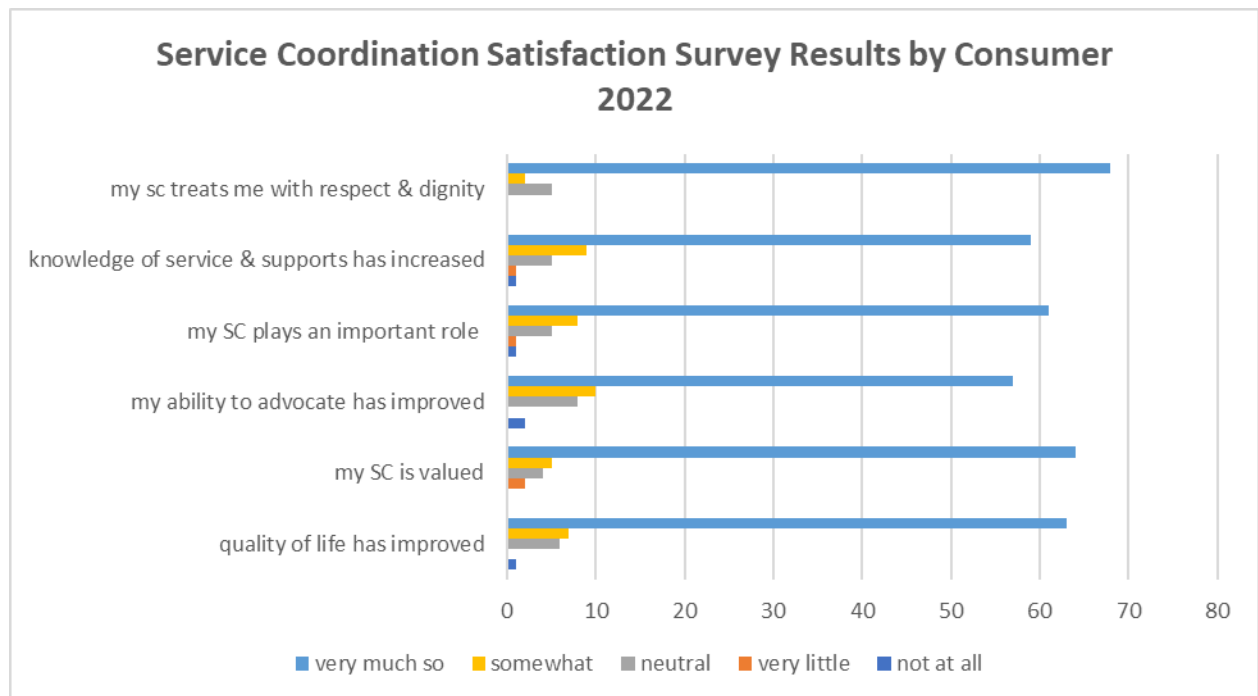
2022 Satisfaction Survey and Evaluation

SURVEY AND EVALUATION

- Surveys were mailed in October 2022 to all individuals served directly by Disability Resource Connection-Franklin County SB40 Resource Board and their guardians.

SURVEY RESULTS BY CONSUMER

434 Surveys were sent with 76 returned, a 17.5% return rate. This is down from a 23% return rate in 2021. This may in part be due to struggles associated with the pandemic. Most importantly, 89% 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.

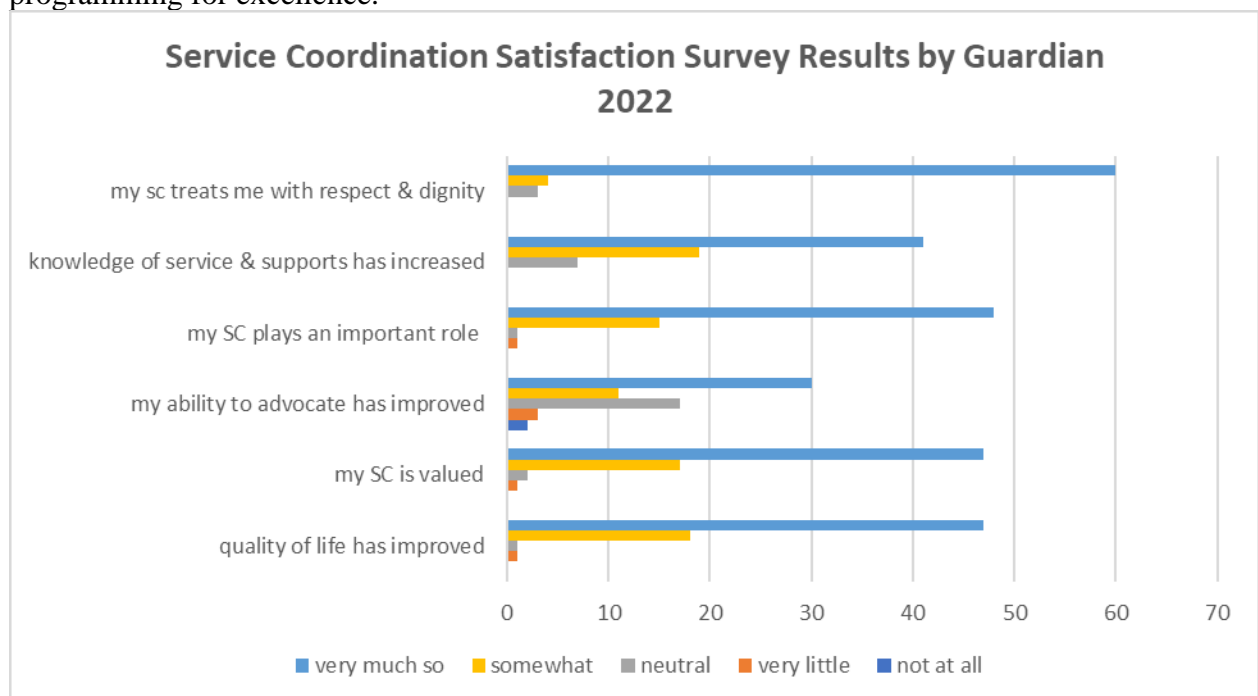


1. I feel that my quality of life has improved with the supports and services recommended by my SC.
82% very much so, 9% somewhat, 8% neutral, 0% very little, 1% not at all
2. I feel that my SC is valued because of the information and resources they provide me.
84% very much so, 7% somewhat, 5% neutral, 3% very little, 0% not at all

3. I feel that my ability to advocate for myself has improved due to information provided by my SC.
75% very much so, 13% somewhat, 11% neutral, 0% very little, 3% not at all
4. I feel that my SC plays an important role in my life, because of the service they provide.
80% very much so, 11% somewhat, 7% neutral, 1% very little, 1% not at all
5. I feel that my knowledge of service and supports have increased due to information shared by my SC.
78% very much so, 12% somewhat, 7% neutral, 1% very little, 1% not at all
6. I feel that my service coordinator treats me with respect and dignity.
89% very much so, 3% somewhat, 7% neutral, 0% very little, 0% not at all

SURVEY RESULTS BY GUARDIAN OR OTHER STAKEHOLDER

381 Surveys were sent with 71 returned, a 18.64% return rate. This is down from a 24.25% return rate in 2021. 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.

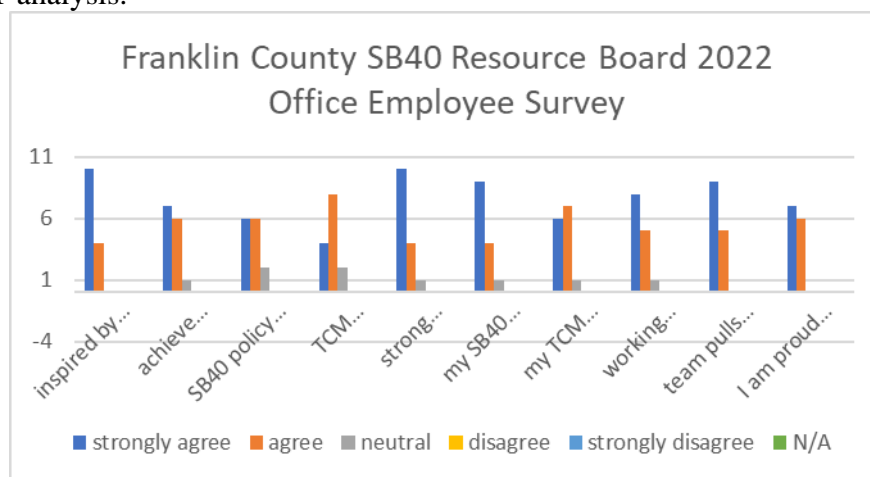


1. I feel that my quality of life has improved with the supports and services recommended by my SC.
66% very much so, 25% somewhat, 9% neutral, 1% very little, 0% not at all

2. I feel that my SC is valued because of the information and resources they provide me.
66% very much so, 24% somewhat, 3% neutral, 1% very little, 0% 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.
42% very much so, 15% somewhat, 24% neutral, 4% very little, 3% 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, 27% somewhat, 1% neutral, 1% 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.
58% very much so, 19% somewhat, 10% neutral, 0% very little, 0% not at all
6. I feel that my service coordinator treats me with respect and dignity.
85% very much so, 6% somewhat, 4% neutral, 0% very little, 0% not at all

Survey Results for Employees

A satisfaction survey was sent to all employees, 22 total with 14 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 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. Frequent changes were noted in areas of strength, (how we handle them), and in areas of growth. Changes which are mandated by the Department of Mental Health or Medicaid cannot be avoided, however, internal processes are considered during the SWOT analysis.



Comments:

Areas of strength:

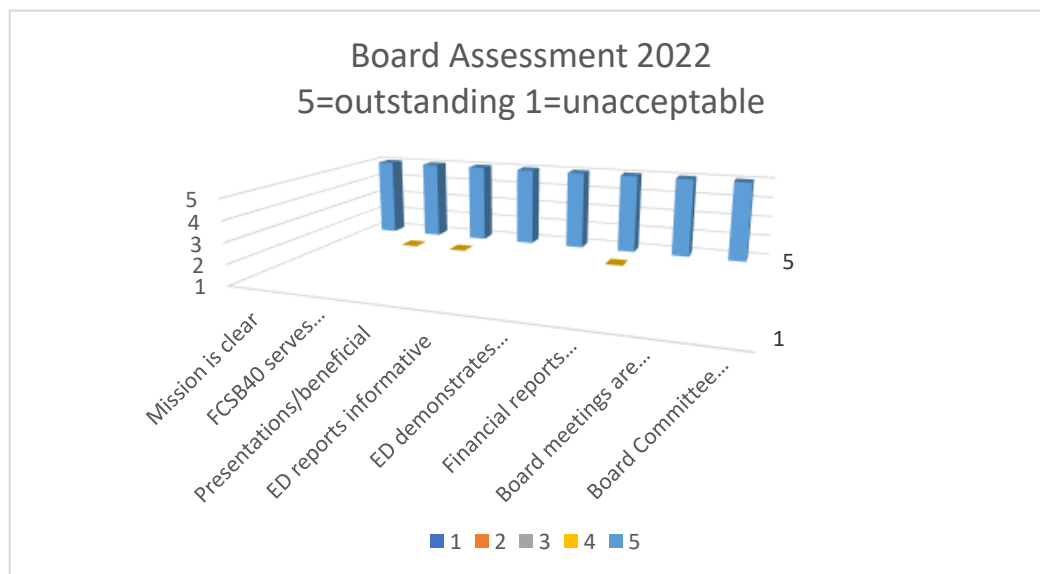
1. Mostly available. Always a positive attitude, smiles, giving grace when needed.
2. Overall, agency employee team, task coverage.
3. Service Coordinators covering and helping during so many changes.
4. Written Documentation.

Disability Resource Connection

ASSESSMENT OF BOARD EFFECTIVENESS - SELF RATING SCALE

Results-

9 surveys were distributed to board members, 6 were returned. That is a 66.7% return rate. Scores are measured on a scale of 1-5 with 5 meaning outstanding and 1 meaning unacceptable. Of the 6 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.



Summary Report for Fiscal year 2023

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 meetings and satisfaction surveys.

Financial Audit findings

We have audited the accompanying financial statements of Franklin County SB40 Resource Board (SB40) as of and for the years ended June 30, 2022, and 2021 and the related notes to the financial statements, as listed in the table of contents.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of SB40, as of June 30, 2022, and 2021 and the changes in its financial position and cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of SB40 and to meet our ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about SB40's ability to continue as a going concern for twelve months beyond the financial statement date, including currently known information that may raise substantial doubt shortly thereafter.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted

auditing standards will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements. In performing an audit in accordance with generally accepted auditing standards, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of SB40's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about SB40's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

Other Matters

Required Supplemental Information

Management's Discussion and Analysis has been omitted. Such information, although not part of the financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the financial statements in an appropriate operational, economic, or historical context. Our opinion on the financial statements is not affected by this missing information.

Supplemental Information

Our audit was conducted for the purpose of forming an opinion on the financial statements of SB40. The schedule of segmented net position and schedule of operating revenue and support, expenses, and change in net position are presented for the purposes of additional analysis and are not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, these supplemental schedules are fairly stated, in all material respects, in relation to the financial statements as a whole.

Other Information

Management is responsible for the schedule of operating revenue and support, expenses, and change in net position - budget and actual. This information has not been subjected to the auditing procedures applied in the audit of the financial statements and, accordingly, we do not express an opinion or provide any assurance on it.

Tochtrop & Associates, P.C. December 12, 2022

Franklin County SB40 Resource Board FY '2024

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 team ethics.
- Strong Executive Management team with diverse areas of expertise, knowledge, and accountability
- Efficient technology support
- Benefit package, vacation, sick, retirement
- Flexible work environment, opportunity for remote work
- Nice workspace
- Reimbursement from travel, mileage rate mirrors IRS rate
- Admin Management Team collaborates effectively.
- All 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.
- Memberships to professional and community organizations on state and local level
- Definition in the community
- Community memberships and partnerships
- Competitive salary ranges to meet market value and retain quality staff
- Stability in providers serving Franklin County area
- Efficient Pandemic Plan
- Opportunity for outside resources and networking
- ED monthly communications with service providers
- High percentage of service authorizations and funding
- Media exposure via agency website and Facebook page to keep costumers, families, providers, and taxpayers updated on upcoming events, progress, changes, etc.
- Rejuvenated our brand.

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
- 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
- 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 polices and directives.
- Service Coordination Process Guide
- Effective TCM Leadership and teaming
- Strong communications with service providers and RRO
- Opportunity for outside resources and networking
- Efficient records support

Weaknesses:

- Community 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 Behavioral and out of home respite support providers
- Lack of in home and community-based activities for children

Opportunity:

- Service Coordination stability
- Increase team building moments due to the uptick in new Service Coordinators
- Professional growth and leadership development for all staff
- Increase communication and rapport building with consumers and families due to the uptick in new Service Coordinators

Threats:

- Residual effects of pandemic (workforce stability)
- Managed care
- Elimination of 14C, relocating work opportunities for Sheltered Workshop Consumers

Future plans are based on the top Opportunities listed above taking into consideration the key strengths, weaknesses, and threats for departments.

Future Plans

Administrative

4. Continuous tax stewardship and financial fluency
5. Employee workplace satisfaction
6. Continual MACDDS (professional organization) involvement and engagement to stay abreast of any managed care planning

Financial Perspective

6. Employee retention and incentives
7. Continuous workplace technological devices and applications are in sound working order with efficient systems backups, data recovery measures, and IT supports.

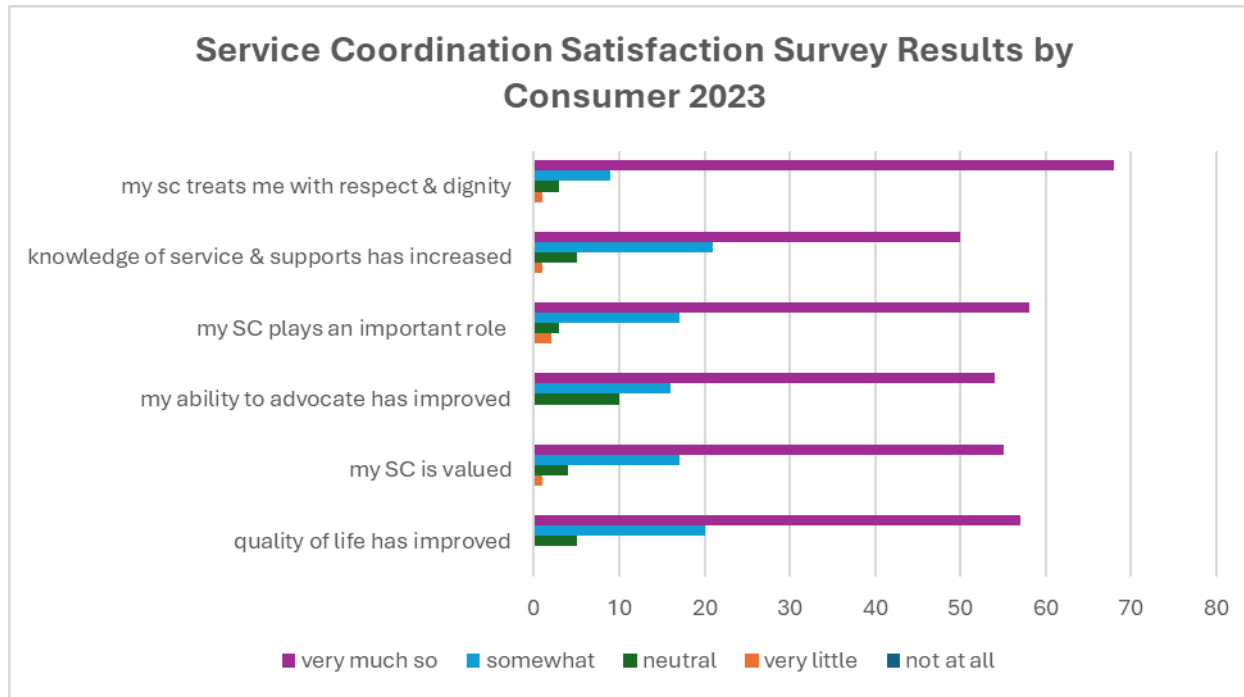
8. Continue to annually analyze business insurance needs to ensure financial health of organization and that ample protection and coverage amounts are in place
9. Continue to annually analyze and maintain sufficient reserve deposits for the TCM and SB40 programs to meet unplanned, short-term financial emergencies or obligations.
10. Continuous use of an external audit firm to provide independent financial transparency of business operations

Physical Resources Perspective

4. Continuous implementation of Pandemic Plan
5. Continuous workplace safety, accessibility, and accommodations
6. Record management and retention

Service Coordination

5. Overall Consumer/Guardian satisfaction of TCM program
6. Ongoing quality assurance procedures to track Service Coordinators' effectiveness in providing consumer services and meeting productivity billing goals.
7. Utilization of monthly Service Coordination team meetings to train/retrain on new and/or existing DMH required processes to ensure consumer's service choices and needs are met.
8. Revisit peer mentorship program as TCM program stabilizes.

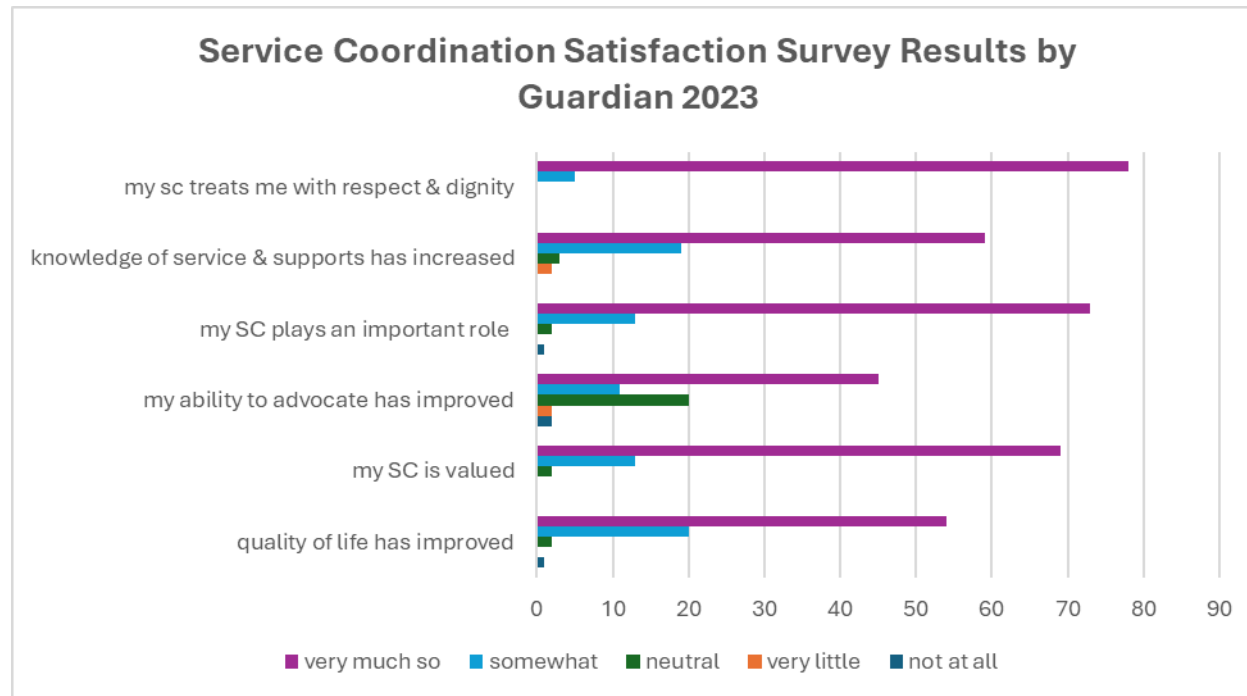


444 Surveys sent with 84 returned, 18.92% return rate.

1. I feel that my quality of life has improved with the supports and services recommended by my SC.
67% very much so, 16% somewhat, 4% neutral, 0% very little, 0% not at all
2. I feel that my SC is valued because of the information and resources he/she provides me.
46% very much so, 14% somewhat, 3% neutral, 3% very little, 1% not at all
3. I feel that my ability to advocate for myself has improved due to information provided by my SC.
54% very much so, 13% somewhat, 8% neutral, 0% very little, 0% not at all
4. I feel that my SC plays an important role in my life, because of the service he/she provides.
57% very much so, 8% somewhat, 3% neutral, 1% 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.
50% very much so, 18% somewhat, 4% neutral, 1% very little, 0% not at all
6. I feel that my service coordinator treats me with respect and dignity.
57% very much so, 8% somewhat, 3% neutral, 1% very little, 0% not at all

Results-

444 Surveys were sent with 84 returned, an 18.92% return rate. This is up from a 17.5% return rate in 2022. Most importantly, more than half of consumers agreed that they feel that their service coordinator treats them with respect and dignity. This year a number of consumers noted that they had everything they needed. 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.



402 Surveys sent with 92 returned, 23% return rate.

1. I feel that the quality of life for my loved one has improved with the supports and services recommended by my SC.

69% very much so, 13% somewhat, 2% neutral, 0% very little, 0% not at all

54% very much so, 20% somewhat, 7% neutral, 0% very little, 1% not at all

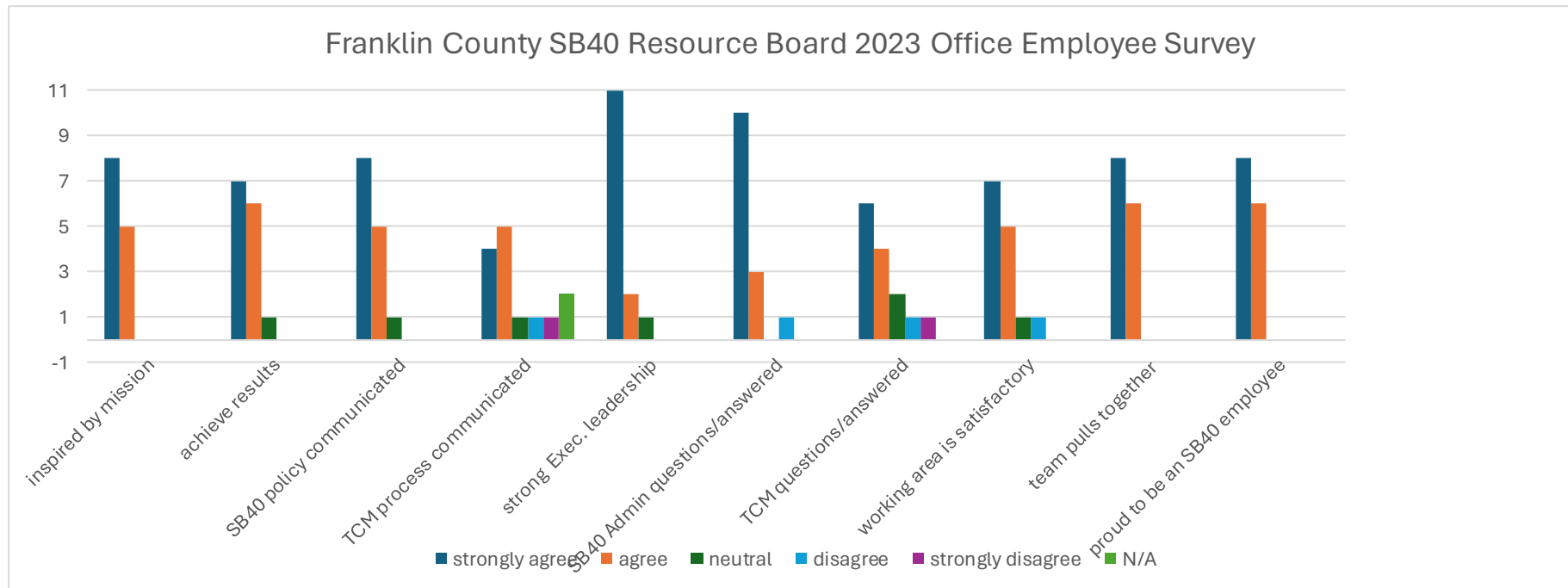
2. I feel that the SC is valued because of the information and resources he/she provides to my family.

3. I feel that my loved one's ability to advocate for himself/herself has improved due to information provided by the SC.
45% very much so, 11% somewhat, 20% neutral, 2% very little, 2% not at all

4. I feel that the SC plays an important role in my loved one's life,
because of the service he/she provides.
67% very much so, 13% somewhat, 2% neutral, 0% very little, 1%
not at all
5. I feel that my knowledge of service has increased due to information
shared by the SC.
59% very much so, 19% somewhat, 3% neutral, 2% very little, 0%
not at all
6. I feel that the SC treats my family with respect and dignity.
75% very much so, 5% somewhat, 0% neutral, 0% very little, 0% not
at all

Results-

402 Surveys were sent with 92 returned, a 23% return rate. This is up from an 18.64% return rate in 2022. 78% of guardians agreed that they feel that the service coordinator treats their family with respect and dignity. We can attribute this in part to our 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.



24 Surveys sent with 14 returned at 58% return rate compared to 63.64% last year.

Survey Results for Employees

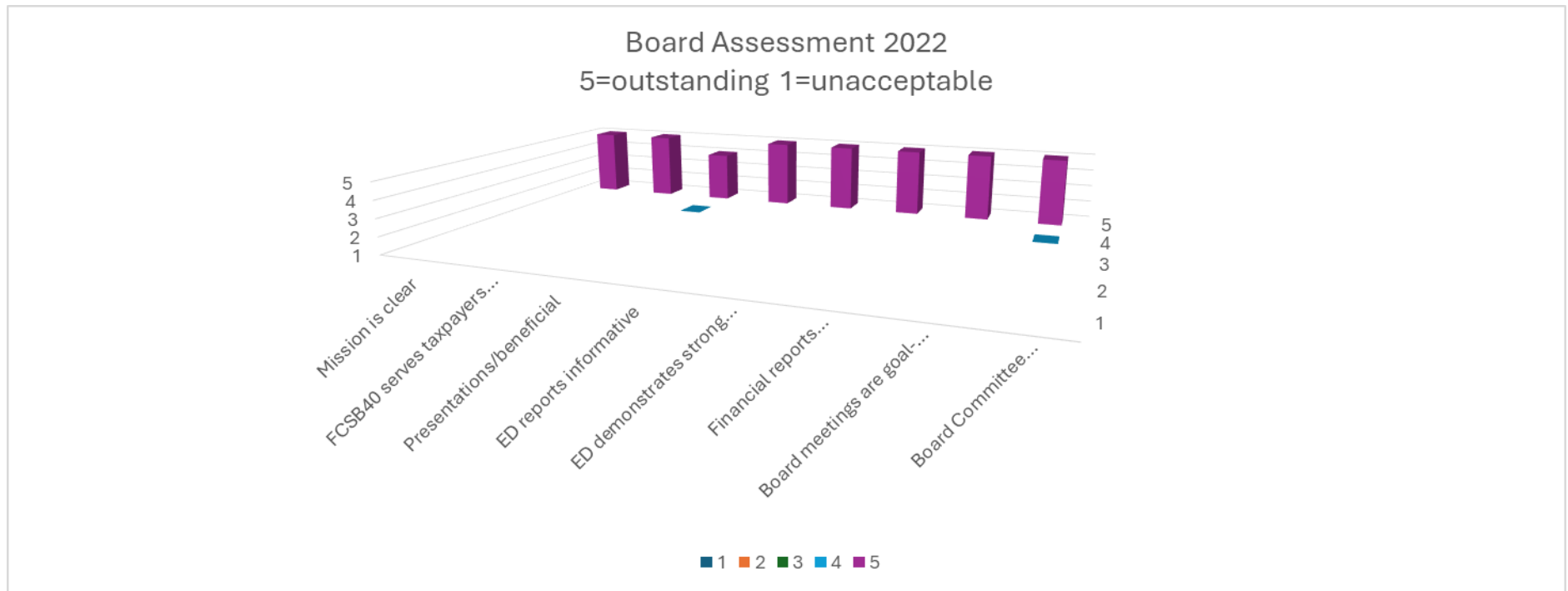
A satisfaction survey was sent to all employees, 24 in total with 14 returned. The questions were based on Herzberg's dual-factor theory of employee motivation. The two factors are satisfiers and dis-satisfiers. An example of a satisfier is meaningful work. An example of a dis-satisfier is a noisy work 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. All respondents also noted that they are inspired by the mission. Notably, strong executive leadership and admin stood out in the strongly agree area. TCM leadership communication shows an area of growth. This will be addressed with techniques such as additional training and leadership meetings/workshops to outline strategies to improve communication.

Areas of strength:

5. Flexibility, open line of communication
6. Support from leadership
7. Executive director and their communication.
8. Executive Director's implementation of operational procedures in a well-educated/thought-out manner.
9. Agency Technology systems and supports are an A+. It is efficient and designed to always meet the needs of our consumers.
10. Experienced caring professional team of staff, positive teamwork approach (help each other) strong work ethic displayed by staff, agency, benefits for employees.

Areas of growth:

1. Merit-based raises, possible bereavement leave.
2. Process guide clarity.
3. TCM Leadership members aren't available as much and display inconsistencies with directives and policies.
4. Most people of admin tech roles are kind, some are not which results in Service Coordinators feeling like they can't reach out which in turn affects our job performance.
5. Realizing that everyone is different, some people take more time than others to complete a task.
6. Staff recruitment and retention.



Results-

9 surveys were distributed to board members, 5 were returned. That is a 55.6% return rate. Scores are measured on a scale of 1-5 with 5 meaning outstanding and 1 meaning unacceptable. Of the 5 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:

- For me, funded agency presentations are very beneficial, love hearing success stories and how SB40 can help agencies better meet the needs of the individuals we serve. ED reports are very helpful and full of important information on SB40 needs.
- Kimberlyn is very knowledgeable. She averts issues that might arise by communicating with the board and agencies. She is open to suggestions from board members and staff. The board is working well together.
- Hope to see more Board members attend meetings in person.

Financial Audit findings

We have audited the accompanying financial statements of Franklin County SB40 Resource Board (SB40) as of and for the years ended June 30, 2023 and 2022 and the related notes to the financial statements, as listed in the table of contents.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of SB40, as of June 30, 2023 and 2022 and the changes in its financial position and cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of SB40 and to meet our ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about SB40's ability to continue as a going concern for twelve months beyond the financial statement date, including currently known information that may raise substantial doubt shortly thereafter.

Auditor's Responsibilities for the Audit of the Financial Statements

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auditing standards will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve

collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of SB40's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about SB40's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

Other Matters

Required Supplemental Information

Management's Discussion and Analysis has been omitted. Such information, although not part of the financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the financial statements in an appropriate operational, economic, or historical context. Our opinion on the financial statements is not affected by this missing information.

Supplemental Information

Our audit was conducted for the purpose of forming an opinion on the financial statements of SB40. The schedule of segmented net position and schedule of operating revenue and support, expenses, and change in net position are presented for the purposes of additional analysis and are not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures,

including comparing and reconciling such information directly to the underlying and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, these supplemental schedules are fairly stated, in all material respects, in relation to the financial statements as a whole.

Other Information

A handwritten signature in cursive script that reads "Tochtrop & Associates". The signature is written in dark ink and is positioned above the management responsibility text.

Management is responsible for the schedule of operating revenue and support, expenses, and change in net position - budget and actual. This information has not been subjected to the auditing procedures applied in the audit of the financial statements and, accordingly, we do not express an opinion or provide any assurance on it.

Tochtrop & Associates, P.C. November 3, 2023