



Strategic Plan

Summary & Process Overview

April 11, 2016

Executive Summary

The Productive Living Board for St. Louis County Citizens with Developmental Disabilities was established in 1979 when St. Louis County voters passed a property tax levy to develop services and supports for residents with developmental disabilities. The present tax is set at 8.8¢ per \$100 assessed value and generates approximately \$20 million annually. Currently, the PLB contracts with 36 agencies that provide services to approximately 4,400 individuals with developmental disabilities in St. Louis County.

During fiscal year 2016, significant change has occurred at PLB. With many new board members and the retirement of the long term Executive Director, the Board engaged in a comprehensive strategic planning process. The result is that PLB is clear about its strategic direction and priorities, is aligned, and has processes in place to ensure the organization is managing change and continuously planning.

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Vision

Individuals of all abilities are provided with opportunities that allow them to fulfill their potential and live as respected and included members of the community.

Mission

To ensure funding for a spectrum of high quality services that create opportunities for St. Louis County residents with developmental disabilities to thrive in the home, community and employment settings of their choosing.

Strategic Direction

The strategic direction developed by the Board during its strategic planning process aims to ensure that the best possible environment exists for St. Louis County residents with developmental disabilities. The goals and priorities identified in this plan are intended to give direction to current and future Board and staff members.

The first strategic goal is to evolve as an organization that will best serve residents of St. Louis County with developmental disabilities. During the course of the strategic planning process, the Board considered the organizational structure and scope of PLB. It recognized that PLB was created to administer property tax receipts in support of services for residents of St. Louis County with developmental disabilities. The Board considered the best way to administer the tax revenue, and also the best way to serve residents of St. Louis County with developmental disabilities.

PLB has identified the following priorities in this goal area:

- Ensure strong organizational leadership. The Board has engaged a search firm to facilitate the hiring of a new Executive Director, who is expected to start during early fiscal year 2017. The Board will continue its efforts to strengthen its operating practices. It will revise its committee structure, increase the amount of education that members receive, and strengthen communication with the staff.
- Examine the feasibility of providing Targeted Case Management. In most other counties, the SB 40 organization provides case management for a portion of the Department of Mental Health cases. The participation of PLB in this type of privatization in St. Louis County has not been formally considered by the Board. Following the installation of the new Executive Director, the organization will consider whether to expand its mission and scope to provide these services. It will decide to expand into case management only if doing so would improve the level of case management for County residents and if it can financially be done without subsidy from annual property tax revenues.
- Reduce cash balance to attain an ongoing level of 120% of annual revenues. Currently, the cash balance is approximately 175%. During the strategic planning process, the Board determined that the annual funding stream of property tax revenue is predictable and providing stable funding to agencies is critical. Therefore, the Board will proceed to prudently strike a balance between providing stable funding while also maintaining several small funds designated for emergencies and future projects. The Board affirms its

responsibility to spend the tax dollars of the county residents in the manner in which the statute intends. An implication of this decision is that a significant amount of cash will be made available. The Board intends to allocate these one-time funds after a careful consideration of the impact on the provider system and analysis of a needs assessment. A spend-down plan will be developed during fiscal year 2017; it is anticipated that these funds will be available over the course of several years. The Board will periodically review the targeted level of cash reserves.

The second strategic goal is to provide funding for a spectrum of quality services. PLB will assess the needs and priorities of the residents of St. Louis County with developmental disabilities and will ensure funding for quality programs to meet those needs.

People with developmental disabilities deserve the opportunity to be fully integrated into the community and they deserve to choose programming that will best meet their needs. PLB will ensure that a spectrum of services exists and will respect the choices made by individuals and their families. PLB supports the existence of a range of employment opportunities from extended employment to competitive employment. It also supports the existence of a range of community support opportunities.

PLB intends to continue to be a stable and reliable funder of agencies that provide quality services. It intends to ensure that its funding priorities and systems are aligned with community needs, and that the processes and requirements associated with receiving funding make sense and are consistently and fairly applied. PLB plans to be innovative in its funding, to encourage funded organizations to evolve programming to better meet clients' needs. It plans also to be comprehensive in its funding by considering new ideas and new service providers.

Priorities in this goal area include:

- Conduct a needs assessment, and develop a process to ensure that needs are continually assessed.
- Examine the funding priorities of PLB. This is likely to be conducted during a formal consideration process, although probably not until fiscal year 2018. It should be noted that the Board intends for this to occur, but fully recognizes that its priorities may be changed by the time this is scheduled to occur.
- Examine the funding processes of PLB. The Board intends both a formal consideration process - again not until fiscal year 2018 and again assuming that this strategy will still be relevant at that time – and the regular examination of funding systems and processes that already occurs. In fiscal year 2017, PLB intends to evaluate funding mechanisms for some services and consider the most effective funding mechanism (i.e. Grant or Purchase of Service), and whether community support services should have the same outcomes reporting requirements as other types of programs.

The final strategic goal is to become a more open and transparent organization. PLB will enact internal organizational changes to maximize transparency and increase communication.

Priorities include strengthening the relationship between PLB and funded agencies, increasing communication with the St. Louis County Executive Office, and increasing communication with the general public.

Goals & Strategies Summary

Implement an organization that will best serve residents of St. Louis County with developmental disabilities

- Determine whether to expand the mission of PLB to provide case management
- Reduce cash balances to 120% of annual revenues
- Hire and onboard a new Executive Director
- Strengthen governance

Provide funding for a spectrum of quality services

- Determine the needs of St. Louis County residents with developmental disabilities
- Ensure that funding priorities are aligned with community needs
- Ensure that funding processes and systems are effective and efficient
- Increase the quality of service outcomes

Become a more open and transparent organization

- Strengthen the relationship between staff and funded agencies
- Increase communication between PLB and the St. Louis County Executive Office
- Enhance communication with the general public

Strategic Planning Model

Today's nonprofit environment is changing rapidly, and the traditional multi-year planning cycle that identifies goals for three or five years is no longer relevant. The planning process undertaken by the PLB was designed to:

- Identify and answer the most pressing questions facing the organization:
 - Should PLB expand its mission to provide case management services?
 - How much in reserves should PLB maintain?
 - What should be PLB's funding priorities?
 - How should PLB operate?
- Achieve alignment of Board members.
- Create a culture of planning, opportunism, and nimbleness.

The strategic plan outlines the PLB's vision, strategic direction, and current priorities. With this type of planning, action steps are planned for on a continuous - instead of static - basis, meaning that PLB will regularly assess the progress it has made toward its goals and ask itself "what comes next?" Progress may be non-linear, and both Board and staff will need to be intentional in decision-making.

Planning Process

The planning process was collaboratively designed by a work group of the Board, the Executive Director (until her retirement), the Director of Finance (later the Interim Executive Director), and a team from EMD Consulting Group. The process was intentionally designed to include the input and participation of all Board members, staff members and several stakeholder groups.

The work group met eight times to track the planning progress and provide input. The senior managers of PLB frequently participated in work group meetings; additionally, several meetings with staff and EMD consultants occurred.

The planning process spanned September 2015 – March 2016. Process highlights include:

- 11 key stakeholders were confidentially interviewed to provide background information about the PLB and trends in the field of services to individuals with developmental disabilities. The interviewees represented three types of organizations: funded agencies, other agencies that fund or coordinate services (partner agencies), and peer organizations.
- An electronic survey was completed by 21 Executive Directors/CEOs of funded agencies (62% of those invited).
- A two-day retreat was attended by 100% of Board members.

Following the retreat, the work group drafted a revised mission statement, a vision statement, a strategic direction statement, goals, strategies, priorities, and an action plan. These were discussed and refined over the course of several meetings. The Interim Executive Director presented the strategic plan components to staff members in March and they conducted a values exercise similar to one done by the Board at the retreat. The work group discussed strategic execution, and a draft of the final documents was compiled. This draft was distributed to Board members so that they could ask questions of work group members or suggest revisions. The document was revised one more time by the work group. At its April 11 meeting, the strategic plan was presented to the Board for approval.

Board Members

William M. Bolster
Diane Buhr
Thomas P. Curran
Scott Malin
Mary Beth Monafó*
Christine Ney*
Anne Tolan*
Kim Tuttle*
Cordell L. Whitlock

* Work Group members

Senior Staff Members

Glen Goldstein, Director of IT and Records Management
Don Kaufmann, Interim Executive Director (formerly Director of Finance)
Kim Kopff, Director of Program Services and Quality
Joyce Prage, Executive Director (until December 31, 2015)

Planning Consultants

Founded in 2002, EMD Consulting helps nonprofit agencies build organizational strength. EMD stands for Experience Makes the Difference. EMD Consulting provides the following types of services: strategic planning and execution, leadership development, fundraising, governance, financial sustainability assessment, merger exploration and facilitation, and general management problem-solving assistance. The consulting team was comprised of Kari McAvoy and Anne Kessen Lowell.

Kari McAvoy joined EMD Consulting as a Partner in 2010. For 14 years previously, Kari was with the United Way of Greater St. Louis. As the Vice President of Community Investment, she managed the allocations department that annually awarded almost \$60 million in funding to local health and human services nonprofit organizations. Under Kari's guidance, the United Way created Quality Standards, adopted new community investment and capacity building strategies, established a co-branding program, implemented new reporting and grants management software, and re-structured admissions and one-time grants. Kari serves on several boards and committees, and teaches a course on strategic planning and execution at Brown School at Washington University.

Anne Kessen Lowell has spent her career working with cities and non-profit organizations to revitalize and strengthen urban neighborhoods across the country. Most recently she served as SouthSide Early Childhood Center's Executive Director. Under Anne's leadership SouthSide gained recognition as one of the finest early childhood programs in the St. Louis region and moved to a new, state-of-the-art center. Anne oversaw the site search, feasibility analysis, capital campaign, construction and New Markets Tax Credit financing of this \$4.2 million project. Her prior experience includes ten years as a nonprofit consultant, as well as several years in community development and commercial real estate investment in Boston, Massachusetts.

Action Plan

In order to ensure that enough resources exist to accomplish the priorities identified in the strategic plan, a high-level action plan was identified. The action plan encompasses the remainder of fiscal year 2016 and all of 2017 (15 months in total). The priorities for each strategy are identified.

It is important to note that it is likely that the timing of activities will change, given the changing environment and actual experience. It is possible that the activities themselves may change. The workplan presented below is effective as of the date the strategic plan was approved; it is not a static document. On a regular basis, the Board will update the content and timing of goals and strategies.

Goal: Evolve as an organization that will best serve residents of St. Louis County with developmental disabilities

Strategy	Fiscal Year 2016 Until 6/30/2016	Fiscal Year 2017 7/1/2016 – 6/30/2017	Anticipated for Future 7/1/2017 and Later
Determine whether to expand the mission of PLB to provide case management		<ul style="list-style-type: none"> • Appoint Work Group • Research TCM opportunity • Recommend whether to expand the mission • If decision is yes, design implementation 	<ul style="list-style-type: none"> • If decision is yes, implement
Reduce cash balances to 120% of annual revenues	<ul style="list-style-type: none"> • Annually evaluate revenue and expenditures for available on-going funding availability 	<ul style="list-style-type: none"> • Appoint Work Group • Determine one-time funding priorities • Design multi-year implementation plan • If applicable, implement first phase in FY17 	<ul style="list-style-type: none"> • Implement
Hire and onboard a new Executive Director	<ul style="list-style-type: none"> • Appoint Search Committee • Engage search firm • Conduct search • Hire Executive Director 	<ul style="list-style-type: none"> • Create onboarding plan • Monitor onboarding plan 	
Strengthen governance	<ul style="list-style-type: none"> • Determine and implement a revised committee structure • Educate Board members about quality program • Highlight an agency or topic at each Board meeting • Modify funding dashboard report to include additional information 	<ul style="list-style-type: none"> • Increase communication between the Board and Executive Director • Identify additional topics about which to educate Board members • Modify Board meeting agendas to include more strategic discussion and usage of consent agenda 	

Goal: Provide funding for a spectrum of quality services

Strategy	Fiscal Year 2016 Until 6/30/2016	Fiscal Year 2017 7/1/2016 – 6/30/2017	Anticipated for Future 7/1/2017 and Later
Determine the needs of St. Louis County residents with developmental disabilities	<ul style="list-style-type: none"> Engage consultant to conduct a community needs assessment 	<ul style="list-style-type: none"> Finalize and analyze results of needs assessment 	<ul style="list-style-type: none"> Analyze the process for assessing needs; ensure that PLB has a process to obtain information Increase training for agency staff
Ensure that funding priorities are aligned with community needs			<ul style="list-style-type: none"> Assess the funding priorities of PLB, given the needs assessment, PLB staff input, funded agency input, and changing environmental factors and determine if funding priorities need to be changed or added
Ensure that funding processes and systems are effective and efficient	<ul style="list-style-type: none"> Increase information provided to Board committees 	<ul style="list-style-type: none"> Evaluate project funding methods (POS/Grant) to ensure most effective funding structure to achieve service outcomes 	<ul style="list-style-type: none"> Assess the funding systems and determine if processes or systems need to be changed
Increase the quality of service outcomes		<ul style="list-style-type: none"> Examine whether outcomes reporting requirements for community support programs should be modified Annually review the Quality System 	<ul style="list-style-type: none"> Increase training for funded agency staff Identify other ways to influence increased program quality

Goal: Become a more open and transparent organization			
Strategy	Fiscal Year 2016 Until 6/30/2016	Fiscal Year 2017 7/1/2016 – 6/30/2017	Anticipated for Future 7/1/2017 and Later
Strengthen the relationship between staff and funded agencies	<ul style="list-style-type: none"> • Hold a series of informational Q&A sessions to introduce and explain the strategic plan • Increase program observation • Increase the level of input solicited from funded agencies 	<ul style="list-style-type: none"> • The new Executive Director will increase communication with funded agencies, including periodically meeting with staff leadership and/or attendance at a Board meeting 	<ul style="list-style-type: none"> • Increased communication will continue
Increase communication between PLB and the St. Louis County Executive Office	<ul style="list-style-type: none"> • Board President will keep County Executive informed about Executive Director hiring process 	<ul style="list-style-type: none"> • Board President will introduce new Executive Director to County Executive • Executive Director will meet with County Executive and/or Office at least once per year 	<ul style="list-style-type: none"> • Increased communication will continue
Enhance communication with the general public	<ul style="list-style-type: none"> • Update PLB website • Implement social media sites and links to be able to “follow” PLB 	<ul style="list-style-type: none"> • Participate and become more involved in various peer/networking groups (i.e., MACDDS) • Evaluate social media communications for feedback potential 	

Strategic Execution: Implementing the Plan

The execution phase portion of a strategic planning process is critical. Much was accomplished during the planning phase: the PLB identified critical issues, assessed its current status, conducted trend analysis, considered its competencies and experience, decided upon a strategic direction, and identified priorities for the remainder of this fiscal year and the next.

Now, the PLB needs to embark upon the pathway that it has decided upon. It needs to be accountable to itself so that it achieves action, and be mindful of what it is learning and what is happening in the environment so that it can respond quickly to changes and adjust its planned activities.

The way that it does this is to structure itself so that the Board and staff work are aligned with the strategic plan:

- The organization will develop a planning culture that keeps the vision and strategic direction & goals at the forefront of agency operations. Components of this culture:
 - Annual plans contain consolidated strategic and operational timelines
 - Agendas of all meetings (staff meetings, Board meetings) are designed to support the action plans and continually assess whether the strategic direction and planned activities are still relevant
 - A formal but abbreviated annual process will be implemented that examines the environment, strategic direction, and progress made. The strategic direction will be affirmed or revised as appropriate.
 - The organization's planning tools (goals & strategies, action plan, statements, etc.) will be evaluated on at least an annual basis and revised as appropriate
- The organization will remain cognizant of the effect of change on staff and productivity
- Talking points and an internal communications plan will be developed, to ensure that all staff members are informed about the plan.
- Information about the strategic direction, goals & priorities, and progress made toward those goals will be intentionally incorporated into external communications.

Meeting Agendas: Board

The Board will be revising its committee structure. At the beginning of each year, each committee should determine what it hopes to accomplish for the year and should schedule its meetings.

Board meeting agendas should be developed with the following questions in mind:

1. External Environment
 - What is happening in the external environment?
2. Strategic Direction
 - How are we doing on our overall strategic direction?
3. Continuous Planning
 - Are we meeting our timelines?
 - What are the next steps?

Meeting Agendas: Staff

At least quarterly, staff meetings should be structured to include the following standing agenda items:

1. External Environment
 - What is happening in the external environment?
2. Strategic Direction
 - How are we doing on our overall strategic direction?
3. Continuous Planning
 - Are we meeting our timelines?
 - What are the next steps?

Annual Planning Process

It is recommended that PLB annually conduct an abbreviated planning process:

April Staff team documents achievements, determines information to be provided to the Board about what is happening in the environment, and drafts priority areas and strategies

May Board retreat

- Agenda
 - What's happening externally?
 - Strategic direction: is the direction still relevant?
 - How far have we gotten toward achievement of our vision?
 - What should we focus on in the next year?
 - What is the impact on the budget?
 - Update the strategic direction, priority areas, and strategies

Staff and Board committees finalize action plan and budget

Communication plans and materials are updated

Communication Plan

The following activities will be conducted in order to communicate to stakeholders the agency's strategic direction:

- The strategic plan overview will be sent to external stakeholders (funded agencies, partner organizations, peer organizations)
- A series of informational meetings will be held to present the plan and answer questions
- The Board Chairperson and new Executive Director will present the plan to the County Executive
- Annually, a summary of progress made will be included in the annual report