



**Strategic Plan: 2017 to 2019  
Camden County Senate Bill 40 Board,  
dba Camden County Developmental  
Disability Resources**

# CCDDR Strategic Plan: 2017 – 2019

## Introduction

The Board of Directors and Staff of the Camden County Senate Bill 40 Board, dba Camden County Developmental Disability Resources (CCDDR) developed this strategic plan in an effort to promote the development of new programs and services for Camden County citizens with intellectual and developmental disabilities. It provides CCDDR with a three-year roadmap for supports, services, and organization development. The Board of Directors and staff will review progress quarterly and will review and update the plan annually as needed.

This plan was developed with broad involvement and guidance from the Board of Directors and staff. The Administrative Planning Team includes the Board Chairperson, the Executive Director, the Director of Services and Supports, the Accounting Manager, and the Compliance Manager. This team meets once per month to reflect on the mission, vision, core operating values, and assumptions underlying the organization's approach to its work. These meetings set the stage for work sessions of the full Board during which the organization's strategic direction is managed and defined. The team helps coordinate the planning process and provides important support and analysis to complete this plan.

CCDDR has monitored environmental needs and conditions, which includes ongoing internal organizational assessments, interviews with community stakeholders, and reviews of demographic and market data. The environmental and organizational assessments help CCDDR assess both the challenges and opportunities it is likely to encounter over the next three years and set the context for the choices reflected in this strategic plan.

## Executive Summary

### ***Background and History***

CCDDR is a political subdivision of Camden County, Missouri created in August of 1980 when voters in Camden County approved passage of state enabling legislation commonly referred to as "Senate Bill 40". The agency is authorized by Sections 205.968-205.972 of the Revised Missouri Statutes to provide for the needs of Camden County citizens with intellectual and developmental disabilities in areas of employment, residential, and related services.

CCDDR is guided by a nine-member Board of Directors appointed by the Camden County Commission to serve three year terms. The Board of Directors consists of a cross-section of parents and family members of persons with developmental disabilities, educators, professionals, and other members of the community who act as advocates for our county's citizens with intellectual and developmental disabilities.

In 2006, CCDDR began the development and implementation of a Targeted Case Management (TCM) program in conjunction with the recognition of a rising population of eligible clients residing in Camden County and a growing need for localization of State-provided TCM services. After development, CCDDR was successful in procuring a TCM contract with the Missouri Department of Mental Health, Division of Developmental Disabilities, and became the recognized local provider of TCM services.

## ***Direction and Results***

The strategic direction and goals included in this plan are CCDDR's response to its understanding of what its clients value most about the organization and current opportunities or challenges for offering a high quality system of support in the community for individuals with intellectual and developmental disabilities.

The three-year period of this strategic plan will be a time of assessing and deepening CCDDR's approaches to its work. Concurrently, CCDDR will take more of a leadership role in working with a broader array of community resources, and it will seek to actively engage with more service provider agencies; collaborate with community members, volunteers, and leaders; establish partnerships with local non-profits and businesses; educate the community about its purpose and mission; and promote the development of new programs and services.

With a fresh perspective on its mission, understanding what it does well, and the environment in which it operates, CCDDR will pursue the following strategic direction:

- CCDDR will review and expand its existing services and the availability of direct supports in Camden County over time to ensure that they are state-of-the art for working effectively with children and adults with intellectual and developmental disabilities.
- CCDDR will further assess client and community needs to identify gaps or needed shifts in service delivery. This assessment will serve as the basis for expanding or adding new services.
- CCDDR will take a leadership role in working with a range of service providers (not just intellectual and developmental disability providers and maybe some outside of the county) to identify and meet the needs of children and adults with intellectual and developmental disabilities.
- CCDDR will explore the feasibility of expanding the organization's visibility in the community and making greater use of community volunteers, partnerships, and service providers.
- CCDDR will emphasize building its discretionary financial resources to invest in providing quality services.

## ***Goals***

The following goals for CCDDR over the next three years are the organization's response to the important issues identified in the assessment of environmental needs and conditions throughout the strategic planning process. These goals provide a roadmap for fulfilling the strategic direction.

### Service Delivery

CCDDR will provide model supports for individuals with intellectual and developmental disabilities and their families, either directly or through partnerships with or referrals to other service providers in the following areas:

- Community employment opportunities
- Recreation and leisure activities
- Residential support
- Family and community support and education
- Transportation
- Expansion of direct support services

### Human Resources

CCDDR will develop a stable, highly qualified and motivated workforce that actively delivers the organization's mission.

### Resource Development

CCDDR will be a highly visible, well-respected organization that will attract increased numbers of partnering agencies. Successful implementation of this strategic plan will result in more quality supports and services delivered to clients, more clients welcomed in the community and actively involved in community life, and a broader array of resources in the community valuing and supporting children and adults with intellectual and developmental disabilities. The ultimate result CCDDR aspires to achieve is far beyond high quality supports and services for individuals with intellectual and developmental disabilities. It is about changing community conditions that make full community life possible for every person.

## ***Organization of the Strategic Plan***

As noted above, this strategic plan is intended to be a management tool for CCDDR. This plan has two purposes. First, it presents the most comprehensive compilation of the plan and its component parts, which serves as a record of the strategic planning process and the decisions reached by the Board of Directors and staff. Second, it is a reference guide for strategic planning. At the beginning of each section a box includes a definition of the component part. There are a few footnotes with additional helpful tips about how CCDDR can use the information in the plan. In the future, CCDDR may choose to produce a summary version of the plan for distribution to its primary and supporting partners and other stakeholders.

## **Vision**

### ***Context***

Greater acceptance and full inclusion by the community, improved services, improved supports, and more prevalent, helpful technology will add to the quality of life for children and adults with intellectual and developmental disabilities. At the same time, because of caseload growth, the aging of the population, and higher incidences of multiple diagnoses, the needs of individuals with disabilities and their families will remain extensive and varied. While significant strides will have been made in people's acceptance of individuals with intellectual and developmental disabilities, there will be an on-going push for community inclusion and participation. Finally, individuals with intellectual and developmental disabilities and their families will control more of the resources and decisions about who provides them with help and support. They will have many options from which to choose.

### ***Role and Program Services***

CCDDR is the leader in identifying needs and bringing together all kinds of resources and services for all children and adults with intellectual and developmental disabilities and their families in the county to support full, long-term community inclusion and participation. Specifically, CCDDR will:

- Lead a collaboration of providers and community organizations and programs (including non-intellectual and non-developmental disability resources) in the county and from surrounding areas, as appropriate, in identifying needs and gaps in services
- Promote cutting-edge, model services that meet identified gaps and are of the highest quality

- Collaborate with and make referrals to other high-quality service providers
- Lead many advocacy efforts to ensure services are provided either by CCDDR or other providers
- Facilitate financial planning to help create long-term financial security for CCDDR clients

CCDDR plays a leadership role in advocating at all levels of government, the private sector, and the public at large for full inclusion and participation in the community. CCDDR encourages and supports individuals with intellectual and developmental disabilities and their families in pursuing this advocacy agenda.

### ***Funding Sources***

While the TCM contract and property tax levy will still be significant source of funding, CCDDR will attempt to develop a robust and innovative fundraising program earning resources from private sources including individuals and businesses through collaborative and partnership efforts.

## **Mission**

### ***Mission Statement***

**CCDDR’s mission is: “We provide persons with developmental disabilities the necessary tools to achieve self-determined lives, while ensuring quality services”.**

CCDDR introduces a new sharper mission statement in this strategic plan. This statement reflects two dimensions that define the purposes of the organization and its intended contributions to improving the lives of children and adults with intellectual and developmental disabilities served through its efforts. The two dimensions are:

1. Achieving means insuring individuals with intellectual and developmental disabilities have the right combination of support and opportunity to experience their own individual potential.
2. Full community life means the opportunity for every individual with intellectual or developmental disabilities to actively participate with their family, friends, co-workers and other valued relationships in creating a life that is joyful and fulfilled.

CCDDR supports children from birth to adults through their senior years.

## **Core Operating Values**

**Caring Attitude** – CCDDR demonstrates compassionate support and concern for individuals with intellectual and developmental disabilities and their families. As a part of this caring attitude, we educate and inform clients and their families.

**Responsiveness** – CCDDR finds solutions which meet the needs and preferences of individuals with intellectual and developmental disabilities and their families through direct service or referrals to other providers.

**Respectfulness** – CCDDR honors the choices of individuals with intellectual and developmental disabilities, encouraging each person to take control over his/her own life, and helps to shape these based on what is important to each client. We respect the families’ role in shaping these choices as well.

Individualized Support – CCDDR knows individuals' needs vary significantly and can change over time; we seek to understand the individual client and co-create the right supports for each person's development. We promote the concept of individual self determination in planning and implementing services. We respect and promote the recognition of individual dignity and self-worth.

Diversity – CCDDR understands individuals with intellectual and developmental disabilities are part of all races, ethnicities and religions; we seek to assist as many people as our financial resources support.

Integrity and Accountability – CCDDR has the highest level of integrity in its administrative, service, and outreach activities; we tie these activities directly to our mission, and we maintain and report our records accurately. We promote accountability to the taxpayers with respect to the prudent use of tax funds, and we promote accountability to clients and family members with regard to the effectiveness and quality of services funded and/or provided.

State of the Art Practices – CCDDR aims for excellent, high quality, state-of-the-art approaches individuals with intellectual and developmental disabilities and their families can always count on to be there.

Partnerships – CCDDR works with a wide variety of partners and advocates for quality service by all partners. We recognize the value and synergy of partnering with affiliated agencies in working to better the lives of persons with developmental disabilities. We believe that our community thrives when all individuals become capable of participating in the spectrum of community life.

Advocacy – CCDDR educates the public and advocates for the long-term best interests of individuals with intellectual and developmental disabilities and their families.

Financial Sustainability – CCDDR believes its work as an advocate and service provider will be needed for many years into the future. Therefore, we strive to deliver on our mission with thoughtful strategic choices which ensure we have sufficient financial resources.

## **Underlying Service Assumptions**

All of CCDDR's services and the way it goes about its work are based on fundamental beliefs of the best ways to support individuals with intellectual and developmental disabilities. CCDDR believes:

- All individuals have equal rights.
- All individuals have strengths and assets.
- It is possible to make a positive difference in the lives of children and adults with intellectual and developmental disabilities.
- Individuals thrive when they make their own choices. Individuals with disabilities are capable of and have the right to make their own decisions; this is especially true for adults, who are better prepared to make decisions in their own best interest. We listen when individuals with intellectual and developmental disabilities speak for themselves, and offer assistance to help clients make realistic choices.
- Individuals with intellectual and developmental disabilities deserve the same opportunity to participate in their community as other individuals, including equal access to transportation, education, jobs, medical care, recreation, and housing.

- Engaging and participating in community life has a positive impact on individuals with intellectual and developmental disabilities. In addition, individuals with intellectual and developmental disabilities enrich their lives and make positive contributions by participating in their communities.
- Individuals with intellectual and developmental disabilities are valuable members of their communities.
- The health and safety of individuals with intellectual and developmental disabilities are essential to effectively participate in their communities.
- Well-trained and motivated staff makes a difference in the lives of individuals with intellectual and developmental disabilities.
- Supporting clients and their families in their own advocacy efforts will yield long-term improvements in their quality of life.
- Supports and services are designed first and foremost for individuals with intellectual and developmental disabilities. CCDDR recognizes the importance of the family's role in the development of and support of individuals with intellectual and developmental disabilities throughout their lives.
- CCDDR exists to support individuals with intellectual and developmental disabilities to have full community participation.

## **S.W.O.T. Analysis**

The following is a brief summary of strengths, weaknesses, opportunities, and threats highlighted by the Board and staff of CCDDR. They represent a small portion of the ongoing environmental and organizational assessments by the Administrative Planning Team.

### ***Strengths***

CCDDR's key strengths include the organization's demonstrated ability to provide high quality, necessary services, which help individuals with intellectual and developmental disabilities live a successful life in the community. Staff is committed, and the services and programs offered are monitored for quality. When there is a challenge, the organization meets it through innovation. CCDDR has an excellent reputation and is looked to by other service providers as a leader.

### ***Weaknesses***

CCDDR's significant growth has led to human resource challenges and agency "growing pains". There has and will continue to be a need for the improved use of technology. There are significant challenges with the development and implementation of new programs, including community employment supports, transportation, community employment training, and inaccuracies in statistical data. The need for additional direct support providers, more community partnerships, and more community education are significant barriers to meeting positive outcomes and successful program implementations.

### ***Opportunities***

The opportunities considered most important include:

1. Community Employment: Increasing community acceptance and opportunity for further inclusion through employment. There is an increased emphasis on inclusion at schools and increased openness by employers to hire individuals with disabilities. These changes make CCDDR's philosophy more prevalent and may increase demand for its services and opportunities for employment and inclusion.

Opportunity: Greater inclusion raises the community's consciousness to see our clients as untapped resources. This can change the outlook at schools, career, and technical programs and lead to independence and economic stability for clients. CCDDR could do more to educate potential employers and be responsive to those who are interested. Expanded training for both clients and prospective employers and other community resources, and transportation are vital to be successful.

2. Community Inclusion: New social & recreational activities. There is an ongoing need for social and recreational opportunities for individuals with intellectual and developmental disabilities, including opportunities after the workday in the 4 PM to 8 PM timeframe, weekends, and holidays.

Opportunity: Increasing social and recreational activities may draw in more clients and increase their quality of life and community contact. To be successful here, CCDDR could develop a greater partnership with municipal, county, state, and federal parks and recreations (or similar) departments, as well as other agencies and the general community. These activities can promote and inspire new community partnerships. At present, there is little to no funding for expanding these services, so this will need to be addressed.

3. Community Outreach: Increased visibility and presence in the community, which could lead to greater access to potential community partners and other resources. The county has a wide range of resources including State Fair Community College and Columbia College, which has students interested in working with individuals with intellectual and developmental disabilities—both of which could be better tapped.

Opportunity: CCDDR could develop a community resource program to promote and inspire community partnerships. The program should also celebrate and recognize community partners' efforts. Having more community partners can help increase successful program implementation, social capital, and fundraising activities. At the same time, others may look more closely at the quality of services provided within the community.

4. Caseload Growth: Increased number of county residents diagnosed with an intellectual or developmental disability. The increasing number of children with autism, aging family support providers (specifically "baby-boomers"), changes in eligibility criteria, and expanded community education will increase client population for CCDDR.

Opportunity: CCDDR would require additional and/or different skill sets, information, facilities, and more direct support providers to serve these new populations. There is a different approach and need for different types of communication with new clients and their families, so there would be a learning curve for building trust. Educating the community and families will be a vital part in taking a progressive approach to a growing population of individuals with intellectual and developmental disabilities.

5. Residential Support: Increased need to provide in-home support services and promote community inclusion. Current state and federal programs promote home and community based support systems. A substantial number of clients and their families could live within the community if resources were available.

Opportunity: CCDDR could expand its housing support program to assist individuals with intellectual and developmental disabilities and their families live within private sectors of the community. Promoting awareness and the need for the housing programs would also encourage community participation, community inclusion, and promote community partnerships, while at the same time

expanding the choices on where and how clients would prefer to live within the community.

6. Transportation: Camden County is a predominantly rural community with no public transit system. Transportation in rural communities has always been a challenge. Transportation is vital to community inclusion and successful new program development. Current transportation providers are restricted on where, when, and how often they are allowed to transport clients.

Opportunity: CCDDR could assist in the development of a public transportation program which could offer transportation to community activities, community employment, and other important activities or appointments. The development of a public transportation program could be a partnership with other area agencies and could be funded through a combination of tax funds and TCM revenues. The frequency and type of public transportation could be challenging due to the county's vast rural road and highway systems.

7. Expanding Direct Support Services: There is currently a deficiency in the number of direct support services and direct support providers for Camden County clients. As caseloads and the client population increases, the need for direct support services will increase as well. Home and community based programs offer a wide variety of potential services available to clients with a limited availability of direct support providers.

Opportunity: CCDDR could expand its efforts to attract more direct support providers. The higher demand for services and service provider options offers additional opportunities to create and expand new programs with subsequent funding available through home and community based waivers to support and sustain direct support services. The Partnership for Hope Waiver allows county Senate Bill 40 agencies to authorize direct services almost immediately after client eligibility is established and could be the primary source of funding to sustain direct support services programs. CCDDR can establish new partnerships with existing agencies not currently operating in Camden County.

Other opportunities mentioned included:

- Expanding respite services
- Services for youth transitioning to adulthood

### ***Threats***

The threats considered most important included:

1. Dependence on state and federal funding: The demand for new services in a growing population puts a strain on state and federal funding. Annual state funding appropriations get tougher each year since state revenues cannot keep up with the increase in demand for services. Federal portions of the funding streams are changed each year and can put additional strains on state funding if the federal portions are reduced.

Threat: CCDDR needs to assess the real demand for services and be prepared to explore other opportunities for generating revenue. CCDDR's current tax funding base does not increase enough annually to accommodate substantial caseload growth and additional support service costs. CCDDR's other main source of funds, TCM services revenue, also relies on state and federal funding appropriations. Recent changes to the TCM cost reporting could also detrimentally affect the TCM payment rate. The TCM rate is a standard rate for all SB 40 TCM providers and is based on a statewide compilation of expenses divided by the statewide

compilation of TCM units provided. While CCDDR does utilize all of its TCM revenues to sustain TCM operations, the statewide compilation may not reflect the same and could reduce the TCM payment rate significantly. The strict limits in allowable costs in determining the TCM rate could restrict the use of TCM revenues to subsidize and promote new programs. Expenses associated with case management services provided to clients who are not Medicaid eligible are not allowable costs, although CCDDR is required to provide TCM services to all individuals eligible for services. Therefore, a rate for providing case management services to individuals who are not Medicaid eligible is essential, although not guaranteed. Clients who are not Medicaid eligible but who are eligible to receive services from CCDDR account for 13% to 17% of CCDDR's total caseload.

2. Staffing challenges and the cost of providing good care. It is hard to maintain a competent staffing pool, including staff that can speak multiple languages.

Threat: Although increased efficiency and technology may help, historically high turnover amongst direct supports staff within existing direct supports agencies leads to increased costs. To respond, CCDDR needs to promote collaborative fund raising activities for non-profit providers, progressive opportunities for provider growth, improvements in state payment structures for service providers, and the value of disability services professionals within communities.

Other threats include:

- The aging population, which means aging caregivers and aging individuals with intellectual and developmental disabilities. The improvements in medicine mean individuals are living longer
- There are various non-profits within the county; therefore, volunteers and donors may not be engaged forever with a single non-profit agency
- Employment for persons with disabilities, especially in bad economic times, gets very difficult
- Community participation in housing programs (landlords and management companies)
- Families pushing for community inclusion and families concerned about protecting their children in the long run may create competing demands

## **Strategic Direction**

Based on the Board of Directors' understanding of CCDDR's mission, core values, and the S.W.O.T. analysis, the next three years will be a time of assessing and deepening its approaches to its work. Concurrently, CCDDR will take more of a leadership role in working with a broader array of community resources.

- CCDDR will review and deepen its existing services and expand the availability of direct support services available to its clients over time to ensure that they are state-of-the art for working effectively with children and adults with intellectual and developmental disabilities, with an emphasis on client decision-making, community participation, and community inclusion. CCDDR is committed to ensuring that all programs are exemplary.
- CCDDR will further assess client and community needs to identify gaps or opportunities for shifts in service delivery. This assessment will serve as the basis for promoting services.
- CCDDR will take a leadership role in working with a range of providers (not just intellectual and developmental disability providers and maybe some outside of the county) to identify and meet the needs of clients. CCDDR will serve as a service "broker" when necessary. The focus will be to ensure a choice of quality services.
- CCDDR will expand the organization's visibility in the community and make greater use of community partnerships. The organization will develop and support a network of volunteers, be more active and visible in a wide range of community initiatives, highlight the positive role individuals with intellectual and developmental disabilities are playing in the community, and

- establish strong support for community participation throughout the broader community.
- CCDDR will emphasize building its discretionary financial resources to invest in community inclusion and providing a choice in quality services.

## **Goals**

In order to pursue the strategic direction described above, CCDDR will fulfill the following goals and objectives.

### ***Service Delivery***

CCDDR will provide model supports for individuals with disabilities and their families, either directly or through partnerships with or referrals to other service providers in the following areas:

- Community employment opportunities
- Recreation and leisure activities
- Residential support
- Family and community support and education
- Transportation
- Expansion of direct support services

Objectives:

#### A. Community Employment Opportunities

- CCDDR will collaborate with community employment support providers in order to establish a comprehensive community employment network
- CCDDR will collaborate and partner with local businesses to recruit and hire individuals with intellectual and developmental disabilities
- CCDDR will engage with its clients and their families to ensure career goals are recognized and career path choices are respected

#### B. Recreation and Leisure Activity

- CCDDR will sponsor recreational and leisure activities for its clients in order to promote and enhance community inclusion
- CCDDR will partner with other non-profit agencies, community businesses, schools, and direct support providers in order for its clients to participate in scheduled community activities

#### C. Residential Support

- CCDDR will continue the Housing Voucher Program and seek participation from clients and their families; continue to seek participation from and collaborate with community landlords and management companies to provide a healthy inventory of safe, decent, sanitary, and affordable housing from which clients can choose; continue to partner with a Missouri Ozarks Community Action, Inc, to perform scheduled Housing Quality Standards inspections of the housing inventory; and continue to assist with clients' transition to independence within the community.
- CCDDR will continue to administer a transitional housing program which will provide

emergency shelter for its clients who are displaced and need temporary housing. The transitional housing program will also be utilized to prepare clients for transition into stable housing, employment, and/or direct support services.

#### D. Family and Community Support and Education

- The internal operating structure will be reorganized to increase available time to support clients and their families and maximize efficiencies in using the organization's resources.
- Client and community needs will be reviewed and assessed to identify gaps or opportunities for shifts in service delivery.
- National, state, and local trends and model practice information will be reviewed and assessed to identify gaps or opportunities for shifts in service delivery.
- CCDDR will advocate for and sponsor community support organizations designed to create social capital networks for clients and their families.

#### E. Transportation

- CCDDR will utilize geographical interface software, public entities, transportation providers, direct support providers, community residents, volunteer networks, and other partnering agencies to assess, develop, and implement a community transportation plan for its clients and their families.
- CCDDR will seek external funding sources to help implement and sustain a viable and reliable public transportation system

#### F. Expansion of Direct Support Services

- CCDDR will seek out and collaborate with new and existing support providers in order to expand and establish a local comprehensive network with a diverse array of services and/or supports

### ***Human Resources***

CCDDR will develop a stable, highly qualified and motivated workforce that actively delivers the organization's mission.

Objectives:

- CCDDR will improve its capacity to attract and retain qualified staff
- All staff will thoroughly understand the meaning of the mission and how their job contributes to achieving it
- CCDDR's professional development program will continue to strengthen and expand administrative, supervisory, support coordination, and new program development capacity
- CCDDR's community resource program will continue to strengthen and expand community partnerships and its clients' social capital

### ***Community Resource Development***

CCDDR will be a highly visible, well-respected organization that attracts increased numbers of community partners and higher levels of contributions to service and support operations.

Objectives:

A. Visibility

- CCDDR staff and Board members will actively engage in civic, professional, and other non-profit organization activities, meetings, and functions
- CCDDR will use strategic communication to promote community partnerships and new program development
- CCDDR will utilize public service announcements, social media, and Web site development to educate the community and promote participation or support for new programs
- CCDDR will expand its presence to include statewide and nationwide participation in stakeholder conversations, new program initiatives, regulatory guidance, and service delivery methods

B. Community Partnerships

1. CCDDR will increase the number of community partners who are involved in all activities
2. CCDDR will establish an awareness and community partnership development program, which will include education, training, response, and recognition
3. CCDDR will partner with community agencies, businesses, and individuals, which will enhance existing services and supports and help create new services and supports

## Strategic Action Plan Focus by Year

The following is a summary of the anticipated major focus of activities by goal (in addition to on-going operations) for the CCDDR Board of Directors and staff in each year of the strategic plan.

Goal	Objectives	2017	2018	2019
Service Delivery	Community Employment Opportunities	Expand Capacity	Ongoing	Ongoing
Service Delivery	Recreation and Leisure Activity	Expand Capacity	Ongoing	Ongoing
Service Delivery	Residential Support	Expand Capacity	Ongoing	Ongoing
Service Delivery	Family and Community Education and Support	Expand Capacity	Ongoing	Ongoing
Service Delivery	Transportation	Begin	Expand Capacity	Ongoing
Service Delivery	Expansion of Direct Support Services	Expand Capacity	Ongoing	Ongoing
Human Resources	All	Ongoing	Ongoing	Ongoing
Resource Development	Visibility	Expand Capacity	Ongoing	Ongoing
Community Resource Development	Community Partners	Begin	Expand Capacity	Ongoing