



PROGRESSIVE COMMUNITY SERVICES

Strategic Plan 2015 to 2018

MISSION:

Build relationships to inspire social change,
empower people and challenge the status quo.

VISION:

An inclusive
community where all
people have value.

VALUES:

- Person-centered supports.
- Embracing innovation to empower individuals and employees.
- Ethically driven decisions and actions.*
- Enabling meaningful lives through integrated supports, inclusion and relationships.
- Ensuring health and safety while promoting freedom of choice.



History of Progressive Community Services:

The support of persons with developmental disabilities was initiated by legislation approved in 1969 by the 75th General Assembly. That year, Senate Bill 40 authorized any county in Missouri, with a simple majority vote, to levy up to \$0.20 per \$100 in valuation property tax to benefit individuals with developmental disabilities.

On Election Day in 1978, Buchanan County voters approved the levying of the tax. As a result, a nine-member Board of Directors was appointed, creating what is now Progressive Community Services.

Progressive Community Services is a taxing entity that has the right to leverage funds from a tax level, as well as state and federal governments, in order to promote a person-centered environment. The passion of Progressive Community Services' staff is to advocate for a community without limits for individuals with developmental disabilities.

The Directors of Progressive Community Services believe there are no limits to improving community life for those with developmental disabilities. They encourage the staff to challenge the status quo and push for ongoing improvements in policies, advocacy and execution of goals. The organization also works with other agencies to advance opportunities within the community. Its cooperative and inclusive vision for community improvement is what sets Progressive Community Services apart.

THE PROCESS

To develop a strategic plan for Progressive Community Services (PCS), a variety of events were planned. These events were designed to obtain information regarding the current environment from parents, legal guardians, individuals, staff and board of directors. The strategic planning process allows individual members an opportunity to share their vision, which may not be disclosed until it is called forth and objectified in a group setting.

The initial step in the strategic planning process was the development of a survey, conducted both online and in paper form. The respondents, a total of 65, were largely composed of the parent and/or guardian of the individual, with 59.38 percent of the responses. An additional 34.38 percent of respondents were from the staff, and individuals responded at a rate of 1.56 percent.

When respondents were asked to report the number of years that they had been involved with PCS, the most common response, at a rate of 28.13 percent, was between one and three years.

Next, to assess the underlying contradictions facing PCS, focus groups were conducted to gather qualitative data. The participants were asked a series of questions, designed to assess strengths, opportunities, weaknesses and threats. Focus groups provide an opportunity for disclosure of hidden opinions and where others listen and can share opinions or objectives in a group setting.

For PCS strategic planning, there were five focus groups, with parents, legal guardians, individuals, staff and board of directors participating in active discussions. Through a series of questions pertaining to the success, challenges, shortfalls, past and future of Progressive Community Services, certain themes presented themselves as worthy of concern. The concerns documented included a lack of consistency, issues regarding federal and state legislations, the need for continued education, improved communication and personnel issues.

Upon the completion of the focus groups, the PCS strategic planning committee team met to review the data from the surveys and focus groups and began planning the next steps to developing a strategic plan for the years of 2015-2018. During the evaluation stage of the findings of the Strategic Planning research, the Committee determined that these themes were significant enough to warrant enough attention and therefore are presented for solution in this plan.

Trends from Focus Groups Summaries as Cited by SP Committee

AGENCY	COMMUNITY, FAMILIES & INTERNAL	COMMUNITY	PERSONNEL
Consistency	Communication	Perceptions	Turnover
Federal / State Changes		Involvement/Awareness	Fear
Person-Centered		Advocacy	Staff Morale
Education for Families, Community and Staff			Flexibility
Training for Staff, Community and Families			

The Objectives for the 2015-2018 Strategic Plan

2015 will be the year of developing and designing measurable outcomes for PCS for their objectives in the upcoming years of 2016 to 2018.

1. Public Relations, Outreach and Advocacy
2. Financial/Resource Development
3. Federal/State Impact
4. Personnel
5. Board

1. OBJECTIVE: Public Relations, Outreach and Advocacy

ACTION STEPS	ACTIVITIES	RESPONSIBLE PARTY	TARGET DATE	MEASUREMENT
Define Communication Strategy	Develop a communication strategy plan for Families, Internal, Community and Partners	Executive Director, with the assistance of Executive Assistant	End of January 2015	Completed strategy ready for execution
Define Strategy to Educate the Public	Develop a strategy plan to educate the community including the School District and Organizations-Topics to include: Employment, Inclusion, Meaningful Lives, Resources, Valued Roles and PCS	Executive Director, with the assistance of Executive Assistant	End of January 2015	Completed strategy ready for execution

2. OBJECTIVE: Financial/Resource Development

ACTION STEPS	ACTIVITIES	RESPONSIBLE PARTY	TARGET DATE	MEASUREMENT
Examine Diverse Funding Options	Research funding opportunities	Operations Director Finance Director	August 15, 2015	Presentation of viable options
Develop a Sustainability Plan	Research and write a proposal for sustainability	Finance Director	August 15, 2015	Presentation of viable options
Review the Impact of Federal Policy Changes	Begin to develop strategies to align PCS initiatives with policy in support of individuals.	Operations Director	April 15, 2015	Information is in place with plan development calendar.
Review Supports to Implement Life Course Framework	Develop a calendar with opportunities for presentation by the executive director and leadership team to community members to stay informed.	Executive Director	October 15, 2015	Framework built and execution of strategy

3. OBJECTIVE: Quality Enhancements

ACTION STEPS	ACTIVITIES	RESPONSIBLE PARTY	TARGET DATE	MEASUREMENT
Develop policies that align with CQL basic assurance factors.	Receive input from people who are supported and employees to make sure values are consistent between CQL and PCS.	Quality Assurance and Training Director	End of 2015	Overarching procedures are consistent across the agency and supported within each department.
Ensure all policies and procedures are being followed by employees.	Develop a plan to monitor trainings to ensure they match with policy and procedures. Gain input from employees on how actions match policy and procedures.	Quality Assurance and Training Director	End of 2015	A system is in place that monitors all basic assurances and the information is used to make improvements.
Integrate personal outcome measures in person-centered planning.	Interview people we support, collect data and implement personal outcome measures training.	Quality Assurance and Training Director	End of 2015	Employees are trained and using personal outcome measures for discovery, learning and planning. Data system is in place and data is used to make changes and take action.

4.

OBJECTIVE: Personnel

ACTION STEPS	ACTIVITIES	RESPONSIBLE PARTY	TARGET DATE	MEASUREMENT
Outline Professional Development Training for All PCS Positions.	Schedule series of training opportunities for employees	Training /QA Director	End of 2015	Completed training calendar developed and training scheduled
Implement Professional Development Training	Schedule employee training initiatives	Training /QA Director	End of 2015	Implementation of a comprehensive training program
Recruit Quality Staff	Identify key traits for hiring quality staff and regularly assess the application and hiring process	Human Resources Director	End of 2015	Days open, days filled, decreased turnover rate, application and hiring process streamlined
Maintain Quality Staff	Develop a plan to retain and develop current employees	Human Resources Director	End of 2015	Employee satisfaction surveys, monitor turnover, unemployment payments, disciplinary tracking
Develop a Succession Plan for Employees	Interview employees to gain insight into their current position responsibilities	Human Resources Director	End of 2015	Completed plan written and implemented into daily operations

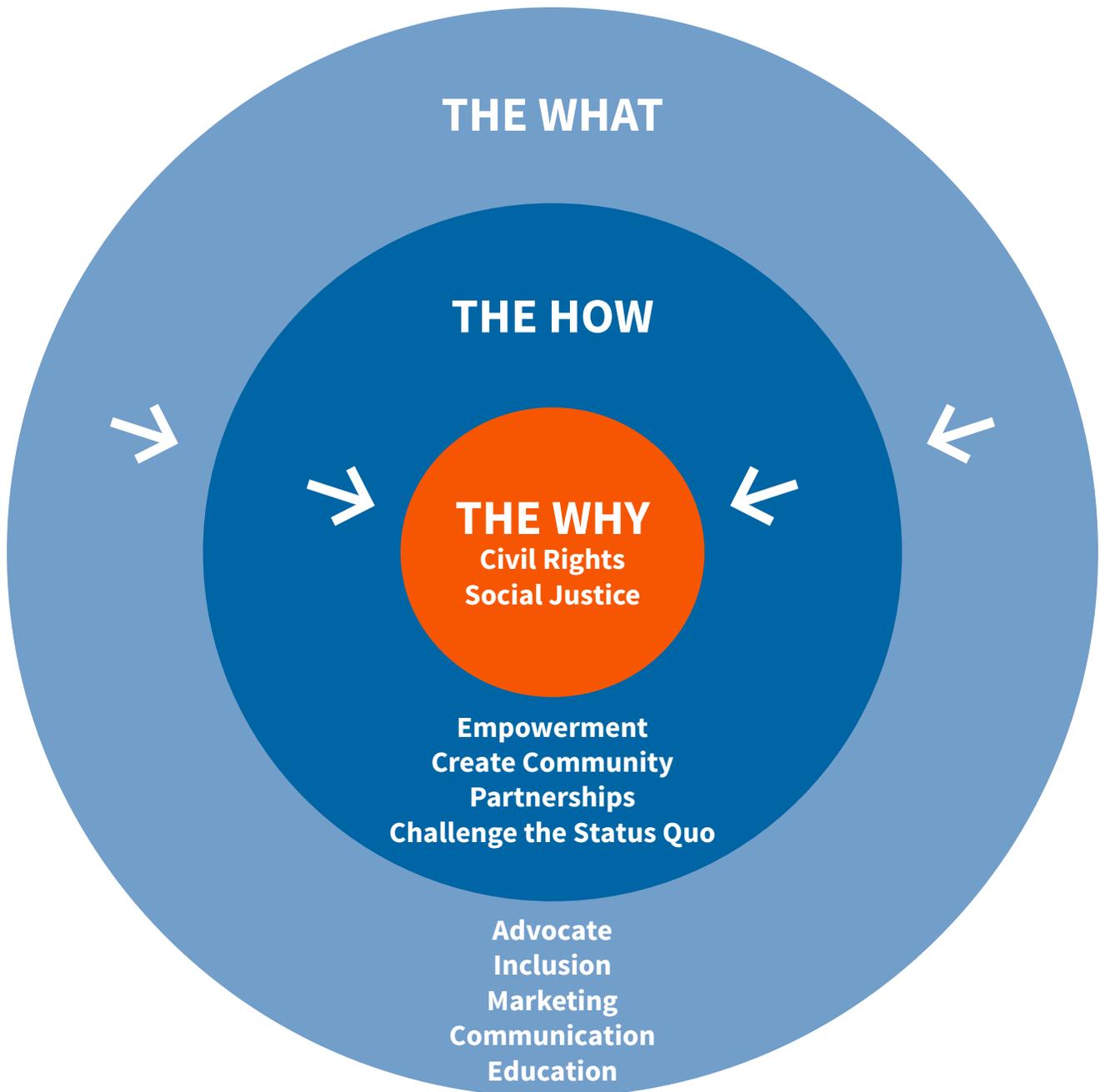
5.

OBJECTIVE: Board

ACTION STEPS	ACTIVITIES	RESPONSIBLE PARTY	TARGET DATE	MEASUREMENT
Develop a Succession Plan for Board Members	Research other examples of Board member succession planning, place the topic on the Board meeting agenda and develop a written a plan	Board Chair (Executive Director)	September 30, 2015	Presentation and Board approval
Define the Role of the Agency	Department Directors present their programs services, goals and expectations to the Board	Board of Directors	August 31, 2015	Clearly defined roles and functions of the agency

THE GOLDEN CIRCLE:

The Board of Directors and Strategic Planning Committee participated in additional sessions asking where the groups engaged in various activities to develop the answers of the Why, How and What for PCS. The goal was to examine Why the organization exists, How it operates to satisfy the Why and What it accomplishes to support both the Why and the How. In exploring these concepts, PCS and its stakeholders determined the following:





“We must be willing to let go of the life we have planned so as to have the life that is waiting for us.”

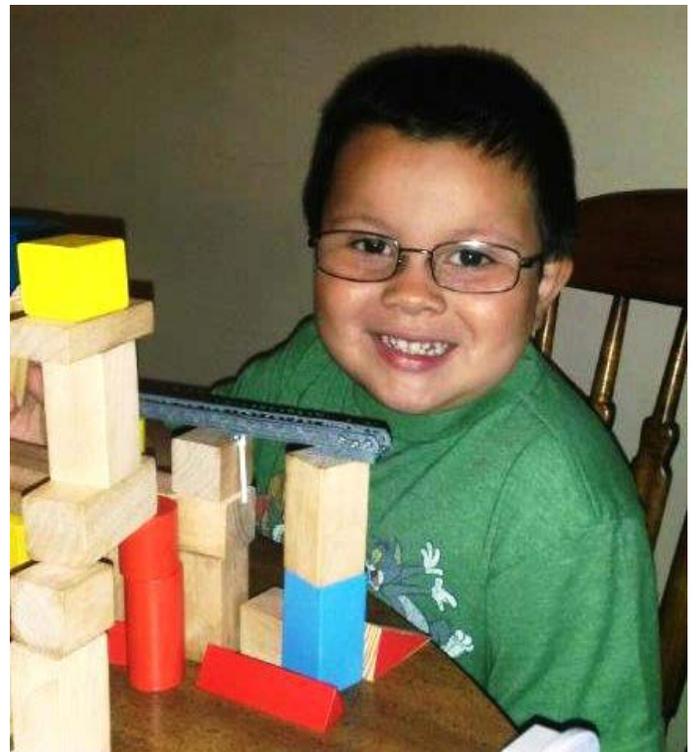


**“Failure is one of the foundations of success.
If a plan does not work, change the plan.
But never change the goal.” ~ *Unknown***



“Greatness is not where we stand,
but in what direction we are moving.”

~ *Oliver Wendell Holmes*





PROGRESSIVE COMMUNITY SERVICES

816-364-3827 • www.progressivecommunityservices.com

1620 North Woodbine Rd., St. Joseph, MO 64506



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