



Jefferson County Developmental
Disabilities Resource Board

STRATEGIC PLAN

2011-2015

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Purpose

The Jefferson County Developmental Disabilities Resource Board (JCDDR) is a local governmental entity responsible for administering county funds for the development and operation of services for individuals with developmental disabilities.

JCDDR is a not-for-profit corporation, and as such is exempt from federal income taxes under Section 501(c)3 of the Internal Revenue Code. JCDDR provides an open forum for funding requests and accepts proposals annually from any provider of services for people with developmental disabilities in Jefferson County. Requests for proposals are published in February of each year with an application deadline of March. Grant recipients are announced each April at the JCDDR board meeting.

Through funds distributed by JCDDR, citizens of Jefferson County with developmental disabilities are able to live more enriched, independent lives. Types of developmental disabilities include:

- Autism
- Cerebral Palsy
- Congenital Disabilities
- Down Syndrome
- Epilepsy (and other seizure disorders)
- Mental Retardation
- Physical disabilities, head injuries, and other neurological disorders if occurring before age 22 and considered indefinite

Individuals with developmental disabilities face life-long challenges, including major problems with two or more of the following:

- Living and working independently
- Talking
- Self direction
- Learning
- Walking
- Self-care

Services for these individuals are vital and contribute to the health and well being of the person, as well as the stability of their families. Approximately 1,200 individuals are served each year, benefiting from services made possible in part to funding from JCDDR, which include:

- Community supports for productive living, daily activities
- Employment opportunities
- Service coordination/case management
- Transportation needs
- Residential care 24/7
- Temporary residential care

History

Funding for the JCDDRБ began in the late 1960's when the State of Missouri passed enabling legislation referred to as Chapter 205.968 through 205.972 of the Revised Missouri Statutes, which permitted counties to establish a mill tax for the purpose of developing and expanding sheltered workshops, residential and support services for their developmentally disabled citizens.

In August of 1978, the voters of Jefferson County established the Jefferson County Commission for the Handicapped (JCCH) through the passage of Proposition S - "The Special Ones". On August 17, 1978, pursuant to Section 205.968 of the Missouri Revised Statutes, the Jefferson County Court established and appointed the first handicapped facilities board consisting of nine members - four board members related to handicapped persons and five members unrelated.

Through the passage of Proposition S, a 10-cent levy was assessed on each one hundred dollars of property evaluated. The funds collected from the 10-cent levy are used to develop community-based supports for citizens of Jefferson County with developmental disabilities. In 1985, the 10-cent levy was rolled back to 6 cents as a result of re-assessment and, in 1988 with the passage of Proposition H, the levy was increased by 4 cents restoring the levy back up to the original amount.

In 2003, the Board of Directors voted to change its name from the Jefferson County Commission for the Handicapped (JCCH) to the Jefferson County Developmental Disabilities Resource Board (JCDDRБ).

Mission Statement

It is the mission of the Jefferson County Developmental Disabilities Resource Board to provide resources and supports that enable individuals in Jefferson County with developmental disabilities to live full and enriched lives.

Values

All participants are treated with respect and dignity and their rights are ensured by persons providing them with services and supports.

All participants are accepted and included in the educational, employment, housing, and social opportunities and choices within their community.

All participants are viewed as individuals holistically as valued members of families and communities and not as individuals with a diagnosis to be treated.

All participants design their own services and supports to enhance their lives and achieve their personal vision.

All participants determine the quality of their services and supports based on the outcomes they experience.

The organization values creativity and innovation in the provision of services and supports to individuals with developmental disabilities, building relationships and partnerships both internally and externally, and our history and achievements.

Ethical Code

Staff shall treat participants with respect and dignity. Staff shall support participants in achieving their own goals and empower them to actively participate in developing their Person-Centered Plan, measuring outcomes, and determining their level of satisfaction with supports. Staff shall support participants to participate in quality community supports that provide choices and opportunities for full inclusion in education, employment, housing and social opportunities.

The agency shall actively work to remove architectural, attitudinal, communication, transportation and other barriers to the participants receiving services within the organization and community including the business community. The agency will decline to participate in meetings and conferences where the physical facility excludes persons with disabilities.

The agency will adhere to all physical facility, health, and safety policies and procedures. Each employee is responsible for the health, safety, and well-being of all individuals served. Waste, fraud, abuse and other wrongdoing will not be tolerated and there will be no retaliation to personnel for reporting any such incidents.

This organization will not disclose information about individuals being served for marketing purposes without full and informed consent.

The agency shall have strategic goals outlining efforts, activities, and interest in integrating into, contributing to, and supporting the communities where it delivers services to better address the needs of the persons served and the staff providing services to the persons served. Any allegations of violations of this Code of Ethics will be investigated using the procedures outlined in Employee Grievance Procedures.

Strategic Planning Process

With the 2007 - 2010 Strategic Plan coming to an end, the Jefferson County Developmental Disabilities Resource Board initiated a strategic planning process to identify practical strategic goals and objectives for the calendar years 2011 - 2015.

JCDDRB contracted with local consultant Wendy Dyer, WD Inc., to facilitate the planning sessions. The first planning session was facilitated in mid-April 2010 with numerous participants from the community, including:

- Service providers funded by JCDDRB
- Board members of JCDDRB

- Staff of JCDDR
- Service recipients and their families
- Other interested parties

The group participated in an open discussion to address the following areas:

1. The purpose of JCDDR.
2. Which objectives were achieved by the last strategic plan.
3. The future of JCDDR as identified by:
 - a. The board and staff.
 - b. Other service providers.
 - c. The community.
4. Review of current mission and vision.

Summary of Strategic Planning Session - April, 2010

General Information:

- Created through Senate Bill 40.
- Distributes tax dollars to all eligible agencies such as:
 - Pony Bird
 - Disability Support Systems
 - JSI.Org (Jeffco Subcontracting – sheltered workshop)
 - Disability Resource Association
 - Developmental Services of Jefferson County (DSJC) (*now known as NextStep for Life, Inc.*)
- Has approximately 25 employees (some of whom are also employed by DSJC (*NextStep*)).
- Operates on a budget of \$4 million.
- Serves approximately 1,200, which includes all funded agencies and individuals receiving service coordination.
- 2% of the population has a developmental disability = approximately 4,000 people.

Purpose:

- Provides service coordination (case management services) in partnership with the Department of Mental Health collectively serving approximately 1,050 people in Jefferson County.
- Primary transportation provider for people with developmental disabilities.
- Provides resources and information.
- Advocacy efforts.

What the following stakeholders should know:

Clients & Families:

- The services they may be eligible to receive.
- JCDDR B is a resource for clients and families.
- JCDDR B is a leader to find service gaps to plan and prioritize needs.

Funding Partners (such as taxpayers, the Department of Mental Health, Missouri Department of Transportation, Missouri Foundation for Health):

- JCDDR B is a good steward of the funds received.
- JCDDR B is a leader to find service gaps to plan and prioritize needs.

Legislative Partners:

- The importance and impact of the JCDDR B on their constituents.
- Efficient and effective ways to meet constituents needs and associated costs.

Service Providers:

- The JCDDR B is a fair and impartial.
- Understand the requirements for funding by the JCDDR B.

Community (taxpayers):

- The value and impact of their tax dollars, which are allocated to improve the lives of many people throughout the County.

The Board & Staff should:

- Ensure that all providers of services in Jefferson County are aware of their eligibility to apply for funding and the process to do so.
- Distinguish the roles between JCDDR B & DSJC (*NextStep*).

Issues to address in survey:

- Awareness of the JCDDR B.
- Responsibilities of the JCDDR B.
- Distinction of roles between the JCDDR B and DSJC (*NextStep*).
- Identify those who need to know more about the JCDDR B.
- Gain feedback as to how the JCDDR B is doing as a leader in the field of service delivery.
- Awareness of service providers that could be eligible for funding.
- Identify who needs services and who is not receiving services.
- List needs such as daycare for teens, adult Autism services, other services that are not currently or readily available.

A survey was then developed with these issues in mind and distributed to JCDDR B stakeholders through the June 2010 newsletter and was also made available on the JCDDR B website.

Strategic Plan Questionnaire & Results

FAX TO: (636) 282-4410 or (636) 933-0368
MAIL TO: JCDDR B, P.O. Box 97, Mapaville, MO 63065
DROP OFF AT: 3655 Baptist Park Road, Festus, MO 63028
E-MAIL TO: jcddrb@dsjc.org
COMPLETE ON-LINE: www.jcddrb.org

1. What is your relationship to the JCDDR B? (Circle all that apply):

Recipient of Service	27%	Funder	
Family Member	23%	Legislator	
JCDDR B Employee & Board Member	27%	Community Member	4%
Provider		Volunteer	7%
Medical Professional		Recipient of Funds	
Education Professional	4%	Other: _____	
Other Professional (e.g. Mental Health)	4%		

2. Do you know the function of JCDDR B is to: (Circle all that apply):

Provide service coordination (case management services)	35%	Fund organizations who provide services for people with developmental disabilities	36%
Fund transportation services	27%	Other: _____	

3. Please list what you believe are JCDDR B's major strengths. **Strong team, focused on consumer first, good employer, supportive to caregivers, and development.**

4. What do you think are the major issues/problems/needs in Jefferson County specific to individual's with developmental disabilities?

Transportation	Staffing Issues
Alternative Job Training & Employment Opportunities	Residential Opportunities
Availability of Services	Residential Services Referrals
Funding	Educational Opportunities
	More Information Public Available

5. Thinking about the major issues/problems/needs you have listed, what opportunities for change or growth do you see?

Transportation	Service Coordination
Autism	Funding
Marketing	In-Home Habilitation
Outreach to Other Areas	More & Better Services

6. Who needs to know more about JCDDR B?

Everyone, General Public, Taxpayers	Autism	People in Healthcare
People Who Use Services	Comtrea & Other Agencies	Teachers
People Who Need Services	Marketing	Employees
	Media	Potential Employers
	Legislators	Other Communities

7. Do you feel the JCDDRB is a good steward with tax dollars in allocating those dollars in an effective and efficient manner?



8. Do you know of other organizations that serve people with developmental disabilities who could be eligible for support from JCDDRB?

My Place & My Place Too
 Adult Vocational Services
 Service Coordination

Hospitals
 Equine-Assisted Therapy Programs
 Disability Resource Association

9. Do you know anyone with a developmental disability who should be receiving more or better services? What do they need?

People on the county waitlist
 Long-term Life Arrangements
 Independent Living Skills

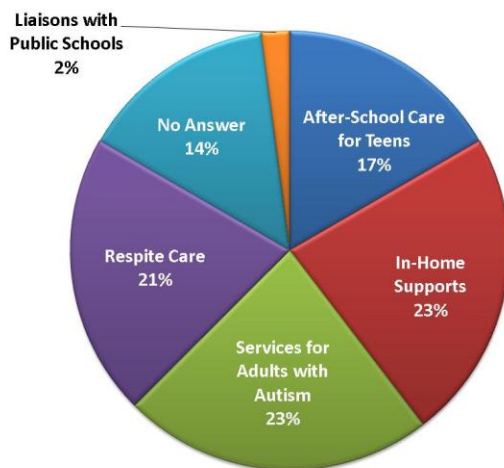
Supported Employment
 Elder Care
 Social Programs for Post-High School Students

10. What other services should be offered for people with developmental disabilities in Jefferson County? (Circle all that apply)

Respite care
 After-school care for teens
 In-home supports

Services for adults with autism
 Other _____

Additional Services That Should Be Offered



Summary of Strategic Planning Session - July, 2010

In July, 2010, the JCDDR B board members and staff participated in a retreat and identified the following primary areas for strategic planning based on the survey results and prior discussions.

1. Transportation
2. Organizational Identity
3. Community Education
4. Service Delivery Expansion
5. Accreditation
6. Board Development
7. Funding
8. Facilities

Each Area of Opportunity was fully explored with the Board and Staff of JCDDR B in subsequent meetings to identify goals, objectives and action steps, along with a timeline and the expectation that JCDDR B intends to track progress on a quarterly basis throughout the five year plan.

JCDDR B Strategic Plan 2011-2015

OPPORTUNITY I. TRANSPORTATION

GOAL A. Provide adequate transportation to the entire county.

OBJECTIVE 1. Maximize utilization of JeffCo Express to reduce transportation waiting lists.

ACTIVITIES	QUARTERLY PROGRESS	PRIMARY RESPONSIBLE PARTY	OTHER RESPONSIBLE PARTY	TARGET DATE
a. Identify current JC Transit consumers who could use JeffCo Express.		JC Transit Committee	Service Coordination	2011-07

OBJECTIVE 2. Serve potentially 50 new riders per year.

ACTIVITIES	QUARTERLY PROGRESS	PRIMARY RESPONSIBLE PARTY	OTHER RESPONSIBLE PARTY	TARGET DATE
a. Study JC Transit rider list to identify people in various routes.		JC Transit Committee	Management	Annually
b. Determine cost effectiveness by using screening tool to determine support needs to see who can be served by JeffCo Express; may need supports to get to stops.		Transportation Solutions Committee		2011-07
c. Design training component for people to use public transportation.		Transportation Solutions Committee	Service Coordination	2011-12

OPPORTUNITY II. ORGANIZATIONAL IDENTITY

GOAL A. Clarify what the JCDDR B does and who it serves.

OBJECTIVE 1. Ensure people throughout the county (especially those with developmental disabilities) know what and where services are available.

ACTIVITIES	QUARTERLY PROGRESS	PRIMARY RESPONSIBLE PARTY	OTHER RESPONSIBLE PARTY	TARGET DATE
a. Create and install separate signs for JCDDR B and NextStep on new facility.		Marketing/Dev Director		2011-02
b. Create tagline that is explanatory.		Marketing/Dev Director		2011-02

OBJECTIVE 2. Provide funding and supports to service providers.

ACTIVITIES	QUARTERLY PROGRESS	PRIMARY RESPONSIBLE PARTY	OTHER RESPONSIBLE PARTY	TARGET DATE
a. Annual public notices on accepting funding applications from providers.		Executive Director		Annually (Feb)
b. Annual public notice on allocation of funds with link to website and phone numbers to request annual report.		Executive Director		Annually (May)
c. Identify additional providers currently serving or will serve developmentally disabled in county and add to mailing list.		Executive Director	Service Coordination / Marketing/Dev Director	On-going
d. Make IT consultation services available upon request.		Information Technology		On-going

OPPORTUNITY III. COMMUNITY EDUCATION

GOAL A. Ensure that people understand who we are and what we do.

OBJECTIVE 1. That all families in need know about our services.

ACTIVITIES	QUARTERLY PROGRESS	PRIMARY RESPONSIBLE PARTY	OTHER RESPONSIBLE PARTY	TARGET DATE
a. Submit articles to media, etc., including the Current in northwest Jefferson County.		Marketing/Dev Director		On-going
b. Organize newsletter into these 3 categories for clarity: Funding, Transportation, Service Coordination.		Marketing/Dev Director		2011-06

GOAL B. Become known to public leaders as a positive resource.

OBJECTIVE 1. Increase advocacy efforts to State Departments and local political leaders to ensure funding.

ACTIVITIES	QUARTERLY PROGRESS	PRIMARY RESPONSIBLE PARTY	OTHER RESPONSIBLE PARTY	TARGET DATE
a. Invite those holding office and those campaigning candidates to the office.		TOGETHER		Annually
b. Coordinate four visits with these public leaders annually / quarterly.		TOGETHER		Quarterly
c. Deepen relationships with legislative assistants.		TOGETHER		On-going
d. Identify likely directories that reach general population.		Executive Director		On-going

GOAL C. Become better known to funders.

OBJECTIVE 1. Document vital importance of organization.

ACTIVITIES	QUARTERLY PROGRESS	PRIMARY RESPONSIBLE PARTY	OTHER RESPONSIBLE PARTY	TARGET DATE
a. Develop and distribute a compelling Case for Support and make available on the website.		Marketing/Dev Director		2012-12

OPPORTUNITY IV. SERVICE DELIVERY EXPANSION

GOAL A. Serve as many people as possible with current funding.

OBJECTIVE 1. Identify realistic areas to perform cost analysis - ideally in three categories.

ACTIVITIES	QUARTERLY PROGRESS	PRIMARY RESPONSIBLE PARTY	OTHER RESPONSIBLE PARTY	TARGET DATE
a. Compare costs for various services with peers.		Comptroller		2010-09

GOAL B. Maximize existing funding for current respite services – leverage federal dollars.

OBJECTIVE 1. Identify who is eligible for waiver.

ACTIVITIES	QUARTERLY PROGRESS	PRIMARY RESPONSIBLE PARTY	OTHER RESPONSIBLE PARTY	TARGET DATE
a. Run a local query here and request a query from the State.		Service Coordination		2010-09

OBJECTIVE 2. Once waiver eligibility is determined, identify potential respite providers.

ACTIVITIES	QUARTERLY PROGRESS	PRIMARY RESPONSIBLE PARTY	OTHER RESPONSIBLE PARTY	TARGET DATE
a. Collaborate with Disability Support Systems and Pony Bird.		Executive Director		2011-07

b. Partner with other providers to develop solutions.		Executive Director	Service Coordination	2011-07
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GOAL C. Determine extent of new community needs.

OBJECTIVE 1. Identify the number of people needing respite services.

ACTIVITIES	QUARTERLY PROGRESS	PRIMARY RESPONSIBLE PARTY	OTHER RESPONSIBLE PARTY	TARGET DATE
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a. Review respite waiting list.		Executive Director	Service Coordination	Annually (Jan)
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OBJECTIVE 2. Identify the number of people who will be needing aging services.

ACTIVITIES	QUARTERLY PROGRESS	PRIMARY RESPONSIBLE PARTY	OTHER RESPONSIBLE PARTY	TARGET DATE
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a. Review the list of people receiving services by age ranges for planning purposes.		Executive Director	Service Coordination	Annually (Jan)
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b. Study if long-term care planning assessments provide insight.		Executive Director	Service Coordination	2011-07
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c. Conduct survey of current aging service providers, i.e. nursing homes, retirement homes.		Executive Director	Service Coordination	2011-07
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OBJECTIVE 3. Identify the sheer numbers of teens in the county.

ACTIVITIES	QUARTERLY PROGRESS	PRIMARY RESPONSIBLE PARTY	OTHER RESPONSIBLE PARTY	TARGET DATE
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a. Work with schools to gather data.		Service Coordination		2011-05
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b. Survey schools to identify from IEP; develop survey and ask schools to distribute.		Service Coordination		2011-05
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OBJECTIVE 4. Identify the number of adults needing Autism services.

ACTIVITIES	QUARTERLY PROGRESS	PRIMARY RESPONSIBLE PARTY	OTHER RESPONSIBLE PARTY	TARGET DATE
a. Solicit service providers with detailed info, i.e. # needing services, what types, etc.		Executive Director		2012
b. Ask state to run query on state diagnostic codes.		Service Coordination		12/31/10
c. Study wait lists for requests for services.		Service Coordination		Annually

GOAL D. Eliminate barriers for people who want to work.

OBJECTIVE 1. Understand laws and funding regarding employment requirements.

ACTIVITIES	QUARTERLY PROGRESS	PRIMARY RESPONSIBLE PARTY	OTHER RESPONSIBLE PARTY	TARGET DATE
a. Analyze state code of regulations.		Executive Director		2010-11

OBJECTIVE 2. Determine the number of people who want to work.

ACTIVITIES	QUARTERLY PROGRESS	PRIMARY RESPONSIBLE PARTY	OTHER RESPONSIBLE PARTY	TARGET DATE
a. Visit with service providers and inquire how many clients have requested employment and what are barriers.		Executive Director		2011-06

OBJECTIVE 3. Encourage JSI to allow flexibility regarding work schedules and assistance needed.

ACTIVITIES	QUARTERLY PROGRESS	PRIMARY RESPONSIBLE PARTY	OTHER RESPONSIBLE PARTY	TARGET DATE
a. Talk with other sheltered workshops and county boards to investigate creative ways to job-share or other alternatives that may be acceptable to JSI.		Executive Director		2011-06

GOAL E. Increase reach so providers are serving 1% of population to be more reflective of population served by JCDDR (doubling the number identified and currently served).

OBJECTIVE 1. Build a database on everyone receiving services and those on waiting list for services.

ACTIVITIES	QUARTERLY PROGRESS	PRIMARY RESPONSIBLE PARTY	OTHER RESPONSIBLE PARTY	TARGET DATE
a. Outreach at places like the Nursing Schools, Police Academy, i.e. intro to services - annually.		Marketing/Dev Director	Service Coordination	2011-10
b. Analyze current database to see current numbers, operational capabilities, etc.		Information Technology		2011-10

OBJECTIVE 2. Develop data input document, using samples already available

ACTIVITIES	QUARTERLY PROGRESS	PRIMARY RESPONSIBLE PARTY	OTHER RESPONSIBLE PARTY	TARGET DATE
a. Ask providers what information can be shared.		Executive Director	Executive Assistant	2011-09
b. Determine if requesting information on clients from service providers is a future condition of funding.		Executive Director	Executive Assistant	2011-09
c. Develop input document for service providers.		Executive Director	Info Technology Director	To be determined
d. Research costs to develop and contents of database.		Info Technology Director		To be determined

e. Survey other counties to determine interest in sharing costs; consider asking MFH.		Executive Director	Executive Assistant	To be determined
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OPPORTUNITY V. ACCREDITATION

GOAL A. Enhance quality of service by encouraging service providers to achieve national accreditation in anticipation of mandatory requirement.

OBJECTIVE 1. 50% of funded service providers explore accreditation level beyond the state.

ACTIVITIES	QUARTERLY PROGRESS	PRIMARY RESPONSIBLE PARTY	OTHER RESPONSIBLE PARTY	TARGET DATE
a. Determine cost for each agency.		Executive Director		2011-05
b. Determine formula for assistance.		Comptroller		2011-05
c. Research accreditation options.		Executive Director		2011-05
d. Provide example of NextStep's best practices for CARF for encouragement to other organizations.		Executive Director		2011-05

OBJECTIVE 2. At least one provider achieves national accreditation.

ACTIVITIES	QUARTERLY PROGRESS	PRIMARY RESPONSIBLE PARTY	OTHER RESPONSIBLE PARTY	TARGET DATE
a. Provide assistance in meeting necessary standards; provide education and funding.		Executive Director		2015

OPPORTUNITY VI. BOARD DEVELOPMENT

GOAL A. Ensure long-term succession of board.

OBJECTIVE 1. Develop a board member succession plan.

ACTIVITIES	QUARTERLY PROGRESS	PRIMARY RESPONSIBLE PARTY	OTHER RESPONSIBLE PARTY	TARGET DATE
a. Draft a plan of succession for board members.		Executive Director	Board Chair	2011-06

OPPORTUNITY VII. FUNDING

GOAL A. Secure ample funding to meet the needs of the county.

OBJECTIVE 1. Ensure an adequate service coordination rate .

ACTIVITIES	QUARTERLY PROGRESS	PRIMARY RESPONSIBLE PARTY	OTHER RESPONSIBLE PARTY	TARGET DATE
a. Research costs and keep informed as to potential, sudden changes.		Comptroller		Ongoing

OBJECTIVE 2. Afford to replace vehicles.

ACTIVITIES	QUARTERLY PROGRESS	PRIMARY RESPONSIBLE PARTY	OTHER RESPONSIBLE PARTY	TARGET DATE
a. Stay informed on 5309 grant program for capital.		Comptroller		Ongoing

GOAL B. Attract additional funding to support start-up costs for expanded service delivery.

OBJECTIVE 1. Provide seed funding to new initiatives.

ACTIVITIES	QUARTERLY PROGRESS	PRIMARY RESPONSIBLE PARTY	OTHER RESPONSIBLE PARTY	TARGET DATE
a. From study on new program needs, i.e. aging, determine funding needed.		Comptroller	Executive Director	Annually (Jan)

OBJECTIVE 2. Monitor the costs and benefits of pursuing a tax levy increase.

ACTIVITIES	QUARTERLY PROGRESS	PRIMARY RESPONSIBLE PARTY	OTHER RESPONSIBLE PARTY	TARGET DATE
a. Research the costs to promote and publicize a request for a tax levy.		Comptroller	Executive Director	To be determined
b. Determine best time to approach community, i.e. election years, etc.		Executive Director	Board	To be determined
c. Develop a Case for Support.		Marketing/Dev Director		To be determined

GOAL C. Enhance financial reporting for historic perspective.

OBJECTIVE 1. Conduct comparative analysis.

ACTIVITIES	QUARTERLY PROGRESS	PRIMARY RESPONSIBLE PARTY	OTHER RESPONSIBLE PARTY	TARGET DATE
a. Annual review and reporting.		Comptroller		annually
b. Accounting software upgrade.		Comptroller		Dec 2010

OPPORTUNITY VIII. FACILITIES INFRASTRUCTURE

GOAL A. Proactive planning on replacement costs.

OBJECTIVE 1. Identify capital costs / deferred maintenance.

ACTIVITIES	QUARTERLY PROGRESS	PRIMARY RESPONSIBLE PARTY	OTHER RESPONSIBLE PARTY	TARGET DATE
a. Develop schedule for maintenance / replacement for all owned facilities.		Maintenance Supervisor		Annually

GOAL B. Ensure input from the community.

OBJECTIVE 1. To gain input from a minimum of 25% of families; 10% community.

ACTIVITIES	QUARTERLY PROGRESS	PRIMARY RESPONSIBLE PARTY	OTHER RESPONSIBLE PARTY	TARGET DATE
a. Conduct mailed / e-mailed survey.		Marketing/Dev Director		Annually in January
b. Host community forum for next Strategic Plan.		Marketing/Dev Director		2014

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For more information or additional copies,

call (636) 282-4400 or (636) 933-0244

or go to

www.jcddrb.org.