

KCCDD's Strategic Direction FY2015 to FY2018

Mission (CORE PURPOSE)

The mission of KCCDD is to create opportunities and provide choices to individuals to maximize their independence and optimize their potential within the community.

Vision (THE BIG GOAL)

KCCDD is the premier Developmental Training program in Illinois.

Environmental Landscape (ADAPTABILITY)

KCCDD will prepare to be a smaller, more efficient organization that serves fewer individuals with greater needs.

Incomplete
In Process
Complete

| Initiative | Values/Drivers | Goals | Action Steps | Time Frame | Responsible Party | |
|---|--|--|-----------------------------|--|--|---------------------------|
| Funding | Expand and Diversify | a. Raise \$150,000 annually from development activities <i>(Metrics in Time Frame)</i> | | <ul style="list-style-type: none"> Annual Auction Annual Appeal 8 grants submitted each year 4 special events 1 planned giving presentation | \$50,000 in FY15 \$75,000 in FY16 \$100,000 in FY17 \$150,000 in FY18 | Development Director |
| | | b. Implement a 708 Board | | <ul style="list-style-type: none"> Affirm partner participation Form work group and identify leadership and committed resources Set target date Run campaign | FY16 or FY17 | CEO/Board |
| | | c. Explore Residential Services | | <ul style="list-style-type: none"> Determine Cost/ Benefit | FY17 | CEO, COO, CFO and Board |
| | | d. Generate additional net revenue from Manufacturing <i>(Metric => 10% Baseline FY2015)</i> | | <ul style="list-style-type: none"> Review need for outside sales person | FY15 4 th quarter | Director of Manufacturing |
| | | | | <ul style="list-style-type: none"> Set all margins => 30% 3 new contracts | FY16 4 th quarter 1 in FY16 1 in FY17 1 in FY18 | |
| e. Increase "add on" funding (53D) service <i>(Metric => 10% of Baseline units in FY2015)</i> | <ul style="list-style-type: none"> Identify critical needs clients Apply for services to state Implement billing through Therap | FY16 4 th quarter | Program Directors, CEO, CFO | | | |

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| Management | Productive and Efficient | a. Review KCCDD paid time off policy | <ul style="list-style-type: none"> Appoint review committee Gather information from other agencies (consider consultant) | FY2016 3 rd quarter | COO, CFO, CEO and Board |
| | | b. Eliminate redundant positions | <ul style="list-style-type: none"> Reduce staff cost by 3 positions through attrition or re-assignment | FY2017 1 st quarter | COO, CFO and CEO |
| | | c. Reduce cost of tracking staff Time and Attendance | <ul style="list-style-type: none"> Implement MITC Staff Time an Attendance | 3/2015 | COO, CEO, CFO and Board |
| | | d. Ensure accuracy of Client Piece and Production | <ul style="list-style-type: none"> Implement MITC for client hours | 3/2015 | |
| | | e. Implement Human Resource management software | <ul style="list-style-type: none"> Select vendor | Fy16 2 nd quarter | |
| | | | <ul style="list-style-type: none"> Implement software | Fy16 3 rd quarter | |
| | | f. Merge FMRD back into KCCDD | <ul style="list-style-type: none"> Due diligence and formalize motions | 12/2/2014 | CEO, CFO, KCCDD Board and FMRD Board |
| | | | <ul style="list-style-type: none"> Complete transfer of assets | 6/30/2015 | |
| g. Improve staff and board financial literacy | <ul style="list-style-type: none"> Establish dashboard metrics for Board to include: Z-score, LOC analysis, Total debt to net assets , current ratio, Fee for service \$ to wage/benefits, \$ Cost per program service unit from CFR, # units delivered/units authorized | FY15 4 th quarter to be completed by FY16 2 nd quarter | CFO and CEO | | |

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|--------------|-------------------|--|---|------------------------------|-------------------------|
| Staff | Retain and Reward | a. Eliminate the furlough hour (Metric: Turnover rate <25%) | • Determine impact on budget | 11/2014 | CEO, CFO and Board |
| | | | • Present to Board | 11/2014 | |
| | | | • Inform staff | 12/2014 | |
| | | b. Adjust staff wages (Metric: Turnover rate <25%) | • Review pay grids | FY16 2 nd quarter | CEO, CFO, COO and Board |
| | | | • Determine impact on budget | FY16 4 th quarter | |
| | | | • Implement adjustments | FY17 1 st quarter | |
| | | c. Increase Staff satisfaction (Metric Annual Staff Satisfaction Survey => 85%) | • Create annual staff survey • Distribute and tabulate | FY15 3 rd quarter | |

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| Facilities | Safety and Sustainable | a. Meet client equipment needs | • Annually assess needs to select 3 specific, priority items and identify resources | Ongoing but a minimum of 2 capitalized item every year | TBD |
| | | b. Improve our buildings (Metric in Time Frame) | • Identify 5 significant projects to complete by the end of FY18 • Position ourselves with legislators to be included in a capital bill | 1 Project in FY15 2 Projects in FY16 2 Projects in FY17 1 Project in FY18 | Superintendent of Physical Plant, CEO, and Board |
| | | c. Merge Grand and Monmouth | • Follow recommendations of Facility Committee • Detail floor plan • Obtain bids | 6/30/2015 | Superintendent of Physical Plant, CEO, Director of Manufacturing |
| | | | • Complete move | FY16 2 nd quarter | |
| h. Insure that all sites are accessible | • Comply with accessibility plan | Ongoing | Coordinator of Administrative Services | | |

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| Services | Innovation and Client Centered | a. Expand and enhance Case Management Services (55A) for home based clients | <ul style="list-style-type: none"> Identify all clients in Knox County receiving 55A Meet with each to determine if support needs match a KCCDD program | FY16 3 rd quarter | Community and Seniors Director |
| | | b. Develop capability to serve clients with high behavioral needs <i>(Metric # of 56U units delivered/units authorized)</i> | <ul style="list-style-type: none"> Assess KCCDD's future ability to deliver 56U (Staff retirement) | FY16 2 nd quarter | CEO, COO, Certified BA |
| | | | <ul style="list-style-type: none"> Build crisis team model Identify scheduling models to fit needs | FY16 4 th quarter | |
| | | c. Improve Client Service offerings (REACH, special interest classes, and employment) <i>(Metric Stakeholder satisfaction =>90%)</i> | <ul style="list-style-type: none"> Expand volunteer opportunities Move Program Managers to Monmouth Move REACH to community Expand special interest classes Expand technology | FY15 – FY18 | Rehab Service Director and Community and Seniors Director |
| | | d. Develop capability to serve clients with high medical needs <i>(Metric Increase number of new/returning clients)</i> | <ul style="list-style-type: none"> Determine why clients are not attending | FY15 4 th quarter | Rehab Service Director and Community and Seniors Director |
| | | | <ul style="list-style-type: none"> Establish program for continuous feed individuals | FY16 1 st quarter | |
| | | e. Assess needs of persons leaving high school for program options | <ul style="list-style-type: none"> Establish contact with local school districts | FY16 1 st quarter | Community and Seniors Director |
| | | | <ul style="list-style-type: none"> Consider pilot program for persons in last year of school | Fy16 3 rd quarter | |
| | | f. Evaluate GBSC | <ul style="list-style-type: none"> Review 3 year financial trend and establish target | FY15 | CEO, CFO and Director of GBSC |