

# STRATEGIC PLANNING



## Boone County Family Resources Strategic Plan

FY 2023

Initially developed in FY 2022 by Boone County Family Resources Management Team  
with facilitation from University of Missouri Kansas City Institute for Human  
Development and Updated for FY 2023 and Beyond

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## Background:

As part of the annual and ongoing strategic planning process, leadership of Boone County Families Resources (BCFR) were engaged in a brainstorming and goal setting session facilitated by the UMKC Institute for Human Development on June 30, 2021. Using the concepts and tools of the Charting the LifeCourse framework, members of the management and leadership team engaged in collaborative discussion around the vision, challenges, successes, and innovations of BCFR. This was used to develop the FY22 Strategic Plan. The plan was updated for FY23 and accomplishments from FY22 are now also included in this plan.

## The Strategic Planning Process:

To begin the strategic planning process, the leadership team was asked to identify what they wanted for people and families in Boone County. Conversely, the group was prompted to identify what they do not want for people and families, strengthening and crystalizing the vision. By defining the goal for people and families, Boone Country Family Resources can more easily establish and assess their role in supporting individuals to reach their goals.

## Shared Vision for People and Families:

- Hope, inclusion, acceptance
- Feel welcome/ heard
- Person Centered services
- Tools for good life
- Supported and included
- Choice/Access/Awareness/Accessibility
- Have connection
- To be own advocates

## Identifying Needs to Reach the Vision for People and Families:

In order to further clarify the role BCFR may play in achieving the vision for people and families, the group brainstormed around the “three buckets,” or individualized support needs: Discovery and Navigation (what information individuals and families need?); Connecting and Networking (what relationships and community support systems do individuals and families need?); and Goods and Services, (what tangible goods and services do individuals and families need?) to reach the vision. This process helped to solidify the vision and ground the team on what is practically needed to make the identified vision a reality.

## Identifying a Vision for Boone County Family Resources:

Within the context of what is wanted for people and families, the group identified their vision for how BCFR can specifically help to “fill the buckets”. A trajectory was utilized to support the group to identify what is wanted, and what is not wanted, for BCFR as an organization. By outlining what IS wanted and what is NOT wanted for BCFR, the leadership team has a clear, streamlined process for decision making. When faced with a choice, the team can assess which option will move them toward their vision, and ensure they are not engaging in activities that move them away from the vision.

## Building on Strengths and Addressing Opportunities

Establishing the vision for individuals, families, and BCFR provided the context for the leadership and management team to brainstorm current strengths to build upon and opportunities for improvement. While it is important to celebrate the yearly successes and achievements, it is also beneficial to identify barriers, challenges, and what is not going well to better understand the areas for improvement.

### Strengths and Opportunities

- Focus on DEI efforts and representation (diversity, equity, inclusion)
- COVID pay for supporting an individual in Supported Living with COVID
- Regular assessment of staff pay and incentives to increase recruitment and retention
- Outreach/ Social media
- Virtual all staff meetings -communication and coordination across integrated teams
- Ability to work remotely for many identified positions
- Sense of pride and culture at BCFR
- Continued grant partnerships with UMKC-IHD
- Comprehensive array and quality of supports and services
- Solid funding and budgeting
- Staff recruiting and targeted hiring, committed staff
- Individually planned services
- Able to continue operation without interruption
- Flexibility and innovation
- Electronic filing
- Increase in competitive employment benefits package
- Being more green
- Adapting to change
- Accessible and professional staff and spaces
- Welcoming environment to staff and individuals
- Improved and increased accessible training opportunities
- IT continually researching and implementing best practice recommendations for security and access
- Making agency processes more streamlined
- Employee awareness committee building connections
- Good teamwork and sense of team (Teams supporting one another and collaboration between departments)
- New building has heightened awareness of agency
- Supportive work environment
- Commitment to continuous improvement
- Strong commitment to staff and recognition for work
- Value Based Purchasing Planning group participation

### Weaknesses and Threats

- High staff turnover
- Increased focus on DEI efforts is needed
- Sound issues at the main office
- Physical location causes some segregation (floor levels)
- Ability to make time for employee involvement
- Need to increase name brand recognition in community (as employee and as provider)
- Accessibility for aging individuals in supported living
- Staffing concerns among service providers
- Losing personal touch due to remote work
- Need to increase focus on natural supports rather than paid supports
- Need to improve outreach to rural community
- Complex services and processes for individuals to navigate
- Communicating initiatives across teams
- Completion of projects
- Not responsive or slow decision making
- Need to be more adaptable in structure and procedure changes
- Value Based Purchasing

### Identifying Priority Goals:

To continue to refine a clear set of focus areas and goals for FY22 and beyond, the leadership/management team worked together to brainstorm tangible next steps to move toward the established vision. This discussion was valuable in determining strategies to inform “the how” piece of BCFR’s strategic plan.

The leadership and management team compared their responses of priorities and key actions to focus on with the survey responses from internal and external stakeholders surveys in February 2020. Overwhelmingly, the group expressed that they felt they had “a finger on the pulse,” as the responses between the survey and discussion were very closely matched, validating the priorities that were identified. Additionally, the stakeholder survey also matched the management team feedback, which indicated the team is accurately aware of the areas for improvement.

To categorize and analyze the large amount of feedback from the group, themes from all the discussions were identified to establish key areas of focus for moving forward with specific planning. These key focus areas were used for outcome and goal development.

Focus 1	Identification of well-defined priorities, projects, statuses, and accomplishments to enhance transparency and accountability
Define Success	We will know we have accomplished this goal when we have identified well-defined priorities, projects, statuses, and accomplishments that guides decision making about additional initiatives to be included in an agency plan.

Focus 2	Efficient and effective services delivered by skillful, high quality, diverse, committed workforce
Define Success	We will know we have reached this goal when we have increased employee retention, satisfaction, and able to recruit quality applicants.

Focus 3	BCFR is a well-known community partner and employer, and the community recognizes the positive impact BCFR has on individual lives
Define Success	We will know we have accomplished this goal when there is an increase of referrals by current employees, an increase in referrals for individuals served from rural school districts, and there are increasing opportunities for BCFR to participate in community outreach.

Focus 4	Anticipate the needs of individuals served across the lifespan through innovative projects, pilots, initiatives, and planning
Define Success	We will know we have reached this goal when the agency is participating in cutting-edge, best practice initiatives that respond to unmet needs.

### The Agency FY22 Action Plan and Report Card:

These key focus areas were used for outcome and goal development. Small workgroups were formed to develop an action plan and identify potential goals that would support accomplishing the focus area. Director's Team reviewed these goals on August 24, 2021 to further narrow and "parking lot" ideas for the future, as not everything can be accomplished at once or during a global pandemic.

<b>Focus 1</b>	Identification of well-defined priorities, projects, statuses, and accomplishments to enhance transparency and accountability				
<b>Define Success</b>	We will know we have accomplished this goal when we have identified well-defined priorities, projects, statuses, and accomplishments that guides decision making about additional initiatives to be included in an agency plan.				
<b>Outcome/Goal</b>	<b>Point Person</b>	<b>Employees Responsible for Completion</b>	<b>Goal Completion Date</b>	<b>Share and Report Progress To</b>	<b>Status of Outcome/Goal</b>
Take inventory of and make a plan for all existing projects, plans and initiatives	Jessica Porter	Director's Team	September 30	Management Team Quarterly Meetings	Completed
Create a review, communication plan/strategy, and identification of measures of success for each project, plan and initiative	Jessica Porter	Director's Team	September 30	Management Team Quarterly Meetings	Completed
Develop a monitoring, progress update, revision strategy	Jessica Porter	Director's Team	September 30	Management Team Quarterly Meetings	Completed
Develop a process for assessing and approving new ideas	Joanie Chenault	Director's Team	October 31	Management Team Quarterly Meetings	Completed
<b>Additional Notes Regarding Completion of Focus Area 1</b>	Early in FY22, Director's Team developed a list of all priorities each team was currently working on and these priorities were listed and documented in Microsoft Planner. Director's Team met weekly and gave status reports of each priority. By the end of FY22, enough priorities had been completed that it was determined the priority projects list could be merged with the greater agency strategic plan; although, status reports will continue to be given during Director's Team meetings. This focus area is considered complete at the end of FY22.				

<b>Focus 2</b>	Efficient and effective services delivered by skillful, high quality, diverse, committed workforce				
<b>Define Success</b>	We will know we have reached this goal when we have increased employee retention, satisfaction, and able to recruit quality applicants.				
<b>Outcome/Goal</b>	<b>Point Person</b>	<b>Employees Responsible for Completion</b>	<b>Goal Completion Date</b>	<b>Share and Report Progress To</b>	<b>Status of Outcome/Goal</b>
Evaluate strategies to recruit and retain	Jamie McElwain	Recruitment Committee and Director's Team	October 31	Management Team Quarterly Meeting	In Process
Identify opportunities for cross training and mentoring	Jessica Porter	Director's Team	March 31	Management Team Quarterly Meeting	In Process
Develop a personalized onboarding process, with the goal of decreasing turn-over	Jamie McElwain	HR and TQA	September 30	Management Team Quarterly Meeting	Completed
Develop a survey to get staff input on a bi-annual basis for development of future priorities and goals, training recommendations	Jamie McElwain	Recruitment Committee and Director's Team	March 31	Management Team Quarterly Meeting	Completed
Identify opportunities for ensuring competitive wages for staff, with an ongoing review cycle	Jamie McElwain	HR	December 31	Management Team Quarterly Meeting	Completed
Implement a comprehensive and meaningful DEI plan	Natasha Sigoloff	DEI Committee and Director's Team	October 31	Management Team Quarterly Meeting	Completed
<b>Additional Notes Regarding Completion of Focus Area 2</b>	A new 2 day onboarding process was implemented in August of 2021 and continues to be refined and improved. A stay-survey was conducted for staff to complete in May and June of 2022 and will be re-done in 2024. Competitive wage assessment was completed by MACDDS. Starting wages were increased in all three programs. A DEI plan was created and the DEI committee and agency administration are in the process of implementation.				

<b>Focus 3</b>	BCFR is a well-known community partner and employer, and the community recognizes the positive impact BCFR has on individual lives				
<b>Define Success</b>	We will know we have accomplished this goal when there is an increase of referrals by current employees, an increase in referrals for individuals served from rural school districts, and there are increasing opportunities for BCFR to participate in community outreach.				
<b>Outcome/Goal</b>	<b>Point Person</b>	<b>Employees Responsible for Completion</b>	<b>Goal Completion Date</b>	<b>Share and Report Progress To</b>	<b>Status of Outcome/Goal</b>
Develop an incentive program for current employees to promote BCFR as an employer (Indeed reviews, social media posts, etc.)	Amy Parris	Recruitment Committee and Director's Team	January 31	Management Team Quarterly Meeting	In Process
Develop (or repurpose) a committee whose purpose is to develop outreach and community opportunities, identify potential stories to be shared	Amy Parris	Director's Team	December 31	Management Team Quarterly Meeting	Completed
Inventory all current partnerships, outreach activities, and events and identify potential additional opportunities for growth with partners and schools	Amy Parris	Management Team	January 30	Management Team Quarterly Meeting	Completed
Identification of individuals to reach out to for potential additional opportunities for growth as a community partner and employer	Amy Parris	New Outreach Committee and Management Team	March 31	Management Team Quarterly Meeting	In Process
New strategies for increasing awareness have been implemented-including in alternative language formats (regularly scheduled general training/events, videos, FB live events)	Amy Parris	New Outreach Committee and Management Team	March 31	Management Team Quarterly Meeting	Completed
<b>Additional Notes Regarding Completion of Focus Area 3</b>	The newsletter committee was repurposed and a content creation committee was established to help develop content across many avenues, not just the newsletter. All current partnerships, activities, and initiatives have been catalogued and shared. Agency events have begun to be filmed for FB live and an interpreter was secured for each of these events. This will continue into the future.				



<b>Focus 4</b>	Anticipate the needs of individuals served across the lifespan through innovative projects, pilots, initiatives, and planning				
<b>Define Success</b>	We will know we have reached this goal when the agency is participating in cutting-edge, best practice initiatives that respond to unmet needs.				
<b>Outcome/Goal</b>	<b>Point Person</b>	<b>Employees Responsible for Completion</b>	<b>Goal Completion Date</b>	<b>Share and Report Progress To</b>	<b>Status of Outcome/Goal</b>
Determine where there may be unmet needs by individuals served	Matt Hoff	Family Support Management Team	March 31	Management Team Quarterly Meeting	In Process
Research and identify other agency best practices	Joanie Chenault	Director's Team	March 31	Management Team Quarterly Meeting	Completed
Evaluate and improve satisfaction survey process with a goal of an increased response rate	Jessica Porter	TQA and Director's Team	March 31	Management Team Quarterly Meeting	Completed
Add additional training on Charting the LifeCourse person-centered plan development for all staff	Jessica Porter	TQA and Management Team	June 30	Management Team Quarterly Meeting	Completed
Evaluation of referral sources to determine potential areas for additional outreach	Matt Hoff	Family Support Management Team	June 30	Management Team Quarterly Meeting	Completed
<b>Additional Notes Regarding Completion of Focus Area 4</b>	The agency has identified several new best practice initiatives to be a part of. There was a slight increase in response rate to satisfaction surveys, and there are additional plans to increase this number in the future. Supervisors will take part in the LifeCourse Ambassador Series in July and August of 2022. Referral sources are reviewed quarterly as part of management plan goals.				

### The Agency FY23 Action Plan:

After reviewing progress from FY22 and identification of additional projects BCFR has committed to, BCFR leadership determined that the focus areas identified in FY22 would be the same for FY23, as progress continues to be made in these areas. The Action Plan from FY22 (see above) was edited and updated with new outcomes and goals for FY23 (see below). Progress of these will be reviewed with Director's Team on a regular basis and progress will be shared quarterly with Management Team.

<b>Focus 1</b>	Efficient and effective services delivered by skillful, high quality, diverse, committed workforce			
<b>Define Success</b>	We will know we have reached this goal when we have increased employee retention, satisfaction, and able to recruit quality applicants.			
<b>Outcome/Goal</b>	<b>Point Person</b>	<b>Employees Responsible for Completion</b>	<b>Goal Completion Date</b>	<b>Share and Report Progress To</b>
Create new strategies to recruit and retain high quality staff	Jamie McElwain	Recruitment Committee and Director's Team	June 30, 2023	Management Team Quarterly Meeting
Develop Mentorship and/or Ambassador Program to increase retention	Jessica Porter	Director's Team	June 30, 2023	Management Team Quarterly Meeting
Evaluate potential participation in the DSP Apprenticeship Program with DMH	Natasha Sigoloff	Supported Living	June 30, 2023	Management Team Quarterly Meeting

<b>Focus 2</b>	BCFR is a well-known community partner and employer, and the community recognizes the positive impact BCFR has on individual lives			
<b>Define Success</b>	We will know we have accomplished this goal when there is an increase of referrals by current employees, an increase in referrals for individuals served from rural school districts, and there are increasing opportunities for BCFR to participate in community outreach.			
<b>Outcome/Goal</b>	<b>Point Person</b>	<b>Employees Responsible for Completion</b>	<b>Goal Completion Date</b>	<b>Share and Report Progress To</b>
Develop an incentive program for current employees to promote BCFR as an employer (Indeed reviews, Glassdoor, social media posts)	Amy Parris	Recruitment Committee and Director's Team	December 2022	Management Team Quarterly Meeting
Identification of individuals to reach out to for potential additional opportunities for growth as a community partner and employer	Amy Parris Jamie McElwain	Content Creation and Recruitment Committees and Management Team	June 2023	Management Team Quarterly Meeting
Development of a new agency website that provides increased accessibility and ease of navigation for all end users	Amy Parris Brian Hulett	Temporary	January 2023	Management Team Quarterly Meeting

Re-Branding of agency letterhead, brochures, business cards, etc. to be fresh and better match new website	Amy Parris	Content Creation Committee and Director's Team	June 2023	Management Team Quarterly Meeting
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<b>Focus 3</b>	Anticipate the needs of individuals served across the lifespan through innovative projects, pilots, initiatives, and planning			
<b>Define Success</b>	We will know we have reached this goal when the agency is participating in cutting-edge, best practice initiatives that respond to unmet needs or improve services provided.			
<b>Outcome/Goal</b>	<b>Point Person</b>	<b>Employees Responsible for Completion</b>	<b>Goal Completion Date</b>	<b>Share and Report Progress To</b>
Determine where there may be unmet needs by individuals served (increasing footprint in rural areas and with teens)	Matt Hoff Mark Satterwhite	Program Directors and team	March 31	Management Team Quarterly Meeting
Partner with Institute for Human Development (IHD) at University of Missouri Kansas City (UMKC) in their grant work to improve the health of individual's served	Matt Hoff	Family Support Management Team	June 2023	Management Team Quarterly Meeting
Reform choices program in Family Support to provide better access and use of the service	Joanie Chenault	Family Support Management Team and Administration	September 2022	Management Quarterly Meeting
Reconceptualize HBSS program in Life and Work Connections to provide better access and use of the service	Mark Satterwhite	Life and Work Connections and Administration	June 2023	Management Quarterly Meeting
Plan for a more accessible Supported Living building to replace one of the current aging, less accessible buildings	Natasha Sigoloff	Supported Living and Administration	June 2023	Management Quarterly Meeting

## Programmatic and Business Function Goals and Priorities

In addition to the key priority goals set for BCFR as a whole, each program and some business functions have identified additional goals and performance indicators to work towards and meet on a quarterly or annual basis. Some of these overlap and support BCFR's priority goals, and some function completely separately to assure the agency runs effectively and efficiently, that feedback is regularly considered, and that each program is accessible to stakeholders. In some cases, goals and performance indicators were established to compare with National Quality Indicators of Health. These will be reviewed along with BCFR's identified priority goals during quarterly Management Team meetings and can be found in Microsoft Teams at any time for review.

### Supported Living

Objective	Measure	Interval Reported	Reported By	Applicable To	Performance Indicator
Individuals in SL are supported in maintain their health and well-being	Goal is 95% of individuals obtain their required annual medical services within 60 days of the original due date as collected in Therap and reported in Teams	Annually	Director of Supported Living	All Individuals in Supported Living	Access
Individuals in SL are able to live in homes designed to meet their needs	Goal is to increase or maintain the number of assistive technology devices available to assist individuals with aging in place, particularly for those over the age of 50 as collected by the number of devices used and reported in Teams	Annually	Director of Supported Living	All Individuals in Supported Living	Access
Individuals in SL are active participants in their chosen planned outcomes	Goal is 75% of individuals participate in at least 2 self-identified planned outcomes that help them to thrive, connect and achieve as tracked and collected through Excel and reported in Teams	Quarterly	Director of Supported Living	All Individuals in Supported Living	Effectiveness
Individuals in SL have natural supports, as desired, and are actively engaged in their community	Goal is to ensure that all individuals have meaning connections to non-paid supports and their community if they do desire	Quarterly	Director of Supported Living	All Individuals in Supported Living	Access
Individuals in SL have current residential plans	Goal is 100% of residential plans are sent to team members within 30 days of implementation as collected in Excel and reported in Teams	Quarterly	Director of Supported Living	All Individuals in Supported Living	Efficiency
Individuals in SL believe that services have helped them to lead a good life	Goal is 90% of individuals believe that SL services have helped them to lead a good life as collected through the satisfaction survey and reported in Teams	Annually	Coordinator of Training and Quality Assurance	All Individuals and Families in Supported Living	Satisfaction/ Feedback
Individuals in SL believe that staff treat them with respect	Goal is 90% of individuals believe that staff treat them with respect as collected through satisfaction surveys and reported in Teams	Annually	Coordinator of Training and Quality Assurance	All Individuals and Families in Supported Living	Satisfaction/ Feedback

## Family Support

Objective	Measure	Interval Reported	Reported By	Applicable To	Performance Indicator
Maintain optimum FCLS caseload capacity per Coordinator working with natural home individuals	Goal is to establish a best practice caseload capacity for Coordinators. Average for Residential Coordinators is 30, Natural Home Coordinators is 43	Quarterly	Director of Family Support	All Individuals Supported by Family Support	Efficiency
Individuals in FS will be offered a minimum of one home visit per year	Goal is 85% of individuals receive at least one in home visit during the fiscal year	Annually	Director of Family Support	All Individuals Supported by Family Support	Access
Individuals in FS state staff treat them with respect	Goal is 98% of individuals report that staff treat them with respect as collected through the annual satisfaction survey and reported in Teams	Annually	Director of Family Support	All Individuals Supported by Family Support	Satisfaction/ Feedback
Individuals in FS receive services and supports from BCFR that help them to lead a good life	Goal is 98% of individuals state their services and supports help to lead a good life, as collected through the annual satisfaction survey and reported in Teams	Annually	Director of Family Support	All Individuals Supported by Family Support	Satisfaction/ Feedback
Individuals in FS are able to contact their coordinator and receive adequate support	Goal is 65% or 110 FTE hours of Coordinator time is spent in direct support to individuals served and 10% of engagement time will be spent planning with individuals	Monthly	Director of Family Support	All Individuals Supported by Family Support	Effectiveness
Individuals in FS and their chosen team take part in the planning process of the individual	Goal is 95% of new persons served will have an initial plan meeting within 30 days and 97% of individuals will have an annual plan implemented within 365 days of their previous plan date	Quarterly	Director of Family Support	All Individuals Supported by Family Support	Efficiency
Increase awareness of BCFR in communities through school outreach	Goal is that agency demographics for school aged individuals will mirror special education incidence in school districts	Bi-Annual	Director of Family Support	All Individuals Supported by Family Support	Access
Individuals in FS who have unplanned hospitalizations know to contact Coordinators for additional support	Goal is 80% of unplanned hospitalizations will be communicated to the Coordinator either before discharge or within 30 days of discharge	Quarterly	Coordinator of Training and Quality Assurance	All Individuals Supported by Family Support	Effectiveness

## Life and Work Connections

Objective	Measure	Interval Reported	Reported By	Applicable To	Performance Indicator
Individuals in LWC community integration supports receive skill training in location where skill will be implemented	Goal is 90% of individuals receive supports in the location where the skill would be implemented as tracked in Set-Works and reported in Teams	Quarterly	Director of Life and Work Connections	Individuals receiving Community Integration with LWC	Efficiency
Individuals in LWC are encouraged to meet personal goals for community integration	Goal is 75% of individuals actively receiving support in setting goals have made progress on those goals as tracked in Set-Works and reported in Teams.	Quarterly	Director of Life and Work Connections	Individuals receiving Community Integration with LWC	Effectiveness
Individuals referred for community integration will receive adequate supports	Goal is 90% of individuals referred for community integration are admitted into the program as tracked Excel and reported in Teams	Quarterly	Director of Life and Work Connections	Individuals receiving Community Integration with LWC	Access
Individuals in LWC become more independent	Goal is 90% of individuals state they feel more independent after meeting with LWC staff as collected through a satisfaction survey reported in Teams	Annually	Director of Life and Work Connections	All individuals receiving LWC supports	Satisfaction/ Feedback
Individuals in LWC were helped to achieve their goals	Goal is 90% of individuals stated LWC helped them to achieve their goals as collected through a satisfaction survey and reported in Teams	Annually	Coordinator of Training and Quality Assurance	All individuals receiving LWC supports	Satisfaction/ Feedback
Individuals receiving employee development services are in the community	Goal is 65% of the time individuals meet with staff for employee development services is in the community	Quarterly	Director of Life and Work Connections	Individuals in Employee Development Services	Efficiency
Individuals receiving employee development services progressively build skills for competitive employment	Goal is 85% of individuals are making progress to complete the program within one year of active training as tracked in Set-Works and reported in Teams.	Quarterly	Director of Life and Work Connections	Individuals receiving Employee Development Services with LWC	Effectiveness
Individuals referred for employee development services receive adequate supports	Goal is 90% of individuals referred for employee development are admitted into the program as tracked Excel and reported in Teams	Quarterly	Director of Life and Work Connections	Individuals receiving employee development with LWC	Access
Individuals referred to LWC for employment services will receive adequate supports	Goal is 90% of individuals referred for employment services are admitted into the program as tracked Excel and reported in Teams	Quarterly	Director of Life and Work Connections	Individuals receiving Job Development with LWC	Access
Individuals receiving employment supports are maintaining community employment	Goal is 95% of those who found employment in FY22 were still employed at the end of FY. 75% at end of FY21 were still employed. 50% at end of FY20 were still employed. Tracked in Set-Works and reported in Teams.	Annually	Director of Life and Work Connections	Individuals receiving Employment Supports with LWC	Access

Individuals in LWC receiving employment supports were able to obtain employment supports job development assistance in a timely manner	Goal is 95% of individuals receiving employment job development services will have contact with an employer within a month of admission or new search. 75% of individuals receiving employment job development services locate a job within 6 months of admission or new search. Recorded and tracked in Set-works and reported in Teams.	Quarterly	Director of Life and Work Connections	Individuals receiving Job development Employment Supports with LWC	Efficiency/ Effectiveness
Individuals in employment services receiving job supports have effective follow along as determined by the employer and individual supported	Goal is 95% of individuals receiving follow along contacted this quarter received effective follow along. 95% of the employers receiving follow along contacted this quarter received effective follow along. 95% of the individuals locating employment this quarter received follow along in accordance with fidelity standards. Recorded and tracked in Set-works and reported in Teams.	Quarterly	Director of Life and Work Connections	Individuals receiving Employment Supports with LWC	Effectiveness
Individuals in employment services receiving job supports have efficient follow along consistent with IPS Fidelity	Goal is 95% of the individuals locating employment this quarter received follow along in accordance with fidelity standards.	Quarterly	Director of Life and Work Connections	Individuals receiving Employment Supports with LWC	Efficiency
Individuals in employment services receiving job supports will receive adequate support.	Goal is 95% of the individuals receiving employment supports had access to time unlimited follow-along.	Quarterly	Director of Life and Work Connections	Individuals receiving Employment Supports with LWC	Access
Individuals in LWC employment services were satisfied with the way staff treated them.	Goal is 90% of individuals state they were satisfied with the way staff treated them as collected through a satisfaction survey reported in Teams	Annually	Director of Life and Work Connections	All individuals receiving LWC employment services	Satisfaction/ Feedback
Individuals in LWC employment services were satisfied with services.	Goal is 90% of individuals state they were satisfied with services as collected through a satisfaction survey reported in Teams	Annually	Director of Life and Work Connections	All individuals receiving LWC employment services.	Satisfaction/ Feedback
Families who need caregiver support are utilizing HBSS services.	Goal is increased utilization of HBSS services by 10% every quarter. Tracked in Excel and reported in Teams.	Quarterly	Director of Life and Work Connections	Individuals receiving HBSS services	Access/Effective ness

## Business Functions

Objective	Measure	Interval Reported	Reported By	Applicable To
New employee position-based training is completed within the first 6 months of hire	Goal is 100% of employees will complete position based training within the first 6 months of hire as tracked in TalentLMS and reported in Teams.	Quarterly	Coordinator of Training and Quality Assurance	All new employees
Employees who have been employed over one year will receive competency based training annually	Goal is 100% of recertifications of annual training will be completed within 60 days of due date as tracked in TalentLMS and reported in Teams	Quarterly	Coordinator of Training and Quality Assurance	All employees
Increase the tenure among employees at BCFR	Goal is 65% of DSPs and 80% of all other employees are employed with BCFR for greater than 12 months and compared to national and state averages as tracked in HR system and reported in Teams	Quarterly	Human Resource Manager	All employees
To hire qualified external applicants in a timely fashion	Goal is that the average time from date of background screen to date received conditional job offer for all positions is 21 days as tracked in HR system and reported in Teams	Quarterly	Human Resource Manager	All new employees and hiring managers
Maintain adequate staffing in Supported Living to ensure quality services	Goal is 30 % or less of open positions on average throughout the FY as collected through Excel and reported in Teams.	Quarterly	Director of Supported Living	Supported Living
To decrease turnover among employees at BCFR	Goal is 50% or less turnover rate amongst DSPs and 25% or less turnover rate amongst all other employees as tracked in HR system and reported in Teams	Quarterly	Human Resource Manager	All employees
To provide timely annual evaluations to all employees	Goal is 100% of employees receive an annual evaluation within 60 days of the due date as tracked in HR system and reported in Teams	Quarterly	Human Resource Manager	All employees
To be a statewide leader	Goal is to be a part of 2 or more statewide or external initiatives that help support the agency's mission and influence conversations and priorities. Secondary goal is to track staff participation in external workgroups and presentations as they become available	Quarterly	Associate Director	All employees
To maintain and review the agency's budget	Goal is to monthly assess budget impacts and note adjustments and differences in projections	Quarterly	Accountant	All employees