

2021 Strategic Plan

Developmental Center of the Ozarks



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Executive Summary

A strategic plan is an intentional, formal act of evaluating and understanding your organization in relation to the world around your organization, which can create an effective plan of action that maximizes your potential. Strategic planning provides a clear direction for your organization.

The Developmental Center of the Ozarks (DCO) has a long history of providing services to individuals to help them to reach their potential. What started as a school for children with cerebral palsy as evolved into an agency that provides services for both children and adults. DCO currently has 6 major programs including: Technology and Learning Center (TLC), Therapy Services, Early Child Care and Education (ECCE), Adult Day Center (ADC), Employment Services, and Community Based Learning (CBL).

In 2020, the COVID-19 Pandemic hit creating a major impact on all programs. The result was an 50% reduction in revenue (which was budgeted the first half of 2020. Fortunately, DCO received significant funds from the Payroll Protection Program (PPP) provided by the 2020 Cares Act. These funds made up a significant part of the deficit from the first part of the year. However, these funds have run out and several programs will continue to be impacted into 2021. The 2021 budget projects approximately \$500K losses in ECCE, Therapy, and Employment. While TLC was expected to make up for much of these losses, the net income forecast for TLC in 2021 is less than half what was originally projected for 2020. These factors combined creating a projected loss of \$166K for 2021. This will bring cash reserves down to dangerous levels.

Also, in 2020, the DCO underwent a leadership change as Marisa DeClue took over the position of Executive Director. Marisa has worked to build a team of leaders around her within the agency to not only respond to the challenges of the pandemic, but also to improve engagement and alignment within the organization.

On December 2, 2020, DCO pulled together 17 leaders from within the organization (including the board president) to discuss the future of DCO. The meeting was facilitated pro-bono by Don Harkey, CEO of People Centric Consulting Group.

The team focused on the strength of DCO being one of the rare agencies that serve both children and families with a wide variety of services and how there are more opportunities to add services that would better serve families while also providing additional revenue sources. Ultimately, while nobody would have chosen the 2020 Pandemic, the team realized that there are opportunities in the disruption to add new services and to leverage technology to provide existing services in a new way (ex: remote services). The team also talked about the opportunity to build a stronger internal culture that increases accountability, improves communication, earns employee engagement, and positions DCO as an “employer of choice”.

The Key Objectives below are the driving force behind your direction as a company. Key Objectives are the items your organization has chosen and agreed to focus on and complete for 2021.

1. Find New / Diversified Revenue Streams
2. Build a Culture of Accountability and Ownership
3. Improve Collaboration and Communication
4. Rework, Clarify, Communicate our Values, Mission, and Vision

The following is a detailed summary of the DCO Strategic Plan, developed in December of 2020.



Key Objectives

To ensure success, your organization’s Key Objectives must continuously be evaluated and revisited. This will help focus everyone with a clear direction and hold everyone accountable to excel both in their roles and as an organization.

Key Objectives	
1.	Find New / Diversified Revenue Streams – DCO has a short-term need, but also a long-term opportunity, to utilize technology and outside collaborations in the community to expand our high-quality services in areas that will improve our financial health.
2.	Build a Culture of Accountability and Ownership – DCO will work to make sure that we practice what we preach, set good expectations, and provide the support needed to accomplish our Mission.
3.	Improve Collaboration and Communication – DCO programs are prone to focusing on their own areas, but our greatest opportunities are to work across departments to take advantage of opportunities and to create the “yellow brick road” for families navigating our programs.
4.	Rework, Clarify, Communicate our Values, Mission, and Vision – DCO needs to build a strong organizational identity to help everyone to feel connected around a crystal clear common purpose.

Implementation

The ‘Place’

Action can’t be completed without a ‘Place’. Without a ‘Place’, it becomes difficult for teams to come together to collaborate, communicate, and check in on the progress of their organization. People Centric recommends that DCO establish a “Core Team” which will meet monthly to launch “STEP’s” that move you towards your objectives.

Essentially, you will take STEPs towards executing your strategic plan. We use the acronym STEP to describe these projects because they are:

Strategic – Aligned with your Key Objectives

Team – Problems are solved with a diverse team

Engagement – We engage people to create buy-in

Project – There is a clear scope with a starting point and a clear end point with measurable success.



Identity

Core Values

Core Values give your organization its unique motivation. They consist of standards, morals, ethics, ideals, principles, and beliefs that help define your organization's common purpose and passion in tangible pieces. The team conducted an activity where everyone thought of someone within DCO that best exemplifies the organization and then identified key traits of that person. This yields significant insights into what could become your Core Values.

Core Value Traits
Willing / Dedicated / Selfless / Enthusiastic / Loyal – We are willing to do what is needed with focus on the needs of our clients, their families, and our team.
Heart / Advocate / Empowering – We are advocates for our clients in helping them reach their potential.
Solution Oriented – We are responsive to the ever-changing needs of the community and our clients.
Inclusion – We are constantly educating the community and promoting awareness.
Responsible – We are fiscally responsible and dedicated to creating a sustainable organization that lives out our Mission.

Mission & Vision

A mission and vision serve as foundations for making all kinds of decisions within an organization. It gives your organization a clearly stated purpose, which motivates your people and aligns them as an organization. A mission is the main thing an organization does and why they do it. A vision is what your ideal future looks like.

Mission

A mission is the main thing your organization does and why everyone does it. It expresses what your organization does in an internal and meaningful way. A simple formula to help discover a mission statement is Strengths + Values = Mission Statement. DCO's current Mission is:

DCO makes a positive difference in the community by providing services that enable individuals to reach and maintain their optimal level of development.

The team discussed potential modifications to this Mission. An offline suggestion was "DCO provides guidance, assistance, and motivation in a dynamic, compassionate environment".

Vision

A vision statement is what your ideal future looks like. It should be an inspiring and compelling message that creates a purpose for employees and gives direction to what success looks like.

Again, the team discussed creating a clear Vision for the organization as a Key Objective.



SOAR

Understanding your organization’s current environment, while thinking forward are two key factors to successful direction.

Strengths

By evaluating the areas in which your organization excels and does its best work, it allows your people to have a better understanding of who they are in the organization. The team discussed various organizational strengths and prioritized the following as the top strengths.

Strengths
Our ability to work with outside agencies and the community
We work with both kids and adults and have a wide variety of services. We try to think like an agency and not like individual programs. Our services are customized to the individuals we serve.
We are advocates for inclusion and building awareness in our community
Our adult programs are financially strong. We are getting better at finding new revenue streams.
We have a lot of focus on our frontline staff.
We build relationships with our clients and their families.

Opportunities

There are many opportunities that can help fill the gaps or needs of your organization. These opportunities are advantageous for your organization to identify to know what your teams can work towards. The team discussed various organizational opportunities and prioritized the following as the top opportunities.

Opportunities
Expanding remote services
New autism program
Creating staff incentives / merit increases for frontline staff (reward our best staff)
Find more ways to run lean / reduce expenses (ex: finding alternatives to travel)
Increase accountability by holding ourselves accountable to performance and living our values
Strengths-based development for staff. Hire and onboard people based on their individual strengths and then develop their strengths.
Stay in touch with families after childcare / hold reunions (manage clients throughout their lives)
Diversify revenue streams. Specific ideas include: <ul style="list-style-type: none"> Become a provider to existing after-school programs High school to adulthood transition program Facilitate information sharing Provide training for staff at area schools Physical therapy program for adults on campus Partner with residential organizations for day programs
Find additional private pay revenue sources and price accordingly (break out of our “non-profit” paradigm)
Finding more grant opportunities (especially for new or expanded programs)
Share agency goals and wins with frontline staff and how we use resources (improve communication)
Partner with Abilities First in case management



Aspirations / Results

By recognizing aspirations and results, your organization can analyze ways to identify, optimize, and track success. Note that these aspirations and results do not always correlate with each other in the depicted table. The team discussed a 5-year horizon for these aspirations.

Aspirations / Results
Build up cash reserves over the next 5 years
Improved visibility to the community (not just with donors)
Strong relationships with colleges in town for staff education
New services that are more specialized (ex: pool therapy)
Increased collaboration within the community
We are positioned as the “one-stop shop” (the place where honesty happens)
We are an employer of choice / we have a culture that attracts and retains great employees
We have an established and utilized volunteer pool
We have a high level of board involvement
Our team communicates well so that we can keep building on a solid foundation

