



**STRATEGIC PLAN**  
**Fiscal Years 2012-2014**  
**(January 1, 2012 to December 31, 2014)**

## **I. History and Background**

Prior to 1997, the St. Charles County Mental Health Board of Trustees existed to help oversee the distribution of funds received from state and federal agencies that flowed through the County government to selected agencies. Funds received from these sources were earmarked for either children and youth or adult services depending upon the respective grant application.

In 1997, the Mental Health Board of Trustees changed its name to Children and Family Services Authority of St. Charles County after community leaders noted the need for working with children and youth who were at the time going into long-term residential and juvenile detention centers. Established through St. Charles County Ordinance 97-152, the Authority Board's purpose was to oversee funding from any federal, state or local grants to agencies providing mental health and substance abuse services to the children and youth of St. Charles County. Another focus of the Authority was to lay the groundwork for potential funding created through local tax initiatives, made possible by Missouri State Statutes RSMO 210.860 and 210.861.

Then in 1998 the County applied to SAMHSA (Substance Abuse Mental Health Services Administration) and was subsequently awarded a federal grant to provide services to children and youth who have a serious emotional disorder. The Children and Family Services Authority oversaw the delivery of the program while working with agencies to rally the community in preparation for a sales tax initiative. This initiative was designed to raise tax dollars for services provided to children and youth challenged by mental health and/or substance abuse treatment issues.

The Authority Board released the first St. Charles County Needs Assessment in 2000, which focused on the gaps in services related to shelter, mental health, substance abuse, and prevention. Later that same year and using data collected in the Needs Assessment, community leadership attempted to pass a 1/8 cent sales tax initiative, which received 49.7% of the vote, but failed by 355 votes. In August 2002, an effort was attempted to pass the same sales tax initiative, an effort which received 42.7% of the vote. Finally, in November 2004, this measure passed by 52% of the votes, creating the Community Children's Services Fund.

The legislation which describes the types of services funded through the local sales tax includes:

- Up to 30 days of temporary shelter for abused, neglected, run away, homeless or emotionally disturbed youth; respite care services and services to unwed mothers;
- Outpatient chemical dependency and psychiatric treatment programs; counseling and related services as a part of transitional living programs; home-based and community-based family intervention programs; unmarried parent services; crisis intervention services, inclusive of telephone hot lines; and prevention programs which promote healthy lifestyles among children and youth and strengthen families;
- Individual, group, or family professional counseling and therapy services; psychological evaluations; and mental health screenings.

In April 2005, sales tax revenues became available to the Authority to fund services for St. Charles County's children and youth-serving organizations. In August, over \$1.5 million was allocated to the following organizations: Youth In Need, Preferred Family Healthcare, Crider Center for Mental Health, F.A.C.T., Bridgeway Counseling Services, the Child Center, Lutheran Family and Children Services, Catholic Family Services and the Crisis Nursery. The estimated annual funds generated by sales tax revenues range will be approximately \$4.5 to \$5.7 million, and is largely dependent upon local economic trends.

Since the start-up of funding in 2005, the Authority Board, now known as the Community and Children's Resource Board (CCRB), has utilized over \$33 million of the Children's Community Services Funds dollars and has contracts for 2012 in place with 23 child and youth-serving agencies. As the agencies have been building their programs over the past six years, we have witnessed utilization of services growing from 79% in 2005 to 94% in 2011.

Contracts for 2012 have been finalized with the CCRB budget set at \$5.8 million to subsidize child and youth-serving agencies. Contract periods are on a calendar year, with applications available on a yearly basis.

## **MISSION STATEMENT, VALUES, VISION**

Following the first Strategic Plan committee meeting in 2006, a recommendation to adopt a new mission statement and a new vision statement was forwarded to the entire Board of Directors' June meeting. The Board voted unanimously to accept those changes, and the new statements are listed below:

*Mission* ~ Maximizing community resources to build and sustain a comprehensive system of services for children and families in need.

*Vision* ~ Preparing all youth and families to realize a brighter tomorrow.

## **II. Description of the Targeted Service Area and Funding Implications**

The area served by the Community and Children's Resource Board has been cited as one of the state and nation's fastest growing regions for over three decades. St. Charles County's population stands at 360,485 (2010), with 27 percent representing children and youth aged 18 years and younger. The 2010 KIDS COUNT report ranked St. Charles County as the number two county in terms of best places for children in the State of Missouri.

St. Charles County is considered a part of the St. Louis metropolitan area, bounded by the Missouri and Mississippi Rivers. The County is largely suburban with a few remaining rural areas. Demographically, the area has had a small percentage of racial and ethnic diversity. This trend is slowly beginning to change due to the influx of minority populations migrating into the County from the St. Louis region and from other states and countries.

*Growth:* Every report delivered to the community since the mid-1980's has reflected the information that St. Charles County continues to attract larger numbers of families with children and youth than most other regions in the state of Missouri. Not only has the physical numbers of children and youth shown dramatic increases, but also the number of youth with a reported need for mental health services has escalated proportionately to the County's growth. The 2010 KIDS COUNT (Missouri) reports that the number of children receiving SED mental health services has doubled over the past 10 years. From 2005-2010, the report's Indicators of Child Well-Being section shows changes for the better in substantiated child abuse and neglect, out-of-home placement, and births to teens.

The availability of funds collected through the Community Children's Services Fund has provided the means for agencies to better serve children, youth, and their families in areas related to mental health, substance abuse treatment, and child abuse and neglect prevention. The increased numbers of children receiving mental health services combined with the changes reported in the KIDS COUNT report confirms that the dedicated sales tax is making a difference to families in St. Charles County.

Traditionally, the services provided to children and youth challenged with mental or substance abuse issues has largely been provided through the state agency, the Missouri Department of Mental Health. Funding for mental health related problems has declined in both the public and private sectors over the past 30 years. The portion of the state of Missouri's general revenue budget subsidizing the Department of Mental Health has decreased from 9.8 percent in 1986 to 6.4 percent in 2010. In November 2011, an article issued from the Missouri Budget Project ("Digging Into the Census Data: Poverty, Income, and Health Insurance by Missouri Congressional District") reports that Missourians' median income has dropped, growing numbers of Missourians are poor, unemployment is high, and record numbers are uninsured. The two congressional districts serving St. Charles County have a range of 2.5 percent of uninsured children (2<sup>nd</sup> District) to 6.6 percent uninsured children (9<sup>th</sup> District).

*Challenges:* The CCRB funding base has experienced an economic depression from 2008 to 2010, similar to national implications. We witnessed businesses closures, financial institutions faced ruin, and many of our industrial giants laid off workers, filed for bankruptcy, or pulled their purse strings tightly. In 2009, the Community Children's Services Fund had, for the first time in its funding history, had to reduce its budget spending in the face of fewer sales receipts. During 2011, the CCRB witnessed a return to normalcy in terms of revenues, and by the end of 2011, our organization had seen a 6 percent gain over the previous year.

*Accessibility:* Accessibility to services has traditionally been one of the greatest challenges facing children and youth with mental health issues and their families. Transportation and service availability have been key factors causing the delay in children receiving treatment. Child and youth serving agencies have established collaborative efforts during the past twenty years in order to better serve families struggling with issues related to mental health and to make accessibility more attainable.

Expanding services to include home and school-based programs have helped but even with these collaborations in effect, many families cannot and/or do not overcome the barriers in traveling to child-serving organizations in order to get appropriate help. Over the past two years, the CCRB has invested in an additional five agencies to help serve the needs of children, youth, and their families in the areas of foster care and adoption, divorcing families, crisis intervention, and prevention services that include suicide prevention and youth sexual integrity and abstinence programming.

*Duplication:* The Resource Board closely monitors the types of services funded through sales tax dollars in order to minimize duplication of services and programs. The funds used through the CCRB need to cover a wide range of projects, e.g. temporary housing, counseling, school and home based services, crisis intervention, substance abuse prevention, teenage pregnancy and early parenting. There are limited annual dollars available through the sales tax base to fund the County's growing youth population needs; therefore, the CCRB and staff will work with community youth-serving agencies to best identify those services most critical to the well being of our youth. We encourage greater collaboration between agencies in service provision in order to reach more children, youth and their families as well as working together in fund-raising activities and seeking additional funding alternatives.

### **III. Community Assessments**

In 2004, a Children and Youth Needs Assessment Report to the Community identified the ten service area needs listed in the 2001 Missouri Statute (MRS 210.861) that reflected the greatest challenges to at-risk community children, youth and their families. These needs included the following:

- Temporary Shelter Services
- Respite Care Services for Children and Youth
- Services to Unwed Mothers and Teenage Parents

- Outpatient Substance Abuse Treatment Services for Adolescents
- Outpatient Psychiatric Treatment for Children and Youth
- Transitional Living Programs
- Crisis Intervention Services
- School-Based Prevention Services
- Home and School-Based Family Intervention Services
- Individual, Group and Family Counseling and Therapy Services

The results of this assessment provided an outline for priorities for funding following the passage of the Community Children's Services Fund in November 2004. With the total amount of the projected needs exceeding \$9 million and with the annual anticipated tax funds reaching approximately \$5.5 million, it became necessary for the CCRB to establish funding priorities. These priorities were established by a sub-committee of the CCRB upon review of the 2004 needs assessment and polling results of the public.

Since 2004, the CCRB has conducted bi-annual community needs assessments to help determine emerging changes. The 2010 study reported agency needs of over \$8 million in mental health, substance abuse treatment, and child neglect and abuse prevention, affecting over 32,000 children and youth and 58,500 families.

Over the past three years, the CCRB has allocated approximately \$5.7 million annually to partner agencies. In 2009, over 62,000 children and youth participated in CCRB funded programs with an additional 17,700 parents and professionals receiving services as well. In 2010 numbers increased to over 71,000 children and youth and 24,000 parents and professionals and in 2011 the numbers were 78,462 children and youth and 14,386 parents and professionals served. In order to maintain a high level of service programs, the CCRB did not dedicate funds to capital and emergency funds over the past three years but has provided supplemental funds to agencies at high risk of program fund depletion before the end of the funding year.

The high services utilization rate (94%) by funded agencies over the past two years has resulted in favorable changes in children and youth services. The community has seen a 42 percent drop in lengths of stay at the runaway shelter. Increased counseling services are helping families to stay intact during high stress periods. St. Charles County has witnessed a decrease of 23 percent in substantiated cases of child abuse and neglect, a figure impacted by the increased respite services now available through the Community Children's Services Fund. Home and community-based services has realized tremendous gains. Over 95% of children and youth with serious emotional disorders are able to remain safely in their homes, be successful in school, and remain free from involvement with the juvenile justice system. CCRB funds have also been dedicated to improving the care of children and youth who are homeless or near homeless through educational, emotional, medical and financial supports. The increase in individual, group, and family counseling has helped over 85% of youth realize reductions in psychological symptoms, fewer behavioral problems at school and home and fewer conflicts with parents and siblings.

Continuity of services is vital in reducing the severity of problems related to children and youth populations, and the ability of agencies to provide on-going services showed significant gain in several service areas. Decreases in need were reflected in temporary shelter due to more youth receiving counseling services, which helped families to solve their problems in a timely manner rather than wait until situations disrupt their homes; decreases in reported incidents of child abuse and neglect strongly indicated that the increased services provided through respite care had made an impact on those numbers.

The needs assessment does indicate a high number of youth in need of transitional living services with a 95 percent increase noted. While the county has experienced a shortage of child psychiatrists in the area, there has been low utilization of psychiatry funds provided to agencies. Of the youth served through the two

agencies providing psychiatry, great improvements have been realized in reaching treatment goals, being medication compliant, and showing a reduction of psychiatric symptoms.

(Community Assessments was information taken from Report to St. Charles County Citizens, May 25, 2010)

#### **IV. 2012-2014 Strategic and Organizational Planning**

In October 2011, the Board of Directors of the Community and Children's Resource Board began undertaking a strategic planning process, which would outline the organization's strategic goals and operational responsibilities for the following three calendar years (2012-2014).

Team members of the strategic planning process included:

- Ron Berrey, Ed.D., Chairman, CCRB
- Valerie White, Vice Chair, CCRB)
- Dan Kuntz, Treasurer, CCRB
- Kevin Cantwell (member, Board of Directors)
- Chuck Gross (member, Board of Directors)
- Betty Kramer (member, Board of Directors)
- Frank Martinez (member, Board of Directors)
- Steve Stahl (member, Board of Directors)
- Art Wash (member, Board of Directors)
- Bruce Sowatsky, CCRB Executive Director
- Janet Lewien, Grants Administrator

The purpose of the strategic plan was to create an atmosphere for CCRB to carry out its mission in serving the overall mental health needs of children and youth residing in St. Charles County.

The CCRB Executive Director, under direction of the Board of Directors, engaged the professional expertise of a strategic planning facilitator, who met with partner agency stakeholders to evaluate feedback on services and suggestions for improvements. Strengths and weaknesses of the CCRB were discussed with the majority of improvement areas being process and procedural-based. The following was reported:

Strengths:

1. Very good communication between partner agencies and staff
2. Strong needs assessment
3. Solicitation of client feedback and issuing reports of data collected (Satisfaction Survey)
4. Management of funds
5. Improved funding application
6. Increase in public awareness of impact of funded services

Overall comments included supportive staff and helpfulness throughout the application process and during the fiscal year, strong organizational methods, excellent staff to agency communication, and setting of high standards of service by Board of Directors.

Weaknesses:

1. Develop criteria and plan for available capital, emergency and supplemental funding
2. Prioritization of service categories should new revenues allow
3. Improve financial sections of the application as several found it complicated
4. Raise public awareness of CCRB funded services (also listed as strength)

5. Raise public awareness of mental health and societal issues for funded services
6. Increase communication among partner agencies

Overall comments on the CCRB weaknesses included the lack of understanding of funded services by the newer members of the Board of Directors, the challenges to revenue streams facing the agencies, and conflict between the Board as a governmental board and understanding how nonprofit organizations interact with their own Boards.

From the discussion with the partner agency stakeholders, several suggestions of improvement were defined. These included:

1. Foster regular networking among funded agencies and with community agencies and resources
2. Create a Learning Board relationship rather than a Power Board relationship
3. Allow more time for funding presentations
4. Allow for justified unit cost adjustments
5. Maintain justified line item transfers
6. Create a Resource Guide on funded agencies
7. Establish guidelines for succession planning for the Board

Setting Strategic Objectives: At the October 2011 Strategic Planning session, the CCRB directors prioritized the following as goals for 2012-2014. Recommendations expressed by the facilitator helped to define policy issues for the CCRB to consider as part of the Strategic Planning process. These policy issues are reflected in the overall organizational strategies (attached). The strategic objectives are as follows:

1. **Policies and Procedures documentation and distribution to partner agencies**  
Included in this objective is the documentation of all policies, practices and procedures, develop policy and practice for creation of new policies, and dissemination of the manual to all parties.
2. **Technology Development**  
Included is the assessment of CCRB technology needs in order to become less reliant on paper and more reliant on electronic options and to design a technology plan.
3. **Board Orientation and Job Descriptions**  
The goal is to better orient each board member to the history of CCRB and the services provided through our partner agencies. We will develop a board orientation manual and write appropriate job descriptions and committee definitions.
4. **Connection to Partner Agencies**  
CCRB will develop mechanisms for greater contact and understanding between the Board and the agencies funded, which may include partner presentations, Lunch and Learns, and the continuation of rotating Board meetings.

(See following Strategic Goals and Timelines and attached Organizational Plan)

## 2012-2014 Strategic Goals and Plan

GOALS	OBJECTIVES	RESPONSIBLE PARTY	COMPLETION TIMELINE
<b>I. POLICIES AND PROCEDURES</b> - the initial process will be to gather all information related to CCRB business including by-law information, policies, practices, and procedures related to CCRB. The purpose is to create a handbook of pertinent and important information that will be available to all Board members.			
A. Documentation	1.1.1. Gather all current policies and procedures	Lewien	2/2012 & on-going
	1.1.2. Organize by topic	Lewien	2/2012 & on-going
	1.1.3. Investigate other policy and procedures manuals for benchmarks	Lewien	2/2012 & on-going
	1.1.4. Develop written policies for practices being used that are not documented.	Lewien	3/2012 & on-going
	1.1.5. Review practices with Executive Committee of CCRB.	Lewien	4/2012 & on-going
	1.1.7. Board will approve unwritten practices into policies	BOD	6/2012 & on-going
B. Develop policy and practice for creation of new policies	1.2.1. Potential policies will be distributed to appropriate oversight committee	Board Chair	6/2012 & on-going
	1.2.2. Committee will inform agencies of potential policies or policy changes.	Sowatsky/Comm. Chair	7/2012 & on-going
	1.2.3. Agencies will present at committee meetings	Agencies	8/2012 & on-going
	1.2.4. Committee will prepare draft of recommended policy for full Board.	Committee	9/2012 & on-going
	1.2.5. Board will conduct 1 <sup>st</sup> reading; agencies will have opportunity to comment	BOD	10/2012 & on-going
	1.2.6. Board will conduct 2 <sup>nd</sup> reading of potential policy	BOD	11/2012 & on-going
C. Dissemination and distribution of CCRB policies and procedures	1.3.1. CCRB policies and practices will be posted on CCRB website	Lewien	11/2012 & on-going
	1.3.2. Partner agencies will receive a hard copy of Policies and Practices Manual	Lewien	
D. Development of Procedures Manual	1.4.1. Appropriate procedural instructions will be designed to accompany policies manual	Lewien	06/2013 & on-going

GOALS	OBJECTIVES	RESPONSIBLE PARTY	TIMELINE FOR COMPLETION
<b>II. TECHNOLOGY</b>			
A. Assess technology needs	2.1.1. Define what CCRB wants technology to accomplish	Sowatsky	1/2012
	2.1.2. Explore hardware and software options	Sowatsky/Tech Committee	1/2012
	2.1.3. Assess costs and develop implementation timeline	Sowatsky/Tech Committee	1/2012
B. Implement technology plan	2.2.1. Approve technology plan	BOD	2/2012
	2.2.2. Approve technology budget	BOD	2/2012
	2.2.3. Train staff, BOD, and potential agencies on technology usage	Staff/consultant	6/2012 & on-going
<b>III. ORIENTATION AND JOB DESCRIPTIONS</b>			
B. Develop Board Orientation Manual	3.1.1. Develop outline for orientation	Sowatsky	2/2012
	3.1.2. Meet with newest board members to discover gaps.	Sowatsky	2/2012
	3.1.3. Meet with agencies to determine what information they want disseminated.	Sowatsky	2/2012
	3.1.4. Develop Orientation Packet	Sowatsky	2/2012
B. Write Board job descriptions and committee definitions	3.2.1. Explore benchmarks with other agencies	Sowatsky	6/2012
	3.2.2. Create Board Manual	Sowatsky	8/2012
	3.2.3. Disseminate to Board	Sowatsky	9/2012
<b>V. CONNECTION TO AGENCIES</b>			
A. Develop mechanisms for greater contact and understanding between the Board and the agencies	4.1.1. Meet with agency reps to gather ideas about contact opportunities	Sowatsky	5/2012
	4.1.2. Present ideas to Board	Exec. Cmte	6/2012
	4.1.3. Determine methods of contact opportunities	BOD	8/2012