

Pathways to Independence

Strategic Planning Committee Goals, Strategies, Objectives

February 28, 2013

Overview of New Strategic Plan

During 2012, Pathways to Independence examined its mission and program offerings, determined its vision, and created strategic goals to guide it through 2015. With this new strategic plan, PTI has restructured its programming to meet the varied learning styles and skill development patterns of participants. Three discrete programs will result:

- Social Growth & Expansion – experiential skills development offered in group settings
- Self-Directed Community Interaction Skills – one-on-one skills training
- Social College – small group, curriculum-based skills training

Programs are designed to assist participants to:

- Increase self-esteem
- Develop a robust personal network of friends and natural supports
- Initiate self-advocacy
- Enhance soft skills necessary for vocational and employment success
- Gain self-confidence
- Enhance socialization skills and social understanding
- Integrate into and access their community

There are significant budgetary implications to the new program structure. The short-term vision of PTI is to stabilize the agency: re-focus the program structure to support three discreet projects, strengthen the infrastructure to support those projects, and ensure sufficient revenue to deliver high quality services.

Many board members wish to explore an expanded role for PTI, whether that role encompasses providing a drop-in center for participants or individualized case management/independent living support for participants whose parents are aging or are deceased. Because of the need to focus on the immediate issues, exploration of an expanded role is relegated to the status of a long-term vision.

Strategic Response to the Productive Living Board's Recent Requirements

Pathways to Independence is at a critical juncture. The Productive Living Board (the agency's largest funding source) has pressured the agency in recent years to alter the program model from the original structure to provide a program that allows participants to meet others and develop skills to nurture and retain those relationships in a group format. The PLB directive to PTI is to focus on development of individualized skills for each PTI participant in 1:1 or limited group-size situations, rather than promoting various group sizes to strengthen social skill building opportunities, relationship development and community integration. The PTI board rejects the PLB stance that the Social Growth & Expansion program does not introduce, teach and reinforce relationship skills or enhance community participation. Most participating families who reside in St. Louis County believe that their PLB tax dollars should support PTI. A key PTI strategy is to maximize public funding for the agency, as it has been for more than 25 years.

Mission

PTI enriches the lives of adults with complex learning disabilities and associated disorders through the development of the social interaction and self-advocacy skills necessary to achieve each individual's goals for independence, community engagement and meaningful relationships.

Vision

Adults with complex learning disabilities and associated disorders will enjoy a fullness of life through:

- Participating in a community which is accepting and offers choices
- Attaining self-realization, independent living, health habits and security
- Engaging in relationships utilizing good judgments
- Contributing to the community with a sense of purpose, passion and responsibility

Operating Principle

Through PTI programming, participants develop skills and apply those skills in areas that translate to greater independence and success in achieving their vocational, personal, social, community and volunteer pursuits. In turn, participants become more comfortable in personal and community-based relationships and involvement. Families experience greater peace of mind and autonomy as our participants experience more fulfilled lives and greater self-reliance. The community is enhanced through the participants' active involvement, economic contributions and improved diversity as they experience greater independence and social success.

Strategic Goals, Strategies, Objectives

Goal 1	Re-design the program structure
Objectives	<ul style="list-style-type: none">• A program structure that clearly delineates the discrete program offerings is documented• Participant demand for social programming is met• Current participants continue their participation• Former participants begin to participate again• There is an increased number of participants• The waiting list for services is eliminated
Strategies	<ol style="list-style-type: none">1. For all programs (Social Growth & Expansion, Self-Directed Community Interaction Skills, and Social College):<ol style="list-style-type: none">a. Finalize the program descriptionsb. Develop offerings and curriculum (Social College)c. Review and revise operating proceduresd. Determine a pricing policye. Determine a scholarship policyf. Determine how to utilize volunteers2. Create and implement a communications plan to describe the new program options to:<ol style="list-style-type: none">a. Current participants and familiesb. Former participants and familiesc. Potential participants, families and referral sources3. Assess utilization levels and adjust program options as necessary

Goal 2 Strengthen infrastructure	
Objectives	<ul style="list-style-type: none"> • Systems are in place to support programming, evaluation, finance, and fundraising • Participants are able to sign-up and pay for programming efficiently • Participants have transportation to access programming
Strategies	<ol style="list-style-type: none"> 1. Assess current staffing resources and training needs 2. Determine whether additional staff positions are required 3. Strengthen data collection and program evaluation processes 4. Evaluate program event sign-up process and automate if applicable 5. Evaluate all information systems, software, and technology needs 6. Seek United Way's volunteer center certification, if it is determined that volunteers will have a significant role in programming provision 7. Evaluate the provision of and procedures relating to the transportation of participants

Goal 3 Ensure sufficient revenue	
Objectives	<ul style="list-style-type: none"> • Fundraising is increased • Public funding is maximized
Strategies	<ol style="list-style-type: none"> 1. Create a new fundraising platform, case statement, and goals based upon the new program structure 2. Strengthen fundraising practices and procedures 3. Increase cultivation of major individual donors 4. Increase cultivation of corporate donors 5. Establish a planned giving program 6. Implement a multi-pronged strategy to maximize public funding: <ol style="list-style-type: none"> a. Seek funding from PLB for the Social Growth & Expansion and Social College Programs <ol style="list-style-type: none"> i. By requesting funding through the annual funding process ii. By organizing an effort by county residents and families to advocate for PTI funding b. Seek a rate increase from PLB for the Self-Directed Community Interaction Skills program c. Seek increased funding from DD Resources and DDRB

Goal 4 Position the organization for the future	
Objectives	<ul style="list-style-type: none"> • The board is composed of members who will meet the agency's needs • The long-term vision is explored and defined
Strategies	<ol style="list-style-type: none"> 1. Assess the skills and attributes of current board members; recruit people with skills or attributes complementary to existing board strengths 2. Create an ad hoc committee to consider long-term programmatic options 3. Examine programming in other cities and best practices identified in field of service literature 4. Explore strategic partnership opportunities