

PUTNAM COUNTY COMPREHENSIVE SERVICES, INC.

STRATEGIC PLAN

2021 – 2023

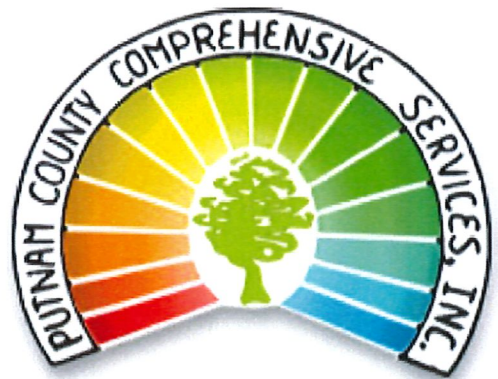


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From the Executive Director

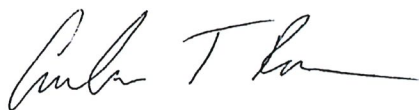
Despite Covid-19's best efforts, we were able to come together this summer to develop and finalize our 3-year strategic plan. This plan will act as a roadmap in obtaining the actionable goals we have established for the agency through 2023.

We had remarkable input from consumers, families, staff and board members to help develop this plan. Over 150 individuals provided input through surveys and conversations. This is a remarkable participation rate, and we hope you find this plan gives us clear and measurable outcomes for today and throughout the duration of the plan.

PCCS' mission requires we continue to provide exemplary services to our individuals, to be an organization of choice for the people we employ, and to be a model corporate citizen in the communities in which we operate. We recognize that this mission is only possible through continuous communication with all of our stakeholders. We want all to recognize that this document provides a framework to build upon our strengths, to improve upon our weaknesses, and to embrace opportunities.

This document and plan are "evergreen". It will be updated and modified as goals are completed, or as new needs arise. It will be continuously examined, evaluated, and discussed with all stakeholders to ensure it is driving the choices we make, and in turn, better the lives of the Individuals we serve and the people we employ. We encourage you to let us know what you think of the plan as we begin to implement it and as it plays out over the next three years. Your continuous feedback is paramount to our current and future successes.

Thank you for being who you are and doing all that you do; and for sharing your hopes, dreams and talents with us. Thank you for being a part of PCCS.



Andrew Ranck
Executive Director



PUTNAM MISSION STATEMENT

The mission of Putnam County Comprehensive Services, Inc. is to provide services to individuals with disabilities in order for them to reach their optimum potential in attitudes, habits and skills through training and integration, making them contributing members of their community; and to promote community awareness and acceptance of people with differing abilities.



Board Members

Ken Heeke – President
John Moore – Vice President
Sue McCune – Treasurer
Matt Welker – Secretary

Brian Cox – Director
Valerie Rudolph – Director
Shelly McFadden – Director
Ann Garceau – Director
Jim Ensley – Director
Pam Lage – Director
Jackie Eitel – Director

Administrative Leadership Team

Andrew Ranck, *Executive Director*
J.D. Miller, *Assistant Executive Director*
Stacie Langdon, *Community Relations Manager*
Teresa Human, *Director of Community Living*
Cassandra Garrett, *Assistant Director -
Community Living - Greencastle*
Rachel Stephenson, *Assistant Director -
Community Living Greenwood*
Josi Blanton, *Director of Supported Group Living*
Laura Gordon, *Director of Adult Day Services*
Lea Bowman, *Human Resources Manager*
Terri Hayes, *Billing Specialist*
Sarah Armitage, *Bookkeeper*
Becky Howard, *Administrative Assistant*



PCCS SERVICES

Community Living

Funded through Indiana's Home and Community Based Services Waivers (CIH, Family Support, or A&D Waivers) or Private Pay, our Community Living Services offers a variety of options for in-home and community-based activities. Staff can be provided for periodic drop in services, 24 hour supports, community integration and inclusion, and Respite Care.

We can provide services in your home, in your community, and we offer many housing options for 24-hour care in homes owned and operated by PCCS. This program operates in 26 counties in Northwest, West, Southwest and Central Indiana. [Click here](#) for a map of Service Areas on our home page.

Staff will work with you on activities of daily living, budgeting and money management, meal preparation, personal care needs, health, wellness and safety training and monitoring, transportation and community access.

Your personal needs and goals are used to design a program around YOU!

Contact **Teresa Human**, Director of Community Living for more information and referrals at 765-653-9763 x113.



Supported Living (Group Homes)

PCCS has two licensed 6-bed group homes in Greencastle funded and accredited by the Indiana State Department of Health which provide 24-hour care including activities of daily living, budgeting and money management, meal preparation, personal care needs, health, wellness and safety training and monitoring, access to adult day services, transportation and community access.

Vacancies in these homes are rare. We can provide you information regarding other companies that may have program availability.

Contact **Josi Blanton**, Director of Residential Living for more information at 765-653-9763 x103.

Adult Day Services

PCCS offers facility and community-based day services in both Greencastle and Greenwood, Indiana. Facility based and community access programs operate Monday through Friday at both locations. After hours and weekend drop-in and community access programs can be provided as well.

PCCS day services offers adults with disabilities training and supports designed to increase independence and to achieve personal growth through structured and individualized prevocational skills, work opportunities, recreational activities, skills development for Adult Daily Living, and access to community activities.

Funding for these services can be through Indiana's home and community-based waivers, state and local funding, contracts with other Providers, or private pay.

Please contact **Laura Gordon**, Director of Adult Day Services, for more information, a tour or to make a referral at 765-653-9763 x123. Laura can discuss Greencastle or Greenwood opportunities with you.



Supported Employment

Through employment resources of Indiana, our Supported Employment department, and utilizing funding through Indiana's Vocational Rehabilitation Programs and home and community-based waivers, PCCS can assist you with job exploration, work experience trials, job placement, job stabilization, and ongoing job coaching.

This service is currently offered in Vigo, Clay, Putnam, and Hendricks Counties.

Some of our community partners employing individuals with disabilities include: Heartland Automotive, Chiyoda, Wendy's, Arby's, Bon Appetit Dining, Starbucks, Casey's General Stores, Dollar General, Walmart, and Kroger.

Please contact **Lisa Clark**, Supported Employment Manager, for more information or to make a referral at 765-653-9763 x143.



OUR COMMITMENTS TO YOU!

WE WILL:

- ✓ Be consumer-first focused always.
- ✓ Provide timely, knowledgeable and quality support services while focusing on future needs.
- ✓ Deliver a professional, quality experience for all our consumers, families, stakeholders and community partners.
- ✓ Be a responsible steward of our funding.
- ✓ Be an active, transparent communicator in all we do.

Strategic Plan Goals 2021 – 2023*

Goal 1 - Board Stewardship

Goal 2 - Communication – Internal/External

Goal 3 – Accountability (Fiscal and Operations)

Goal 4 – Consumer Needs and Future Services

Goal 5 – Staff Development and Skill Sustainability

Goal 6 – Physical Asset Management

Goal 7 – Crisis Planning

Goal 8 – Work Culture



STRATEGIC PLAN GOALS

Goal 1. Board Stewardship – PCCS will assure the faithful stewardship of all programs, services and resources through the faithful oversight and implementation of this strategic plan.

A. Assure faithful stewardship of all PCCS funds.

Step 1. Review PCCS funds monthly.

TBCB: [Board 2021, 2022, 2023](#)

B. Assure faithful implementation of this strategic plan.

Step 1. Review plan progress quarterly.

TBCB: [Executive Director and Board 2021, 2022, 2023](#)

C. Review Board recruitment strategy.

Step 1. Develop a strategy to recruit and retain Board members that more accurately reflects the consumer population that PCCS serves.

TBCB: [Executive Director and Board, June 2021](#)

Goal 2. Communication (Internal and External) – PCCS will evaluate and improve all internal and external communications to assist in enhancing communications through all departments and the Board; creating innovative and effective communications to all community organizations and partners.

A. Review communications tactics, e.g. YouTube, Twitter, Facebook, etc.

Step 1. Review tactics and make recommendations for changes.

TBCB: [Assistant Executive Director, March 2021](#)

B. Review internal communications systems and consistency.

Step 1. Provide a baseline analysis of what is and what is not working.

TBCB: [Assistant Executive Director, March 2021](#)

Step 2. Provide recommendations.

TBCB: [Assistant Executive Director, June 2021](#)

Step 3. Implement recommendations.

TBCB: [Assistant Executive Director, July 2021](#)

C. Train all managers on communication Do's and Don'ts.

Step 1. Develop Do's and Don'ts training.

TBCB: [Assistant Executive Director, June 2021](#)

Step 2. Provide training.



TBCB: Community Relations Manager, August 2021, 2022, 2023

D. Reinforce individual communication responsibilities and provision of “positive customer experiences” for all staff members.

Step 1. Develop training material.

TBCB: Human Resources Manager, June 2021

Step 2. Provide training.

TBCB: Human Resources Manager, November 2021

Step 3. Include training during new employee orientation.

TBCB: Human Resources Manager, November 2021, 2022, 2023

E. Develop plan for continuing to improve community relations, education and participation.

Step 1. Conduct a baseline assessment.

TBCB: Community Relations Manager, January 2021

Step 2. Develop recommendations.

TBCB: Community Relations Manager, March 2021

Step 3. Implement recommendations.

TBCB: Community Relations Manager, TBD

F. Review and assess the viability of changing the Board’s name (PCCS) and “Branding”.

Step 1. Assess viability and recognition of the name PCCS.

TBCB: Executive Director, January 2022

Step 2. Provide recommendations to the Board for approval.

TBCB: Executive Director, March 2022

Step 3. Implement changes based on recommendations and Board approval.

TBCB: Executive Director, TBD

Goal 3. Accountability (Fiscal and Operations) – PCCS

will develop and periodically review policies regarding fiscal responsibilities while leveraging all available fiscal resources with the goal of providing the best level of staff programming and support.

A. Conduct a review of all present funding streams and identify new potential streams within our present footprint.



Step 1. Review present streams for maximization.

TBCB: Assistant Executive Director, July 2021

Step 2. Provide recommendations to maximize present streams.

TBCB: Assistant Executive Director, October 2021

Step 3. Identify new revenue sources.

TBCB: Assistant Executive Director, December 2021, 2022, 2023

B. Review feasibility of DSP wage increases, incentive program options and improved health insurance rates.

Step 1. Conduct annual review and provide recommendations.

TBCB: Human Resources Manager, December 2021, 2022, 2023

C. Strategically assess competition threats from other employers in major market areas and develop proactive strategies.

Step 1. Conduct assessment.

TBCB: Human Resources Manager, April 2021, 2022, 2023

Step 2. Provide recommendations.

TBCB: Human Resources Manager, June 2021, 2022, 2023

D. Review and assess efficiency of PCCS's hiring process.

Step 1. Conduct annual review and provide recommendations.

TBCB: Human Resources Manager, September 2021, 2022, 2023

Goal 4. Consumer needs and future Services - PCCS will assure that its consumers have access to a comprehensive array of high-quality programs and services.

A. Review activities offerings for consumers in day programming.

Step 1. Conduct baseline analysis across day programs.

TBCB: Director of Adult Day Services, June 2021

Step 2. Implement recommendations stemming from Step 1.

TBCB: Director of Adult Day Services, August 2021



B. Review activities offerings for community inclusion.

Step 1. Conduct baseline analysis for present inclusion activities.

TBCB: Director of Adult Day Services, March 2021

Step 2. Implement recommendations stemming from Step 1.

TBCB: Director of Adult Day Services, June 2021

C. Plan for future crises/pandemics.

Step 1. Conduct post COVID retrospective analysis.

TBCB: Executive Director, TBD

Step 2. Integrate any recommendations into present crisis plan.

TBCB: Executive Director, TBD

Goal 5. Staff Development and Skill Sustainability – PCCS will continue to provide staff development opportunities to assure all staff and managers have the skills necessary to fulfill PCCS’s mission and strategic plan.

A. Provide updated management skills and “expectations” training for all supervisory/management staff.

Step 1. Develop training program materials and concepts.

TBCB: Director of Supported Group Living, August 2021

Step 2. Implement training program.

TBCB: Director of Supported Group Living, December 2021, 2022, 2023

B. Publish the updated “mentored succession plan” for all supervisory and administrative staff.

Step 1. Present Plan to Board.

TBCB: Executive Director, December 2021, 2022, 2023

Goal 6. Physical Asset Management – PCCS will continue to maintain and improve its facilities to provide its consumers and staff with a safe and inspiring environment.

A. Continue to utilize and determine ongoing efficacy of current vehicle and building maintenance tracking system to ensure timely recognition and completion of service and/or replacement needs of all assets.

Step 1. Conduct annual review and provide recommendations.

TBCB: Assistant Executive Director, December 2021, 2022, 2023

B. Improve Greenwood facility.



Step 1. Perform a post COVID needs assessment and implement recommendations.

TBCB: Director of Adult Day Services, TBD.

C. Determine viability of “Charlies” as a service/social distancing center.

Step 1. Perform a post COVID determination.

TBCB: Executive Director, TBD

Goal 7. Crisis Planning – PCCS will proactively prepare for any future systemic crises including pandemics, weather, IT collapses, etc.

A. Annually review crisis communication plan and review evolving objectives in this goal area.

Step 1. Conduct annual review and provide recommendations.

TBCB: Executive Director, January 2021, 2022, 2023

Goal 8. Work Culture - PCCS will strive to create a work environment and culture which is sensitive, equitable and inclusive; embrace an atmosphere that is accepting and respectful to all consumers, families, staff, community members and visitors while promoting a positive culture through purposeful dialogue; value inclusion and diverse perspectives by seeking input from stakeholders when considering agency policies and operations.

A. Focus resources to recruit and retain diverse staff members that more accurately reflect the population of PCCS consumers.

Step 1. Create strategy focusing on recruiting diverse staff.

TBCB: Human Resources Manager, January 2022

Step 2. Implement strategy.



TBCB: Human Resources Manager, July 2022

B. Partner with local and regional organizations to provide resources and programming that promotes diversity and reflects national perspectives.

Step 1. Provide an assessment of resources.

TBCB: Community Relations Manager, January 2022

Step 2. Recommend and implement program.

TBCB: Community Relations Manager, March 2022

***THIS STRATEGIC PLAN IS A LIVING, FLEXIBLE DOCUMENT
SUBJECT TO ALTERATIONS AS FEDERAL, STATE OR FUNDING
CIRCUMSTANCES CHANGE. DATES FOR OBJECTIVES AND
STEPS ARE “BEST ESTIMATES” AND MAY BE MODIFIED OR
DELETED AS UNFORSEEN CIRCUMSTANCES OR EVENTS
ARISE.**

