

HOW

DISABILITY RIGHTS TEXAS STRATEGY MAP

Executive Director Objectives

Executive Directors Performance Measures

Client / Stakeholder

|  |  |   |   |  |
|--|--|---|---|--|
| <p><b>Staff and Volunteer Excellence</b><br/>DRTx is a sought after place to work where compensation, benefits, career advancement, organizational cultural humility support staff and volunteers in realizing their full potential and in delivering high quality services.</p> | <p><b>Excellent Client Services</b><br/>DRTx applies practical and innovative strategies and inventions to provide timely, responsive, and quality services to our clients.</p>  | <p><b>Client/Stakeholder</b><br/><b>Increase public's awareness of the DRTx mission and scope of work, and rights</b><br/>1. Disseminate information about individual cases and systemic work by our staff and pro bono partners</p>  | <ul style="list-style-type: none"> <li>• 1a. Feature 3 new client stories/cases every quarter on our website home page</li> <li>• 2a. Create and send 4 quarterly e-newsletter and at least 2 additional special news/event emails</li> <li>• 3a. Feature one client story/case per month on one or more social media platforms</li> <li>• 4a. Conduct 5 Facebook live sessions to inform public of cases and systemic work</li> </ul>  |  |
| <p><b>Excellent Systemic Work</b><br/>DRTx uses its expertise, resources, and network of community partners and stakeholders to advance rights, policies and laws in order to spearhead attitudinal and systemic change.</p>   | <p><b>Preparing Today for Tomorrow</b><br/>DRTx is future-focused, self-reflective, and ready to address the changing social, cultural, financial, political and legal climate in order to sustain the organization, support staff and volunteers and maximize services for our clients.</p> | <p>2. Publicize resource information</p>  | <ul style="list-style-type: none"> <li>• 1b. Promote new website resources and high demand website resources once a month on one or more social media platform</li> <li>• 2b. Conduct 5 Facebook live sessions on rights topics area and include promotion of website resource</li> <li>• 3b. Promote new and high demand website resources in quarterly newsletters and special news/event emails</li> <li>• 4b. Feature new or high demand resources in website staff blog once a month</li> </ul>  |  |
| <p><b>Improve Client Education, Information and Self-Advocacy Skills</b></p> <p><b>Improve Community Connections and Systemic Change Collaborations</b></p> <p><b>Strengthen Alternative Service Delivery Methods</b></p>  | <p><b>Increase Awareness of DRTx Individual and Systemic Work</b></p> <p><b>Increase Stakeholder Input and Participation</b></p> <p><b>Capture and Increase Client Satisfaction</b></p>  | <p><b>Leverage the capacity to expand and support rights and/or services for people with disabilities</b><br/>1. Through DRTx policy activities, advocate to expand, enforce or implement new rights/services for people with disabilities in Texas<br/>2. Implement new programs to expand rights/services for people with disabilities in Texas</p>   | <ul style="list-style-type: none"> <li>• Collaborate with other disability organizations and allies to educate the Texas legislature about important rights/service issues for impacting people with disabilities</li> <li>• Inform and educate legislators, aides and policy makers about issues that align with DRTx priorities</li> <li>• Testify, as appropriate on disability related issues</li> <li>• Monitor critical legislation related to disability rights and services</li> <li>• Hire an advocate assigned to the Foster Care Team to leverage the work of the team attorneys and support the Foster Care cases</li> <li>• Develop a plan and secure funding to retain 5 staff hired with TAJF-VW or Harvey funding after existing grant funding ends</li> <li>• Explore conversations with Harris County Juvenile Probation Department (HCJPD) to expand our existing contract with Harris County</li> </ul> |  |
|  |  | <p><b>Increase the effectiveness of the PAIMI Council to provide meaningful and relevant information to DRTx regarding issues impacting people with lived experience in their spheres of influence</b><br/>1. Provide opportunities for PAIMI Council members to give feedback about the structure, frequency and length of PAIMI Council meetings<br/>2. Work in conjunction with PAIMI Council leadership to develop a process to engage the Council members, and equip them to be better prepared to represent their communities and spheres of influence<br/>3. Regularly review and evaluate the effectiveness of PAIMI Council meetings with PAIMI Council leadership<br/>4. Create regular opportunities for Council member feedback to staff, monitor the effectiveness and relevance of feedback</p> | <ul style="list-style-type: none"> <li>• Form a PAIMI Council Program Development subcommittee, chaired by a Council member, to evaluate and make recommendations to improve Council meetings</li> <li>• Implement at least two of the recommendations made by the Council Program Development subcommittee</li> <li>• Provide opportunities for written and oral evaluations of all PAIMI Council meetings</li> <li>• Provide evaluation results to the Council Program Development subcommittee for review and additional recommendations to improve PAIMI Council meetings</li> <li>• After implementing Council guided improvements to meetings at least 80% of Council members are either satisfied or very satisfied with PAIMI Council meetings</li> </ul>   |  |

WHY

Adopted 09/22/2018; Revised 09/09/2019

Spotlight Measures

|   |  |  |  |   |
|---|--|--|--|---|
| <p><b>1. Green:</b> Outstanding/Complete<br/>a. Agency/Board/Committee/Council<br/>i. Established objectives/measures have been met<br/>ii. The Agency/Board/Committee/Council successfully advanced Disability Rights Texas' mission since 85%-100% of established objectives across all four perspectives were met last year or over the 4 years which the agency scorecard was used.<br/>b. Individual<br/>i. Individual is on track to deliver committed objectives/measures by committed deadline.<br/>ii. Individual is extremely effective at their job.</p> | <p><b>2. Yellow:</b> Satisfactory/Near Complete/Placeholder for projects that cannot be measured until the end of the fiscal year<br/>a. Agency/Board/Committee/Council<br/>i. The Agency/Board/Committee/Council is on track to deliver established objectives/measures by committed deadline.<br/>ii. The Agency/Board/Committee/Council 's productivity was moderately good but needs improvement which means that 75%-84% of established objectives across all four perspectives were met last year or over the 4 years which the agency scorecard was used.<br/>b. Individual<br/>i. Individual is on track to deliver committed objectives/measures by committed deadline<br/>ii. Individual is effective at their job, but could be extremely effective with some improvements.</p> | <p><b>3. Blue:</b> Needs Work<br/>a. Agency/Board/Committee/Council<br/>i. The Agency/Board/Committee/Council is not on track to deliver established objectives/measures by committed deadline, but can recover.<br/>ii. The Agency/Board/Committee/Council's productivity was moderately good but needs improvement which means that 75%-84% of established objectives across all four perspectives were met last year or over the 4 years which the agency scorecard was used.<br/>b. Individual<br/>i. Individual is not on track to deliver established objectives/measures by committed deadline, but can recover.<br/>ii. Individual is not effective at their job and needs improvements.</p> | <p><b>4. Red:</b> Performance is Poor/Unsatisfactory/Problematic<br/>a. Agency/Board/Committee/Council<br/>i. The Agency/Board/Committee/Council did not deliver established objectives/measures by committed deadline.<br/>ii. The Agency/Board/Committee/Council's productivity was unacceptable because less than 50% of established objectives across all four perspectives were met last year or over the 4 years which the agency scorecard was used.<br/>b. Individual<br/>i. Individual did not deliver established objectives/measures by committed deadline.<br/>ii. Individual is not effective at their job and will not likely improve performance.</p> | <p><b>5. Purple:</b> Mitigating Circumstances<br/>a. Agency/Board/Committee/Council<br/>i. Established objectives/measures will not be completed due to circumstances beyond the Agency/Board/Committee/Council's control.<br/>b. Individual<br/>i. Established objectives/measures will not be completed due to circumstances beyond the individual's control.</p> |
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DISABILITY RIGHTS TEXAS STRATEGY MAP

Executive Director Objectives

Executive Directors Performance Measures

Financial

**Staff and Volunteer Excellence**  
*DRTx is a sought after place to work where compensation, benefits, career advancement, organizational cultural humility support staff and volunteers in realizing their full potential and in delivering high quality services.*

**Excellent Client Services**  
*DRTx applies practical and innovative strategies and inventions to provide timely, responsive, and quality services to our clients.*

**Excellent Systemic Work**  
*DRTx uses its expertise, resources, and network of community partners and stakeholders to advance rights, policies and laws in order to spearhead attitudinal and systemic change.*

**Preparing Today for Tomorrow**  
*DRTx is future-focused, self-reflective, and ready to address the changing social, cultural, financial, political and legal climate in order to sustain the organization, support staff and volunteers and maximize services for our clients.*

**Strengthen Financial Sustainability**

**Fiscal Objective**  
**Assure agency solvency through continuing existing grants, seeking new funding consistent with the mission of DRTx, diversifying funding sources and prudent fiscal management**  
 Support 501(c)(2) entity -- Disability Rights Texas Holding Company as management and bookkeeping contractor  
 1. Establish annual budget covering current and projected expenses of the DRTx Austin building  
 2. Renew three year building lease  
 3. Monitor 501(c)(2) FY 2019 budget  
 4. Quarterly reporting to 501(c)(2) Board  
 5. Return surplus money minus reserves to DRTx as unrestricted income annually  
 6. Complete audit for 501(c)(2) for FY 2019

Support 501(c)(3) entity -- Disability Rights Texas  
 1. Establish DRTx annual budget covering current and projected expenses  
 2. Monitor FY 2019 DRTx budget  
 3. Quarterly reporting to Board Finance Committee and the Board of Directors  
 4. Annual audit is conducted and presented to the Board of Directors  
 5. Review agency risk management  
 6. Review office leases

- 100% of current building cost are covered
- Conduct commercial real estate market survey; based on fair market value determine rental rates and complete 3 year lease extension
- Budget variances in excess of 10% are explained to the 501(c)(2) Board
- All financial reports are presented timely
- Annual audit is conducted and presented to the 501(c)(2) Board
- DRTx receives surplus check from 501(c)(2)

- All financial reports are presented timely
- Any budget variances in excess of 10% or 10,000 are explained to the Finance Committee and the Board of Directors
- Annual audit is conducted and presented to the Finance Committee and the Board of Directors
- Mitigate risk -- Review all agency insurance policies and personnel policies to ensure adequate insurance coverage and mitigate liability
- Maintain a balanced budget
- Comply with reserve guidelines established in Board policy
- Secure Houston office space—renew Houston leases or determine alternative plan



WHY

Adopted 09/22/2018; Revised 09/09/19

Spotlight Measures

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 ii. The Agency/Board/Committee/Council successfully advanced Disability Rights Texas' mission since 85%-100% of established objectives across all four perspectives were met last year or over the 4 years which the agency scorecard was used.  
 b. Individual  
 i. Individual is on track to deliver committed objectives/measures by committed deadline.  
 ii. Individual is extremely effective at their job.

**2. Yellow:** Satisfactory/Near Complete/Placeholder for projects that cannot be measured until the end of the fiscal year  
 a. Agency/Board/Committee/Council  
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**3. Blue:** Needs Work  
 a. Agency/Board/Committee/Council  
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**4. Red:** Performance is Poor/Unsatisfactory/Problematic  
 a. Agency/Board/Committee/Council  
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**5. Purple:** Mitigating Circumstances  
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**DISABILITY RIGHTS TEXAS STRATEGY MAP**

**Executive Director Objectives**

**Executive Directors Performance Measures**

Internal Process

**Staff and Volunteer Excellence**  
*DRTx is a sought after place to work where compensation, benefits, career advancement, organizational cultural humility support staff and volunteers in realizing their full potential and in delivering high quality services.*

**Excellent Client Services**  
*DRTx applies practical and innovative strategies and inventions to provide timely, responsive, and quality services to our clients.*

**Excellent Systemic Work**  
*DRTx uses its expertise, resources, and network of community partners and stakeholders to advance rights, policies and laws in order to spearhead attitudinal and systemic change.*

**Preparing Today for Tomorrow**  
*DRTx is future-focused, self-reflective, and ready to address the changing social, cultural, financial, political and legal climate in order to sustain the organization, support staff and volunteers and maximize services for our clients.*

**Strengthen Organizational Efficiency**

**Optimize Intake Services**

**Internal Perspective**  
**Objective Implement Representative Payee P&A Program**  
 1. Complete credentialing process  
 2. Complete process to receive computers required by SSA  
 3. Complete annual project deliverables  
 4. Hire and train new staff as needed and allowed by budget

**Strengthen DRTx's commitment to cultural humility principles**  
 1. Identify staff training and develop opportunities to increase awareness of cultural humility  
 2. Develop a plan to ensure that all DRTx hiring, career development and career advancement opportunities are fully inclusive. Persons with disabilities and persons of color are actively recruited and retained.  
 3. Improve and enhance DRTx services, policies and practices in ways that advance culturally aware, sensitive, linguistically competent and fully accessible services to people with disabilities  
 4. Develop a strategy to achieve and maintain DRTx staff composition which reflects the population demographics of Texas

**Strengthen DRTx mission and direction by strategic planning; continue development and implementation of agency, Board and Council Blueprint to Empower**  
 1. Annually organize and conduct strategic planning activities and evaluations for the  
     o Agency Blueprint Core Team  
     o Board Blueprint  
     o PAIMI Council Blueprint  
     o ED Blueprint  
 2. Agency Blueprint Core team and Strategic Planning Committee of the Board will meet during the year to review the organization's Strategic Positioning Statements and progress on the agency's Blueprint and recommended initiatives for the upcoming year

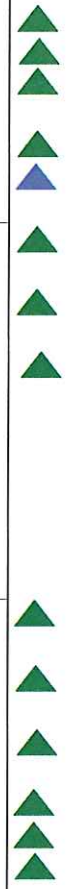
- Develop implementation plan for providing Rep Payee P&A services to Texas
- Hire/train/equip/credential Rep Payee P&A support positions
- Hire/train/equip/credential additional Rep Payee investigator/advocates staff as needed
- Secure additional space (if needed) and equipment for Rep Payee staff
- Conduct assigned Rep Payee Reviews by September 30, 2019

- Cultural awareness and accessibility will be considered whenever agency policies are established or reviewed
- Cultural Humility training is included in staff, Board and PAIMI Council orientation
- Review of agency demographics to determine number of persons of color, number of persons with disabilities and positions in held agency

- PAIMI Council Blueprint will be adopted by the Council no later than the March 2019 Council meeting
- Board Blueprint will be adopted by the Board no later than the January 2019 Board meeting
- ED Blueprint will be adopted by the Board no later than January 2019 Board meeting
- Term limits and standing positions are implemented on the Agency Core Team
- Agency Core Team prepares new two year plan for Board consideration
- Agency Core Team monitors and provides advise on implementation of initiatives



WHY

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Adopted 09/22/2018; Revised 09/09/2019

| HOW  | DISABILITY RIGHTS TEXAS STRATEGY MAP   |  | Executive Director Objectives  | Executive Directors Performance Measures   |
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| Staff and Volunteers   | <p><b>Staff and Volunteer Excellence</b><br/>DRTx is a sought after place to work where compensation, benefits, career advancement, organizational cultural humility support staff and volunteers in realizing their full potential and in delivering high quality services.</p> | <p><b>Excellent Client Services</b><br/>DRTx applies practical and innovative strategies and inventions to provide timely, responsive, and quality services to our clients.</p>  | <p><b>Employees and Organizational Capacity</b><br/><b>To be the employer of choice -- inspiring the best and achieving the highest potential for all employees by equipping staff to function effectively in their current positions and preparing staff for future opportunities at DRTx</b><br/>Complete follow up activities agreed to in the Union contract or as part of Union negotiations</p>  | <ul style="list-style-type: none"> <li>• Complete benefits survey</li> <li>• Develop written explanation of flex time (exempt/nonexempt staff)</li> <li>• Update Employee Work Rules as needed</li> <li>• Hold biannual Union Management meetings</li> </ul>   |
|  | <p><b>Excellent Systemic Work</b><br/>DRTx uses its expertise, resources, and network of community partners and stakeholders to advance rights, policies and laws in order to spearhead attitudinal and systemic change.</p>   | <p><b>Preparing Today for Tomorrow</b><br/>DRTx is future-focused, self-reflective, and ready to address the changing social, cultural, financial, political and legal climate in order to sustain the organization, support staff and volunteers and maximize services for our clients.</p> | <p>Utilize Employee Satisfaction Engagement (ESE) Survey to determine opportunities for improvement.</p>   | <ul style="list-style-type: none"> <li>• Conduct Employee Satisfaction Engagement (ESE) Survey no later than September 30, 2019 to determine opportunities for improvement.</li> <li>• Implement one strategy to address attorneys concerns identified on FY 2017 ESE</li> </ul>   |
|  | <p><b>Increase Volunteer Base, Training and Opportunities</b></p>  | <p><b>Strengthen Understanding of Awareness and Connection to our Work</b></p>   | <p><b>Ensure DRTx staff have access to opportunities that lead to career development and advancement</b><br/>1. Develop a career development and advancement plan for DRTx staff<br/>2. Ensure staff diversity is considered in all career development and advancement opportunities</p>   | <ul style="list-style-type: none"> <li>• Meet with managers to discuss opportunities for career development and advancement needed by their team/unit</li> <li>• Meet with 70% of staff to discuss their ideas about needed career development and advancement</li> <li>• Discuss opportunities for collaborating with UT/Texas Center on Disability Studies to create online training program</li> <li>• Discuss career development/advancement ideas with Union</li> <li>• Identify budget needed to support career development/advancement activities</li> <li>• Propose a career path for two job positions of DRTx staff</li> </ul> |
| <p><b>Effective internal communications</b><br/>1. Monitor effectiveness of internal communication plan and revise as needed<br/>2. Review Emergency Preparedness Plan</p> |  |  | <ul style="list-style-type: none"> <li>• Senior managers will meet with all issue teams at least once during the year</li> <li>• Hold weekly Director's meetings</li> <li>• Hold quarterly meetings for managers</li> <li>• Conduct quarterly All Staff meetings</li> <li>• Quarterly updates on ED's Blueprint will be available to all staff</li> <li>• Share FY 2019 Budget and quarterly budget updates with staff</li> <li>• Review and update the Disaster Preparedness Plan. Train staff responsible for implementation about their responsibilities</li> </ul> |  |



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| Spotlight Measures | <p><b>1. Green:</b> Outstanding/Complete<br/>a. Agency/Board/Committee/Council<br/>i. Established objectives/measures have been met<br/>ii. The Agency/Board/Committee/Council successfully advanced Disability Rights Texas' mission since 85%-100% of established objectives across all four perspectives were met last year or over the 4 years which the agency scorecard was used.<br/>b. Individual<br/>i. Individual is on track to deliver committed objectives/measures by committed deadline.<br/>ii. Individual is extremely effective at their job.</p> | <p><b>2. Yellow:</b> Satisfactory/Near Complete/Placeholder for projects that cannot be measured until the end of the fiscal year<br/>a. Agency/Board/Committee/Council<br/>i. The Agency/Board/Committee/Council is on track to deliver established objectives/measures by committed deadline.<br/>ii. The Agency/Board/Committee/Council's productivity was moderately good but needs improvement which means that 75%-84% of established objectives across all four perspectives were met last year or over the 4 years which the agency scorecard was used.<br/>b. Individual<br/>i. Individual is on track to deliver committed objectives/measures by committed deadline<br/>ii. Individual is effective at their job, but could be extremely effective with some improvements.</p> | <p><b>3. Blue:</b> Needs Work<br/>a. Agency/Board/Committee/Council<br/>i. The Agency/Board/Committee/Council is not on track to deliver established objectives/measures by committed deadline, but can recover.<br/>ii. The Agency/Board/Committee/Council's productivity was moderately good but needs improvement which means that 75%-84% of established objectives across all four perspectives were met last year or over the 4 years which the agency scorecard was used.<br/>b. Individual<br/>i. Individual is not on track to deliver established objectives/measures by committed deadline, but can recover.<br/>ii. Individual is not effective at their job and needs improvements.</p> | <p><b>4. Red:</b> Performance is Poor/Unsatisfactory/Problematic<br/>a. Agency/Board/Committee/Council<br/>i. The Agency/Board/Committee/Council did not deliver established objectives/measures by committed deadline.<br/>ii. The Agency/Board/Committee/Council's productivity was unacceptable because less than 50% of established objectives across all four perspectives were met last year or over the 4 years which the agency scorecard was used.<br/>b. Individual<br/>i. Individual did not deliver established objectives/measures by committed deadline.<br/>ii. Individual is not effective at their job and will not likely improve performance.</p> | <p><b>5. Purple:</b> Mitigating Circumstances<br/>a. Agency/Board/Committee/Council<br/>i. Established objectives/measures will not be completed due to circumstances beyond the Agency/Board/Committee/Council's control.<br/>b. Individual<br/>i. Established objectives/measures will not be completed due to circumstances beyond the individual's control.</p> |