

AUGLAIZE COUNTY BOARD OF



DEVELOPMENTAL DISABILITIES

Three-Year Strategic Plan 2016-2018

CREATED BY



THE
impact | **group**
IGPR.COM

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TABLE OF CONTENTS

Introduction	3
Vision, Mission and Guiding Principles	4
Board Members	5
Leadership Team	6
Services	7

2016-2018 STRATEGIC PLAN

Goal 1: Board Stewardship	8-9
Goal 2: Technology & IT	10
Goal 3: Internal Communications	11
Goal 4: Staff Development & Skill Sustainability	12-13
Goal 5: External Communications	14
Goal 6: Individual Needs & Services	15
Goal 7: Service Quality	16
Goal 8: Future Service Provision	17
Goal 9: Facilities	18

It is with great pride that I present the three-year Strategic Plan for the Auglaize County Board of Developmental Disabilities (ACBDD) from 2016-2018. Following the previous Strategic Plan, our goal remains to help local individuals with developmental disabilities throughout Auglaize County to live, learn and earn in the community, while presenting the best-possible image of our organization through consistent, open communication. The employees of the Auglaize County Board of Developmental Disabilities are collectively the greatest assets of the organization, and their input was measured through focus group sessions to assist in the development of this plan. Additionally, ACBDD tapped into our community via several stakeholder focus groups to help determine what they desire from us.

The end results of this outreach led us to the development of a nine-goal Strategic Plan, spanning internal and external communications, fiscal responsibility, increased community partnerships and continued compliance with new federal and state mandates. Each goal contains objectives with action steps for specific departments and personnel, helping us to maintain focus and achieve success.

This plan will be implemented as a guide to assist us in the continuation of ensuring that local individuals with developmental disabilities have the quality choices they need to live, learn and earn in the community, while also continuing to engage the community, informing them of our fiscal excellence and seeking their feedback on our performance as an agency. Thank you all for your efforts in putting this plan together. I look forward to working with you to ensure this plan's success.

With warm regards,

Renee Place

Renee Place
Executive Director

VISION, MISSION AND GUIDING PRINCIPLES

Vision

All individuals in our community with a developmental disability will thrive educationally, vocationally and socially.

Mission

To ensure individuals with developmental disabilities have access to quality supports providing them opportunities to live, work and play in our community.

Guiding Principles

We believe...

- In an individual-first approach to everything we do.
- In providing timely, knowledgeable and quality supportive services.
- In making life-long personal connections.
- In creating long-term solutions.
- In cultivating a caring and compassionate culture.

AUGLAIZE COUNTY BOARD OF DEVELOPMENTAL DISABILITIES

Board Members

Dr. Leslie Winner-Werling
President

David Axe
Vice President

Dan Klosterman
Secretary

Aaron Homan

Dean Hobler

Jarret Webb

Kabeth Jarvis

LEADERSHIP TEAM

Renee Place

Executive Director

Denise Seitz

Administrative Assistant

Todd Busse

Director of Business/Finance

Victor Geib

Director of Community Services

Gregory Ferrall

Director of Adult Services

Daniel Evans

Early Intervention Coordinator

SERVICES PROVIDED BY AUGLAIZE COUNTY BOARD OF DEVELOPMENTAL DISABILITIES

The Auglaize County Board of Developmental Disabilities provides and/or coordinates the following services:

Early Intervention Services

Provides effective intervention services to infants, toddlers and their families, from birth through two years of age, provided they have a developmental delay or are at risk of delay.

Adult Services

This program is provided through Auglaize Industries. Most adults are enrolled in the sheltered workshop program and the Board also offers them a community employment program and placement, a seniors program, nursing services and community recreation services.

Service Support Administrators

Provides services including advocacy, investigations of allegations of abuse and neglect, service coordination, monitoring, quality assurance and crisis intervention.

Transportation Services

The Board contracts private providers to provide portal-to-portal transportation by bus or van to facility-based programming for both adults and children. The Board also provides safe transportation for field trips, Special Olympics events and community-based employment.

Community Living Services

Residential supports and Medicaid Waiver Services are provided through coordination between the Board and West Central Ohio Network (WestCON) Council of Governments, of which the Board is a charter and participating member.

STRATEGIC PLAN

GOAL 1. BOARD STEWARDSHIP

The Board will ensure faithful stewardship and fiscal responsibility of all programs, services and resources throughout the implementation of this Strategic Plan.

Objective A. Assure faithful implementation of this Strategic Plan 2016-2018.

Step 1. Review progress of Strategic Plan implementation on a bi-monthly basis beginning February 2016.

To Be Completed By (TBCB): Superintendent

Step 2. Provide quarterly reports of this Strategic Plan beginning March 2016.

TBCB: Superintendent

Objective B. Review array of standing board committees.

Step 1. Review mission, scope and relevance of present standing board committees and propose continuation or cessation of same by March 2016.

TBCB: Board President

Step 2. Determine desirability of additional board committees given adoption of this strategic plan.

TBCB: Board President

Objective C. Create a Transition Plan to comply with federal and state mandates.

Step 1. Review Federal and State mandates with the Board by March 2016.

TBCB: Superintendent

Step 2. Review direct service options with the Board by March 2016.

TBCB: Superintendent

Step 3. The Board selects preferred direct service option(s) by June 2016.

TBCB: The Board

Step 4. Present draft Transition Plan* to the Board by September 2016.

TBCB: Superintendent

**See Goal 8 for specific Transition Plan benchmarks.*

Objective D. Create Board visibility and transparency.

Step 1. Assure invitation of staff and public to monthly Board meetings.
TBCB: Administrative Assistant

Step 2. Assure that individual Board member bios and related information are available on ACBDD's website by June 2016.
TBCB: Superintendent

Objective E. Develop and implement a Speakers Bureau.

Step 1. Identify Board and staff members to participate in Speakers Bureau by September 2016.
TBCB: Superintendent

Step 2. Develop necessary presentation materials and talking points for participants by October 2016.
TBCB: Superintendent

Step 3. Begin Speakers Bureau presentations by January 2017.
TBCB: Superintendent

Step 4. Measure and report success and provide updated quarterly schedule beginning January 2017.
TBCB: Superintendent

Objective F. Assure the faithful stewardship of all ACBDD funds.

Step 1. Review financial statements monthly.
TBCB: Business Manager

Step 2. Review audit statements as provided.
TBCB: Business Manager

GOAL 2. TECHNOLOGY AND IT

The Board will use state-of-the-art technology to maximize staff efficiencies in ISP development, monitoring and updating and to maximize communication efforts both internally and externally.

Objective A. Create and follow a Technology Plan.

Step 1. Develop and submit a Technology Plan to the Board based on previous year's audit recommendations and future needs by March 2016.

TBCB: Superintendent

Step 2. Begin implementation of the Technology Plan by September 2016.

TBCB: Superintendent

Step 3. Measure and report technology updates annually in 2016, 2017 and 2018.

TBCB: Business Manager

GOAL 3. INTERNAL COMMUNICATIONS

The Board is committed to fostering a communication system for the organization that creates trust and builds awareness resulting in a professional and welcoming culture for staff, volunteers and community partners.

Objective A. Develop proactive and consistent communication strategies for staff.

Step 1. Review current internal communication practices by March 2016.
TBCB: Administrative Assistant

Step 2. Develop internal communication strategies based on the results of the review and needs of the organization by March 2016.
TBCB: Leadership Team

Step 3. Review and approve the internal communication strategies prior to implementation by June 2016.
TBCB: Leadership Team

Objective B. Increase the visibility of the Superintendent among staff, volunteers and the individuals served.

Step 1. The Superintendent will schedule internal meeting times quarterly in 2016, 2017 and 2018.
TBCB: Superintendent

Step 2. Conduct a “State of the Board” address to staff annually beginning in 2016.
TBCB: Superintendent

Step 3. Publish the staff “Bridges” email blast no less than quarterly in 2016, 2017 and 2018.
TBCB: Superintendent

Objective C. Prepare an internal crisis communication plan.

Step 1. Develop an internal crisis communication plan to accompany the organization’s emergency response plan by September 2016.
TBCB: Leadership Team

Step 2. Train staff and appropriate stakeholders on the internal crisis communication plan by December 2016.
TBCB: Leadership Team

GOAL 4. STAFF DEVELOPMENT AND SKILL SUSTAINABILITY

The Board is dedicated to providing sufficient staff development opportunities to ensure that ACBDD staff are equipped with the skills needed to efficiently fulfill the Board's mission and Strategic Plan.

Objective A. Conduct a positional assessment, review and development plan to align with future service provision and related needs.

Step 1. Determine appropriate assessment tools and review process by January 2017.
TBCB: Superintendent.

Step 2. Initiate positional assessment by January 2017.
TBCB: Superintendent and Leadership Team

Step 3. Provide results and recommendations from assessments to the Board by March 2017.
TBCB: Superintendent

Step 4. Implement recommendations by June 2017.
TBCB: Superintendent

Objective B. Create and implement a professional development plan for all staff positions.

Step 1. Gather and review other County Board's staff development plans by August 2016.
TBCB: Administrative Assistant

Step 2. Design and adopt a Professional Development Plan by December 2016.
TBCB: Leadership Team

Step 3. Implement the Professional Development Plan in accordance with approved timeline beginning in January 2017.
TBCB: Leadership Team

Objective C. Provide teambuilding and customer service training for staff.

Step 1. Create a list of needed customer service training and teambuilding topics by March 2016.
TBCB: Administrative Assistant

Step 2. Review and select outside support for customer service training and teambuilding activities beginning in June 2016.
TBCB: Leadership Team

Step 3. Implement training as topics and timelines deem necessary beginning in June 2016.
TBCB: Leadership Team

Objective D. Review and update the organization's Emergency Response Plan.

Step 1. Expand existing Emergency Response Plan by June 2016.

TBCB: Business Manager

Step 2. Train Board members and staff on revised Emergency Response Plan annually in August of 2016, 2017 and 2018.

TBCB: Leadership Team

GOAL 5. EXTERNAL COMMUNICATIONS

The Board will educate stakeholders in Auglaize County on the variety of programs and services available to individuals with developmental disabilities, focusing on why the ACBDD is a vital part of the community.

Objective A. Create and adopt a new ACBDD interactive website.

Step 1. Develop and design website options by March 2016.
TBCB: Superintendent

Step 2. Activate and manage the new website by April 2016.
TBCB: Superintendent

Objective B. Develop a proactive and consistent Communications Plan for all stakeholders.

Step 1. Determine target stakeholder groups, create key message points for each and establish appropriate tactics by June 2016.
TBCB: Superintendent

Step 2. Implement Communications Plan beginning June of 2016.
TBCB: Superintendent

Step 3. Measure and report success of Communications Plan annually in 2016, 2017 and 2018.
TBCB: Superintendent

Objective C. Create new ACBDD logo to be used on all future organizational materials.

Step 1. Design and adopt new logo by March of 2016.
TBCB: Superintendent

Objective D. Develop a comprehensive Crisis Communications Plan.

Step 1. Create Crisis Communications Plan by June 2016.
TBCB: Superintendent

Step 2. Train Board members and staff in accordance with the Crisis Communications Plan by June 2016.
TBCB: Superintendent

GOAL 6. INDIVIDUAL NEEDS AND SERVICES

The Board will continue to provide excellent services to the individuals served, while creating quality opportunities to increase community interaction both socially and vocationally.

Objective A. Assure future service array is consistent with the assessed needs of the individuals served.

Step 1. Survey individuals served and their families for projected needs by December 2016.
TBCB: Leadership Team

Step 2. Audit existing services being provided by ACBDD by December 2016.
TBCB: Leadership Team

Step 3. Identify service gaps related to individuals served and organizational trends and propose solutions by March 2017.
TBCB: Leadership Team

Step 4. Initiate service gap solutions or modify existing services as deemed necessary beginning as early as March 2017.
TBCB: Superintendent

Objective B. Develop a Community and Vocational Integration Plan for individuals served.

Step 1. Action deferred contingent on Department of Developmental Disabilities' definition of "integration."
TBCD: Superintendent

GOAL 7. SERVICE QUALITY

The Board is dedicated to ensuring the highest quality programs and services for the individuals it serves, enabling them to reach their full potential as members of the community.

Objective A. Assure service quality for services identified in the Transition Plan.

Step 1. Assess satisfaction levels with service provisions annually by June 2016, 2017 and 2018.
TBCB: SSA Director

Step 2. Use existing compliance data and service quality survey results to identify improvement areas by July 2016, 2017 and 2018.
TBCB: Leadership Team

Step 3. Implement adjustments and recommendations as necessary beginning in January 2017 and 2018.
TBCB: Superintendent

Objective B. Educate consumers and families on the factors that determine quality services and their importance.

Step 1. Use and update the ACBDD website to provide educational information to consumers and families on a monthly basis.
TBCB: SSA Director and EI Coordinator

Step 2. Conduct regularly scheduled public information sessions for consumers and families.
TBCB: SSA Director and EI Coordinator

Step 3. Develop age-specific information packets for individuals and families entering the system at various ages by January 2017.
TBCB: SSA Director and EI Coordinator

GOAL 8. FUTURE SERVICE PROVISION

The Board will remain in compliance with state and federal standards, and work closely with private providers in Auglaize County to ensure that individuals served by private providers receive the systems and supports needed to reach their full potential as members of the community.

Objective A. Reduce direct Board services to individuals on waivers.

Step 1. Reduce direct services to 0% of individuals on waivers by December 31, 2018 in accordance with a Board approved Transition Plan.

TBCB: Leadership Team

Step 2. Report direct service decreases, as per DODD regulations, in both June and December of 2016, 2017 and 2018.

TBCB: Superintendent

Step 3. Measure and report service provision status annually in 2016, 2017 and 2018.

TBCB: Superintendent

Objective B. Improve private provider development, enhancement and support.

Step 1. Provide private provider update meetings quarterly beginning in January 2016.

TBCB: SSA Director

Step 2. Increase the number of providers available to individuals served in accordance with the results of Goal 6: Objective A: Steps 3 & 4 and also Goal 7: Objective A: Step 3.

TBCB: SSA Director

Step 3. Provide, at least annually, a Provider Vendor Fair beginning in 2016, 2017 and 2018.

TBCB: SSA Director

Step 4. Monitor the notification of the Free Choice of Provider Rule at time of enrollment, or annual review, to ensure Rule compliance starting the second quarter of 2016.

TBCB: SSA Director

Step 5. Measure and report private provider development annually in 2016, 2017 and 2018.

TBCB: SSA Director

Objective C. Assure compliance with DODD's Provider Compliance Rule.

Step 1. Provide provider compliance reviews as per Rule starting the first quarter of 2016.

TBCB: SSA Director

Step 2. Measure and report compliance results annually in 2016, 2017 and 2018.

TBCB: SSA Director

GOAL 9. FACILITIES

The Board is committed to assuring welcoming and well-maintained facilities.

Objective A. Improve the appearance and functionality of facilities and grounds as it relates to maintenance and custodial services.

Step 1. Develop a Facilities and Grounds Plan by March 2016.
TBCB: Workgroup assigned by Superintendent

Step 2. Implement the recommendations of the Facilities and Grounds Plan beginning in March 2016.
TBCB: Superintendent

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

NOTES

AUGLAIZE COUNTY BOARD OF



DEVELOPMENTAL DISABILITIES

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