

Three-Year Strategic Plan  
2016 – 2018 Year Two: 2017



Renee Place  
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## Introduction

It is with great pride that I present the second year (2017) of the three-year Strategic Plan for the Auglaize County Board of Developmental Disabilities (ACBDD). Our goal remains to help local individuals with developmental disabilities to live, learn and earn in the community, while presenting the best-possible image of our organization through consistent, open communication. The Employees and Partners of the ACBDD 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  
Superintendent



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# 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, learn, work and play in our community.

## **Guiding Principles**

We believe in:

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



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# AUGLAIZE COUNTY BOARD OF DEVELOPMENTAL DISABILITIES

## **Board Members**

**Dr. Leslie Winner-Werling**

*President*

**Aaron Homan**

*Vice President*

**Dan Klosterman**

*Secretary*

**Dean Hobler**

**Jarret Webb**

**Kabeth Jarvis**

**Elizabeth Hart**

Auglaize County Board of Developmental Disabilities Board Members are

appointed in accordance with ORC 5126.021



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## LEADERSHIP TEAM

**Renee Place**  
*Superintendent*

**Leslie West**  
*Administrative Support Specialist*

**Todd Busse**  
*Director of Business/Finance*

**Victor Geib**  
*Director of Individual Support Services*

**Melissa Kaup**  
*Early Intervention Coordinator*  
*(Shared with Mercer County)*



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# Employee List

## **Board Office**

### **Early Intervention & Individual Support Services Assistant**

Vicki May

### **Account Clerk**

Karen Stahl

### **Facilities Coordinator**

Gabriel Coil

### **Custodian**

James Pittman

## **Individual Support Services**

### **Service & Support Administrator**

Amy Barhorst

Tonia Byron

Nancy Gray

Amanda Seigle

Kathy Warnock

### **Service & Support Assistant**

Angela Ahlers

LaDonna Cox

### **Community Connections Specialist**

Julie Herbst

### **Behavioral Supports Consultant**

\*Greg Richards

### **Nursing Consultant**

\*Nancy Conradi

### **Investigative Agent**

\*Brandi Fahncke

## **Early Intervention**

### **EI Specialists**

Kimberly Jolly

Colleen Zunk

### **Occupational Therapist**

Abigail Lammers

### **Physical Therapist**

Krista Coppess

### **Speech Therapists**

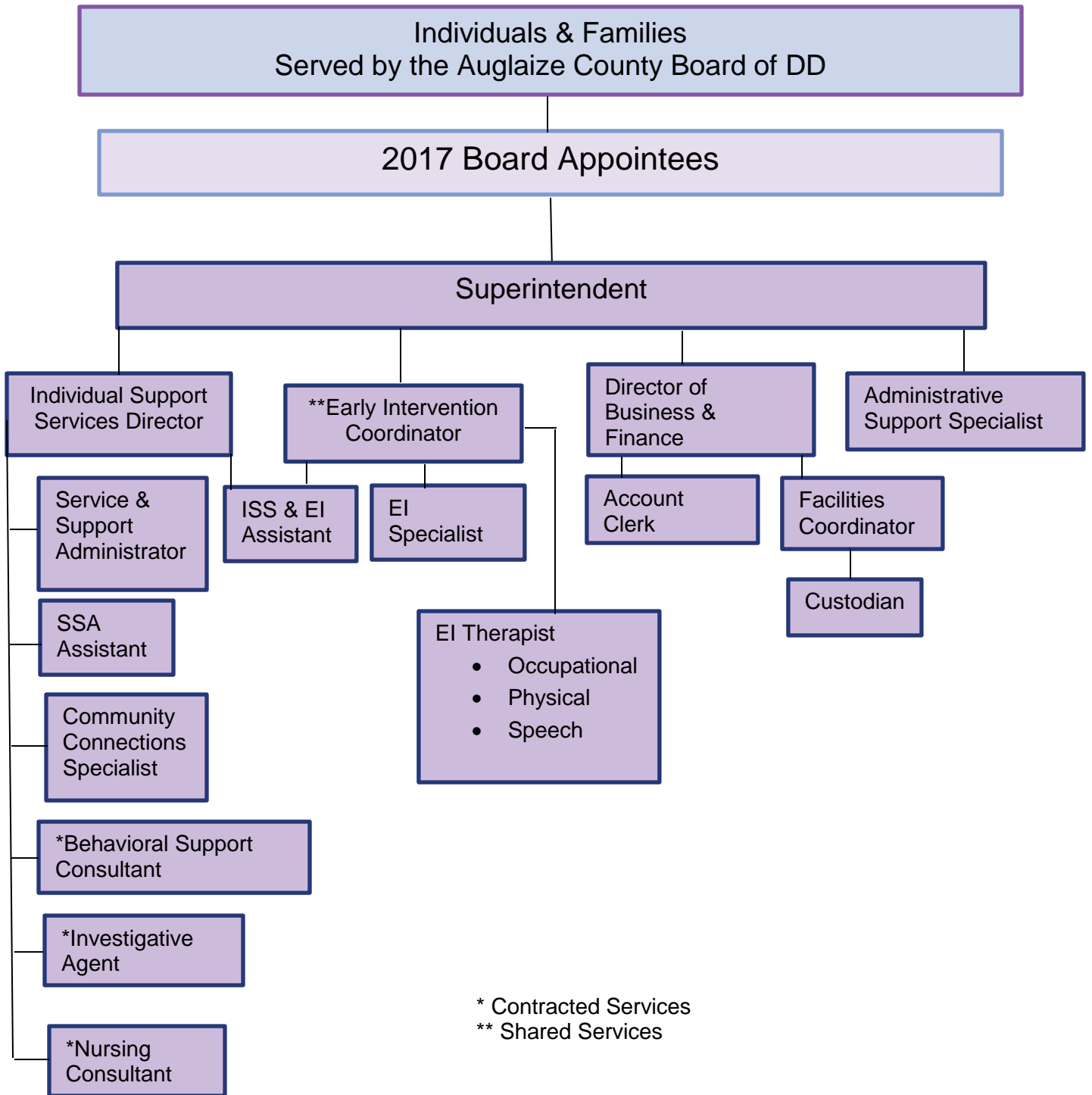
LaRita Condon

\*Anna Poling

\* Contracted Service



# Table of Organization





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# SERVICES PROVIDED BY AUGLAIZE COUNTY BOARD OF DEVELOPMENTAL DISABILITIES

## **General Administration**

- Medicaid rules and regulations compliance
- State Accreditation compliance
- Levy monitoring and administration
- Program development given changes in clientele demographics
- Allocation and monitoring of Waiver Services

## **Early Intervention Services**

We use Evidence Based practices to provide effective intervention services to infants, toddlers and their families, from birth up to age three, who have a developmental delay or are at risk of delay. With the support of the entire Early Intervention team, a Primary Service Provider coaches parents and caregivers in the child's natural environment, focusing on the family's strengths while supporting and empowering parents to meet their child's unique developmental needs.

## **Family Support Services**

Family Support Service is a supplemental program that provides supports, services and assistance in caring for a family member with disabilities at home to enhance the quality of life for that family, including the individual with developmental disabilities. The FSS program is administered through the ACBDD. The funds are provided through the state legislature and distributed by the Ohio Department of DD.

## **Service Support Administration**

SSA provides services including advocacy, investigations of allegations of abuse and neglect, service coordination, plan development and monitoring, quality assurance, crisis intervention and assurance of free choice of provider

## **Medicaid Waiver Allocation**

In accordance with state and federal regulations, the ACBDD budgets and authorizes funding for Medicaid waiver services based on an individual's assessed need. Medicaid services such as residential supports, adult day services, transportation and community employment supports are funded by both federal (approximately 60%) and local levy (40%) dollars.



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# SERVICES SUPPORTED BY THE AUGLAIZE COUNTY BOARD OF DEVELOPMENTAL DISABILITIES

## **Individual Support Services**

Eligibility determination, residential supports, adult services funding and Medicaid waiver services are provided through coordination between the ACBDD and the West Central Ohio Network (WestCON) Council of Governments, of which the ACBDD is a charter and participating member.

## **Transportation Services**

The ACBDD contracts with private providers to offer portal-to-portal transportation by bus or van to facility-based programming. The ACBDD also supports safe transportation for Special Olympics events and community-based employment.

## **School-age Services**

The ACBDD provides funding in support of Preschool, School Age, and Transition services through a contract with the Auglaize Educational Service Center.

## **PLAY (Play and Language for Autistic Youngsters) Project**

In partnership with the WestCON Council of Governments, the ACBDD provides a trained consultant who teach parents techniques that are effective, fun, and useful in day-to-day interactions with their child with autism. An evidenced-based autism early intervention program, PLAY uses a set of principles, methods, and techniques used to improve autism symptoms. This training is provided in the home, allowing the consultant to see the family in an environment where the child feels comfortable, rather than in a setting unfamiliar and possibly intimidating to the child



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# 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 January 2017.

To Be Completed By (TBCB): Superintendent

Step 2. Provide Quarterly Board reports of the Strategic Plan review beginning March 2017.

TBCB: Superintendent

**Objective B.** Review array of standing board committees.

Step 1. Review Mission and Relevance of present standing Board committees and determine continuation or cessation of committees by March 2017.

TBCB: Board President

Step 2. Determine need for additional Board committees by March 2017.

TBCB: Board President

**Objective C.** Maintain Board visibility and transparency.

Step 1. Assure invitation of Staff and Public to monthly Board meetings.

TBCB: Administrative Support Specialist

Step 2. Assure Board member bios and related information are updated by March 2017.

TBCB: Administrative Support Specialist

**Objective D.** Develop and implement a Speakers Bureau.

Step 1. Initiate Speakers Bureau presentations by March 2017.

TBCB: Superintendent.

Step 2. Provide updated quarterly Board Reports on presentations starting March 2017.

TBCB: Superintendent



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**Objective E.** Assure the faithful stewardship of all ACBDD funds.

Step 1. Review financial statements monthly.

TBCB: Director of Business/Finance

Step 2. Review audit statements as provided.

TBCB: Director of Business/Finance

Step 3. Review “to date” budget summary and issues to Department Staff (ISS, E.I. and Facilities) on a quarterly 2017 schedule.

TBCB: Department Directors

## ***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.** Follow Technology Plan.

Step 1. Begin implementation of Technology Plan by March 2107.

TBCB: Superintendent

Step 2. Measure and report technology updates by December 2017 and 2018.

TBCB: Director of Business/Finance

## ***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.** Maintain consistent communication strategies for providing information to staff.

Step 1. Provide annual Review to Board of efforts by December 2017 and 2018.

TBCB: Superintendent

**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 2017 and 2018.

TBCB: Superintendent



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Step 2. Conduct a “State of the Board” address to staff 2017 and 2018.

TBCB: Superintendent

Step 3. Publish the staff “Bridges” email blast no less than quarterly in 2017 and 2018.

TBCB: Superintendent

**Objective C.** Provide an annual review of the Board’s internal crisis communication plan.

Step 1. Review conducted with Staff and appropriate stakeholders by December 2017 and 2018.

TBCB: Superintendent

#### ***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 develop 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. Implement the Professional Development Plan in accordance with approved timeline beginning in January 2017.

TBCB: Leadership Team



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

Step 1. Provide one teambuilding or professional development training by December of 2017 and 2018.

TBCB: Superintendent

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

Step 1. Train Board members and Staff on revised Emergency Response Plan annually in September of 2017 and 2018.

TBCB: Leadership Team

**Objective E.** Update orientation and annual staff training.

Step 1. Redesign new hire Orientation Program by March 2017

TBCB: Leadership Team

Step 2. Update Annual Staff training to be consistent with State and Board requirements by March 2017

TBCB: Leadership Team

**Objective F.** Review and update Position Descriptions for all Staff.

Step 1. Review, revise or create the Position Descriptions for all Staff by June 2017.

TBCB: Superintendent

Step 2. Review, revise the present, or create a new Class and Compensation Plan by June 2017.

TBCB: Superintendent

Step 3. Create an updated Personnel Manual with related Policies and Procedures by June of 2017.

TBCB: Superintendent

Step 4. Develop a comprehensive performance management system and evaluation tools by September 2017.

TBCB: Superintendent

Step 5. Train management staff in the use and administration of the tools developed in Step 4 by September 2017.

TBCB: Superintendent



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## **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.** Update as necessary the ACBDD interactive website.

Step 1. Provide annual Report of yearly updates December 2017 and 2018.

TBCB: Superintendent

**Objective B.** Maintain Communications Plan for all stakeholders.

Step 1. Report Communications Plan results annually in December 2017 and 2018.

TBCB: Superintendent

**Objective C.** Update Department Mission and Vision Statements to assure consistency with the Board's Mission Statement.

Step 1. Provide updated Mission and Vision statements for each Department by March 2017.

TBCB: Department Directors/Superintendent

**Objective D.** Create a comprehensive Crisis Communications Plan

Step 1. Train Board members and Staff in the components of the Crisis Communications Plan by December 2017.

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 June 2017.

TBCB: Leadership Team

Step 2. Audit existing services being provided by ACBDD by June 2017.

TBCB: Leadership Team



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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. Develop Tracking System by March 2017.  
TBCB: Community Connections Specialist

Step 2. Provide Monthly reports to Board starting June 2017.  
TBCB: Community Connections Specialist

Step 3. Percentage of ISPs with personal definition of “integration” will be reported to the Board on a quarterly basis beginning April 2017.  
TBCB: Individual Support Services Director

**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 and assess service quality for all services identified in the Transition Plan.

Step 1. Assess satisfaction levels with service provisions annually by June 2017 and 2018.  
TBCB: Individual Support Services Director

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

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





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**\*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: Individual Support Services Director and EI Coordinator

Step 2. Conduct regularly scheduled public information sessions for consumers and families.

TBCB: Individual Support Services Director and EI Coordinator

Step 3. Develop age-specific information packets for individuals and families leaving E.I. and entering preschool and for “transition students aged 14” and those entering the system at age 22 by May 2017.

TBCB: Leadership Team

### ***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** Improve private provider development, enhancement and support.

Step 1. Provide private provider update meetings quarterly in 2017 and 2018.

TBCB: Individual Support Services Director

Step 2. Provide, at least annually, a Provider Vendor Fair beginning in 2017 and 2018.

TBCB: Individual Support Services Director

Step 3. Measure and report private provider development annually 2017 and 2018.

TBCB: Individual Support Services Director

**Objective B.** Assure compliance with DODD’s Provider Compliance Rule.

Step 1. Measure and report compliance results to Board twice annually in 2017 and 2018.

TBCB: Individual Support Services 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.



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Step 1. Obtain bids and schedule the sealing of both parking lots at the Board Administrative building by September 2017.

TBCB: Facilities Coordinator

Step 2. Investigate the feasibility and costs associated with the installation of a sprinkler system which connects to the nearby canal to water the Angel Garden at the Board Administrative building by September 2017.

TBCB: Facilities Coordinator

Step 3. Procure exterior signage in order to make the Board Administrative building more welcoming for guests by March 2017.

TBCB: Facilities Coordinator

**Objective B.** Improve the safety and operating efficiency of the facilities.

Step 1. Develop and maintain a notebook of ongoing preventive maintenance measures by September 2017.

TBCB: Facilities Coordinator

Step 2. Update and maintain the Material Safety Data Sheets for the Board Administrative building by September 2017.

TBCB: Facilities Coordinator

**Objective C.** Reduce dependency on contract services.

Step 1. Procure equipment per recommendations of the Facilities Committee as identified in the 2017 budget in order to complete tasks in-house by December 2017.

TBCB: Facilities Coordinator

*\*These goals and steps reflect the tenets of Ohio Administrative Code 5123:2-1-02.*

*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.*

