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This is a draft of the  
Proposed 2014-2016 Strategic Plan



Stark County Board of  
Developmental Disabilities

# 2014-2016 Strategic Plan



# Re-defining Our Role in Changing Times

On behalf of the 3,340 people served by the Stark County Board of Developmental Disabilities, we present to you our 2014-16 Strategic Plan. In preparing this plan, we sought input from individuals with disabilities, their families, employees, advocacy groups, providers, and community leaders. We had as an independent facilitator, Mel Marsh, of Acorn Consulting Incorporated, who solicited input and feedback from our stakeholders.

We have been moving in the following directions the past three years:

- From segregated to community environments;
- From a provider of services, to more of a funder of services;
- From reactive to proactive decision making; and
- From unsustainability to sustainability.

This plan honors our prior commitments to those we are serving, but initiates a philosophical change for new people requesting services. We will be charging school districts for students entering our school beginning the 2014-15 school year and forward. We expect this decision and a new enrollment policy to result in a greater number of students being served by their school district. Similarly, people entering adult services will be assessed for community-based employment and will only be accepted into Board facility-based settings if it is demonstrated that no other alternatives or options are available to meet the person's needs. This re-defines the Board's role as a safety net provider of services.

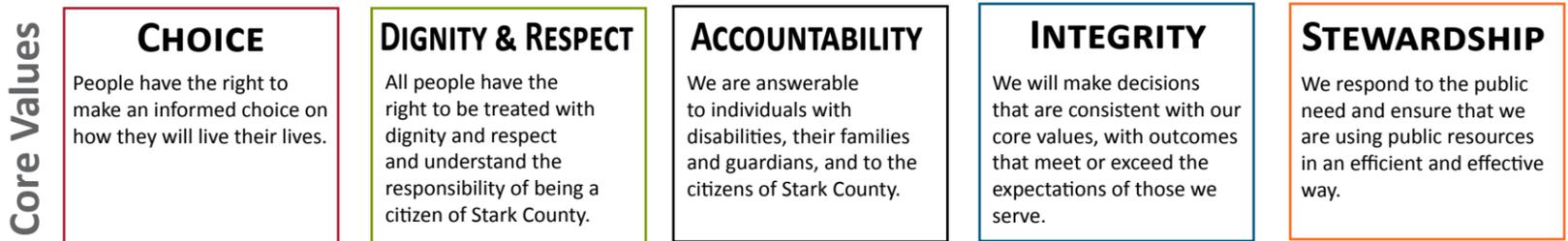
We will be asking two questions in all decisions that come before us:

1. What will enable us to support all who need services?
2. What will ensure the long term ability of Stark DD to continue supporting all who need services?

During these rapidly changing times, our new three year strategic plan is expected to transform the way we serve people with disabilities in our community, as well as provide improved sustainability of those services. Our ultimate goal is to have people with disabilities integrated into every aspect of daily life, which includes home, work, school, worship, and recreation.



Bill Green  
SUPERINTENDENT



## Vision:

Ensuring opportunities for living, learning, working and pursuing dreams that will be self-directed by individuals served and/or their circle of support.

2014-2016 Strategic Plan

2014-2016 Strategic Plan



2010-2013 Strategic Directions



### Increase Community Integration



### Increase Community Employment Options



### Increase People Served by Other Providers



### Increase Education to Families and Community



### Increase Long Term Sustainability

*In order for people with DD to have opportunities for living, learning, working, and pursuing dreams and to be valued for their contribution to the overall quality of life for the entire community they must be incorporated as equals into society. This goal gives specific attention on community integration in all aspects of Stark DD and provider services for all ages served.*

*Ohio's Employment First directive requires all county boards to implement a policy and plan that enables people with disabilities to obtain community jobs that may result in greater earnings, better benefits, improved health, and increased quality of life. Through this direction Stark DD will increase the number of people working competitively and increase the number of hours worked per week. We will decrease the number of people working in segregated environments, keeping in line with the U.S. Supreme Court decision *Olmstead v. L.C.*, 527 U.S. 581 (1999).*

*We will continue to expand our capacity to support individuals and families' unique needs by increasing the number of individuals getting services through private providers. Through this goal we will enhance choice through the availability of a wide variety of quality services and redirect funds to enable us to serve more people.*

*Family members and guardians, school districts, the business community, and members of the community at large are important partners with Stark DD in helping individuals with DD achieve their dreams. This goal will help us prepare the different stakeholders to accept and support individuals with DD to be successful members of their families, their schools, their work, and their community.*

*In a time of decreasing resources while serving a significantly larger number of individuals than in the past, Stark DD is at risk of exhausting all of their resources. Through this goal, Stark DD will ensure that Stark County residents with developmental disabilities will be able to continue receiving supports they need in perpetuity. We will facilitate and deliver services within our resources while aligning services with community needs and with federal and state system changes.*

## What to expect in the next three years

#### 2014

- Define what we mean by community integration.
- Inventory current community integration activities and assess strengths, weaknesses, and current success with community integration.
- Identify and define unsatisfied and unknown needs and interests for community integration.
- Identify community capabilities that would promote community integration and be the link and support that connects individuals to opportunities in their community.

#### 2015

- Develop a comprehensive plan to increase the number of individuals participating in the community.
- Implement the comprehensive plan.

#### 2016

- Continuously improve the community integration plan and activities.

#### 2014

- Improve the individual planning process to address employment outcomes.
- Enhance collaboration with schools and other training partners to share best practices supporting employment.
- Develop and implement marketing strategy to engage prospective employers.
- Develop incentives for employers to hire people with disabilities and pilot initiative.

#### 2015

- Continue to improve the individual planning process to address employment outcomes.
- Review, evaluate, and consider expanding incentives for employers to hire people with disabilities.
- Continue marketing the benefits of hiring people with disabilities.

#### 2016

- Evaluate implementation and make changes to the plan to increase employment opportunities for people with developmental disabilities.

#### 2014

- All people entering adult services will be assessed for community-based employment and people will only be accepted into facility-based settings if it is demonstrated that no other alternatives or options are available to meet the person's challenging behavioral, medical or physical needs, people who wish to obtain supported enclave employment or people who want community-based employment as an outcome.
- Develop consumer satisfaction survey to assess satisfaction with provider community.
- Work with The Workshops Inc. to begin employing their own job coaches and support specialists.
- Increase the number of providers and people participating in enhanced choice.
- For those in enhanced choice, have an independent entity assess consumer satisfaction of the services received.
- Meet with private providers of day services and transportation to garner their input on how Stark DD can support them and then develop a plan to address.

#### 2015

- Implement plan to support private providers and to foster quality services.
- Continue having an independent entity assess consumer satisfaction of the services received for those participating in enhanced choice.
- Continue transitioning to TWI employees as job coaches and support specialists.

#### 2016

- Evaluate and make changes as needed to plan to support private providers and to foster quality services.
- Continue having an independent entity assess consumer satisfaction of the services received for those participating in enhanced choice.

#### 2014

- Work with parents, guardians and stakeholders to develop a support network.
- Develop a comprehensive communications and education plan.
- Develop a multi-media map to assist families and school districts to navigate the services available for people with disabilities within Stark County.
- Survey individuals and families to identify their preferred communication methods.

#### 2015

- Continued support of parent/guardian support network.
- Review and update multi-media map addressing navigation through the DD system for school districts and families.
- Through an independent entity assess public's understanding and perception of Stark DD.

#### 2016

- Review and update multi-media map so that families and school districts can navigate the services available for people with disabilities within Stark County.
- Through an independent entity continue to assess the public's understanding and perception of Stark DD as we continue to change.

#### 2014

- Implement Early Retirement Incentive Plan and consolidate and/or eliminate positions.
- Pursue grant opportunities for the provision of services and supports to people with disabilities.
- Engage all employees in cost saving measures.
- Reallocate funds to individuals with aging caregivers and those with intense needs.
- Continue to implement medication administration initiative.
- Begin charging school districts for educational services provided to new students.
- Evaluate building utilization with decreases in enrollment and develop a plan for consolidation.

#### 2015

- Continue work with The Workshops Inc. on employing their own job coaches and support specialists.
- Continue to pursue grant opportunities.
- Evaluate workshop building needs in relation to enrollment.
- Continue to implement medication administration initiative.

#### 2016

- Consolidate workshops.
- Modify vacated building and renovate to house Service and Support Administration.
- Continue to implement medication administration initiative.