



The Stark County Board
of Developmental Disabilities

*Three Year
Strategic Plan*
2011-2013

The Strategic Planning Committee

I thank each of the participants (listed below) for the time that has been given to create a positive vision for our future:

Ken Anderson, President, Support Staff Association • Michael Barath, IS dept. • Myrna Blosser, Principal, RS Southgate School • Ric Brown, Chief of Operations • Tom Bucka, Parent and Board Member • Tim Casper, Manager, The Workshops Inc. • Neil Castilow, Parent • Diana Clifton, Self-Advocate • Arnette Collins, President, Stark County Educators & Professional Trainers Association • Louise Cox, Self-Advocate • Jan Dougherty, Siffrin • Mark Crouse, Chief Financial Officer • Trish Faist, Account Clerk • Karen Hadden, Personnel Officer • Deb Hall, Administrative Assistant • Beth Kline, Principal, Plain Local Schools • Ron Klonowski, ARC Director • Joe Knetzer, Midwest Health, Inc. • Paula Kovach, Manager of Habilitation • Diana Lashley, Director, Health and Therapy Services • Shu Lin, SSA • Kris Lowdermilk, Director, Human Resources • Tammy Maney, Principal, Eastgate Early Childhood and Family Center • Laura Mathews, Parent • Bob Mathews, Parent • Regina Manos, Workshop Specialist 2 • Bob Milliken, Board President • Bobbi Montenegro, Director, SSA and Investigative Services • Lisa Parramore, Communications Manager • Jeff Quinn, Self-Advocate • Richard Hoffman, Parent • Paula Schaeffer, Community Volunteer; relative in the program • Hank Schaeffer, Community Volunteer; relative in the program • Deb Schumard, Beyond Our Boundaries • Mike Seaman, Manager, Transportation • Ron Smith, Self-Advocate • Gloria Steiner, Manager, Information Services • Brad Vincent, Siffrin • Harry Widder, Self-Advocate • Gregg Yeary, IS dept. • Michele Yekel, Self-Advocate

A special thanks to Willie Jones, Facilitator, Ohio Association of County Boards.

A compass for the future

We are pleased to share with you the Strategic Plan for 2011 - 2013. This plan represents our commitment to provide support and services to children and adults with developmental disabilities living in the Stark County community.

The information contained in the following pages is a summary of six months of work. In March 2010, we distributed more than 3,500 copies of a community survey to receive comment from the individuals served by the agency, parents, guardians, providers, and the general public. Those results, along with results gathered through an online survey, became the starting point for a strategic planning committee made up of individuals, parents, employees, board members, a school official, providers, and community members. This committee discussed everything from who we are, who we want to become, and how we can make this happen.

Sometimes the discussions were difficult, trying to come to a consensus among a group of people with very diverse beliefs and feelings. This resulting plan is a labor of love, and we believe that it is our compass for the future. Any decisions and goals for the future will be proactive, based on our core values. By planning ahead, we will be poised to foster community partnerships, moving toward choice and integration into the community.

Designed as a working document, this Plan won't be filed on a shelf and forgotten in that it serves as a decision-making framework. For the next three years Annual Operating directions will be based on this Plan, and reviewed at least twice annually.

This Strategic Plan is especially critical as future funding on the state level remains uncertain. With a projected \$8 billion deficit in the State of Ohio budget for the next biennium, additional spending cuts are expected. As a result, we are planning for change. Our strategic compass will guide us on how we can do more with less, keeping our core values in the forefront.

The strategic plan is made up of our identity, the directions we are moving, the commitments we are making, and initiatives on how we intend to get there. The most fundamental move is an increased emphasis on us as funder of services to assist us to begin addressing the 1,200 people on the waiting list for home and community based services waivers.

The lifespan of this Plan is no coincidence. In 2013 we will be asking Stark County citizens to continue their support of our mission by combining two back-to-back levies into one substitute levy. This request will maintain our current level of local funding and ensure services through 2017. It also provides us time to make incremental changes that will make the services we offer sustainable.

Thank you for your continued input and understanding. We look forward to the challenges ahead, and are confident that, by working together, we will continue to support the needs of the 3,000 children and adults with developmental disabilities.



Superintendent,
Stark County Board of Developmental Disabilities

Stark County Board of Developmental Disabilities Three Year Strategic Plan (2011 – 2013)

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

Core Values
 Choice
 Dignity and Respect
 Accountability
 Stewardship
 Integrity

-- Mission --
 “ To be the support that connects individuals and families with services they need.”

Segregated to community environments

Provider-Funder to Funder-Provider

Reactive to Proactive Decision Making

Unsustainable to Sustainability

Communicating to stakeholders the Vision/Mission/Role of Stark County Board of Developmental Disabilities and foster partnerships with other agencies

Evaluate and address unmet needs of people with developmental disabilities and distribute resources to meet those needs.

Enrich the quality of services to people with developmental disabilities

Facilitate and deliver services within our resources

- Foster self-advocacy, community connections and opportunities to be involved in the community.
- Provide multiple sources of informational material on the vision, mission, and values.
- Increase capacity and access to home and community based services waivers.
- Expand opportunities for people served to make money and earn a living.
- Expand resources and opportunities for youth to adult transition
- Develop /maintain a master plan for workforce development and enrichment of staff competencies
- Promote quality services within provider community.
- Maintain a master plan for maintenance, replacement /discontinuation of equipment, vehicles, and buildings
- Implement health and wellness awareness and track core outcome indicators.
- Improve efficiency and effectiveness of communications and operations through the use of technology
- Implement 2013 levy campaign

Identity

Directions

Commitments

Initiatives

CORE VALUES

Choice

People have the right to choose how they will live their lives, where they will live, and with whom they will live.

Dignity and Respect

All people have the right to be treated with dignity and respect and to be respected as persons.

Accountability

We are answerable to individuals with disabilities, their families and guardians, and to the citizens of Stark County.

Stewardship

We value services that respond to the public need by adhering to what we do best and ensuring that we are using public resources in an efficient and effective way.

Integrity

We ensure that decisions are made in accordance with our core values.

STRATEGIC DIRECTIONS

Strategic Direction #1: Segregated to Community Environments

We will develop relationships with business, civic, community and educational partners to further promote community involvement and integration of people with disabilities into the Stark County community. Our workshops will expand volunteer involvement and community participation in any way they can. For our schools, we will look at establishing collaborative learning experiences that promote inclusive environments. We will also continue to provide education services and our expertise.

Strategic Direction #2: Provider-Funder to a Funder-Provider Focus

We will ensure that we are attempting to expand our capacity to support individuals and families' needs by offering more access to Home and Community Based Services waivers by allocating more money for this purpose. This strategic direction places an emphasis on our mandated responsibility to provide local matching funds within our resources while continuing our role as a provider of services. We will enhance choice through developing a subcontract relationship with the adult service provider community.

Strategic Direction #3: Reactive to a Proactive Decision Making Framework

We will base our decisions on our core values while looking to the future and planning for changes.

Strategic Direction #4: Unsustainable to Sustainability

We must be willing to make proactive decisions on how we deliver services to ensure sustainability by making changes based on our core values.

The 11 Initiatives

Foster self-advocacy, community connections and opportunities to be involved in the community

This is what that means ...

Choices and support for community involvement
Awareness of community options
People have a voice in their community
Provide education and training about self-advocacy

Objectives

- Self-advocacy – Develop a *People First* chapter
- Develop speakers bureau of self advocates
- **Community connections:**
Community Aktion group implemented by and with Kiwanis
- **Opportunities to be involved:**
Participation in levy campaign
Participation in city council meetings, board meetings
Volunteering within the community
Expanding social activities
Increase social connections

Citizens will be informed of the vision, mission, and values of the Stark County Board of DD

This is what that means ...

Rebrand organization
Find a way to increase positive exposure
Acknowledge interdependence with the community
Address services that are mandated vs those that we provide in addition
Make sure people understand what we do
Address internal stakeholders

Objectives

- Create a marketing plan and keep annually updated
- Implement Newspaper campaign
- Analyze voter turnout
- Identify which media or outlets will give us the best results
- Continuous evaluation of results of marketing plan
- Enhance community involvement outside of our agency
- Create speakers bureau
- Keep website up-to-date
- Annually review and update information pamphlets of services

Increase capacity and access to HCBS waivers

This is what that means ...

Allocate more money for HCBS waiver services to enable us to serve more people with DD
Continue transition from Provider-Funder to Funder- Provider

Objectives

- Develop a three year waiver plan per Ohio Revised Code
- Implement enhanced choice initiative for people going into Adult Services

Expanded opportunities for people served to make money and earn a living

This is what that means ...

More diverse employment choices
Find more work opportunities
Get more people into vocational employment
Vocational training
More competitive employment

Objectives

- Increase Supported Employment by five people per year to 365 people in Supported Employment
- Through Vocational Rehabilitation Public Private Partnership (VRP3) participation, expand opportunities to people with DD.
- 50% of VRP 3 program participants will not enter a Sheltered Workshop
- Increase the amount of work from 27% to 32% and increase additional 1% per year within Adult Services

Expanded resources and opportunities for youth to adult transition

This is what that means ...

Reach students fourteen to twenty-two to determine likes, dislikes and abilities for future employment opportunities in the community
Transition into a job upon separation from school

Objectives

- Participation in Vocational Rehabilitation Public Private Partnership (VRP3) program with the goal of 56% transition to community employment
- Expand VRP3 to other school districts within Stark County

Develop workforce planning and enhance staff development

This is what that means ...

Ongoing evaluation of the table of organization
Ongoing evaluation of staff training and development

Objectives

- Implement a master plan for workforce development, succession planning and enrichment of staff competencies.
- Evaluate the needs of the individuals we serve
- Evaluate position descriptions
- Instill continuous quality assurance principles throughout our agency
- Improve labor management relations
- Encourage personal professional development for direct care staff
- Investigate a tuition reimbursement program and policy
- Refine staff evaluation process to include staff development

Promote quality services within the provider community

This is what that means ...

Invite providers to share in our Vision, Mission & Values
County Board will be a resource to enhance services across Stark county

Objectives

- Continue monthly provider meetings
- Provide joint in-services and training to enrich services
- Offer enhanced choice for day services through sub contracted provider relationships
- Share the importance of self advocacy and community connections
- Assess the need for a provider training component

Evaluate facility and equipment needs and utilization

This is what that means ...

Evaluate the changing needs of the people we serve based upon other objectives of the strategic plan
Link the outcomes to priorities, direction and focus of the strategic plan

Objectives

- Develop a master plan for maintenance, replacement or discontinuation of equipment, vehicles, buildings
- Follow aggressive preventive maintenance program
- Create a budget for equipment replacement
- Investigate alternative funding streams
- Look at alternative energy sources

Implement health/wellness awareness and track core health outcome indicators

This is what that means ...

Provide health and wellness information to persons within Stark County
Better healthcare for people with DD

Objectives

- Initiate Health Matters program
- Continue to emphasize the "every healthy person" initiative.
- Continue wellness initiative in the schools

Improve efficiency and effectiveness of communication and operations through the use of technology

This is what that means ...

Stay current with Technology
Move toward paperless workflows
Have a user driven assessment of technology needs

Objectives

- Continue Training -Staff development
- Continue to explore development of a intranet as a means to improve communication and efficiency
- Evaluate the current level of technology and expand as necessary as it pertains to energy conservation, Plan development and documentation, assessments, assess staff access, remote access, and security
- Keep website updated to communicate with staff and the community

Implement successful 2013 levy campaign

This is what that means ...

Sustainability through 2017
Support for Citizens Who Care
Renewal of expiring levies 2013 & 2014

Objectives

- Plan Community Education campaign
- Initiate fund raising campaign
- See passage of a substitute levy by at least 60%
- Create partnerships with community
- Obtain endorsement of Canton Repository and Massillon Independent, Alliance Review



Stark County Board of
Developmental Disabilities

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* **THE ISSUE:** Agency's new three-year plan **OUR VIEW:** It's a mindful approach to managing inevitable change

DD board, staff have right attitude

‘D’oing more with less,” the headline read. The notion doesn’t surprise many employees in the private sector these days. But this story in Wednesday’s Rep referred to a public agency, the Stark

County Board of Developmental Disabilities, and its employees. We expect to see more such headlines. Every level of government is facing not only money problems but also citizens’ resistance to one traditional solution — higher taxes.

But it’s no coincidence that

the Board of Developmental Disabilities is ahead of the reform curve. While DD is not driven by the need for profits, it has something in common with businesses that are under the gun in a global economy.

Private providers can offer the same services as the county agency at a lower cost. So we in the private sector understand the urgency with which the Stark DD board is tackling its agenda of redefining its mission and cutting costs.

At two public meetings

Tuesday, officials explained a three-year plan that would transform DD into more of a funding agency for private subcontractors than an actual provider of services.

The agency will scrutinize the need to replace each employee who leaves the agency, and it’s understood that a smaller staff will be the result.

Will this sit well with the families of the board’s clients? In many cases, no. DD clients and their families have special relationships with the agency’s

employees — unlike, say, your average water department customer or other recipient of government services.

But the presidents of the two DD unions have been involved in fashioning the plan, with one union leader saying of the need for change, “I think we all felt that it was better to work with it than simply let it all happen to us.”

That’s the right attitude for the times, and the DD board and its employees deserve credit for adopting it.

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