



Athens County Board of Developmental Disabilities

Strategic Plan

2019-2021

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Introduction

Since our inception in 1957, Athens County Board of Developmental Disabilities (ACBDD) has been providing individuals opportunities to learn, grow, and enrich their lives. We provide quality services to individuals with developmental disabilities by assessing their needs and creating individual plans. We offer education, employment, life skills training, recreation, transportation, residential support, service coordination, and more. We help to integrate individuals with developmental disabilities into their community as valued citizens.

We have made tremendous progress since our last three-year strategic plan. Most of the goals we established for ourselves have come to fruition. As we launch this three-year strategic plan, we continue to be mindful and appreciative of the Athens County Community. There are few counties in Ohio that show the level of commitment and support for individuals with intellectual and developmental disabilities like Athens County. We know we are truly fortunate.

Community members can feel proud about the positive impact staff of ACBDD has on the lives of nearly 600 individuals. We have seen many positive changes over the last three years. Going forward, we will continue our hard work of enhancing the quality of life of those we assist.



Our Board

We are incredibly grateful to our 2018 Board Members. These amazing individuals volunteer an enormous amount of time ensuring people with intellectual and developmental disabilities receive the highest quality of services in Athens County. We appreciate them and everything they do.



ACBDD Board Members

From left to right, Dr. Leonard Allen; Pam Bond, Board Secretary; Dr. Jason Jolley; Margaret Hutzler, Board Vice President; Michelle Oestrike; Sherri Oliver; Margaret Demko, Board President; Dr. Kevin Davis, Board Superintendent.

Critical Findings

As part of the strategic planning process, Athens County Board of Developmental Disabilities sought information from the following customers and key stakeholders: individuals served by ACBDD, families/guardians, providers, ACBDD employees, ACBDD board members, community members/partners, elected officials, and school districts. This information was used to identify strategic advantages, strategic challenges, and strategic opportunities for the organization. These were the critical findings that supported the development of the new vision, mission, and values along with the strategy map that will move ACBDD into the future.



Strategic Advantages

- ACBDD is known and trusted by the community through many years of service.
- ACBDD uses social media to communicate and promote quality services.
- ACBDD has experienced, well-trained staff who take pride in what they do.
- ACBDD has a strong leadership team that uses a planned, transparent process to address issues.
- ACBDD provides a positive work environment.
- ACBDD has engaged, committed, and supportive board members.
- ACBDD uses person-centered practices to provide compassionate, high-quality services that promotes self-advocacy.
- ACBDD provides safe, reliable transportation.
- ACBDD has established positive working partnerships with a variety of community entities.
- ACBDD is accredited by the Ohio Department of Developmental Disabilities, the Ohio Department of Education, and the Commission on Accreditation of Rehabilitation Facilities.
- ACBDD has overwhelming community support through multiple tax levies and community engagement.
- ACBDD ensures the health and safety of the individuals served through a strong reporting process and established policies.
- ACBDD promotes an environment to use progressive and innovative approaches.
- ACBDD has a strong agency and independent provider pool.
- ACBDD has an established history as a leader in community employment.



Strategic Challenges

- ACBDD lacks the necessary resources to serve people with more complex intensive needs in supportive employment.
- ADBDD is not currently using technology to its fullest extent.
- ACBDD is faced with growing labor costs.
- ACBDD is transitioning from being a transportation provider; therefore, we need to secure other methods for those we serve.
- ACBDD is faced with continual state and federal rule changes that impact the organization.
- ACBDD is faced with a tight labor market; therefore, competition for qualified employees is fierce.
- ACBDD is inconsistent with our approach to performance management for the workforce.
- ACBDD needs to improve workforce interactions among different groups within the agency to improve organizational culture.
- ACBDD must address the current segregated model of service such as school, day habilitation, and transportation.
- ACBDD must develop a system to educate the community on integration and inclusion efforts.
- ACBDD lacks an advocacy network accessible to all served.
- ACBDD must provide superior service to address competition from employment providers.
- ACBDD must develop a quality assurance process to ensure consistency and quality of services.
- ACBDD must maintain an identity separate from providers through branding.
- ACBDD does not currently have the expertise to support adults/children and employment services for individuals with complex behavior needs.
- ACBDD currently does not have a process in place to provide oversight plus maintain positive relationships with providers.
- ACBDD has little control over waiver and healthcare costs.
- ACBDD does not have a way to support providers with recruitment and retention.
- ACBDD resides in a region with high poverty and aging caregivers.
- ACBDD will need to maintain a quality provider pool.
- ACBDD must implement the new waiting list rule and educate the community on the changes.

Strategic Opportunities

- ACBDD has the ability to partner with area institutions of higher learning to improve services.
- ACBDD has opportunities to partner with other community agencies.
- ACBDD will utilize all available outlets for public relations to promote ACBDD initiatives and community education.
- ACBDD has the ability to expand training for staff to include Applied Behavior Analysis to benefit recipients of service.
- ACBDD will take advantage of staff knowledge and training to provide support to community agency and independent providers.
- ACBDD will use their expertise and partner with businesses in the community to further expand employment opportunities for individuals.
- ACBDD will utilize and explore all opportunities for technological advances.
- ACBDD will use their expertise to gain more leadership roles for people with disabilities in the community.
- ACBDD will use all available venues to improve internal communication.
- ACBDD will use outside and internal expertise to improve SSA functions including streamlining the intake process.
- ACBDD will explore every opportunity to diversify our funding stream to help alleviate pressure to local taxpayers.
- ACBDD will explore and enact all possible community inclusion and integration opportunities.
- ACBDD will explore all options to help relieve pressure from individuals on waiting lists.
- ACBDD - Beacon School will explore all possible partnerships and inclusive opportunities with partner school districts.
- ACBDD will collaborate with providers to ensure the delivery of quality services.



Vision, Mission, Values



Vision

An integrated
and inclusive
Athens County



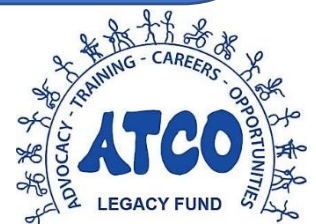
Mission

To serve our
community with
compassion,
innovation and
transparency



Values

Respecting Everyone,
Spending Responsibly,
Thriving Communities,
Working Together, New
Ideas, Openness,
Honesty, Reliability



Next Steps

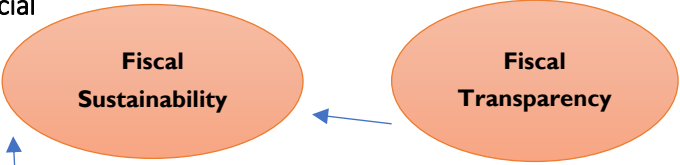

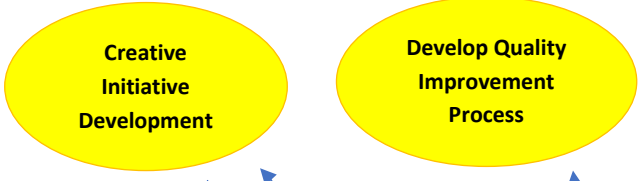
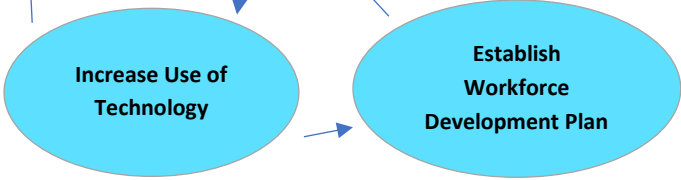
ACBDD will determine which initiatives are long- and short-term. Action plans will be developed to monitor progress and periodic reviews will occur to identify the need for course corrections and ensure advancement is being made on implementation of the plan.

ACBDD will provide the individuals and families served, ACBDD staff, ACBDD board members, key partners, other stakeholders, and the community at large periodic updates on the progress made towards meeting the identified benchmarks set forth in the strategic plan.



Strategy Map

Vision	An integrated and inclusive Athens County			
Mission	To serve our community with compassion, innovation, and transparency			
Strategic Goals	Invest in the workforce	Improve supports for customers	Exceed customer satisfaction	Responsible stewardship

Business Objectives and Strategy Map	Measures	Targets	Initiatives
Financial 	<ul style="list-style-type: none"> • % Increase in cost • Expenses versus revenue analysis • Annual report of new partnerships 	<ul style="list-style-type: none"> • Limit increase in healthcare costs to under 10% • Remain financially stable through ATCO transition • Maintain waiver and supported living funds to meet projected operational needs 	<ul style="list-style-type: none"> • Healthcare and Labor costs • Waiver planning committee • Explore partnerships to support integration and inclusion
Customer 	<ul style="list-style-type: none"> • Publish annual waitlist results • Feedback from key customers and stakeholders. • Increase amount of people in community employment 	<ul style="list-style-type: none"> • Annual waiting list report • Survey results from customer groups • Increase 15 individuals with developmental disabilities annually in community employment 	<ul style="list-style-type: none"> • Implement waitlist rule changes • Development of systematic ways to gather feedback from customers • Engage customers to identify needs • Branding • Transparency of fiscal responsibility • Promote community employment
Internal Processes 	<ul style="list-style-type: none"> • Create initiatives around providers, advocacy, integration, inclusion and Beacon School • Identify processes for improvement 	<ul style="list-style-type: none"> • Create 3 new initiatives for providers • Develop plan for Beacon School success • Increase of 4 self-advocates annually for community inclusion • Need to determine # of processes to be approved annually. 	<ul style="list-style-type: none"> • Provider support development and recruitment • Beacon School success initiative • Advocacy expansion • Integration and inclusion initiative • Internal process improvement system
Learning and Growth 	<ul style="list-style-type: none"> • Employee engagement • Identify need for access to technology • Specialized training requirements to meet staff needs 	<ul style="list-style-type: none"> • Determine baseline measure for employee engagement • Implement meaningful employee development process aligned with strategic plan • 100% of ISP's reviewed complete a technology review • 2 staff complete progress toward ABA certification 	<ul style="list-style-type: none"> • Employee culture and development • Technology alignment
Values: Respecting Everyone, Spending Responsibly, Thriving Communities, Working Together, New Ideas, Openness, Honesty & Reliability			



Come visit us soon — in person or online

Administration

801 W. Union Street, Athens

Beacon School

801 W. Union Street, Athens

Employment Options/PersonnelPlus

The Market on State

Integrate Athens

9033 Lavelle Road, Athens

Service & Support Division

8 Harper Street, The Plains

Transportation Division

9033 Lavelle Road, Athens

ACBDD: www.facebook.com/athenscbdd

Beacon School: www.facebook.com/beaconschoolathens

Integrate Athens: www.facebook.com/IntegrateAthens

PersonnelPlus: www.facebook.com/personnelplus

SSA: www.facebook.com/athenscbddssa

FANs: www.facebook.com/FANsAthens

www.athenscbdd.org

Envisioning an integrated and inclusive Athens County