



ATHENS COUNTY BOARD OF  
DEVELOPMENTAL DISABILITIES

# Our Way Forward



# ATHENS COUNTY BOARD OF DEVELOPMENTAL DISABILITIES

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# STRATEGIC PLAN 2022-2024



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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.

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 are fortunate.

Community members can feel proud about the positive impact staff of the ACBDD have on the lives of nearly 700 individuals. We will continue our hard work of enhancing the quality of life of those we support.



# 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, New Ideas, Honesty, Thriving Communities, Working Together, Openness, Reliability



# Our Board

We are grateful to the ACBDD's Board Members. These 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.



**Margaret Demko**  
Board President



**Dr. Jason Jolley**  
Board Vice President



**Pam Bond**  
Board Secretary



**Dr. Leonard Allen**  
Board Member



**Dr. Carolyn Bailey Lewis**  
Board Member



**Katie Conner**  
Board Member



**Sherri Oliver**  
Board Member

# Critical Findings

As part of the strategic planning process, the ACBDD sought information from the following customers and key stakeholders: individuals served by the 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 strategy map that will move the ACBDD into the future.



# Strategic Advantages

## Internal Operations

- ACBDD uses various outlets to communicate agency developments and 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 supportive and positive work environment with competitive salary and benefits.
- ACBDD supports professional development for its workforce.
- ACBDD has engaged, committed, and supportive board members.
- ACBDD is accredited by the Ohio Department of Developmental Disabilities, the Ohio Department of Education, and the Commission on Accreditation of Rehabilitation Facilities.
- 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 practices fiscal responsibility.

## Services

- ACBDD uses person-centered practices to provide compassionate, high-quality services that promote advocacy, and community inclusion.
- ACBDD provides safe, and reliable transportation.
- ACBDD has experienced behavior support that meets the needs of individuals and their families.
- ACBDD has a strong agency and independent provider pool.
- ACBDD's Early Intervention staff are caring and friendly.

## Community

- ACBDD is known and trusted by the community.
- ACBDD prioritizes integration and inclusion.
- ACBDD has overwhelming community support through multiple tax levies and community engagement.
- ACBDD has established positive working partnerships with a variety of community entities.
- ACBDD has an established history as a leader in community employment.



# Strategic Challenges

## Internal Operations

- ACBDD struggles to fill certain roles within the community.
- ACBDD is faced with needs of individuals with aging caregivers.
- ACBDD will need to plan for future leadership changes/retirements.
- ACBDD must improve efficiencies in internal processes.
- ACBDD must transition ISP planning processes to meet DODD requirements.
- ACBDD must be prepared for widespread illnesses like COVID-19.
- ACBDD is inconsistent in its performance management.



## Services

- ACBDD is faced with a DSP staffing crisis.
- ACBDD is faced with an increase in demand for services.
- ACBDD operates in a county with a robust transportation system but one that still has its limitations.
- ACBDD will need to provide a more diverse summer youth employment experience.
- ACBDD must work to address the rising need of guardianships.
- ACBDD must continue to evolve Beacon School services to meet the needs of students, districts, and the community.

## Financial

- ACBDD is faced with rising waiver, healthcare, and labor costs.
- ACBDD must maintain fiscal responsibility with limited funding streams.
- ACBDD resides in a county with high poverty.



## Technology

- ACBDD must take advantage of/explore options with technology.

## Communication

- ACBDD must continue to work on informing the public on available services and how to access them.
- ACBDD must improve inter-agency communication.
- ACBDD must continue to communicate openly, both internally and externally.





# Strategic Opportunities

## Internal Operations

- ACBDD will improve its staff performance evaluation process.
- ACBDD will develop a succession planning process to ensure stability of agency and operations.
- ACBDD will explore developing a sensible remote work policy that maintains a high level of service delivery.
- ACBDD will comply with and transition to the new Ohio ISP to ensure consistency.
- ACBDD will continue to embrace and support a positive work culture.

## Services

- ACBDD will support providers in addressing the DSP workforce crisis.
- ACBDD will work to enhance and standardize transition services for youth.
- ACBDD will foster expansion and collaboration with local agencies to expand transportation options for individuals served.
- ACBDD will develop enhanced school services to support students, and districts.
- ACBDD will evolve Beacon School services to meet the needs of students, and community.
- ACBDD will work with local agencies to explore housing options for individuals served.
- ACBDD will continue exploring opportunities to support individuals with complex needs.
- ACBDD will support providers in addressing identified needs.



## Financial

- ACBDD will improve cost tracking and containment for waiver services, supported living, and Title XX.

## Technology

- ACBDD will explore new technologies to maximize efficiencies.

## Communication

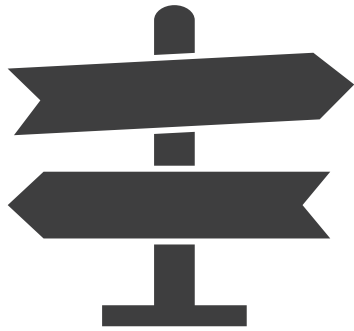
- ACBDD will improve internal communications through cross training and inter-departmental interactions.
- ACBDD will continue sharing information about services and agency developments.



## Community

- ACBDD will strengthen its advocacy network.
- ACBDD will dedicate needed resources to ensure community partnerships thrive.
- ACBDD will build on current collaborations and partnerships with community partners.
- ACBDD will develop new collaborations and partnerships with other entities.

# 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 updates on the progress made towards meeting the identified benchmarks set forth in the strategic plan.



# Strategy Map



<b>Vision</b>	<b>An integrated and inclusive Athens County</b>
<b>Mission</b>	<b>To serve our community with compassion, innovation, and transparency</b>
<b>Values</b>	<b>Respecting Everyone, Spending Responsibly, Thriving Communities, Working Together, New Ideas, Openness, Honesty, Reliability</b>

Objectives	Initiatives	Measures	Targets
<p>Financial</p> <p>Fiscal Sustainability      Transparency</p>	<ul style="list-style-type: none"> <li>• Manage waiver allocation &amp; sustainability</li> <li>• Assess healthcare &amp; labor costs</li> <li>• Strengthen marketing of services</li> </ul>	<ul style="list-style-type: none"> <li>• Balanced budget</li> <li>• Community awareness</li> </ul>	<ul style="list-style-type: none"> <li>• Expenses remain under budget</li> <li>• Increase in community awareness</li> </ul>
<p>Customer</p> <p>Engage, Support, and Understand Customers</p>	<ul style="list-style-type: none"> <li>• Enhance Beacon School Services</li> <li>• Continue provider support</li> <li>• Strengthen community partnerships</li> <li>• Serving those with complex needs</li> </ul>	<ul style="list-style-type: none"> <li>• Customer service satisfaction survey</li> <li>• Number of individuals employed in the community</li> </ul>	<ul style="list-style-type: none"> <li>• Improvement in customer service satisfaction survey</li> <li>• Increase in individuals community employed by five per year</li> </ul>
<p>Internal Processes</p> <p>Implement Needed Services      Implement Process Improvements</p>	<ul style="list-style-type: none"> <li>• Standardize transition services</li> <li>• Adopt new OISP</li> <li>• Identify processes to improve</li> <li>• Strengthen self-advocacy &amp; guardianship opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Number of process improvements identified</li> <li>• Identify guardianship opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Improve three processes agency wide per year</li> <li>• Meet guardianship needs</li> </ul>
<p>Learning &amp; Growth</p> <p>Increase Use of Technology and Remote Work      Workforce Stabilization</p>	<ul style="list-style-type: none"> <li>• Develop succession plan</li> <li>• Improve evaluation process</li> <li>• Explore remote work options</li> <li>• Explore technology options</li> <li>• Develop recruitment plan for certain positions</li> </ul>	<ul style="list-style-type: none"> <li>• Employee engagement survey</li> <li>• Recruitment &amp; retention</li> </ul>	<ul style="list-style-type: none"> <li>• Increase employee participation in survey</li> <li>• Improve recruitment &amp; retention</li> <li>• Maximize technology to enhance the flexibility of workforce</li> </ul>

# Contact



**Administration**

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[www.facebook.com/athenscbdd](http://www.facebook.com/athenscbdd)

**Beacon School**

801 W. Union Street, Athens

[www.facebook.com/beaconschoolathens](http://www.facebook.com/beaconschoolathens)

**Employment Options/  
PersonnelPlus**

**The Market on State**

1002 E. State Street, Suite 4, Athens

[www.facebook.com/personnelplus](http://www.facebook.com/personnelplus)

**Integrate Athens**

9033 Lavelle Road, Athens

[www.facebook.com/IntegrateAthens](http://www.facebook.com/IntegrateAthens)

**Service & Support Division**

8 Harper Street, The Plains

[www.facebook.com/athenscbddssa](http://www.facebook.com/athenscbddssa)

**Transportation Division**

9033 Lavelle Road, Athens

**FANS**

[www.facebook.com/FANsAthens](http://www.facebook.com/FANsAthens)

## Envisioning an integrated and inclusive Athens County

