

**2016 Update to  
January 2013 - December 2017 Strategic Plan**

**OUR MISSION**

We support people with developmental disabilities to discover, pursue and achieve what is important to them.

**OUR VISION**

**People with developmental disabilities get the support they need to fulfill their responsibilities and have a good life that includes family, friends, home and work.**

**CORE VALUES**

***Honesty & Trust***

We strive for truthfulness and sincerity in our relationships with the people we serve and their families, our community, our partners and each other.

***Caring & Compassion***

We are supportive of and attentive to people's needs

***Respect***

We demonstrate regard and appreciation for others.

***Safety & Health***

We strive to keep people safe and healthy.

***Ethical Behavior***

We strive to meet the highest standards of professional and personal behavior.

***Adaptability***

We adjust to changing needs and circumstances.

***Responsibility to the Community***

We are good citizens and careful with our resources.

***The Future***

We focus on planning for the people we support and our organization.

***Excellence***

We strive for quality in everything we do.

***Creativity***

We strive to be innovative and resourceful.

## OUR KEY PRINCIPLES

**Quality of Life:** Is defined by each person, with an emphasis on the balance between what is important *to* the person, and what is important *for* the person.

**Language:** Demonstrates respect for the person, his or her family and friends. It is easily understood by everyone in conversation and recordkeeping.

**Culture of Strengths and Abilities:** The strengths of each person and family are promoted. A focus on what is positive and productive is used throughout a person's engagement with the Board.

**Collaborative:** Contributions are equally valued and responsibility is shared. Creativity and innovation in the management, design and delivery of services is encouraged and expected.

**Results based:** Results are purposeful and meaningful to the person's life. They are achieved by building on what works and learning from what doesn't work, to continuously seek improved results.

**Practical:** A balance is sought between quality of life and the boundaries of public resources, with an understanding that limited fiscal resources must be responsibly administered to support, but not replace, relationships with family and friends. Everyone works to promote natural connections in neighborhoods and communities, and addresses only those areas where the person supported wants involvement from the system.

## PREFACE

The focus of this plan is the strategic removal of barriers that impact the quality of life of persons with developmental disabilities. The long range commitments and short term goals are in specific response to ongoing input received from persons we support, their families, staff, providers and partners and other key stakeholders. Specifically, we have targeted strategies and actions that can be reasonably addressed with the Board's financial and human resources and which are supported by the Board's operating budget. The long term commitments contained in this plan consider architectural, attitudinal, environmental, financial, employment, communication, transportation, technology, community integration and other factors. Included in this strategic plan, which is largely broadly focused on accessibility for people with developmental disabilities, are only those goals and activities that are the highest priority for the people we support and the organization.

## THE BOARD'S FUNDING PRIORITIES

As long as resources are available, the following are the Board's priorities for funding consistent with the requirements of Ohio Administrative Code (OAC) 5123:2-1-02 (county board administration) and 5123:2-1-08 (the waiting list rule):

1. Medicaid Waiver Match that is leveraged to secure federal funds that pay approximately 60% of the cost of transportation, adult services, residential and other services and supports available through enrollment on the level one, individual options and SELF waivers. The amount of money determined by the Board to be available for waiver match will dictate

the number of waiver slots the Board applies for. **The Board will not request waiver slots for which no source of match is identified and committed.**

2. Early childhood services that are interest and strength based, use evidence based parent coaching practices and are delivered through a primary service provider in natural environments by credentialed developmental specialists.
3. Family Support Services as described in Board policy. The Board makes an annual budgetary allocation for this program.
4. Activities and partnerships that promote the successful transition of teenagers from school to adult life and promote employment after high school graduation/completion.
5. Supported living, transportation, and day service costs for adults not eligible for a Medicaid waiver. Persons competitively employed may be required to contribute to the cost of their transportation.

## **THE CURRENT ENVIRONMENT (Updated 11/15)**

### **Challenges:**

- Licking County is still a fiscally conservative county. Politically the county largely votes Republican and there is a local tea party presence. Unemployment and housing foreclosures have declined significantly since the 2008 recession. No school district is currently in a state of financial emergency.
- Census bureau data reflects county population growth of 8.8% since calendar year 2000, mostly in Western Licking County. New residents in this area of the county largely come from Franklin County. They move to escape higher property taxes, increase their purchasing power, and enroll their children in smaller/rural schools. They remain oriented to Franklin County and the Columbus metropolitan area for work, shopping, and socialization. Most levies for new money do not garner support in Western Licking County.
- The manufacturing sector employs many fewer people than it did a decade ago. Economic development is a priority for both the city and the county and some of the results of these efforts can be seen in the growth of the New Albany Beauty Park which has helped to improve the employment outlook in Licking County.
- Total revenue reductions from all sources (state, federal and tangible personal property tax) from 2002-2015 are approximately 2.5 million dollars annually. Cumulatively this is a staggering amount. At the same time revenue reductions have leveled off and we anticipate no additional reductions at this time.
- The Board supports approximately 1,500 persons annually with 2.6 mills. Average per person expenditures are amongst the lowest in the state.

- Our workforce has leveled off at 80, down from a high of 205 fifteen years ago. This is a function of our shift in role from direct service provider to system administrator using many providers. The Board needs to align its table of organization to match the system administrator role. There are no models for this.
- Different generations of families have different expectations of the Board and priorities. Families of older adults are content with and appreciate traditional day service programs. Families with young children expect more resources to be put at their disposal, including money to match Medicaid waivers.
- There are currently 709 persons on the Board's Medicaid waiver waiting list.
- The Licking County Transit Board provides the majority of non-medical transportation to eligible persons. They are experiencing capacity and customer services challenges. As the number of people who are employed increase, transportation will be a significant challenge.
- Traditional segregated day service programs (including sheltered workshops) have until 2019 to meet the integrated settings requirements of the Center for Medicaid and Medicare Services (CMS), and the Department of Justice as it monitors compliance with Title II of the ADA. Local providers will require substantial technical assistance to evolve to more integrated service delivery.
- School districts have few resources and little expertise in effectively preparing school aged students with developmental disabilities for post-graduation employment.
- Sheltered employment and congregate day services settings cost more than supported employment. In addition, the skills learned in a sheltered congregate setting are not useful in other environments.
- Assistance to providers, families and person served to access the Imagine IS system.
- Long range planning to manage and meet Medicaid match obligations.
- The state's long range plan to put as many Medicaid eligible persons as possible into a "managed care" plan. We do not know the consequences of this.

### **Opportunities:**

- The Board will need to replace its 1-mill five-year levy in May of 2017. There is potential for various levy statutes to be amended in calendar year 2016 that would pave the way for the Board to ask voters to make this levy continuing. This would result in opportunities for different levy strategies going forward.
- The transition of persons from the "Transitions DD" waiver starting in July of 2015 will result in fewer day service expenditures at 100% of acuity.
- Young adults who graduate/complete high school are enrolled on a level one waiver if they are eligible and want services that can be paid for with the waiver.

- The Board is largely in compliance with CMS's conflict-free case management rule. By 7/1/16 all direct services in Licking County, other than evidence based early childhood services, will be provided by DoDD certified providers.
- The Board's former Community Employment Services division has been transitioned into an Employment Supports Division. Employment Support Specialists have been deployed to work with all Board eligible students aged 14 years and older and their families. Staff in this division are actively connecting with families and school districts and providing coaching and technical assistance to IEP and ISP teams. Our first "Project Search" will be ready for the 2016/2017 school year. We are actively building capacity and expertise with local employment services providers.
- The Board continues to be a partner in the local one-stop employment center named Licking County Ohio Means Jobs (formerly Opportunity Links) designed to influence business and industry on behalf of people with developmental disabilities. We are in the third year of a Memorandum of Understanding (MOU) with Licking County Job and Family Services (Ohio Means Jobs).
- The Imagine information system rolled out in the first quarter of 2015. Person centered processes for introduction and eligibility have been piloted and evaluated.
- We continue to maximize administrative and operational efficiencies available through our membership in the Mideast Ohio Regional Council of Government (MEORC COG).
- The use of information technology continues to be a priority. A fiber optic connection completed in late 2015 has improved connectivity and speed to virtual desktops. We continue to test additional equipment to enhance iPad functionality.
- Electronic record storage and maintenance strategies will be fully deployed in 2016 for both public and non-public (confidential) records.
- We are using our technology to enhance connectedness with people we support and their families through e-mail (Constant Contact), enhancements to the website, Facebook and Twitter.
- Contracted services are the largest percentage of the Board's annual operating expenses. This reflects significant investment in specialized and generic community services for people with developmental disabilities and reflects ongoing efforts to build community capacity.
- The Self-Advocacy Consortium includes nine provider agencies. Providers are learning how to support self-advocacy.
- The Family Advisory Committee meets every other month with attendance expanding.
- Provider engagement has increased. There is good attendance at our TEN (The Excellence Network) meetings.
- The federal government is supporting local transit systems with grants for "mobility management." Our Transit Board is interested in pursuing this opportunity and we have

made financial provisions in our 2016 operating budget to help pay the required match for the grant.

- The Board is committed to renovating the ESW building and adding space there so that all Board operations are consolidated under one roof, and expenditures for facilities kept to a minimum. Preliminary designs and cost estimates are completed. The capital improvement fund will offset the amount of money needed to finance the renovation/construction project.

### **Long Term Commitments and Shorter Term Goals January 2013 - December 2016**

- ***To educate the Licking County community about the men, women and children it supports using person centered language; while promoting the Board's role in funding and administering the local developmental disabilities service system.***
  - **By 1/30/16 educate staff on 2016 communication strategy and distribute talking points.**
  - **By 3/1/16 distribute a podcast or video featuring the Board's talking points for staff.**
  - **By 2/1/16 begin distribution of a quarterly newsletter to families.**
  - By 4/30/16 distribute the Board's annual report for 2015.
  - **By 4/1/16 design and distribute information on eligibility for Board services directed at public and private school classroom teachers.**
  - **By 1/30/16 develop and disseminate talking points for Board providers and partners. Consider electronic medium for distribution.**
  - By 12/31/16 track visits to the Board's enhanced website with a goal of 25,000 visits in calendar year 2016.
  - By 12/31/16 submit monthly press releases to the Advocate, WCLT and WNKO news outlets.
  - **By 12/31/16 provide updated information to other human service agencies in the county about the Board, its role, and the services it purchases and provides.**

Lead: Public Information Officer

Addresses: Communication, Attitudinal

- ***To continuously improve organizational effectiveness and efficiency***
  - **By 4/1/16 reorganize the current table of organization to establish a provider relations and support component inclusive of a director level administrator and two performance development coordinators.**
  - By 7/1/16 a plan to move to an electronic personnel file is identified and ready to be implemented.
  - By 9/1/16 develop a plan to assess staff for leadership roles and make available professional development opportunities.
  - By 12/31/16 identify and address additional opportunities to replace multiple processes managed at the component/department level with single standardized processes that are centralized whenever possible.

- By 12/31/16 complete analysis of Gatekeeper, the employment first database and Imagine data points. Decide the degree to which Gatekeeper still supports Board operations. Identify alternatives that may be more cost effective.
- **By 12/31/16 prepare to implement the Imagine Case Note module, including training for staff.**

Lead(s): Director of Human Resources, Director of Employment Supports, Director of Service Coordination, Director of Finance, and Executive Administrative Assistant  
Addresses: Financial

- ***To purchase or provide services and supports that are fiscally sustainable with priority given to services that keep people at home with family and included in their communities.***

- By 12/31/16 integrate family support services money into person/family specific budgets as part of the individual support planning process.
- By 12/31/16 key factors affecting the average 2.8% increase in waiver costs will be identified and a plan to control cost increases (when appropriate) implemented.
- By 12/31/16 the Board will work with the Licking County Transit Board to apply for federal grant funding to hire a mobility manager to maximize transportation options for eligible persons.
- By 7/1/17 all persons enrolled on the "Transitions DD" Medicaid waiver will be enrolled on either the IO or SELF waivers.

Leads(s): Directors of Finance and Service Coordination  
Addresses: Financial

- ***To increase the number of adult aged persons who obtain and maintain employment.***

- **By 5/1/16 key functions of the employment specialist and service coordinators specific to adults will be defined; and key processes for prioritization of the employment specialist caseload will be identified and communicated.**
- By 12/31/16 establish standardized business and job development processes involving OMJ Licking County and the entire Licking County Employment network.
- By 12/31/16 increase the numbers of individuals in integrated employment to 30% of eligible adults.
- **By 12/31/16 assess data provided to the employment first database by providers. Determine accuracy and plan for additional training as needed to promote accuracy of data.**
- **By 12/31/16 continue the provision of technical assistance and coaching to providers of employment services until competency is established.**

Lead: Director of Employment Supports  
Addresses: Employment

- ***To decrease the number of adult aged persons in day service settings without regular opportunities to engage other people in the community at large.***

- **By 4/1/16 hire an additional performance development coordinator.**

- **By 7/1/16 acquire person centered thinking and person centered coaching training for both performance development coordinators.**
- **By 7/1/16 develop plan for targeted deployment of both staff that includes collecting and sharing best practices with families, providers, and the community.**
- By 9/1/16 research best practices in day service settings and share with providers.

Lead: Director of Service Coordination & Manager of Provider Relations  
Addresses: Community Integration

- ***To use person centered thinking, tools and practices to balance what is important to, with what is important for, the person.***
  - **By 12/31/16 children ages three through fourteen years of age will have Discovery data entered into Imagine.**
  - **By 12/31/16 service coordinators, providers, persons supported and their families will be using the Imagine IT system to regularly exchange information specific to eligible adults and children three years of age and older.**
  - By 12/31/16 ten or fewer persons eligible for Board services will have a support plan that includes restrictive measures.

Lead: Director of Service Coordination  
Addresses: Community Integration

- ***To expand the use of evidence based practices with children through five years of age.***
  - **By 12/31/16 introduce preschool special education teachers to evidence based practices in early intervention and other interventions used by the Board with eligible children and their families birth through five years of age.**
  - **By 12/31/16 20% of the families with children diagnosed on the autism spectrum will participate in PLAY or Responsive Teaching.**

Lead: Director of Early Childhood  
Addresses: Environmental, Community Integration

- ***To organize service coordination and related supports around the lifespan.***
  - ***By 7/1/16 identify the needs of persons in each stage of the lifespan. Develop a plan to enhance service coordinator knowledge and expertise at each stage.***

Lead: Director of Service Coordination  
Addresses: Community Integration, Employment

- ***To promote and coordinate a meaningful transition for high school students to adult life with a focus on improving employment outcomes at high school graduation/completion.***
  - By 5/1/16 arrange summer work experience and paid or unpaid work experience for at least forty school age students.



- **By 7/1/16 begin using the new benefits “calculator” to educate students and their families on the impact of employment on entitlement benefits.**
- **By 8/1/16 launch the first Licking County Project Search with LMH as the business partner and the Licking County ESC as the educational lead.**
- **By 12/31/16 conduct or arrange for at least three seminars/educational meetings for families of transition aged youth.**

Lead: Director of Employment Supports

Addresses: Community Integration, Employment

- ***To regularly engage families as key stakeholders in the local system.***
  - By 12/31/16 increase traffic on the private Facebook family group to 500.
  - By 7/1/16 expand the number of “likes” on the Board’s Facebook page to 1,500.
  - By 12/31/16 increase attendance at bi-monthly meetings of the Family Advisory Committee. Collect, distribute and use feedback.

Lead(s): Superintendent and Public Information Officer

Addresses: Communication

- ***To promote self-advocacy***
  - By 12/31/16 conduct at least six meetings of the self-advocacy consortium and two planning meetings with agency liaisons.
  - By 12/31/16 at least 110 teens (unduplicated number) attending Licking County schools will participate in self-advocacy education.
  - By 12/31/16 teens enrolled in eight of the ten Licking County School districts will have the opportunity to engage in self-advocacy education through our partnership with Licking County Mental Health America.
  - **By 12/31/16 identify opportunities for family members and guardians to receive information and education about self-advocacy and share. Consider whether financial resources are available to pay registration fees to in-state conferences.**

Lead(s): Director of Service Coordination and Manager of Provider Relations

Addresses: Community Integration

- ***To use technology to increase organizational efficiency and effectiveness.***
  - By 7/1/16 arrange for quarterly instruction in use of current/future applications and devices to maximize efficient and effective use of available technology.
  - **By 12/31/16 implement the Board’s updated records retention and storage schedule for 100% of the Board’s public records and 30% of the Board’s non-public/confidential records.**
  - By 12/31/16 upgrade remaining iPads consistent with three year replacement schedule at an estimated cost of \$6,300. Sell used equipment at 20-30% of retail value.
  - **By 12/31/16 research, develop and implement policies and procedures specific to the use of electronic signatures.**
  - **By 12/31/16 research, source and acquire new software for form development, revision, and maintenance.**

- **By 4/1/16 finalize ergonomic assessment of iPads for daily use and implement strategies consistent with financial resources.**

Lead(s): Director of Finance, Manager of Information Technology, and Executive Administrative Assistant  
Addresses: Technology

- ***To protect the community's investment in Board owned buildings that are functional and accessible with ongoing maintenance and capital improvements as necessary.***

- By 1/1/17 the Board will finalize a building plan that includes renovation of ESW and sale of 565 Industrial Parkway or other alternative approved by the Board. A timetable for project implementation will be approved. Financing options will be researched.
- By 7/1/17 plans for temporary relocation of staff (if necessary) will be finalized. Relocation of staff to include teleworking; access to the current server environment; and full deployment of an Internet based phone system.
- By 12/31/17 construction documents will be approved (if necessary) and solicitation of vendors initiated.

Lead: Director of Finance and Superintendent  
Addresses: Financial, Architectural