

LICKING COUNTY

— *Board of* —

DEVELOPMENTAL DISABILITIES

January 2024 - December 2026 Strategic Plan

LONG TERM COMMITMENTS AND SHORTER TERM GOALS JANUARY 2024 - DECEMBER 2026

The Board's five primary areas of focus for the next three years are noted on the following pages: Preparation for Growth; Enhancement of Services to Meet New and Existing Needs; Utilization of Technology; Training and Education; and Human Resources. Each area of focus explains why it is a priority and lists specific goals to achieve desired outcomes. Each goal includes anticipated completion dates and notes the project lead. Finally, metrics have been identified to define how progress will be measured.

#1 - Preparation for Growth

WHY		
Establish a proactive response regarding the expected population growth in the county which will increase the number of people that LCBDD serves by strengthening and developing partnerships, assisting providers with capacity, and through effective communication, both internal and external.		
HOW	Complete by Date	Lead
Assess LCBDD's financial sustainability and projected growth calculations.	12/31/24, 12/31/25, 12/31/26	Director of Finance
<i>December 2024 Update: Waiver match costs continue to be the focused area. Waivers for youth are growing rapidly, I/O's increasing 32% and LV1s increasing 56% from 2023-2024. This growth rate is likely to continue- this trend is statewide. Based on projections, waiver costs will grow from \$4,112,494 to \$7,147,514 (2024-2025). In 2024, LCBDD had a total count of 1,970 active people, however, 2,251 people were served throughout the year. In 2024, authorizations of waiver costs went up \$8,000,000, indicating an increased need for services. Revenue does not outpace expense growth- LCBDD is seeing about a 5% increase on levy revenue indicating that there would be a benefit to collect at present market value to maintain the ability to meet the obligation of waiver costs.</i>		
<i>December 2025 Update: 2025 showed continued trending of youth with IO waivers to have the fastest and highest need. The average reimbursement for such a waiver is between \$20,000-\$25,000 annually. Waiver reimbursement across all ages and stages is predicted to cost \$9.7 million in 2026. Waiver growth should level now that all of the waiver rate increases have been absorbed (compared to the 2023-2025 increase). Expense continues to outpace revenue; there would be a benefit to collect property tax at present value to meet costs of waivers and locally funded service increase.</i>		
Assess current partnerships and identifying future partnerships we want to target.	12/31/24	Director of Early Childhood
<i>December 2024 Update: A list of community partnerships was identified and documented. A list of potential community partnerships was identified and documented.</i>		
<i>December 2025 Update: A list of community partners continues to grow and be identified. A list of potential community partnerships continues to grow and be documented.</i>		
Track and increase community event participation.	12/31/24, 12/31/25, 12/31/26	Director of Early Childhood
<i>December 2024 Update: A spreadsheet was made to manage community events we participated in 2024 and to keep count of approximate number of people with whom we interacted.</i>		
<i>December 2025 Update: A spreadsheet was made to manage community events we participated in during 2025 and to keep count of approximate number of people with whom we interacted. Interactions were significantly higher in 2025.</i>		
Increase capacity for community outreach, both internally and externally.	12/31/24, 12/31/25, 12/31/26	Public Information Officer
<i>December 2024 Update: Community Outreach Coordinator was hired in late June of 2024. Since then, we have seen an increase in our capacity to attend community events. We have also talked to Leadership Team about allowing staff to flex their time, making it so that attending events could be part of their work day, and in case of an emergency on their case load, they would be able to get overtime if they couldn't flex.</i>		
<i>December 2025 Update: With the support of the Community Outreach Coordinator, we have significantly increased the numbers of events we have attended. In 2024, LCBDD participated in 35 events throughout Licking County. In 2025, we have been able to participate in 42. Many of the new events we participated in focused on the Pataskala and Johnstown area. The Community Outreach Coordinator has also brought a variety of community leaders and partners to LCBDD to present to staff at our monthly All Staff Meetings and an almost full schedule of speakers is already planned for 2026. Lastly, the Community Outreach Coordinator has provided the opportunity for our staff to engage in a different kind of outreach</i>		

<i>by scheduling community service projects at local agencies. Our staff has been able to volunteer at the Look Up Center, the Licking Park District and the Salvation Army. We have more projects planned in 2026. This gives our staff the opportunity to network and discuss our services with community members.</i>		
Assess all roles within the organization by updating position descriptions to reflect skills needed to adapt to changing needs of people supported. Review caseload size suggestions, etc.	12/31/24, 12/31/25, 12/31/26	Director of Human Resources
<i>December 2024 Update: Some position descriptions that changed with the July 1, 2024 reorganization have been updated. Others still need updated and will be a focus in 2025.</i>		
<i>December 2025 Update: Service Coordinator position description was updated in November 2025. Other position descriptions in the SC component were also updated. Project will continue in 2026. SC on Transition Youth Team was not filled as we continue to assess people served moving from Youth Team to Adult Team.</i>		
Review demographic trends and growth numbers in Licking County to determine if / what changes are needed to Table of Organization. Examples include translator services, staff attorney, SC's working specifically with Nepali families, etc.	12/31/24, 12/31/25, 12/31/26	Director of Human Resources
<i>December 2024 Update: Hiring and turnover have both decreased significantly the last six months of 2024. In 2025, although no new positions budgeted, we will assess the need for additional "niche" roles to position us for success as county demographics continue to change and evolve.</i>		
<i>December 2025 Update: Two Early Childhood SC positions will move to I&R Specialist roles to meet the changing needs of the Early Childhood component. BCBA added in 2024 has been a strong addition to the organization and will continue to be. No other new positions are slated to be added in 2026. Staffing is currently at a sufficient level for the number of people enrolled in our program.</i>		
Evaluate current provider capacity compared to growth projections.	12/31/24, 12/31/25, 12/31/26	Chief Operations Officer
<i>December 2024 Update: Based on feedback from the Licking County FRAMEWORK, growth in Licking County is anticipated to be more gradual than initially anticipated. Annually, the provider relations team reviews data on the number of individuals receiving each waiver service and the number of active providers for each service to inform provider recruitment efforts. In March of 2024, LCBDD moved to a more streamlined "request for provider" system through Brittco to better evaluate these requests and obtain data to address the root causes of any unmet needs. We are pleased to report that a large number of providers are responding to these requests. Currently, we are looking further into why a provider is not identified for individuals with unmet needs. This could be due to current functionality of the Brittco module, LCBDD processes related to these requests, the provider or individual not being a good match, a provider indicating interest but not having staff readily available to serve the individual, or even a provider not feeling the request is fiscally sustainable. The COO, CAO, and Director of IT are working closely together to make adjustments to improve the number of successful requests. To date, this group has provided feedback to Brittco to improve module functionality and made changes to LCBDD processes. Grouping individuals by geographic area is currently being explored to increase the fiscal sustainability for our providers. The individuals would still receive one-on-one services as requested and would still have the freedom to choose whether that provider best meets their needs. However, this approach could allow the provider to more easily assign and schedule a staff person to that geographic area.</i>		
<i>December 2025 Update: The Provider Relations team continues to maintain and review data in regards to provider capacity regularly. This year to date (12/9/25), there have been 197 requests for services through Brittco with 124 providers identified through that process and 24 requests still pending. In addition, 154 unduplicated providers responded with "interest" in providing the requested services 1,935 times. In summary, providers are exhibiting the desire to serve additional clients in Licking County.</i>		

DSP recruitment measures.	12/31/24, 12/31/25, 12/31/26	Chief Operations Officer
<p><i>December 2024 Update: So far this year, the Provider Workforce Support Specialist, Hannah Tucker, received 509 applications with 186 participating in the screening process and 146 qualified candidates being forwarded to provider agencies for interview consideration. A majority of applicants continued to submit their application and not respond to her immediate contact ("ghosting"), but her efforts and the increased wages more than tripled the number of applications and resulted in more than five times the number of qualified applicants being forwarded to provider agencies for consideration. In addition, Hannah Tucker was instrumental in coordinating Licking County's first DSP-U site at Newark High School with the Center for Disability Services serving as the internship site. DSP-U is a one-year program for high school seniors to help identify promising DSP candidates, train them through a combination of classroom lessons and internship experiences, and expedite their entry into the field of developmental disabilities. Two more school districts have indicated interest in serving as sites for DSP-U for the 2025-2026 school year.</i></p>		
<p><i>December 2025 Update: So far this year, the Provider Workforce Support Specialist, Hannah Tucker, received 595 applications with 10 candidates hired. While Indeed is a source of a large volume of applications, it is not yielding sufficient successful hires to warrant the continuation in 2026. A large number of applicants did not follow-through with the screening/interview process or were not qualified for hire. As a result, the DSP Employment Connections program will be re-prioritizing activities for 2026 to focus on DSP recruitment through DSP-U, community education, and the website. Hannah will also focus her efforts on DSP retention by means of regularly scheduled recognition, establishing an Employee Resource Network (ERN), and professional development for provider staff.</i></p>		
<p>METRICS</p>		
<ul style="list-style-type: none"> • Assess current partnerships and identifying future partnerships we want to target. <ul style="list-style-type: none"> • Gather team to identify current partnerships of both school and community partners. • Team meets annually; more if needed. • Team identifies future partnerships including additional school buildings and/or school districts as well as community agencies we want to target. • Create a spreadsheet of both current and future partners and assign who is reaching out to new schools and agencies. • Track and increase community event participation. <ul style="list-style-type: none"> • Create a shared document in order to keep track of the name of the event being attended. • Date of the event. • Who is hosting the event? • Who is the target audience? • Staff working/volunteering at the event? • LCBDD cost and giveaways for the event? • Community attendance of the event? • Outlying factors of the event such as weather, indoor or outdoor, within proximity of a holiday or other event, weekday, weeknight or weekend, time of day. • Increase capacity for community outreach, both internally and externally. <ul style="list-style-type: none"> • Create position description and goals for Outreach Coordinator position. • Use Comms Committee to collect data from different departments about barriers to participating in events that could be addressed. • Use data from partnership planning meetings and event tracking, determine staff participation and role of Outreach Coordinator. • Financial Stability <ul style="list-style-type: none"> • Financial stability will be collected from the cash projection tool used in conjunction with the cost report and measured against growth indicators in the county such as housing permits, public school enrollment, and other percentages calculated by local entities. 		

#2 – Enhancement of Services to Meet New and Existing Needs

WHY		
<p>Ensure that all services are focused on the person’s needs in a manner that will yield the best benefit and outcomes for the people we support. Services must be sensitive to our diverse population and be respectful to cultural differences. The overall outcome is for everyone that LCBDD serves to realize the real benefits of the services and supports which improves lives.</p>		
HOW	Complete by Date	Lead
Evaluate the effectiveness of the services and outcomes at the Tollgate home.	12/31/24, 12/31/25, 12/31/26	Chief Administrative Officer
<p><i>December 2024 Update: Tollgate has currently had seven admissions. Six of the seven discharges have been successful.</i></p>		
<p><i>December 2025 Update: Tollgate had six admissions and three discharges for 2025. Two of the three discharges were successful based on criteria outlined in this strategic plan. One discharge was readmitted to Tollgate.</i></p>		
Assess current and projected needs at the Tollgate home.	12/31/24, 12/31/25, 12/31/26	Chief Administrative Officer
<p><i>December 2024 Update: Tollgate has seen a decrease in appropriate referrals with two of the ICF beds remaining open. The LCBDD and ViaQuest teams came together to adjust the criteria for youth looking for placement at Tollgate. Tollgate admissions will now include the following: Tollgate will support youth ages 16-22 with intensive needs and youth who need support to build skills to move out with roommates or on their own. Youth would have to be attending school, working, or attending Vocational Habilitation or an Adult Day Service. These would be short term stays with benchmarks set upon admission. The county board will continue to have a service coordinator assigned and the teams will meet every week to discuss progress and discharge planning.</i></p>		
<p><i>December 2025 Update: The change in admission criteria to Tollgate in 2024/2025 has allowed us to see an increase in beds being filled at Tollgate. Beds have been full in 2025 and transition time to allow the next youth to move in has been minimal which has been a great benefit. There is currently one youth on the waiting list.</i></p>		
Assess current and projected needs for in-home and out-of-home respite.	12/31/24, 12/31/25, 12/31/26	Chief Administrative Officer
<p><i>December 2024 Update: While the youth in-home respite pilot continues to be successful, we are currently evaluating need for a possible adult out-of-home respite project.</i></p>		
<p><i>December 2025 Update: The Multi-System Youth in-home respite program currently serves 20 youth and has 38 additional youth on the waiting list. Recruitment for providers continues in order to reduce the waiting list. Waiting List Assessment data, as well as, the increase in requests for in-home respite shows a greater need for in-home respite than out of home. LCBDD will continue to monitor.</i></p>		
Assess the capacity and develop a proactive approach to behavior supports.	12/31/24, 12/31/25, 12/31/26	Chief Administrative Officer
<p><i>December 2024 Update: LCBDD has been fortunate enough to hire a full time Board Certified Behavior Analyst (BCBA). This additional capacity has allowed us to begin extending our behavior supports to a more proactive approach, including technical assistance to families of children. At this time, we have extended this service to two families. This will allow us to gain feedback on the process and evaluate our capacity to offer this service going forward.</i></p>		
<p><i>December 2025 Update: As previously mentioned, LCBDD has been fortunate enough to hire a full-time Board-Certified Behavior Analyst (BCBA). This has allowed us to review our internal processes, as well as, our use of outside contractors to meet our behavior support needs. This transition has assisted us in increasing our capacity and allowing us to extend proactive assistance to families of young children. For 2025, the LCBDD BCBA has worked with 74 individuals: 25 youth from the Early Childhood Team, 23 individuals from the Transition youth Team, and 26 individuals from the Adult Team.</i></p>		

Evaluate current intake process and identify any improvement areas needed in order to increase capacity and streamline across departments.	12/31/24	Chief Administrative Officer
<i>December 2024 Update: LCBDD consulted with MEORC for evaluation of the intake process, including assessments. In order to increase capacity, LCBDD is currently encouraging families to come to our office for some OEDI, COEDI, LOC, and WLA assessments. LCBDD is also exploring MEORC assisting with completion of assessments when the Assessment Specialist is on leave or experiencing a higher number or requests for assessments.</i>		
<i>December 2025 Update: LCBDD did move forward with MEORC completing Waiting List Assessments as a back up to the Assessment Specialist or when the Assessment Specialist's schedule does not allow for compliance with Waiting List Assessments being completed within 15 days as required by rule. As of the end of November 2025, MEORC had completed 39 Waiting Lists Assessments as a backup in order to assist with rule compliance.</i>		
Evaluate current mentor position and identify any improvement areas needed in order to increase capacity and streamline across departments.	12/31/25	Chief Administrative Officer
<i>December 2024 Update: An additional mentor position has been added to the table of organization. These positions continue to be beneficial and receive positive feedback from team members. Access to the mentor position has also been expanded to the Early Childhood Team which assists us in streamlining all above three services.</i>		
<i>December 2025 Update: The Mentor position continues to be a success, especially with the increased turnover in service coordinators. In 2025, Team Leaders and Mentors began meeting monthly to discuss any trends, patterns, or needed areas of additional training. This also gives an opportunity for all parties to ask questions so we can remain on the same page and give consistent direction.</i>		
Evaluate current behavior support process and identify any improvement areas needed in order to increase capacity and streamline across departments.	12/31/26	Chief Administrative Officer
<i>December 2024 Update: As previously mentioned, LCBDD has been fortunate enough to hire a full time Board Certified Behavior Analyst (BCBA). This has allowed us to review our internal processes, as well as, our use of outside contractors to meet our behavior support needs. This transition has assisted us in increasing our capacity and allowing us to extend proactive assistance to families of young children.</i>		
<i>December 2025 Update: As previously mentioned, LCBDD has been fortunate enough to hire a full-time Board-Certified Behavior Analyst (BCBA). This has allowed us to review our internal processes, as well as, our use of outside contractors to meet our behavior support needs. We have seen consistent referrals across all age groups and continue to evaluate our efficiency.</i>		
METRICS		
<ul style="list-style-type: none"> • Annually review the percentage of successful discharges from Tollgate. Successful defined as no readmission to Tollgate or a Developmental Center up to 6 months after discharge. • Develop and review waiting lists for Tollgate and in-home respite in order to determine need for future program growth and development of out-of-home respite. • Recruit and hire a BCBA by 2/1/2024. • Develop criteria of children BCBA will serve and implement criteria by 5/1/2024. • Review number of children BCBA was able to serve and determine if a waiting list for services is needed. • Partner with MEORC to identify any areas of improvement to gain additional capacity around intake, mentor, and behavior support processes. 		

#3 - Utilization of Technology

WHY		
Increase the utilization of technology for Board operations that will improve efficiency by reducing the time it takes to do administrative tasks. Increase the exploration and utilization of technology that can assist people with developmental disabilities and improve independence.		
HOW	Complete by Date	Lead
Procure a more modern and robust finance software solution.	12/31/25	Director of IT
<i>December 2024 Update: Sage Intacct has been selected as the software solution. Contracts are currently being reviewed prior to signing.</i>		
<i>December 2025 Update: Sage has been implemented and is live. The company will fully transition the books to Sage starting 1.1.2026.</i>		
Look at current IT equipment setup and evaluate changes that could be made to better equip employees for their roles.	12/31/26	Director of IT
<i>December 2024 Update: A new LCBDD VoIP phone server has been purchased and programmed to better route phone traffic for a heavier reliance on staff's cell phones. Now that shared workspaces have been adopted in our Admin office the distribution of dual monitors will start again.</i>		
<i>December 2025 Update: Throughout 2025 newer versions of HP Thin Clients have been distributed to various work stations to replace older equipment. These new versions better compliment dual screen set-ups and have increased processing power to better keep up with the more web-based interactions in our day-to-day work schedule.</i>		
Complete digitization of historical records of people we support.	12/31/25	Director of Administrative Support
<i>December 2024 Update: This goal is on target to be completed by the end of 2024. The Licking County Records & Archives office has scanned 30 boxes of historical records in 2024, and they are working on the final six boxes.</i>		
<i>December 2025 Update: Goal completed in 2024.</i>		
Develop and implement a plan for training of technology to individuals, families, guardians, and providers.	12/31/2024, 12/31/2025, 12/31/2026	Chief Administrative Officer
<i>December 2024 Update: This goal is still a work in progress. As we move forward with additional technology expansion in 2025, this will be an area of focus.</i>		
<i>December 2025 Update: Trainings have been shared via social media and emails but Lunch and Learns were added in 2025 and will continue in 2026. These are one hour virtual trainings during the lunch hour. Two trainings were held in 2025, one focusing on GPS wearables (35 Attendees) and another on Safety Around Water (12 attendees). These trainings are recorded for future viewings.</i>		
Offer locally funded technology assessments for all 18-year-olds served by LCBDD in 2024, 2025, and 2026 in order to expand their use of technology.	12/31/2024, 12/31/2025, 12/31/2026	Chief Administrative Officer
<i>December 2024 Update: Twenty-one Technology Assessments were completed in 2024. We are currently gathering feedback from Service Coordinators who participated in these assessments in order to make improvements to the process in 2025.</i>		
<i>December 2025 Update: Feedback was gathered from previous participants of technology assessments; the process and timelines were updated based on this feedback. Seven technology assessments were completed in 2025; only one of the assessments was for an 18-year-old. This is 3% of the 18-year-olds served by LCBDD. Due to lack of interest, we have ended the contract we had in place for completion of</i>		

technology assessments to be completed. Requests for future technology assessments can be requested but will go through the Service and Support Review Committee to be locally funded if approved. The Technology Hub at CDS is in place but most tours are for LCBDD staff.

METRICS

- By the end of 2025 a new financial software will be selected and implemented.
- In 2024, 2025 and 2026 the equipment setups for LCBDD staff will be evaluated semi-annually and any recommended changes will be brought to leadership team for discussion.
- By the end of 2025, 100% of active historical records of people currently supported by the Board will be scanned into the document management system.
- By the end of 2024, 25% of the people who have recently turned 18 will participate in a technology assessment, increasing to 37.5% participation in 2025, and 50% participation in 2026.
- Complete setup of technology set up with CDS and Bloom as partners by 1/31/2024.
- Develop process to track number of people we serve, family members, and providers who explore the technology setup on a quarterly basis.

#4 - Training and Education

WHY		
Ensure that employees receive training and education so that they can excel at their job responsibilities which will enable them to maintain positive relationships with individuals we serve and families.		
HOW	Complete by Date	Lead
Implement "Employee Transition to Management" curriculum.	12/31/24	Director of IT
<i>December 2024 Update: A Kane Learning management education course has been selected to fill this need.</i>		
<i>December 2025 Update: Goal Completed in 2024.</i>		
Develop Training Suggestion Plan.	12/31/24	Director of IT
<i>December 2024 Update: This goal is no longer being pursued after the decision to not hire another Training Coordinator.</i>		
<i>December 2025 Update: This goal is no longer being pursued after the decision to not hire another Training Coordinator.</i>		
Develop Training Materials Map.	12/31/26	Director of IT
<i>December 2024 Update: This goal is no longer being pursued after the decision to not hire another Training Coordinator.</i>		
<i>December 2025 Update: This goal is no longer being pursued after the decision to not hire another Training Coordinator.</i>		
METRICS		
<ul style="list-style-type: none"> • By the end of 2024 the "Employee Transition to Management" curriculum will be in place for staff. • By the end of 2024 a training suggestion plan will be implemented for staff input on training needs. • By the end of 2024 a map for training materials will be created. This data will be updated as needed throughout the strategic planning period. 		

#5 - Human Resources

WHY		
<p>Ensure evaluations are based on outcomes that measure employee performance by identifying strengths and weaknesses so that supervisors can provide any additional support that is needed. Encourage workforce diversity through practices which communicates that LCBDD is a safe workplace that is respectful to everyone as an individual. Evaluate the current employee assistance program services to ensure that they are meeting employee needs and providing effective benefits.</p>		
HOW	Complete by Date	Lead
<p>Create a modernized performance review with a focus on manager / employee conversations regarding goals, feedback, career development and employee experience.</p>	<p>12/31/24</p>	<p>Director of Human Resources</p>
<p><i>December 2024 Update: No progress made. However, will be a focus in 2025. Discussion to be had with Leadership Team in early 2025.</i></p>		
<p><i>December 2025 Update: No progress made in 2025 due to the transition to a new Superintendent. Focus will shift to developing in 2026. One year agreement signed with Clear Company in the event need for new system / software arises.</i></p>		
<p>Communicate resources and how to access them. Work with county to assure current needs of staff members are met through current EAP arrangement.</p>	<p>12/31/24, 12/31/25, 12/31/26</p>	<p>Director of Human Resources</p>
<p><i>December 2024 Update: New EAP vendor starts on 1/1/2025. Vendor offers both in-person and virtual services and has a much larger network, which leads to reduced wait times for services. BHP Mobile Health Vehicle was on site for staff to utilize in the fall of 2024 and will continue to come on site at various intervals in 2025.</i></p>		
<p><i>December 2025 Update: New EAP was implemented in 2025. EAP presented at an All Staff Meeting and explained everything that was available to staff and how to access.</i></p>		
<p>Review policies, procedures and work norms to offer continued flexibility, work / life balance and ensure boundaries are established.</p>	<p>12/31/24, 12/31/25, 12/31/26</p>	<p>Director of Human Resources</p>
<p><i>December 2024 Update: Funeral Leave Policy was revised in 2024 to allow for increased time off in the event of the death of a "core" family member, defined as a spouse, parent, sibling or child. Days off was increased from three days to five days. Merit Policy was revised to allow for larger increase in pay if a staff member attains an additional degree, license or certification that would be of benefit to the Board in their current or future role. Student Loan Reimbursement Policy was revised to continue to help staff pay off their student loans.</i></p>		
<p><i>December 2025 Update: LCBDD continues to offer flexibility to staff. Staff were encouraged to frequently communicate with their supervisor any changes in work schedule. Staff are given flexibility to create a work schedule that meets the needs of the people they support while still ensuring boundaries are established. Flexibility continues to be key element of retention of staff per the Employee Engagement Survey conducted in 2025. Staff were given additional opportunities to volunteer in the community for such organizations as the Salvation Army and the Look Up Center. Opportunities will continue to be presented in 2026.</i></p>		
<p>Create a DEI Plan.</p>	<p>12/31/25</p>	<p>Public Information Officer</p>
<p><i>December 2024 Update: The DEI Steering Committee will meet on Nov. 8 and will plan for 2025 and the "DEI Plan" planning process.</i></p>		
<p><i>December 2025 Update: Due to the change in state and federal attitudes related to DEI as well as feedback that the title didn't accurately communicate what the purpose of the committee was — the</i></p>		

<i>group's steering committee decided to change the name to Community Connections Committee and focus on bringing in speakers and workshops to help staff build connections to the diverse communities that we support.</i>		
Review current policies from DEI perspective.	12/31/26	Public Information Officer
<i>December 2024 Update: The DEI Committee met four times in 2024 and reviewed 16 policies.</i>		
<i>December 2025 Update: With the shift in the committee to Community Connections, our steering committee decided to stop the policy review process.</i>		
Explore ways that people we support can be involved in DEI efforts.	12/31/24, 12/31/25, 12/31/26	Public Information Officer
<i>December 2024 Update: This has not been explored much in 2024 but with a new board member coming on who is someone we support, that may help us generate some ideas of how to do this going forward.</i>		
<i>December 2025 Update: With Alex Corwin starting his role as our new Superintendent/CEO and some of his priorities, looking at increasing advocacy efforts and developing a group of people we support to serve as LCBDD ambassadors, I think that we will be exploring new opportunities to include people we support in many of our outreach activities.</i>		
METRICS		
<ul style="list-style-type: none"> • Utilize members of DEI Steering committee to create DEI plan and organize policy review. • Utilize DEI meetings as a space to explore ways people we support can be involved in DEI efforts. • Keep staff turnover rate between 10%-15%. 		