



Monroe County Board of Developmental Disabilities Strategic Plan

November 1, 2021- October 31, 2024

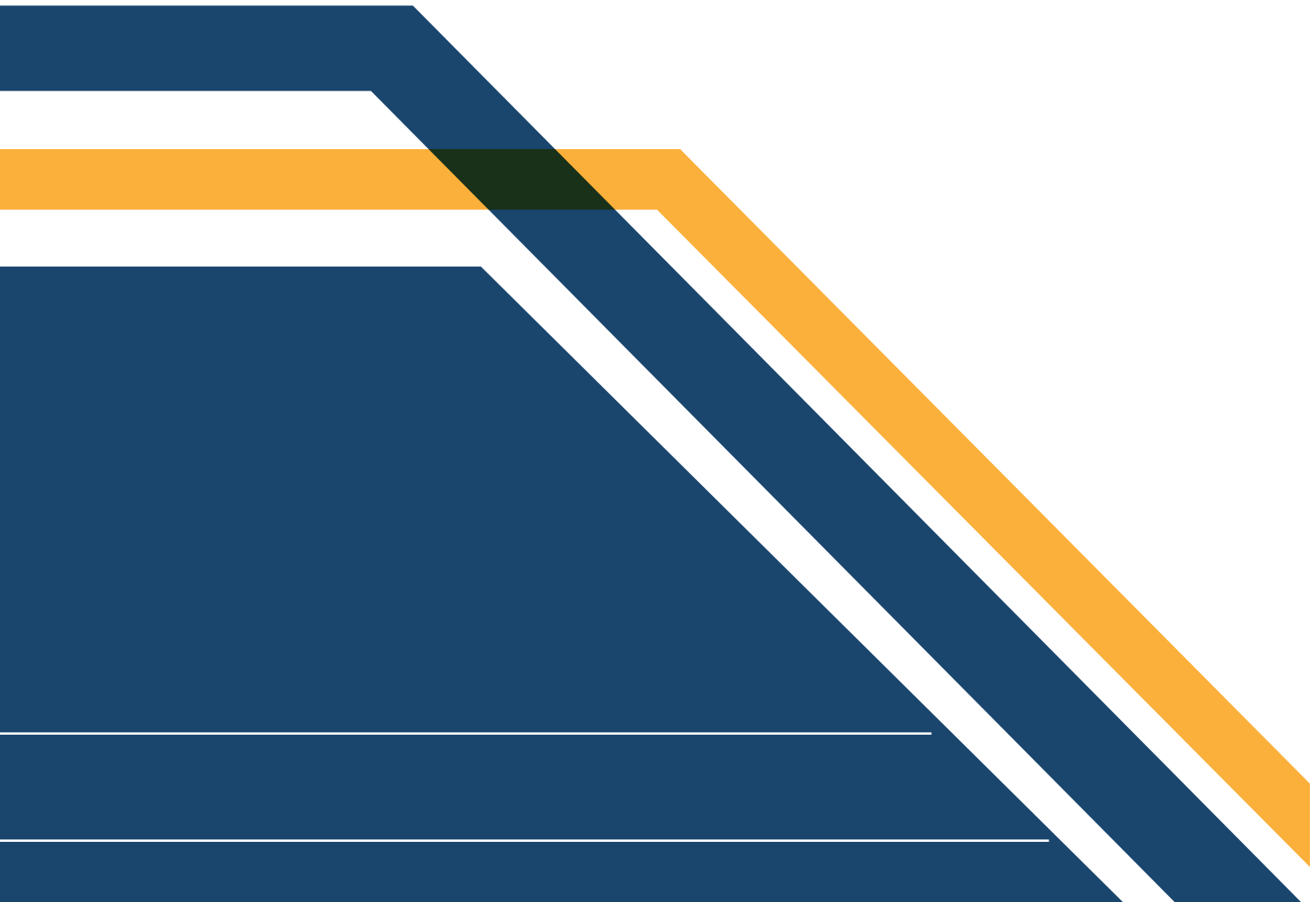


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Introduction



The Monroe County Board of Developmental Disabilities is committed to serving and supporting our community by developing, funding and connecting children and adults with developmental disabilities and their families to the vital services they need to be successful. Now more than ever, we are taking the steps necessary to make sure services continue to be available for those who need them. Many significant changes have taken place over the last few years and the Board is committed to maintaining a local system that, while being fiscally responsible, continues to address the needs of those we serve and our community.

This plan creates a future framework for our agency which confirms our vision and commitment to making sure children and adults with developmental disabilities have access to the resources they need and the opportunity to LIVE-WORK-PLAY in their community.

This plan has been developed to celebrate the strengths of people with disabilities and to create new resources and opportunities that promote their success within our community. The plan addresses key topics such as community education, expanding program services, enhancing the work environment, and responsible stewardship of tax payer's dollars. We know the success of our agency relies on the important partnerships we have with those we serve, their families and the entire community. We encourage you to let us know your thoughts and ideas throughout this journey. It is only through our combined efforts that we will be able to promote and empower people with developmental disabilities to have the opportunities to achieve success within their community.

Sincerely,
Helen Ring
Superintendent

History

For over 50 years the Monroe County Board of Developmental Disabilities (MCBDD) has been providing services and supports to Monroe County residents with disabilities. Please take a few minutes to read about the important people and events that have shaped the County Board today.

In the 1950s, parents in Ohio began crying out for help for their child's education – for a better life. That's when they began asking the state legislature for help. In 1951, state lawmakers passed SB157, which set aside state money for classes for children with developmental disabilities; it wasn't much but it was a start. Classes were funded under the local Health and Human Services Agency and started at the old Children's Home in Woodsfield.

In January, 1971, classes moved into the Wayne School where Brenda Weber was acting Superintendent for the Monroe County Training Program. In September 1971, the school moved to Fly, Ohio where Earnest Hulseby served as Superintendent. And, in March 1972, Monroe Adult Craft Organization (MACO) was formed and served the adults in one of the classrooms at Fly. Mary Lou Schar was hired as the next Superintendent in September, 1972. In the mid-1970s, a pre-school for children with special needs was started in an old house on West Marietta St, Woodsfield with Sharon Ray as the teacher and parents formed the Monroe County Association for Retarded Citizens. Their first duties were as advocates, developers, organizers, campaigners and fundraisers for the program. In later years, they raised money for playground equipment and proms and also cooked an annual Thanksgiving dinner for everyone at MACO.

In 1975 Congress passed Public Law 94-142, the Education for all Handicapped Children Act, which guaranteed free, appropriate public education to children with disabilities. MACO outgrew the classroom at Fly and in 1976 moved to the Henri Coulson Building at the fairground in Woodsfield where Wayne Cline served as Workshop Director.

Tom Seeson served as Superintendent from 1976-78. The Board entered into residential services when it opened the first group home in Lewisville, Ohio in 1978. David Mansberger was hired in 1978 as Superintendent and served until 1989. The adults outgrew the Henri Coulson Building and in January, 1982, the new building for MACO was built at its current location with C.L. Strahl serving as their Director. Until the mid-1980s, teachers at the Board were part of the Ohio Public Employees Retirement System and had less stringent certification standards. Beginning in 1985, teacher certification through the Department of Education became a reality and they were transferred into the STRS System. Some of the instrumental teachers during that time were Susan English, Carolyn Stanley, Sandy Wade, and Lynn Albanese. In 1988, after many years of limited heat, water, and handicapped inaccessibility, the school program moved from Fly to Woodsfield, under the direction of Superintendent Mansberger, and was renamed Monroe Achievement Center. This central location made it possible for the program to serve individuals from all over the county more efficiently. C. Duane Burton served as Superintendent from 1989 -2000 and handed the reigns over to Helen K. Ring in 2001. She was first hired as an Adapted PE Teacher in 1985 and moved into Case Management in 1991. County Boards began to authorize Home and Community Based Medicaid Waivers in 1991 which expanded opportunities for more residential services provided to individuals in the county. The Board provided Special Education Pre-school to students for several years until June, 2013. Switzerland of Ohio built

all new schools in 2012-13 and included preschool classrooms in all the new elementary buildings. Therefore, the preschool units were transferred back to the district and students were able to attend close to their own homes. The Monroe County Board of Developmental Disabilities continues to serve students 6-21 years of age.

MACO Workshop operated successfully for several decades under the leadership of Bob Goessler and Dan Lollathin. On March 17, 2014, the Centers for Medicaid Services ruled that it was a conflict of interest for a County Board of DD to manage the service plans for individuals with Medicaid Waivers and to also provide Medicaid funded services to those same individuals. In July 2019, the County Board privatized the workshop and contracted with Person Centered Services/Active Day; to provide adult day and vocational services to adults of Monroe County with developmental disabilities. These private providers are monitored and funded by the County Board, as well as collect a portion of their revenue from state and federal agencies. The Board also had to privatize all adult transportation and slowly transitioned student transportation to the local school districts.



Administrative Team

Helen K. Ring, Superintendent

Dan Lollathin, Director of Facilities, Transportation and Housing

Jodi Shafer, Administrative Assistant/Fiscal Officer

Barbara Marmie, Program Nurse/Community Educator/Early Intervention Service Coordinator

Staci Isaly, Early Intervention Developmental Specialist

Misty Dierkes, Service and Support Administrator

Karrie Lafferre, Service and Support Administrator

Misty McGirr, Service and Support Administrator

Michelle Black, SSA/Office Assistant

Krista Bommer and Megan Frye, Classroom Instructors

Board of Directors

Donna Craig; Board President
Amanda Blackstone; Vice-President
Jayne Vinskovich; Secretary
Spencer Frame; Board Member
Rev. Susan L. Parker Lehosky; Board Member
Brittany Smith-Betts; Board Member

Services

Early Intervention Education
Early Intervention Service Coordination
School-Age, Monroe Achievement Center
Service/Support and Advocacy Department
Crisis Intervention
Family Support Services and Respite
Supported Living/ Residential/Housing Services
Funding for Adult Day and Employment Programs
Transportation
Business and Operations



Critical Findings

As part of the Strategic Planning Process, Monroe County Board of Developmental Disabilities sought information from the following customers and key stakeholders (Individuals served by the County Board, Families/Guardians, Providers, County Board Employees, County Board Members, Community Members/Partners, 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, Values along with the Strategy Map that will move Monroe County Board of Developmental Disabilities into the future.



Strategic Advantages

Internal Operations

- MCBDD retains tenured staff who are experts in their field and compassionate about their job.
- MCBDD operates cost effective programs and has resources and future updated facilities to meet the specific needs of individuals, families, and the community.
- MCBDD meets the regulatory requirements from various state and local governments.

Community

- MCBDD has strong and caring relationships with individuals, families, and providers.
- MCBDD has the support of the community which helps sustain programming

Financial

- MCBDD has a current short term positive funding source with the oil and gas industry within the county.
- MCBDD is fiscally responsible with taxpayer money.

Service Offerings

- MCBDD provides quality services to individuals and families throughout their lifespan.

Strategic Challenges

Service Offerings

- MCBDD lacks providers in the county to support all of the individual's needs/services and could benefit from a plan to recruit providers to the county.
- MCBDD lacks options and services for multi-system youth.
- MCBDD has limited community employment and job opportunities for individuals who want to work in the community.
- MCBDD lacks affordable housing options to keep individuals in our county when caregivers are no longer able to care for them.
- MCBDD lacks local community activities and access to local entertainment and shopping options and must provide transportation to out of county locations for individuals to enjoy these activities.
- MCBDD lacks transportation providers both waiver and county entities.
- MCBDD currently has low enrollment numbers due to families moving out of the county.

Strategic Challenges, continued

Internal Operations

- MCBDD lacks a succession plan to combat longtime staff and leaders retiring from the organization.
- MCBDD needs to continue to prepare for emergency situations.
- MCBDD has facilities that are in need of updates to the offices, classrooms, bathrooms, and playgrounds.
- MCBDD is challenged with limited relationships between the County Board and providers which creates communication issues.
- MCBDD lacks training for crisis interventions and a place for those requiring crisis intervention.
- MCBDD lacks an employee development program.
- MCBDD has outdated onboarding policies and procedures.

Financial

- MCBDD could face a loss in revenue due to future reductions in oil and gas production.

Community

- MCBDD lacks a plan for community outreach to show recognition and accomplishments of the board and providers to the community.

Technology

- MCBDD lacks access to reliable high speed internet which results in longer wait times and rework for the staff.
- MCBDD does not utilize social media or an interactive website to provide the community with important information and updates on what the County Board is doing.
- MCBDD has limited time to dedicate towards training staff on the current Google Cloud System to increase work efficiency.
- MCBDD has outdated computer equipment which limits what employees are able to do (limited cameras/microphones).

Strategic Opportunities

Technology

- MCBDD will create an updated website and social media page to improve communication and educate others about program services.

Internal Operations

- MCBDD will continue to make improvements to the facilities to improve both working and learning environments.

Service Offerings

- MCBDD will expand transition services by focusing on pre-vocational programming for school-age students.
- MCBDD will continue to recruit new providers for adult programs, residential, and transportation services in order to expand opportunities in the community.
- MCBDD will initiate and maintain a family support group.
- MCBDD will continue to support current service providers to improve staffing crisis.

Community

- MCBDD will partner with other local agencies to expand broadband throughout the county.



Mission, Vision, Values



Mission

Committed to serving and supporting our community.



Vision

Live-Work-Play



Values

Moving forward

Opportunities for all

Networking with others

Relationship building

Open-minded

Empowering lives






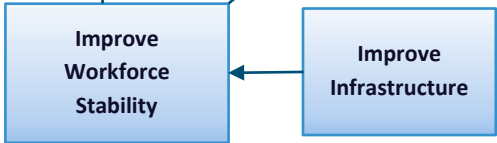
Next Steps



MCBDD will begin to determine the long and short-term Action Plans that need to be developed to address the initiatives identified in the Strategy Map.

Quarterly balanced scorecard updates will be provided to the board and MCBDD staff addressing initiatives, key performance measures, and targets.

Strategy Map

Vision	Live-Work-Play			
Mission	Committed to serving and supporting our community			
Strategic Goals	Enhance Working Environment	Community Education	Expand Program Services	Responsible Stewardship
Business Objectives and Strategy Map	Initiatives	Measures	Targets	
Financial 	<ul style="list-style-type: none"> • Waiver Allocation/Waitlist • Financial Investment 	<ul style="list-style-type: none"> • Annual Waiver Allocation 	<ul style="list-style-type: none"> • Allocate Available Resources 	
Customer 	<ul style="list-style-type: none"> • Self-Advocacy • Provider Supports • Improve Housing Options 	<ul style="list-style-type: none"> • Annual Program Survey 	<ul style="list-style-type: none"> • Annually gather feedback on services 	
Internal Processes 	<ul style="list-style-type: none"> • Community Employment • Community Outreach 	<ul style="list-style-type: none"> • Individuals in Community Employment 	<ul style="list-style-type: none"> • Increase 1 person into community employment over the next 3 years 	
Learning and Growth 	<ul style="list-style-type: none"> • Facility Improvement • Technology Upgrade • Workforce Development 	<ul style="list-style-type: none"> • Employee Engagement 	<ul style="list-style-type: none"> • Increase Employee Engagement 	
Moving forward, Opportunities for all, Networking with others, Relationship building, Open minded, Empowering lives				