



# **Strategic Plan 2023-2025**

## **Executive Summary**

*The focus of this strategic plan is to guide the Muskingum County Board of Developmental Disabilities (MCBDD) organization, and reflect our ongoing commitment to helping people dream, believe and achieve what they want out of life through meaningful connections. The goals and objectives we have developed and are implementing came from listening and respecting the ongoing input we receive from the individuals we support, their families, employees, our provider partners and other key stakeholders. Together, and through intentional efforts, we will continue to make connections that will bring exceptional opportunities to the individuals and families we support. We understand and value the importance of building relationships and forming partnerships with our community.*

## **Mission Statement**

*Working in partnership with individuals with developmental disabilities and their families providing opportunities utilizing public and private supports to live, learn, work, and play in the community.*

## **Vision Statement**

*Promote and foster outcomes for people to choose a good life.*

# **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) 5123-4-01.

## **1. Services to Young Children (from birth to age six).**

Special Instruction provided by a Developmental Specialist certified by MCBDD meeting the requirements of 5123-10-5 that are interest and strength based, using the Play and Language for Autistic Youngsters (PLAY) Project and Sheldon and Rush evidenced based practices that are delivered in natural environments.

## **2. Services to School Age Children.**

MCBDD will provide Preschool and School-Age education at the Starlight School. MCBDD currently has three (3) preschool classrooms and four (4) school age classrooms. By the beginning of the 2025-2026 school year, the goal is to have four (4) preschool classrooms and five (5) school age classrooms.

## **3. Medicaid Waiver Match.**

Medicaid is leveraged to secure federal funds that pay approximately 64.3% of the cost of transportation, adult services, residential supports and other services available through enrollment on the Level One, Individual Options, and SELF waivers. The amount of money determined by MCBDD to be available for a waiver match will dictate the number of waiver slots MCBDD applies for in each given year. MCBDD will not request waiver slots for which no source of match is identified and committed. All waiver enrollments will be based off the waiting list needs assessment which determines if a person has an immediate, current, or no need.

As of September 2023, the Muskingum County Budget Commission restored one half (1.5 mills) of our 2007 three (3) mill levy. Due to the waiver rate increase and the unwinding of Appendix K, the Board will request a conservative number of waivers until we are able to assess the full financial impact of said increases. For these reasons, we will be allotting waivers by type for 2024, as follows: Individual Options - seven (7) ; Level One - ten (10) ; SELF- five (5).

## **4. Family Assistance Program (FAP) / How May We Help You Funds (HMWHY).**

As described in MCBDDs Policy 4.06 - Family Support Services and Policy 4.07 - How May We Help You, MCBDD makes an annual budgetary allocation to FAP/HMWHY.

## **5. Services that promote the transition of teenagers from school to adult life, including self- determination classes in public schools and life map exercises.**

## **6. Supported Living.**

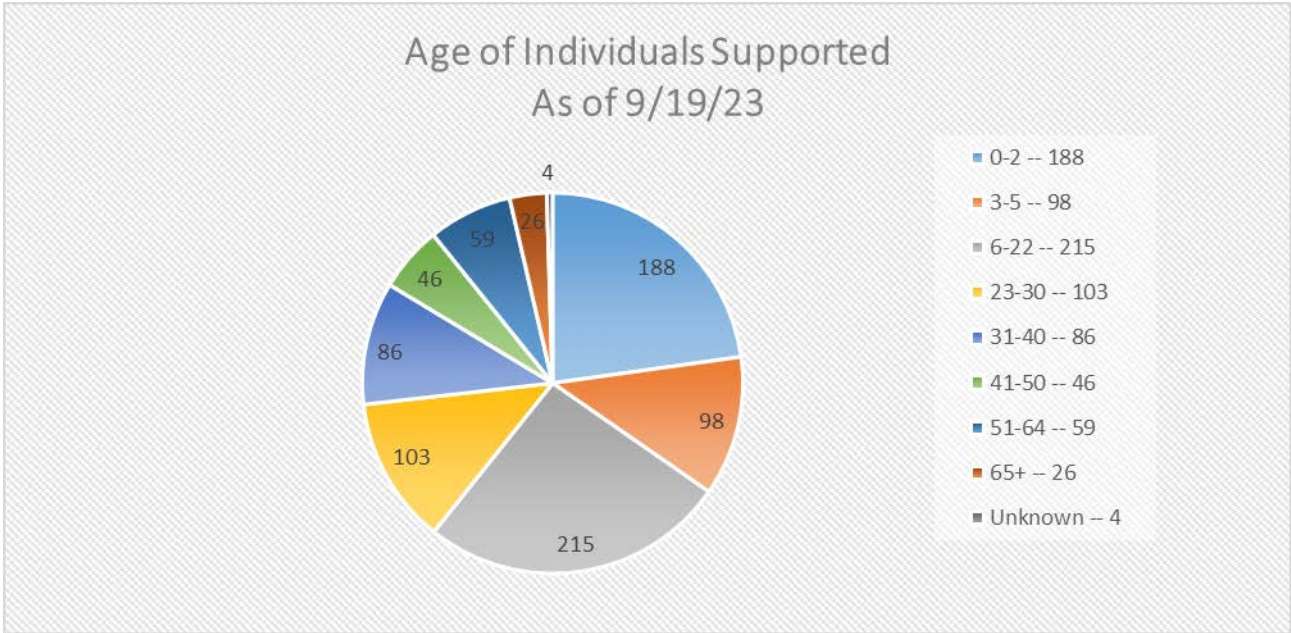
Services to individuals not eligible for Medicaid waiver services due to their assessed level of care or ineligibility for Medicaid. MCBDD will authorize an annual allocation for these services. When the allocation is exhausted, no additional services will be authorized without Board approval.

MCBDD will support an increase in licensed capacity for any existing licensed providers in Muskingum County in the event of an emergency for only a specified length of time (not to exceed sixty (60) days).

# Overview of Muskingum County Board of Developmental Disabilities (MCBDD) Services

People with developmental disabilities and their families are the foundation of our work. We believe all people can live, learn, work and play in the same ways and in the same places as others.

The MCBDD provides a number of different services to support individuals with developmental disabilities throughout their entire lifespan.



### Service and Support Administration (SSA) & Community Support:

The role of the MCBDD SSA & Community Support Team and its contracted providers is to promote and support partnerships with individuals with developmental disabilities and their families within the community. Children and adults with developmental disabilities can make meaningful contributions to the world around them. This team works in partnership with individuals, families, providers, and all other community members and resources to ensure people are achieving their quality of life. Everyone should be afforded opportunities to choose their journey through life. We listen, learn, and provide supports along the way when the person needs or wants it. This department supports individuals in determining and pursuing meaningful outcomes by providing coordination across all areas of life and across all systems. Primary functions include eligibility determinations, service coordination, conducting assessments, developing a Person-Centered Service Plan, assistance with selecting service providers, monitoring, and crisis-intervention.

**Early Intervention (EI) & Play and Language for Autistic Youngsters (PLAY):** Early Intervention provides the services and support to babies and young children less than six (6) years of age with developmental delays and disabilities and their families. These supports may include speech therapy, physical therapy, occupational therapy and other types of services based on the individual needs of the child and family such as PLAY Project. Early Intervention plays a significant impact on a child's ability to learn new skills and overcome challenges and can increase success in school and throughout their life. The program is a comprehensive, collaborative, coordinated and family-centered system designed to help each family learn to enhance the child's development in their natural environment. The Early Intervention Team provides on-going assessments, activity planning and therapeutic follow through in the home setting or other settings as requested by parents/guardians. Financial support is available for specialized consultative services and support equipment.

### **Starlight School Pre-School:**

Pre-school is an integrated program serving children 3 through 5 years of age. Children in Muskingum County with identified developmental disabilities as well as typically developing peers (Partners) are enrolled together in the program. Each identified student enrolled has an individual education plan (IEP) designed to promote optimum growth in the areas of gross/fine motor skills, language, social, cognitive and self-help skills. The classroom teachers are licensed Intervention Specialists utilizing a curriculum that can be adjusted to the needs of each student. Children enrolled in Starlight's preschool program attend up to four (4) full days a week. Adaptive physical education, speech and language therapy, physical therapy, occupational therapy and nursing services are available to meet the individual needs of the students. Parents are invited and encouraged to participate in activities throughout the school year. There are currently thirty-six (36) children enrolled in preschool.

### **Starlight School:**

Starlight School is an educational service provider for all local school districts in Muskingum County. The school is for children ages 6 through 21. Students are referred to Starlight School by their local districts following completion of an Evaluation Team Report (ETR).

Individualized Education Plans (IEP) are written annually by an interdisciplinary team of professionals, based on the child's present levels of performance. Parents provide their vision for each child's future which assists the team in goal planning. The focus is on building skills in the areas of functional academics, prevocational, socialization, daily living skills, adaptive physical education, communication, fine/gross motor, and recreation/leisure. Classes are provided for children who meet the eligibility requirements for students with multiple disabilities in accordance with the Individuals with Disabilities Education Act (IDEA) assuring that all students receive a Free and Appropriate Public Education (FAPE). Student enrollment at Starlight is determined by the IEP team, which includes the parents and the local school district. Together, the team determines the least restrictive environment from a continuum of options. Related services, such as physical and occupational therapy, speech and language therapy, adaptive physical education, nursing services, and vocational training are available to meet individual needs of students. Beginning at age 14, the IEP will include transition planning to assist each student to learn skills they will need to live, work, and recreate in his or her community after graduation. Currently, there are forty (40) school age students enrolled at Starlight school.

## Community Employment Services

Ohio Executive Order 2012-05K states in part: “Community employment shall be the priority and the preferred outcome for working-age Ohioans with disabilities.” This Employment First mandate requires schools and county boards to work together to ensure all individuals have an option to be employed in a job of their choosing in the community. The Muskingum County Board of Developmental Disabilities has a long history of supporting people to explore work options and gain meaningful employment. The Employment Navigation Department works with various vendors, and schools, as well as Opportunities for Ohioans with Disabilities (OOD) to help people decide what they want to try or do for employment. They look at the person’s strengths, gifts, and talents along with accommodation and support needs. Ultimately, if an individual we serve is interested in employment we will help provide them with the tools they need to be successful. MCBDD is committed to helping the individual on the path to employment during all stages of this process including following along and transportation once the person is employed.

<b>2023 numbers as of September 1, 2023</b>			
<b>Service Provided</b>	<b>Total Served 2023</b>	<b>Total Served 2024</b>	<b>Total Served 2025</b>
<b>SSA</b>	<b>608</b>		
<i>Employment Services</i>	<i>149</i>		
<i>Starlight School</i>	<i>40</i>		
<i>Starlight Preschool</i>	<i>36</i>		
<b>Early Intervention</b>	<b>185</b>		
<i>Early Intervention Evals</i>	<i>115</i>		
<b>Total Persons Served</b>	<b>793</b>		

## Programs and services offered by Muskingum County Board of Developmental Disabilities

### **Family Assistance Program (FAP)**

The Family Assistance Program is a locally funded program that provides reimbursement to families with a child or adult who has a developmental disability and living in the family home. The program covers services for respite care (in and out of the home), family counseling, education and training, special diets, and/or the purchase of special equipment or home modifications. The family member in the home who is disabled must meet certain state eligibility criteria. The Muskingum County Board of Developmental Disabilities will continue administering the Family Assistance Program. The goal is to support individuals residing with their family.

### **Community Connections / FANS**

We believe that life is better when people help and support each other in the community. We have created a network of people who are committed to enhancing the lives of individuals with developmental disabilities who live and work in Muskingum County. This network is referred to as FANS (Friends, Allies & Neighbors). They participate in a variety of activities such as game night, sports, picnics, volunteering, and joining clubs. However, there is another side to it and is equally important, which is to help others in need. When a need arises, a request can be made to the FANS Network and they will reach out to the community to find ways to help. Assistance has ranged from clothes, food, furniture, equipment, medical supplies, to even baby formula. The FANS Network is committed to making a positive impact on the residents of Muskingum County.

### **Residential Services**

Residential services are increasingly necessary for individuals served by Muskingum County Board of Developmental Disabilities. These services include: Supported Living and Medicaid Home and Community Based Services (i.e. Individual Options Waiver, Self-Empowered Life Funding Waiver and the Level-1 Waiver) in congregate settings, in home supports, and semi independent supports, home modifications and adaptive equipment, short-term and long-term emergency services. These services are provided by qualified, independent and agency providers, certified by the Ohio Department of Developmental Disabilities. The services provided are based on waiting list rules and needs of the individual.

### **Transportation**

MCBDD's fleet includes seven (7) school buses, one (1) 15-passenger van, one (1) 6-passenger van, one (1) 9-passenger van, two (2) pick-up trucks and two (2) SUVs that are used to provide transportation for staff, students, and individuals served by MCBDD. Services include the maintenance and security of the fleet and the bus garage. MCBDD is planning to purchase one (1) 9-passenger plus driver van to transport students. MCBDD is planning to downsize the fleet by two (2) school buses. Security of the bus garage was upgraded to include key fob entry.

### **Capital Housing**

MCBDD works in collaboration with ONI (Ohio Network for Innovation) to provide affordable and safe housing to individuals with developmental disabilities. Money was made available from the Department of DD, Capital Housing program, to pay a percentage of the cost of a home. To date, the Housing Corporation now owns nine (9) homes in Muskingum County, all purchased with Capital Housing dollars. These homes have been purchased based on the needs and are currently housing to individuals with developmental disabilities. Over the years, Capital Housing dollars have been made available to make improvements and accessibility modifications. The County Board monitors the conditions of the homes, maintaining and making improvements as needed.

### **Maintenance Services**

Maintenance services provide a responsive, cost effective and coordinated maintenance program

for the County Board. Regular upkeep including periodic maintenance of equipment throughout the facilities, custodial work, grounds keeping and basic repairs are tended to by the custodial and maintenance staff. They are available whenever the program and/or facilities are open to attend to staff needs and problems that may arise. They also tend to tasks regularly when the program is not in operation in order to minimize any interference with program operation or to ready the facility for normal operations. In addition, after-hour emergencies at the facilities are generally fielded by maintenance staff.

**Medicaid Waivers**

- The **Individual Options Waiver (IO Waiver)** is a Medicaid-funded waiver for people who have developmental disabilities. These individuals can use a Medicaid waiver to stay in their homes and get support, rather than live in an Intermediate Care Facility (ICF) for people who have developmental disabilities. The funding amount is determined by the individual’s Ohio Developmental Disability Profile (ODDP).
- The **Level 1 Waiver** is also a Medicaid-funded waiver to enable persons served to live in their own homes rather than in an ICF. Services provided by the Level 1 Waiver include residential, day programming, and transportation. The funding caps annually are \$41,424 for children and \$62,136 for adults. All services and supports are included in this allocation amount.
- The **Self Empowered Life Funding Waiver (SELF Waiver)** is designed for those individuals who self-direct where and how services are provided. Annual cost caps are \$41,424 for children and \$62,136 for adults, with some service-specific limitations built into the waiver as well. The SELF waiver is intended to support community inclusion and the Employment First Directive.

<b>Medicaid Waiver Type</b>	<b>Total Served 2023</b>	<b>Total Served 2024</b>	<b>Total Served 2025</b>
IO	137		
Level One	78		
SELF	17		

**Supported Living Funds**

Supported Living Funds are funding for services and supports provided to individuals who are not eligible and/or not currently receiving waiver funding. Supported Living Services are part of an array of residential service options that offer supports and services that allow individuals with developmental disabilities to live in the most appropriate and least restrictive home environment. A person accessing Supported Living services may choose to live in their own home or with family, using supports provided through Ohio’s DD system. Services and supports in a community setting are arranged locally by each County Board, as well as with local residential service providers. The MCBDD will authorize an annual allocation for these services. When the allocation is exhausted, no additional services will be authorized without Board approval.

Currently, MCBDD serves ninety (90) individuals with Supported Living Services. As of September 2023, Muskingum County has authorized \$792,746.14 in Supported Living Funds.

### **Person Centered Thinking**

The Muskingum County Board of Developmental Disabilities and the Service and Support Administration (SSA) Department applies Person-Centered Thinking techniques while supporting individuals and families. This intentional approach has helped us create a positive culture to ensure that the things that are important to the person are recognized and action steps are implemented to help the person dream, believe, and achieve their hopes and goals while balancing the things that are important for the person such as health, safety and welfare. MCBDD maintains its ability to have outstanding board members who bring diverse skills, passion for improving the lives of persons with developmental disabilities, and connections throughout the county. We assess and improve our operations on a continuous basis, involving staff members at all levels and partners in making the assessments and suggesting needed improvements. Every department makes the time to bring staff together to identify strengths, concerns, and possible improvements. All staff in-service days include time for shared reflection and brainstorming across the agency. Staff members, board members, providers, partners, and persons receiving supports, and their families, work collaboratively and passionately to achieve this vision of the future.

### **Self-Advocacy**

Self-advocacy is an essential skill that is taught and is supported by MCBDD. Self-advocates are active contributors to board meetings, participate in defining services, and assist in identifying future needs. Person-centered planning and self-determination help each individual maximize his or her abilities, resulting in increased independence and satisfaction for all receiving supports. We believe all people should lead fulfilling lives. Muskingum County residents with developmental disabilities are accepted for their unique gifts and are valued for their contribution to the overall quality of life for the entire community. Staff members remain motivated and committed to helping individuals achieve all they can. They strive to find teachable moments that help someone learn and develop a new capability or talent.

### **Provider/Partner Support**

Muskingum County is fortunate to have a variety of agency and independent providers who support individuals with developmental disabilities and their families. Our providers are partners in helping people achieve their goals and dreams. MCBDD takes a person-centered approach with providers and recognizes the strengths in having a diverse pool of providers. We support providers by being responsive, keeping an open door and being supportive of their individual needs. Training opportunities are offered to keep providers up to date with all new services and rule changes.

## **III. Assessment**

In August 2022, the Ohio DODD reviewed the operations of and the services provided by the Muskingum County Board of Developmental Disabilities. MCBDD was granted a three-year accreditation (highest available). In an effort to continually improve services and supports, MCBDD annually conducts a self-review to ensure they continually meet the standards for accreditation.



In May and June of 2023, the Ohio Department of Education (ODE) completed its annual licensing inspection and Step Up To Quality (SUTQ) review which resulted in zero findings and a continuous Five Star Rating.

In the spring of 2022, the Region 12 State Support Team completed a review of the Starlight school Positive Behavioral Interventions and Supports Plan (PBIS). Starlight School was recognized with the Silver PBIS award for the 2021-2022 school year.

The Transportation Department follows all Laws regarding Ohio State Highway Patrol (OSHP) for school bus safety inspections. Inspections are scheduled at the convenience of the OSHP. This year's annual inspection was completed in June of 2023. Prior to transporting students, school buses need to pass an annual safety inspection. Additionally, spot inspections are performed throughout the school year by the OSHP, as needed.

Based on input from the 2022 survey of consumers, families, providers, and staff, the MCBDD is a valuable and essential component in the continuum of services to individuals with developmental disabilities. Thus MCBDD commits to continuing to provide or contract for services in Early Intervention, school age, adult day and employment services, waiver and supported living services, transportation, service & support administration, self-advocacy, residential, and Special Olympics.

MCBDD continues to perform Nursing Quality Assurance Reviews (NQAR) for all individuals receiving residential services. These reviews address documentation, services provided, health and safety, wants and needs, and outcomes achieved. Additionally, the SSA department provides continuous monitoring through listening and learning.

The Office of the Fire Marshal conducts visits to inspect the premises for safety, hygiene, and compliance. The safety of individuals and staff is of primary importance and is reviewed monthly at the Management Team meetings.

MCBDD maintenance and the SSA department conduct monthly house inspections for homes managed by ONI. Annually, furnace, air conditioning, and fire inspections are completed on all MCBDD buildings and ONI homes. Accessible and affordable housing is key to a safe and healthy life.

The state auditor conducts or coordinates annual fiscal audits of all financial records and transactions conducted by MCBDD. The 2022 audit contained no citations or comments related to the MCBDD operations.

Employment progress is tracked annually through the DODD Outcome Tracking System (OTS).

### **Opportunities**

- The Employment First Initiative has established employment as a priority.
- MCBDD continues to maximize the operational efficiencies through its membership in the Mid-East Ohio Regional Council (MEORC) Council of Governments and its shared services with Guernsey County Board of DD, including sharing of Superintendent, Human Resources,

Business Manager and Community Relations Special Projects. This effort has reduced Administrative Costs for both counties, allowing for those costs to be diverted to services for those we support.

- Starlight School has room to accommodate additional preschool and school age classrooms. Placement for preschool and school age students is needed throughout the county, by adding classrooms, we could help alleviate this need.
- MCBDD passed a motion to extend Early Intervention Services through the child’s 5th year for those children enrolled in the PLAY project. Then in 2022, MCBDD passed a motion to extend Early Intervention Services to all eligible children through age 5.
- Utilize SEAT’s (South East Area Transit) expanding services to increase transportation availability.
- MEORC Crisis Intervention Grant- MCBDD is partnering with MEORC and other County Boards to provide Crisis Intervention Training per a grant from DODD. The training will be targeted at County Board Staff as well as providers.
- MCBDD has implemented policies to provide Coursework Reimbursement and Student Loan Reimbursement Opportunities to full-time employees.
- To aid in the recruitment and retention of staff, MCBDD has revised the Vacation Policy to allow new hires to begin earning vacation after the first 180 days.
- In an effort to expand the applicant pool for SSA’s MCBDD is now accepting an Associate’s Degree with the requirement to obtain a Bachelor’s Degree within four years of employment.
- To meet the needs of parents, the MCBDD will offer an online parent support group through Facebook. The group will be moderated by staff.

**Goal # 1: MCBDD will improve methods for service delivery to infants, children and adults with developmental disabilities and their families with a focus on services being received in the most integrated setting appropriate to their needs.**

	<b>Objectives</b>	<b>Responsibility</b>
A	Quarterly, individuals served will have their services and outcomes monitored through face-to-face contacts.	Director of SSA
B	MCBDD will commit to the Good Life Principles, and the Core Principle of Person Centered Planning and Self-Determination by having all staff trained in Person Centered Thinking and the Good Life. All new hires will receive training within their first 90-days of employment. Progress will be tracked through bi-annual review by the HR Director.	Director of Human Resources
C	Monthly, SSA Supervisors will review each SSAs date tracking data to ensure appropriate annual service planning per rule.	SSA Director
D	Prior to the start, revision, or removal of any behavior support strategy that includes restrictive measures all direct support professionals will be trained. Documentation of training will be kept in the individuals file and shared at the next Human Rights Committee Meeting.	SSA Director

E	By November 2024, ten (10) additional individuals MCBDD supports will have community jobs.	Employment Navigator
F	By November 2024, MCBDD will target at least three (3) businesses for information interviews with the goal of increasing the variety of employment opportunities for those we serve.	Employment Navigation Specialist
G	Quarterly, MCBDD will monitor capacity of current providers and work to recruit additional employment providers to meet the needs of individuals served.	SSA Director, Fiscal & Provider Support Medicaid Manager and Employment Navigation Specialist
H	At least annually, students at Starlight will have the opportunity to attend an assembly at their home school district.	Director of Educational Services
I	Starlight currently has four (4) community transition sites for transition age students to develop job skills.	Director of Educational Services
J	By August 2024, Starlight will have increased the size of the preschool program to include four (4) classrooms and forty-eight (48) total PS students. Starlight remains at three classrooms and thirty-six (36) total PS students. A job posting for a licensed preschool teacher continues to be posted but the position has not been filled to date.	Director of Educational Services
K	By August 2024, Starlight will increase its School-Age program to six classes, with a capacity for forty-eight (48) K-12 students. The goal for the Starlight school School-age program continues to be six classes and forty-eight (48) students. However due to teacher resignations and a lack of candidates to fill the role of Intervention Specialist, Starlight's enrollment continues to stay the same at forty (40). The job posting for Intervention Specialists continues to be posted.	Director of Educational Services
L	By June 2025, all Developmental Specialists will be engaged in the PLAY Project certification process.	Early Childhood Supervisor
M	By November 2025, MCBDD will meet with all Home and Community Based Services (HCBS) providers in the county to enhance transportation capacity to reduce gaps in service.	SSA Director
N	By June 2024, to support access to services, MCBDD will secure one additional psychologist to test and document eligibility for DD services for children and adults.	SSA Director

O	By January of 2024, the Community Services department will implement revised onboarding timelines and training schedules for new SSAs with the intention of shortening needed time for new hires to be capable of independently managing their assigned caseloads.	SSA Director
P	By June of 2024, the Community Services Department will have developed new guidelines and resources regarding supporting SSAs to write and monitor the Ohio ISP.	SSA Director
Q	Quarterly through 2024, MCBDD Community Adult Day Support (ADS) providers will receive monitoring and feedback to ensure appropriate implementation of the new service.	SSA Director/ Fiscal & Provider Support Medicaid Manager

**Goal #2: MCBDD will increase communication and educational opportunities for individuals, their families, staff, service providers, and the community.**

	<b>Objectives</b>	<b>Responsibility</b>
A	By May 1 <sup>st</sup> , 2024, MCBDD will conduct an employee engagement survey (survey responses received by May 23rd), and by September 2024, a stakeholder survey to include individuals, families, providers, staff and the community.	Director of Human Resources,, Administrative Assistant, Community Relations Special Projects
B	At least annually, MCBDD will send two (2) self-advocates to state-wide training/conferences.	Community Network Coordinator
C	At least quarterly, MCBDD will check the website to make sure promotional material is up to date and accurate.	Community Relations Special Projects
D	At least semi-annually, the EI department will host an educational opportunity for parents/guardians and community members to address common interests.	Early Childhood Supervisor
E	By June 2024, MCBDD will hold a Transition and Technology event for graduates, juniors and seniors to provide information regarding post-secondary options and available technology for individuals served.	Community Relations Special Projects

F	By December 2024, MCBDD will increase the FANS Network by 25 people.	Community Network Coordinator
G	At least twice a year, MCBDD will have commercials highlighting employment success stories, inclusion, or self-determination.	Community Relations Special Projects
H	Bi-Monthly, the Employee Engagement Committee will meet to plan activities for staff enrichment.	Administrative Assistant, Community Relations Special Projects
I	By November 2024, MCBDD will offer at least six (6) training opportunities for employment providers.	Employment Navigator
J	Monthly, MCBDD will provide Advocacy training to adult day centers in Muskingum County.	Community Network Coordinator
K	Monthly, Community Connections will connect and support the community through FANS initiatives.	Community Network Coordinator
L	MCBDD will sponsor two (2) Advocacy Events for People First Participants each year - the picnic and Christmas Party.	Community Network Coordinator
M	Annually, MCBDD will produce an Annual Report outlining services and a general financial report. In 2024, the Annual Report will be scaled down to an easy to mail postcard, with additional online content, accessible through QR code. (Simplification goal)	Community Relations Special Projects
N	By November 2024, MCBDD will host two (2) informational meetings to discuss Supported Decision Making.	Community Relations Special Projects Employment Navigator
O	By December 2024, the 90-day new hire orientation will be maintained electronically via a shared application between the new hire, their supervisor, and the HR Director.	Director of Human Resources

P	Annually, MCBDD staff will complete training on the staff intranet, which will include, but is not limited to: review of the Strategic Plan, emergency medical authorization, outside employment, review of updated policies, individual rights, confidentiality, and due process, Ohio Ethics Law, bloodborne pathogens, emergency procedures, MUI procedures, Health and Welfare alerts, and the Ohio Abuser Registry.	Director of Human Resources
Q	By November 2024, MCBDD will have met with two groups of unserved/underserved people with developmental disabilities in the community to provide information about our services.	Community Relations Special Projects
R	At least quarterly, the EI team will provide EI families the opportunity to learn, grow, and play together with their children by hosting a whole family connection event.	Early Childhood Supervisor
S	At minimum, 80% staff participation on the 2024 Employee Engagement Survey and improvement indicated by overall agreement in the areas of Compensation and Relationship Management.	Director of Human Resources
T	To improve communication between staff and leadership, at least every other month, the HR Director will attend each departmental staff meeting and will host office hours at Starlight School and Community Services.	Director of Human Resources
U	To aid in recruitment and hiring, MCBDD will seek two (2) internships annually.	Director of Human Resources
V	By November 2024, MCBDD will have a staff moderated Family Support Group offered through Facebook.	Community Relations Special Projects
W	At least twice annually, MCBDD will offer training and information for providers on any new services and changes in rules to help them keep up to date and in compliance.	Fiscal & Provider Support Medicaid Manager
X	After being selected by an individual but prior to providing services, all independent providers will meet with MCBDD provider support staff to review provider's responsibilities, Individual service plan, including what's important to and for the individual, service documentation and billing for services.	Fiscal & Provider Support Medicaid Manager
Y	MCBDD will offer all agency providers active in Muskingum County the opportunity to select a service each year from the MEORC Provider Catalog of Services free of charge (up to the identified budget for these services). Agencies can choose to receive assistance with strategic	Fiscal & Provider Support Medicaid

	planning, onboarding, and training of DSP's or a variety of other quality improvement services.	Manager
--	---	---------

**Goal #3: MCBDD will assure quality services to those individuals it serves.**

	<b>Objectives</b>	<b>Responsibility</b>
A	At least annually, MCBDD will complete an internal accreditation review using the State Accreditation format. Each department will submit accreditation readiness for their area.	Administrative Assistant
B	Annually, the Early Intervention team will compile data to ensure the efficacy of our EI programs by looking at the percentage of children who do not qualify for preschool Part B services, along with those preschool age children who do not qualify for (or have a decreased need for) school age services.	Early Childhood Supervisor
C	Within 60 days of an approved ISP or 3 months prior to turning three, every person eligible for county board service will have a complete and up-to-date One-Page profile.	SSA Director Early, Childhood Coordinator
D	In 2024, MCBDD will send two youth self-advocates to a state level training/conference.	Community Network Coordinator
E	Within 30 days of assessment, MCBDD will address individuals having an immediate need with a support plan to meet this need.	SSA Director
F	Within 12 months of assessment, MCBDD will address individuals having a current need with a support plan to meet this need.	SSA Director
G	By November 2024, MCBDD will host a Direct Support Professionals (DSP) celebration event for DSPs in Muskingum County.	Community Relations Special Projects
H	Annually, in November, the Board will calculate the local match commitment needed to support individuals on HCBS waivers.	Business Manager
I	At least quarterly, MCBDD will contact current community employers to monitor satisfaction.	Employment Navigator
J	With the assistance of each department-head for their area, the HR Director/Records Manager will ensure department heads submit their list of records for destruction by January 31st and that records are reviewed and destroyed if required by and in accordance with the current Records Retention Schedule annually by March 31st.	Director of Human Resources

K	MCBDD provider support will offer instructions and expertise to interested parties, assisting them through the process of independent provider certification. This will ensure our pool of providers remains large enough to support the needs of Individuals.	Fiscal & Provider Support Medicaid Manager
L	MCBDD will offer each independent provider the opportunity for a mock compliance review with MEORC staff prior to their actual review. The mock reviews ensure independent providers are following the rules for documentation as well as training and minimize citations from DODD.	Fiscal & Provider Support Medicaid Manager

**Goal #4: MCBDD will develop and implement plans and strategies for additional, alternate funding and resource acquisition to support its mission.**

	Objectives	Responsibility
A	By December 2023, MCBDD will seek grants for Special Olympic expansion of Club School-Age Sports	Superintendent Business Manager
B	By March 2023, MCBDD will apply for the Robert and Leona Fellers grant for Playground expansion for a nature trail.	Superintendent Business Manager

**Goal #5: MCBDD will furnish and maintain adequate physical facilities and equipment to meet the needs for services and programming for individuals with developmental disabilities.**

	Objectives	Responsibility
A	By fall of 2025, MCBDD will purchase one (1) 9-plus-1 van to transport students. We will be downsizing by another two (2) buses by the spring of 2024.	Director of Educational Services
B	By October 2024, MCBDD will have a bridge built from the butterfly garden to the school. By October 2025, we will have the renovation completed at Richey Road. We will get capital housing dollars to replace HVAC at King Street and add a ramp to Merrick Avenue home.	Facilities Manager
C	Prior to the start of the 2022-2023 academic year, comprehensive enhancements were undertaken in the domain of network cabling, accompanied by the integration of fiber links. Anticipated for completion by November 2025, updates to wireless access infrastructure to current Wifi6 Standards within the school and other buildings This endeavor stands as a pivotal stride in the progressive, phased rejuvenation of our hardware framework.	IT Specialist
D	By June 2024, all employment resumes and applications will be scanned and maintained electronically.	Director of Human Resources,



		Administrative Assistant
--	--	--------------------------

**Goal #6: All components of MCBDDs three-year plan will be completed.**

	<b>Objectives</b>	<b>Responsibilities</b>
A	At least Quarterly, MCBDD will review the Strategic Plan to ensure that the Board stays on target to meet their objectives.	Superintendent

Appendix A

**NOTICE**

PUBLIC HEARING

The Muskingum County Board of Developmental Disabilities will conduct a Public Hearing on its Strategic Plan from 10 to 11 a.m. December 15, 2023, 1304 Newark Road, Zanesville, Ohio. The purpose of the meeting is to obtain public comment and input on the proposed plan, including annual goals and objectives. Everyone attending can make oral or written comments, with oral comments limited to 15 minutes. Copies of the plan will be available prior to the meeting at the board office.

**DATE:** December 15, 2023

**PLACE:** 1304 Newark Road, Zanesville, Ohio

**TIME:** 10:00am – 11:00am

Copies of the proposed plan will be available prior to the hearing at the Muskingum County Board of Developmental Disabilities, 1304 Newark Road, Zanesville, Ohio 43701

