STRATEGIC PLAN  2017-2019

CUSYAHOGA COUNTY
Board of Developmental Disabilities
Our mission is to support and empower people with developmental disabilities to live, learn, work and play in the community.

Guiding Principles
The following is a list of the guiding principles that align to CCBDD’s mission and give direction to CCBDD’s planning efforts and methods of operation:

- Self Determination
- Person Centeredness
- Inclusion
- Freedom & Justice
- Opportunity
- Health & Well-Being
- Diversity

CCBDD Leadership
Kelly A. Petty, Superintendent & CEO

Board Members:
- Steven M. Licciardi, President
- Tania J. Younkin
- Diane Roman Fusco
- Richard V. Mazzola
- Lisa M. Hunt
- Ara A. Bagdasarian
- Cynthia V. Schulz
About the Strategic Plan
CCBDD’s strategic plan and goals are an outcome of its Vision 2024 planning process which began in late 2015. Vision 2024 was created to plan early and plan thoughtfully with regards to the changing role of the Board and transitions that would need to occur as the Board begins phasing out of its role as a provider of adult, employment and transportation services. Four task forces were created and charged with developing recommendations to advance the following areas that had been identified internally and by a broad array of stakeholders as key priorities:

- Employment- Preparing trained and ready employees and engaging more with local businesses
- Community Integration- Assuring safe and accessible places and activities in the community
- Provider Development- Enhancing service quality and the capabilities of provider agencies
- CCBDD’s Changing Role- Analyzing future service models and phasing out of direct services

CCBDD’s strategic plan covers a three-year period, 2017-2019, and is inclusive of strategies specifically designed to enhance the quality of services while also aligning to key policy initiatives impacting the DD field locally, in Ohio and across the nation. (An overview of these initiatives is located in the next section.)

The strategies and related activities can best be summed up according to the following themes:

Creating Opportunities- Opportunities for people with disabilities to pursue a pathway to a job in the community, obtain education or employment training, interact with their peers and with people without disabilities in community settings and explore their interests in the community are key to creating full and meaningful lives.

Connecting to the Community- Connecting to the community is so much more than just physical access. It entails access to meaningful relationships with others and a shared value that people with disabilities have the right to live full lives of their choosing in the community. These connections flourish when communities are open, inclusive and promote diversity.

Collaborating with Others- Helping people with disabilities to plan for and achieve their goals requires the support of all- parents, family members, DD professionals, businesses, private providers, volunteers and neighbors –to name a few. We can overcome challenges and improve services and opportunities when we work together. Our community is indeed better- together.

Celebrating Successes- Celebrating achievements, collectively and on an individual basis, acknowledges growth, serves as motivation to continue progress and helps us all to reflect on our mission of supporting and empowering people with developmental disabilities to live, learn, work and play in the community.
Policy Initiatives Influencing Change in the DD System

**Americans with Disabilities Act (ADA)**
Federal legislation that prohibits discrimination and ensures equal opportunity for persons with disabilities.

**The Olmstead Decision**
U.S. Supreme Court decision that upheld the integration mandate of the ADA, requiring public agencies to provide services in the most integrated setting.

1990

1999

**Employment First**
Ohio’s executive order that promotes employment as the preferred and priority outcome for working-age Ohioans with disabilities.

2012

**Centers for Medicare and Medicaid Services (CMS) Rules**
Conflict-free Case Management Rule- County boards of DD cannot both administer and provide adult services, employment services or transportation.

Home and Community-Based Services Settings Rule- Service settings (residential and nonresidential) must be community-based.

2014

Deadline for Compliance with CMS Rule
County boards of DD in Ohio must come into compliance with the Conflict-free Case Management Rule by March, 2024.

2024
Early Intervention (EI), serving children age birth to three and their parents/caregivers, provides high quality, evidence-based services in everyday routines with an early focus on enhancing community participation that naturally occurs for infants, toddlers and their families. EI includes a focus on increasing community participation outcomes for children and their families.

**Trend:** Early identification and services to young children with a developmental delay or disability leads to better outcomes in the three federal child outcome areas: positive social relationships, acquiring skills and knowledge, and taking action to meet needs. Focus on these areas translates to a higher percentage of children leaving early intervention at or above age expectations and not needing system services in the future.

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**Children**

**Early Intervention**

School-age services consist of both consultation to public schools, often for therapies, behavioral support and assistive technology, and transition services for students age 14 and older.

**Trend:** As the preferred outcome for students after high school is community employment, preparing students for work and adulthood is the main focus, beginning as early as age 14. CCBDD, in partnership with schools and Opportunities for Ohioans with Disabilities, collaborate to assist students plan for their post-secondary goals.
Supported Employment refers to paid employment in community settings for people with disabilities who need ongoing support to perform their work. Support can occur individually or in a group and includes on-the-job training, transportation and supervision.

**Trend:** Ohio’s Employment First initiative, enacted in 2012, provides a pathway to employment for people with disabilities. Since then, people with disabilities have been asked about their place on the pathway (employment goals), and many individuals expressed interest in working in the community. Students transitioning from their high schools are seeking supported employment options more now that a job in the community is the preferred outcome under Employment First.

**Job Placement** services consist of both job development (helping someone find a job) and job coaching (training a person to learn and perform job tasks).

**Trend:** Ohio’s Employment First initiative has changed the conversations around work and enabled more individuals the option of community-based employment. As CCBDD phases out of its role as a service provider, more people are successfully being supported by private providers.
**Vocational Habilitation**

Vocational Habilitation means services that provide learning and work experiences, including volunteer work, in which a person develops general skills that can ultimately lead to a competitive job in the community. Learning on-the-job expectations, using transportation, and improving social skills are examples of vocational habilitation activities.

**Trend:** CCBDD has been helping more and more individuals successfully find services and supports with private providers. This will continue given federal policies that require CCBDD to phase out of its role as a provider of adult services.

**Adult Activities**, sometimes referred to as adult day supports, are regularly scheduled activities that do not occur in a residential setting and include a variety of activities to improve or expand personal skills, build community membership and independence, and expand personal choice.

**Trend:** CCBDD has been helping more and more individuals successfully find services and supports with private providers. This will continue given federal policies that require CCBDD to phase out of its role as a provider of adult services.
**Residential**

**Community Options**

Community options include supported living and residential options funded through the Home and Community-Based Services Medicaid waivers.

**Trend:** Waiver enrollment continues to grow as waiver funding allows individuals to pursue their personal goals and make choices among a variety of services in the community and from a variety of community and private providers.

**Other residential options** include individuals in Intermediate Care Facilities (ICF/IID) and those receiving services at the Warrensville Developmental Center.

**Trend:** The U.S. Supreme Court’s Olmstead decision, the Americans with Disabilities Act, new federal Rules and other initiatives require residential services to be integrated and community-based. CCBDD, with the support of private providers, continues to downsize ICFs and move individuals to housing options in the community.
The unduplicated count of all individuals served over the course of a calendar year also includes individuals who may have received support administration only, family supports only, and other specialized services.

Trend: The need for services and support administration for people with developmental disabilities living in Cuyahoga County continues to increase. From 2010-2015, there has been a 29% increase in the number of individuals served by CCBDD. This trend of growth is expected to continue due to better and earlier diagnosis, an increase in some diagnoses (such as autism), strong referral links, enhanced collaboration with community partners, and greater public awareness.
Revenue 2010-2015

Trend: Generally, revenue continues to decline as CCBDD phases out of its role as a service provider, billing Medicaid for less services provided to fewer individuals attending Adult Activities Centers and/or receiving employment supports and/or transportation services. The transition of many individuals to private community providers who bill Medicaid directly for the supports will continue to increase.

Trend: Changes made by the State in collections of Tangible Personal Property and other taxes have reduced local levy revenue. In addition, residential property values have remained at reduced levels after the financial downturn in 2008. If property values recover and increase, CCBDD may see a slight recovery in funding generated from its levy, which will support an increased level of local Medicaid matching funds.

Levy Revenue* 2010-2015

*Levy funding is a portion (60%) of CCBDD’s annual revenue. It is being shown here to highlight its decreasing trend and impact on CCBDD’s overall budget.
Expenditures 2010-2015

Expenditures Trend: There are four major categories of expenditures: Salaries/benefits, contracts, local Medicaid (waiver) match, and other. Expenditures have continued to gradually increase over the past few years largely due to health care costs, the use of contracts with community agencies to expand service delivery, and growth in local Medicaid match.

Cash Balance Trend: The cash balance is decreasing due to four consecutive years of deficit spending (expenses greater than revenue). As CCBDD phases out of being a provider of adult and transportation services, it will take time for staffing levels to balance out with a lower number of people who are receiving service directly from CCBDD staff. In other words, revenues are decreasing at a faster rate than the organization is able to adjust expenditures.

Cost Per Individual 2010-2015

Cost Per Individual Trend: Cost per Individual is a comparison of total agency expenditures and total number of individuals served. Given a steady increase in the number of individuals served by CCBDD over this six-year period (29%), the cost per individual continues to decrease.
Feedback from Our Stakeholders

Obtaining ideas, opinions and other helpful information from a wide variety of stakeholders was an important part of our strategic planning process. This feedback was used to both assess others’ understanding of the many policy initiatives creating change within the DD system and CCBDD as well as to inform the direction and strategic goals of the agency.

Over the course of 2016, CCBDD used a variety of methods to reach many stakeholders in order to obtain their feedback. The following is a summary of these methods:

▪ Presentations to individuals served and staff by the superintendent at the Adult Activities Centers (x8)
▪ Presentations to staff and union leadership by the superintendent or chief operations officer at other CCBDD facilities
▪ Town Hall meetings (x4) for individuals, parents, family members and the general public
▪ Focus groups with parents
▪ Presentations to the PTCUs (parent groups)
▪ Forums with private providers and independent providers
▪ Presentation to K-12 pupil services and special education staff
▪ Three electronic surveys: Community engagement survey, survey to K-12 schools and a survey to post-secondary colleges and universities and trade/vocational schools
▪ Feedback from the Ohio Department of Developmental Disabilities accreditation process

The next two pages highlight the feedback received and used often during the planning process to inform strategies and related activities.
People with developmental disabilities of working-age should have opportunities to explore a pathway to employment.

94% Responded that they strongly agree (54%) or agree (40%)

What are the names of places in the community that do an exceptional job including people with disabilities?

165 Total number of places identified as doing an exceptional job including people with disabilities.

People with developmental disabilities benefit from being included in their communities.

96% Responded that they strongly agree (63%) or agree (33%)

When you or someone you know with a disability attends an activity or event in the community, who usually goes with you or him/her?

92% Responded that a family member (48%) or paid staff (44%) attends
Feedback from Our Stakeholders

CCBDD’s Changing Role...
- Consider a range of options for privatization and with regards to the re-use of the current Adult Activities Centers (AACs)
- Identify CCBDD’s ongoing services
- Rebrand CCBDD and publicize this broadly (let the voters know)

Ideas to advance EMPLOYMENT OPPORTUNITIES...
- Educate employers on the benefits of hiring people with disabilities
- Provide continuity between movement along the employment pathway and between providers of employment services
- Raise expectations for people with DD; Everyone has abilities!
- Learn about and address barriers to employers hiring people with disabilities
- Educate parents/caregivers on support available for transition to a job in the community
- Collaborate with K-12 schools, colleges/universities and post-secondary training programs; Open doors to all options
- Identify ways to support those not ready for a job in the community

CCBDD’s Changing Role...
- Continue to emphasize person-centered planning and choices
- Develop a safety net for those who are medically fragile or have other intensive needs
- Communicate clearly decisions and timelines so others can plan for changes
- Continue to get feedback from others

Ideas to promote COMMUNITY INTEGRATION...
- Highlight way people with DD are “living it;” Collect and share their stories
- Grow advocacy and increase the capacity for touching the community
- Maximize volunteer opportunities for people with DD
- Explore transportation options for all types and times of activities in the community
- Partner with community-based and private provider agencies more
- Help parents/caregivers become more familiar with places and resources in the community
- Share models of community integration with private providers

Ideas to enhance the QUALITY OF PRIVATE PROVIDERS...
- Implement a ‘gold standard’ to enhance quality of services
- Identify levels/types of services needed so providers can develop their capacity and capabilities
- Create technical assistance teams to assist provider agencies
- Continue to offer education and training for providers; Tie this in with the ‘gold standard’
- Shift the mindsets of all from competitors to collaborators
- Assist in identifying additional revenue streams so provider agencies can pay better (higher) wages

Ideas to promote COMMUNITY INTEGRATION...
- Highlight way people with DD are “living it;” Collect and share their stories
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## Increase Opportunities for Community Employment

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<td>Improve stakeholder awareness about Social Security and work incentive programs by sharing information about public benefits in a variety of formats and to diverse audiences</td>
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<td>• Increase by 20% the number of individuals with disabilities in integrated, competitive employment</td>
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<td>• Repeat community engagement survey (2016) to evaluate effectiveness of messaging and information-sharing strategies</td>
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<td>• Conduct 10 presentations by CCBDD Good Life Ambassadors to community audiences</td>
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<td>• Present annually to CCBDD staff and providers and make resources available</td>
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<td>• Add one page to the CCBDD website regarding Social Security work incentives</td>
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<tr>
<td>• Partner with Social Security outreach staff to train stakeholders about Social Security work incentive programs; Hold quarterly forums</td>
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<td>• Increase by 10% the number of individuals with disabilities in integrated, competitive employment</td>
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<td>• Sample staff competency on key messaging</td>
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<td>• Develop and maintain channels of communication to provide updates on key messaging</td>
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<td>• Update key messaging as needed</td>
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<td>• Continue to hold quarterly information sessions with Social Security outreach staff to train stakeholders about work incentive programs</td>
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| SHARE INFORMATION ABOUT EMPLOYMENT FIRST, SUPPORTIVE RESOURCES AVAILABLE AND SUCCESS STORIES WITH INDIVIDUALS, PROVIDERS, STAKEHOLDERS, AND CCBDD STAFF TO FACILITATE RELATED CONVERSATIONS AND PLANNING EFFORTS |

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<td>Assure high school students successfully transition to employment or post-secondary education/training leading to employment</td>
<td>• Establish a baseline for the number of seniors graduating who demonstrate self-determination through facilitation of their Individual Education Plan (IEP)/transition planning</td>
<td>• Maintain relationships with all public school districts and continue information sharing, technical assistance and professional development</td>
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<td>Increase the number of transition-age individuals who demonstrate self-determination through facilitation of their Individual Education Plan (IEP)/transition planning</td>
<td>• Partner with public school districts for information sharing, technical assistance and professional development</td>
<td>• Continue multidisciplinary support teams</td>
<td>• Expand the number of schools participating in training</td>
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<td>• A minimum of 30 graduating seniors with extensive needs will have the support of multidisciplinary teams to advance their community employment goals</td>
<td>• Measure and evaluate baseline data collected in 2017; Make improvements as needed</td>
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<td>• Train CCBDD, school staff and private providers</td>
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<td>• Implement student curriculum</td>
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<td>• Plan and participate in a transition fair with a focus on self determination</td>
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<td>• Measure the number of students who facilitate their IEP/transition planning</td>
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### 2017 Objectives:
- Establish a baseline for the number of seniors graduating who demonstrate self-determination through facilitation of their Individual Education Plan (IEP)/transition planning
- Partner with public school districts for information sharing, technical assistance and professional development
- A minimum of 30 graduating seniors with extensive needs will have the support of multidisciplinary teams to advance their community employment goals

### 2018 Objectives:
- Maintain relationships with all public school districts and continue information sharing, technical assistance and professional development
- Continue multidisciplinary support teams
- Measure and evaluate baseline data collected in 2017; Make improvements as needed

### 2019 Objectives:
- Expand the number of schools participating in training
- Measure the number of students who facilitate their IEP/transition planning
### Increase Opportunities for Community Employment

**STRATEGY**

*Continued - Increase the number of transition-age individuals who demonstrate self-determination through facilitation of their Individual Education Plan (IEP)/transition planning*

Support schools to access resources for vocational training curriculum and connect school staff to existing business relationships to expose students to work experiences

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<td>• Identify curriculum and instructional techniques to teach students self-determination and facilitation skills</td>
<td>• Evaluate previous years’ efforts to assess utilization and value to schools; Refine efforts as necessary</td>
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<td>• Develop staff/provider training to demonstrate behaviors to empower self-determination</td>
<td>• Assist schools to understand their relationship with voc/edu providers and employers</td>
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<td>• Create a video/e-learning about self-determination</td>
<td>• Share information with schools about the Employment Collaborative of Cuyahoga County (ECCC)</td>
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<td>• Assess schools to understand their relationship with voc/edu providers and employers</td>
<td>• Develop a plan for schools to access job shadowing and internship opportunities</td>
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<td>• Share information with schools about the Employment Collaborative of Cuyahoga County (ECCC)</td>
<td>• Expand the membership of ECCC to include transition coordinators and other school representatives</td>
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<td>• Develop a plan for schools to access job shadowing and internship opportunities</td>
<td>• Include work experiences as a standing agenda item w/schools</td>
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<td>• Expand the membership of ECCC to include transition coordinators and other school representatives</td>
<td>• Identify DD providers of employment services interested in partnering with schools and facilitate connections</td>
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### Increase Opportunities for Community Employment

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| Develop and facilitate the collaborative transition framework with partners to eliminate duplication of efforts and to develop continuity of support for transition-age students pursuing employment goals | Develop cross training concept and curriculum with Opportunities for Ohioans with Disabilities and CCBDD provider support; Conduct training | Measure impact from 2017 pilot and make needed improvements | 2019-2020 school year:  
- Identify collaborative partners  
- Identify standards for collaboration  
- Develop an interagency agreement  
- Train staff on standards and desired outcomes  
- Evaluate the collaboration and make improvements, as needed |
| Implement multi-agency team planning efforts to promote a continuum of support that ensures individuals are successful in community employment | Identify 20 multi-agency teams to participate in a pilot; Implement training to teams; Establish measurement of successful collaborative planning and evaluate | Expand training and pilot effort to 100 teams | Expand multi-agency capacity to broader DD field (support administrators, OOD, provider agencies) |
## Increase Opportunities for Community Employment

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| **Increase the future business community’s awareness of hiring people with disabilities through partnerships with local colleges, universities and trade schools** | • Survey CCBDD staff and providers to assess potential interest or need for an internship program for college students.  
• Provide internships at CCBDD and/or provider agencies for local college students to increase awareness of working with/hiring people with disabilities  
• Evaluate results from the post-secondary survey and develop a plan for partnerships  
• Collect baseline data to determine the scope and reach of relationships with the business community | • Provide information and consultation on non-academic support and accommodation resources to college, university and trade school faculty, staff and students  
• Invite CCBDD staff and private provider staff to contribute to business engagement through informal networking; Develop messaging for networking  
• Continue to collect and update data | • Provide information and consultation on non-academic support and accommodation resources to college, university and trade school faculty, staff and students  
• Develop and evaluate strategies that promote the engagement of the business community  
• Continue to collect and update data |

Facilitate the development of relationships with local employers to increase the likelihood of hiring an individual with a disability
### Increase Opportunities for Community Employment

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|          | Facilitate the Employment Collaborative of Cuyahoga County (ECCC) with providers of employment services in order to better assist the business community hire more people with disabilities | • Increase by 10 the number of participating provider agencies  
• Increase by 30 the number of job leads shared by participating provider agencies  
• Increase by 13 the number of individuals hired through the efforts of ECCC | • Increase by 5 the number of participating provider agencies  
• Increase by 25% the number of job leads shared by participating provider agencies  
• Increase by 10 the number individuals hired through the efforts of ECCC  
• Share information widely on job openings and employer connections | • Increase by 5 the number of participating provider agencies  
• Increase by 25% the number of job leads shared by participating provider agencies  
• Increase by 12 the number of individuals hired through the efforts of ECCC  
• Evaluate the ECCC as a proven strategy to increase opportunities for employment for people with disabilities |
|          | Participate in the Northeast Ohio Regional Employment Network’s (NEOREN) annual employability summit | • Contribute to the development of NEOREN’s mission, vision and strategic goals | • Assist in the development of NEOREN’s framework to support additional county collaborative networks | • Assist in expanding NEOREN’s framework to all counties in Ohio |
Increase Opportunities for Community Integration

**STRATEGY**

Create resources and identify strategies to share information on places in the community that offer inclusive activities and programs

Continue to implement changes to the volunteer program so more individuals have opportunities to participate in community-based activities of interest to them

**2017**

- Identify 25 places that offer welcoming activities/services
  - One page will be added to CCBD’s website to share information on welcoming activities/services

- Increase by 20% the number of individuals supported by volunteers in the community
  - Provide at least 100% of individuals who completed the integrated community supports with a volunteer/community friend
  - Provide training and technical assistance to at least three community agencies, training their volunteers on inclusive practices

**2018**

- Create a resource for individuals and providers on how to find community activities
  - Develop a tool to share with businesses and organizations on how to welcome and communicate with people with developmental disabilities

- Increase by 30% the number of individuals supported by volunteers in the community (counting activities with four or less individuals)
  - Provide at least 100% of the individuals who completed integrated community supports with a volunteer/community friend
  - Provide training and technical assistance to at least five community agencies, training their volunteers on inclusive practices
  - Identify best practices that can be shared with private providers
  - Identify 10 opportunities for individuals to volunteer

**2019**

- Reach out to businesses and organizations and assist them with connecting with individuals with DD

- Increase by 40% the number of individuals supported by volunteers in the community (counting activities with four or less individuals)
  - Provide at least 100% of the individuals who completed integrated community supports with a volunteer/community friend
  - Provide training and technical assistance to at least ten community agencies, training their volunteers on inclusive practices
  - Share best practices with private providers
  - Identify 20 opportunities for individuals to volunteer
## Increase Opportunities for Community Integration

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| **Continue to expand integrated community supports (ICS) and replicate promising practices** | • Increase by 20% the number of individuals participating in ICS  
• Share the ICS model with all private providers and assess utilization of the model  
• 100% of ICS participants who have mastered their community routines will transition to natural/volunteer supports, per capacity and interest  
• Incorporate the ICS concepts of discovery into community outings for all individuals in the Adult Activities Centers  
• Collect and analyze costs associated with the ICS model  
• Identify a core group of CCBDD staff as the ICS leadership team  
• Increase the pool of board approved drivers to assist in ICS initiatives by 20% per AAC  
• Identify six opportunities to collaborate with individuals, parents and providers to promote community integration | • Increase by 28% the number of individuals participating in ICS  
• 100% of participants of ICS who have mastered their community routines will transition to natural/volunteer supports, per capacity and interest  
• Incorporate the ICS concepts of discovery into community outings for all individuals in the Adult Activities Centers  
• 100% of ICS staff and volunteers will attend two trainings to build competencies  
• Utilize the ICS leadership team to assist private providers with utilization of the ICS model  
• Identify eight opportunities to collaborate with individuals, parents and providers to promote community integration | • Increase by 28% the number of individuals participating in ICS  
• 100% of participants of ICS who have mastered their community routines will transition to natural/volunteer supports, per capacity and interest  
• Incorporate the ICS concepts of discovery and subsequent community outings for all individuals in the Adult Activities Centers  
• Identify alternative funding resources for ICS  
• Expand the number of private providers utilizing the ICS model  
• Identify ten opportunities to collaborate with individuals, parents and providers to promote community integration |

**STRATEGY**

Collaborate with individuals, parents and providers to promote community integration
## Increase Opportunities for Community Integration

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| Increase awareness and understanding of what community engagement is for staff, including each staff’s role in supporting it. | • Utilize a 4+1 teaching tool to be shared with CCBDD staff, inclusive of person-centered planning and Good Life concepts and principles  
  • Gather community engagement awareness information from CCBDD departments using the 4+1 tool |
  • Identify a summary of internal/external physical assets for each of the eight Adult Activities Centers (AACs)  
  • Increase the community characteristics within each of the eight AACs by formalizing a relationship with a minimum of two community partners |
  • By 4/1/18, review capacity within all eight AAC’s to learn what community partnerships have been successful  
  • Develop a site specific plan for each AAC to include potential time constraints (i.e. day/evening activities), types of activities, and targets for each AAC |
  • Collaborate with the provider development task force committee  
  • Extend site specific plan to include designated private providers and what their needs are while in each particular AAC |
| Consider the use/repurposing of CCBDD buildings                           |                                                                                                                                                                                                     |                                                                                                                                                                                                     |                                                                                                                                                                                                     |

2017

2018

2019
### Enhance Service Quality and Capabilities of Provider Agencies

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| Develop a Gold Standard provider designation in Cuyahoga County          | • Develop a focus group of providers to define Gold Standard criteria  
  • Create a tool to identify the resources used and time needed to assist providers achieve the Gold Standard  
  • Define criteria required to be a Gold Standard provider; Develop a preliminary framework | • Host provider forums to explain the Gold Standard  
• Gather feedback from providers that utilized a technical support team to inform needed improvements  
• Continue to market the availability of technical support teams | • Develop additional criteria and requirements based on providers’ ability to achieve the Gold Standard  
• Gather feedback from providers that utilized a technical support team to inform needed improvements  
• Continue to market the availability of technical support teams |
| Develop a technical support team model that can help to enhance the quality of services | • Develop a process for how provider agencies can access a technical support team  
• Market the availability of technical support teams at provider forums and work with providers who have utilized a team to present to the provider community |                                                                                                                                                                                                      |                                                                                                                                                                                                      |
## Enhance Service Quality and Capabilities of Provider Agencies

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| Enhance the capabilities of providers through training and certification | • Assist new providers/contract agencies become waiver certified  
• Develop training on how to administer/document services funded through a waiver  
• Review and adjust provider training to incorporate person centered planning, outcomes and Good Life concepts  
• Assess topics of interest/need by the provider community and increase attendance at trainings  
• Develop a system to consistently modify and update provider trainings using evaluations  
• Revise the provider profile in the Provider Search Tool (PST) | • Continue to review and adjust provider training to incorporate person centered planning, outcomes and Good Life concepts  
• Continue to assess topics of interest/need by the provider community and increase attendance at trainings  
• Measure gaps and providers’ capabilities using the PST | • Continue to measure gaps and providers’ capabilities using the PST |
| Advocate at the state level for enhanced role of county boards to monitor quality of services | • Conduct quarterly outreach to the OH Dept. of Developmental Disabilities | • If needed, continue to conduct quarterly outreach to the OH Dept. of Developmental Disabilities | • If needed, continue to conduct quarterly outreach to the OH Dept. of Developmental Disabilities |
### Plan for Our Changing Role

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| Develop plans for “safety net” (special assistance) services in anticipation of CCBDD phasing out of its direct service role | • By 2/1/17, identify characteristics of those who may need special assistance, including anticipated length of time needed and types of services needed; Finalize special assistance chart  
• By 4/1/17, define criterion, timeframes, infrastructure and processes for accessing special assistance options  
• By 7/1/17, identify potential providers and procedures for monitoring service delivery for those receiving special assistance  
• Begin to implement special assistance plan as needed  
• Partner with other agencies to develop/enhance private providers’ capacity/capabilities | • Fully execute processes to implement and maintain support and linkages for those individuals receiving special assistance  
• Gather and maintain data on individuals who receive special assistance in order to assess the ongoing need and costs  
• Identify and provide CCBDD support services (behavioral, therapies and other service options)  
• Continue to partner with other agencies to develop/enhance private providers’ capacity/capabilities | • Continue to strengthen and expand opportunities for support and linkages for those individuals receiving special assistance  
• Continue to maintain data on individuals who receive special assistance in order to assess the ongoing need and costs  
• Continue to provide CCBDD support services (behavioral, therapies and other service options)  
• Continue to partner with other agencies to develop/enhance private providers’ capacity/capabilities |

| Plan for privatization | • Work with SAW, Inc. as it considers options related to its potential role(s) with CCBDD employment and community alternatives  
• Explore and begin to develop other privatization options by 5/1/17, if needed | • Further develop plans for privatization based on SAW, Inc.’s decision and its future role  
• Prepare and release a Request for Proposal (RFP) related to privatization based on areas of need | • Award contracts in early 2019 to private provider(s) selected under the RFP process; Develop timeline for transition to private provider(s) |
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<tr>
<td><strong>Continuation</strong> - Plan for privatization</td>
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<td>Plan for the reduction of staff positions as a result of privatization</td>
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<tr>
<td>• Reduce staff positions by 100</td>
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<td>• Identify and promote career transition services for staff impacted by downsizing</td>
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<td>• Collaborate with private provider agencies to support potential pathways to employment at their agencies for CCBDD staff</td>
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<td>• Partner with provider development efforts for staff who may want to become a private provider</td>
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<td>• By 7/1/17, update and implement CCBDD’s Use of Medicaid Funding for CCBDD Supports policy</td>
<td>• Monitor progress and continue to implement updated <em>Use of Medicaid Funding for CCBDD Supports</em> policy</td>
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<td>• Evaluate the future of entrepreneurial ventures and group supported employment</td>
<td>• Implement plans that address the future of entrepreneurial ventures and group supported employment and communicate changes</td>
<td>• Continue to communicate plans for privatization with all stakeholders</td>
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<td>• Monitor and communicate plans for privatization, including but not limited to, transportation services</td>
<td>• Continue to monitor and communicate plans for privatization</td>
<td>• Continue to communicate changes with entrepreneurial ventures and group supported employment</td>
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<td>• Assure full privatization of transportation services by 12/31/18</td>
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<td>• Evaluate the need for additional staff reductions</td>
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<td>• Explore outplacement options</td>
<td>• Finalize outplacement options</td>
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<td>• Continue to provide career transition services for staff impacted by downsizing</td>
<td>• Continue to collaborate with private provider agencies to support potential pathways to employment at their agencies for CCBDD staff</td>
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<td>• Evaluate retirement support options for staff impacted by downsizing</td>
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<td>• Continue to collaborate with private provider agencies to support potential pathways to employment at their agencies for CCBDD staff</td>
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| Develop rebranding content and marketing strategies to educate stakeholders and the general public | • By 3/1/17, define CCBDD’s future continuum of services  
• Develop rebranded identity for CCBDD and train staff  
• Create new electronic and print collateral materials aligned to rebranding efforts  
• Network with private provider agencies to assure consistent messaging and to collaborate on shared stories, successes, etc. | • Develop and implement a communication plan to educate stakeholders and the public on CCBDD’s rebranded identity  
• Continue to network with private provider agencies to assure consistent messaging and to collaborate on shared stories, successes, etc. | • Monitor effectiveness of communication campaign and enhance as needed  
• Continue to network with private provider agencies to assure consistent messaging and to collaborate on shared stories, successes, etc. |