## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Summary</td>
<td>2</td>
</tr>
<tr>
<td>Board of Directors</td>
<td>3</td>
</tr>
<tr>
<td>Critical Findings</td>
<td>4</td>
</tr>
<tr>
<td>Advantages</td>
<td>5</td>
</tr>
<tr>
<td>Challenges</td>
<td>6</td>
</tr>
<tr>
<td>Opportunities</td>
<td>7</td>
</tr>
<tr>
<td>Mission, Vision, Values</td>
<td>9</td>
</tr>
<tr>
<td>Next Steps</td>
<td>9</td>
</tr>
<tr>
<td>Strategy Map</td>
<td>10</td>
</tr>
</tbody>
</table>
Executive Summary

The Holmes County Board of Developmental Disabilities, known locally as the Training Center, has been supporting children and adults with developmental disabilities for more than 50 years. Most recently, Holmes DD had to significantly adapt and modify services because of COVID-19. Although much had to temporarily change, an examination of Holmes DD’s history shows an extensive track record of adapting and modifying.

It is our intention, that this Strategic Plan takes our services to the next level over the next three years. Early Intervention services will expand beyond age 3 for some. Holmes DD school will take technological gains made during COVID to even greater heights. Mandated changes to adult day services and adult transportation that have been discussed for years will be finalized. Additional in-home, adult day service and transportation providers will be recruited to meet growing needs. During this time of activity and growth, we’ll find new ways to support the committed, caring staff who form the bedrock of our organization.

While busy, we will have our eyes, ears, and hearts open. Listening to the individuals we support and their families is how we plan to focus on our mission, “supporting people in living meaningful lives.”

Sincerely,
Marianne M. Mader
Superintendent
Board of Directors

From left, Chad Yoder, Michele Snow, Mike Palmer, Jeff Kinney, and Tara Dalrymple. Not pictured are Earl Erb and Amos Yoder.
Critical Findings

As part of the Strategic Planning Process, Holmes 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 Holmes County Board of Developmental Disabilities into the future.
Advantages

Workforce

• HCBDD is recognized for their caring and committed staff who go above and beyond.
• HCBDD has a tenured workforce who are very familiar with the people they support.
• HCBDD employs subject matter experts that the community utilizes as a resource.
• HCBDD provides the workforce with strong benefits and continuing education opportunities.

Regulatory Environment

• HCBDD received the highest possible accreditation rating from the Ohio Department of Developmental Disabilities in the last two accreditation cycles.
• HCBDD consistently receives the highest Special Education rating from the Ohio Department of Education.

Service Offerings

• HCBDD provides a wide range of services to support individuals, families, and the greater community (Early Intervention, Family Support Services, School, Service and Support Administration, Adult Services, Transportation, Special Needs Library, Dental Clinic, and Special Olympics).
• HCBDD is a small organization that is able to respond quickly to needs.
• HCBDD provides support to private providers (transportation, day services, homemaker personal care) of service to people with developmental disabilities.
• HCBDD employs a full-time nurse who supports the school and serves as a liaison between medical professionals, families, and staff.
• HCBDD has a long history of providing high quality services and positive relationships in the community which is evident through high ratings of satisfaction from individuals and families who access Holmes DD services.

Financial

• HCBDD has developed strong partnerships with local community partners.
• HCBDD has a broad base of community support evident by the passage of levies.
• HCBDD maintains a budget neutral program which supports financial sustainability.
• HCBDD in partnership with Holmes County Association for Handicapped Citizens conducts the annual Spring Festival which generates both financial support and community awareness to better the lives of families and individuals served.

Facilities

• HCBDD has well maintained facilities and vehicles providing a safe environment for students, individuals served and the workforce.
• HCBDD upgraded facilities and technology to ensure continuity of services to address pandemic related concerns.
Challenges

**Technology**
- HCBDD needs to ensure that their existing technology meets the needs of the entire workforce.
- HCBDD workforce struggles with using existing technologies needed to manage internal operations.

**Service Offerings**
- HCBDD must privatize its adult day services and adult transportation which will greatly impact the existing workforce, families, and general community perception of the board.
- HCBDD has a limited number of residential, day service, and transportation providers.
- HCBDD struggles to expand community employment options for adults.
- HCBDD does not have enough housing and respite options for families.

**Workforce**
- HCBDD needs to be more transparent with salary compensation to better educate the workforce.
- HCBDD is challenged with recruiting professional and specialist positions from within and around Holmes County.
- HCBDD workforce feels they are not recognized for high performance and the board does not have a systematic process to recognize high performance across the entire organization.
- HCBDD does not have a process to address succession planning for future leaders or staff retirements.
- HCBDD struggles with a cumbersome onboarding process with multiple requirements.
- HCBDD can improve communication with its workforce, partners, and stakeholders.

**Financial**
- HCBDD may face financial challenges due to regulatory changes at the state and federal levels.
- HCBDD faces uncertain financial and community support due to impacts of COVID-19.
Opportunities

Partnerships

• HCBDD is a leader in the county for supporting people with DD and could be a resource for other key partners.
• HCBDD could expand visibility in the community through partnerships with other local organizations.
• HCBDD needs to educate the community about services offered and funded by HCBDD.
• HCBDD could expand partnerships with universities and professional organizations to provide opportunities for clinical internships at HCBDD.
• HCBDD could offer more surveys to the public to gain knowledge about needs within the community.

Technology

• HCBDD would benefit from expanding on technology (training, updating hardware, expansion of Office 365, increased utilization of software).
• HCBDD needs to expand HIPAA and cybersecurity training for the workforce.
• HCBDD could expand on ways to use assistive technology to provide supports to individuals and families.

Service Offerings

• HCBDD has opportunities to partner with other organizations to increase the amount of affordable housing and respite options.
• HCBDD could support expansion of services for children with extensive physical and/or mental health needs to 5 years of age to supplement preschool.
• HCBDD could expand the volunteer program to gain more hands-on support.
• HCBDD could offer space for community activities (exercise programs, arts and crafts) to integrate individuals served with community members.

Workforce

• HCBDD could benefit from expanding the professional development program for all staff.
• HCBDD should explore options for a remote workforce to support recruitment, increase flexibility and improve service delivery.
• HCBDD should explore ways to improve organizational communication to support the workforce and community partners.
• HCBDD should continue to work on improving the organizational culture.
• HCBDD should explore organizational recruitment, hiring, and onboarding processes to identify opportunities for improvement.
• HCBDD can explore additional ways to address training, sharing of key information and learning, and sharing across departments.
Opportunities

Financial

• HCBDD should explore options to use the County Board facility as a possible revenue stream with other partners such as day care organizations and day service providers.
• HCBDD should explore opportunities for additional funding streams.
Mission, Vision, Values

Mission
Supporting People in Living Meaningful Lives

Vision
A Community Where Everyone Belongs

Values
- Caring
- Working Together
- Always Learning
- Listening to Others
- Respecting Choices
- Providing Opportunities
- Following Through on our Word

Next Steps
HCBDD 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 HCBDD staff addressing initiatives, key performance measures, and targets.
# Strategy Map

### Vision

A Community Where Everyone Belongs

### Mission

Supporting People in Living Meaningful Lives

## Strategic Goals

### Workforce Development

**Financial**
- **Promote Awareness**
- **Ensure Adequate Funding**

**Customer**
- **Grow Listening Opportunities**
- **Increase Community Engagement**

**Internal Processes**
- **Improve Communication**
- **Expanding Service Offerings**

**Learning and Growth**
- **Increase Employee Engagement**
- **Technology Advancement**

### Increase Program Options

- **Measures**
  - Number of Waivers
  - Funding Levels

- **Targets**
  - Determine amounts annually
  - Adequate funding for waivers annually

- **Initiatives**
  - Waiver Allocation/Waitlist
  - Pursue Revenue Streams
  - Increase Community Awareness

### Strengthening Relationships

- **Measures**
  - Increase in providers
  - New program options

- **Targets**
  - 2 new agency providers by 2023
  - Increase the number of programs annually

- **Initiatives**
  - Self-Advocacy Expansion
  - Community Integration/Participation
  - Provider recruitment and Support
  - Increase opportunities for Feedback

### Organizational Sustainability

- **Measures**
  - Community Employment
  - Privatization
  - Housing Options
  - Expand services for youth 3-5yrs
  - Community engagement and interaction

- **Targets**
  - Increase 2 individuals in community employment annually
  - Completely privatized by July 2022
  - 2 additional housing options by 2023
  - Youth service expansion by June 2022

- **Initiatives**
  - Increase Community Employment
  - Expand services for youth 3-5yrs
  - Effective Communication
  - Housing/Respite Growth
  - Privatization

### Business Objectives and Strategy Map

<table>
<thead>
<tr>
<th>Financial</th>
<th>Customer</th>
<th>Internal Processes</th>
<th>Learning and Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promote Awareness</td>
<td>Increase in providers</td>
<td>Improve Communication</td>
<td>Increase Employee Engagement</td>
</tr>
<tr>
<td>Ensure Adequate Funding</td>
<td>New program options</td>
<td>Expanding Service Offerings</td>
<td>Technology Advancement</td>
</tr>
</tbody>
</table>

---

**Caring, Working Together, Always Learning, Listening to Others, Respecting Choices, Providing Opportunities, Follow Through on our Word**