



# Strategic Plan

2024 - 2026

**Trumbull County Board of  
Developmental Disabilities**

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# Mission

The Trumbull County Board of Developmental Disabilities' mission is to provide choices, opportunities, and resources that enable children and adults with developmental disabilities to fully reach their potential as members of the community.

# Vision

The Trumbull County Board of Developmental Disabilities will collaborate and connect children and adults to community resources that empower and enrich their quality of life.

## Core Values

- Accountability
- Collaboration & Teamwork
- Compassion
- Dignity & Respect
- Flexibility



# Leadership Team

I'm pleased to present the Trumbull County Board of Developmental Disabilities 2024-2026 Strategic Plan—a roadmap reflecting our dedication to creating meaningful change in our community.

Through collaborative effort, we've developed a plan with clear, focused goals that embody our mission: to provide choices, opportunities, and resources that enable children and adults with developmental disabilities to fully reach their potential as members of the community.

This plan challenges us to pursue excellence, embrace continuous learning and growth, and remain adaptable as we transform our vision, mission, and values into concrete action. Our goals include:

**Goal #1:** Quality Services & Supports

**Goal #2:** Community Partnership & Engagement

**Goal #3:** Communication

**Goal #4:** Staff Development

**Goal #5:** Finance

**Goal #6:** Technology

Our strategic plan serves as both a guide and a promise: a promise to keep moving forward, together. We warmly invite you to join us in building a future where every person we serve has the opportunity to thrive.

Welcome to the next chapter of our shared mission.

*Edward J. Stark*

Edward J. Stark



Edward J. Stark, Superintendent

## Board Members

Jodi Glaser, President

Mauro DiVieste, Vice President

Kimberly Hynes, Secretary

Melissa Baker

Elizabeth Calderone

Mary Cunningham

Larry Larson

# Services

## Early Intervention

Trumbull County Board of Developmental Disabilities' Early Intervention (EI) program is designed to help parents of infants and toddlers with disabilities or developmental delays. Understanding that young children learn most effectively in familiar environments, The EI team work directly with families in their homes or other comfortable settings. This collaborative approach ensures that a personalized plan can be developed, tailored to the specific needs of each child and family. The EI program focuses on supporting and enhancing children's development through everyday routines. It's a collaborative process where families and EI professionals work together to provide ongoing support. By leveraging a developmental approach, EI helps parents and caregivers implement strategies that promote their child's learning and growth.

## Service and Support Administration (SSA)

The Service and Support Administration (SSA) Department provides assistance for eligible individuals and their families and connects them to resources and services. This department is comprised of SSAs, who assess the individual's needs and coordinates services using a personcentered approach to ensure the individual's voice is heard, that their wants are known, and their needs are met; Intake, which determines eligibility and provides referral and linkage; Employment Navigators, who provide assistance to transition aged youth and young adults with employment exploration and planning; Behavioral Consultants, who provide guidance with challenging behaviors, and recommends proactive strategies and restrictive measures as needed; and Waiver Coordinators, who consult with SSAs about funding, coordinates financial authorizations with DODD, and assists providers with billing issues.

## Fairhaven Preschool

Fairhaven preschool provides positive experiences that support children and families, and encourage growth, development, and help children reach their full potential. It is comprised of 10 integrated classrooms and provides education for both students with disabilities and same aged peers. Fairhaven Preschool provides a developmentally suitable experience and helps children reach their full potential.

## Fairhaven School

Fairhaven School is committed to identifying and meeting the diverse needs of each student through individualized educational programming. All students are empowered to reach their individual potential and will be provided with an educational foundation that enables them to have the ability to think, communicate, create and apply their learning experiences and become lifelong learners. The school provides educational programming to address and functional skills and provides a curriculum aligned with the Ohio Learning Standard-Extended.

## Provider Support

The Provider Relations Department Serves as liaison for all active providers in Trumbull County. Provider Relations works with the leadership of active providers to address training and support needs, identify unmet and emerging gaps in services and supports, and facilitates the provider recruitment process. This department includes the Community Employment Liaison who coordinates the implementation of the Board's employment first policy to ensure competitive integrated employment is a priority for every individual of working age. The Quality Assurance Administrator completes external compliance reviews of providers to ensure quality of services as well as internal quality assurance processes.

# Services

## Investigative Services

Trumbull County Board of Developmental Disabilities, like each County Board in Ohio, is responsible for ensuring the health and safety of those we serve. When there are circumstances that pose a threat to the health, safety or wellbeing of an individual with a developmental disability; we refer to these incidents as Unusual Incidents (UI) or Major Unusual Incidents (MUI). In MUI circumstances affecting adults, we have dedicated staff who look into allegations. The Investigative Agents (IA's) look into the situation to determine what happened (investigation), what caused the event (cause and contributing factors), and work with individuals and their teams to put preventive measures in place to avoid future risk in similar circumstances (prevention plan). In instances of suspected criminal nature, IA's will refer cases to local law enforcement. In circumstances affecting children, cases are referred to Trumbull County Children Services

## Transition Services

The transition to work team consists of certified teachers and classroom assistance actively working with students to prepare them to leave high school. The transition program identifies the students vocational interests and the skills they need to learn to be successful. The transition team also provides students with real work experiences in order to support attainment of their goals.

## Self Advocacy - VOICE

The VOICE program teaches individuals how to make decisions that are in their best interest, understand their rights and responsibilities, effective communication strategies, and how to reach out to others when they need assistance. This program is provided as a collaboration with the providers throughout Trumbull and Mahoning Counties.

## Transportation

Transportation is one of the most visible of the County Board departments, not only to the general public, but to the parents and students we serve throughout Trumbull County. Every bus in our fleet is ADA compliant and each is outfitted for the specific needs of students to provide maximum safety and comfort. Our Department is comprised of CDL licensed drivers working in tandem with trained bus aides, expert mechanics and state certified On-Board Instructors all under the leadership of experienced management.

## Special Olympics

The Special Olympics program provides student and adults with developmental disabilities the opportunity to participate in athletic competition against their peers. The program helps individuals to be active and involved with their peers and community to foster inclusion. The Trumbull County Board has supported athletes to participate in the Special Olympics program for over twenty years.





# Goal #1: Quality Services & Supports

## Identify Service Gaps

- Continuously identify and assess gaps in services to ensure comprehensive, person-centered support for individuals.

## Plan Reviews

- Implement continuous reviews of ISPs to ensure effectiveness and alignment with needs, in the most appropriately integrated settings

## Youth

- Leverage technology and partner resources to improve services for multi-system youth.
- Offer specialized training for providers and increase support for Fairhaven School, particularly for behavioral support initiatives.

## Resource Allocation

- Evaluate resource distribution, especially regarding independent provider supports versus agency provider supports, and make necessary adjustments.

## Brittco Utilization

- Maximize the use of the Brittco provider referral system, encouraging agencies to utilize its full potential and assisting SSA's in searching for specialized services.
- Ensure regular updates and reminders regarding UI/MUI reporting.

# Goal #2: Community Partnership & Engagement

## Balanced Service Focus

- Address the overemphasis on the IO waiver by developing partnerships that educate on the variety of services.

## Self-Advocacy

- Re-establish a self-advocacy committee, and continue to build partnerships similar to the one with Mahoning County, where monthly meetings help to foster growth and engagement.

## Transition & Employment Services

- Empower independence through access to collaborative transition services and employment support, led by a dedicated community employment navigator.

## Promoting Inclusion

- Share testimonial stories of individuals served to raise awareness of positive impacts, and promote inclusive community efforts.
- Partner with new or existing entities in innovative ways to support these initiatives.

## Engagement

- Leverage community partners, supporters, and awareness to expand TCBDD's involvement in community organizations, boards, committees, and discussions.
- Encourage each department to attend and promote relevant community events.



# Goal #3: Communication

## Internal Communication Practices

- Develop clear expectations for internal communication including response timeframes, and use the internal platform to spotlight staff, share testimonials, and provide monthly updates.
- This will help ensure consistency and transparency agency-wide.

## Staff Collaboration

- Create opportunities and provide training to improve collaboration and communication among all TCBDD staff, continuing efforts from the previous plan.

## Website & Social Media

- Establish ownership and responsibilities for updating the website and social media platforms.
- Possibly bring back the newsletter that used to include a staff spotlight, testimonial, and monthly updates.

## External Messaging

- Deploy standardized external communications that reinforce the organization's mission and brand.
- Ensure the community recognizes and understands the value that the County Board provides.

# Goal #4: Staff Development

## Career Development & Retention

- Facilitate discussions on career development paths, annual succession planning, and cross-training opportunities to support targeted retention efforts.

## Employee Appreciation

- Continue employee appreciation efforts through the Employee Relations Committee, including an annual picnic and other events.

## Inter-department Collaboration

- Promote inter-departmental understanding through presentations and hands-on activities.
- Leverage the diverse backgrounds, education, and experiences of employees through collaborative team-based problem-solving.

## Staff Satisfaction Surveys

- Conduct internal satisfaction surveys 1-2 times per year to gather feedback and identify areas for improvement.

## Professional Development

- Offer additional professional development opportunities by bringing in external speakers and resources, focusing on identified issues.

## Onboarding Improvements

- Enhance the onboarding process, including bringing in providers to assist with SSA onboarding.

# Goal #5: Finance

## Capital Improvement Plan

- Maintain an ongoing capital improvement plan to address aging facilities and ensure operational efficiency.

## Levy Campaign Planning

- Develop and implement strategies for upcoming levy campaigns through a dedicated Levy Committee.

## Financial Education for Staff

- Educate internal staff about financial obligations and relationships with tenants and providers.

## Efficient Resource Use

- Review high-cost waivers to ensure efficient resource allocation and utilization.

## Grant Research

- Continuously research and apply for grants to support operations and projects.

## Public Financial Education

- Educate the public on the county board's financial structure.
- Continue county-wide orientation programs and add financial information to the website.

## Operational Efficiencies

- Seek and implement operational efficiencies by sharing services and costs with other agencies.

# Goal #6: Technology

## Assistive Technology

- Educate providers and families on assistive technology and ensure they understand it complements, not replaces, services.
- Develop assessment to ensure the needs of the individual are appropriately supported by the assistive technology.

## Technology Investment

- Invest in technology that aligns with TCBDD's mission and optimally supports staff.

## Technology Oversight

- Evaluate the need for a dedicated position or department to oversee assistive technology services for the individuals served.

## Tech Lending Library

- Launch the tech lending library program, including "tech go bags," to enhance access to assistive technology.

## External Training on Secure Communication

- Provide training for external stakeholders on encrypted email communication, possibly via a private YouTube channel.