



Warren County Board of Developmental Disabilities January 2024 – December 2026 Strategic Plan Update

Review Period: January 2025 – December 2025

GOAL 1: Provide quality services and supports to individuals with disabilities living in Warren County and their families to enhance their lives and promote integration

OBJECTIVE 1 Ensure the individuals residing in Warren County are receiving the services they are assessed to need

Initiative	Status	Update
1: Reduce the number of individuals in the county waiting for services	Executing to Plan	For Calendar Year 2025, one hundred and three (103) Waiting List Assessments were completed. Seventy-two percent (72%) of the Waiting List Assessment determinations resulted in individuals having a need that was not previously being met. Those individuals' needs are now met with a combination of services being offered by the Warren County Board of Developmental Disabilities. The remaining twenty-eight percent (28%) of the Waiting List Assessment determinations did not identify a new or unmet need.
2: Conduct waiting list assessments within 30 days of request from individual or guardian; when service coordinator determines status may have changed; or within 90 days of receiving notice that an individual on another County Board's waiting list for HCBS Waiver Services has moved to Warren County	Executing to Plan	There are two Service Coordinators who serve as the Warren County Board of Developmental Disabilities points of contact for the timely and accurate completion of all Home and Community Based Service Waiver Waiting List Assessments. The procedure for Waiting List Assessment completion follows the state rule. In 2025 the Waiting List Assessments completed yielded the following results: <ul style="list-style-type: none"> • Immediate Need: 0 Initial; 0 Reassessment • Current Need: 27 Initial; 28 Reassessment • Current Need met with Local Services: 6 Initial; 2 Reassessment • Current Need and Met with Community-Based Alternative Services: 9 Initial; 2 Reassessment • No Immediate or Current Need: 7 Initial; 22 Reassessment
3: Use local funds to support individuals without a waiver or who do not require one	Executing to Plan	Beginning January 1, 2025, two hundred six (206) children and adults were supported through a combination of local funds and other supports provided by the Warren County Board of Developmental Disabilities (WCBDD). At year's end two hundred seven (207) people were supported with local funds at a cost of \$1.484 million. WCBDD currently contracts with over 75 organizations and/or professional entities for locally funded services.
4: Complete assessments appropriate for services requested and share options with individuals served regarding the services they may receive	Executing to Plan	During calendar year 2025, those requesting Waiting List assessments had their assessment completed accordingly and were referred to a combination of services/funding sources which included: Home and Community Based Service Waiver enrollment; Warren County Board of Developmental Disabilities (WCBDD) Locally Funded services funding; WCBDD Family Support Services; referral for WCDD Behavioral Supports; and various Warren County social service agencies.
5: Build relationships with landlords and rental agencies to ensure sufficient housing for adults in need	Executing to Plan	The Warren County Board of Developmental Disabilities (WCBDD) employs a Residential Options Coordinator who reaches out to landlords to let them know when individuals are interested in moving into any vacant units and works with the Community Housing Assistance Program (CHAP) to provide housing for individuals served. At the end of 2025, WCBDD was working with 37 landlords and providing rental subsidies to 40 individuals served. The Community Resources Division manages CHAP, and Operations provides all maintenance and new construction oversight for CHAP. If an individual or family finds a landlord that WCBDD has not yet worked with, we may coordinate with them to accept a subsidy and add them to the growing list of landlords who are willing to work with us and accept the subsidy.
6: Assist individuals who want to live in congregate sites as well as single bedroom apartments	Executing to Plan	Warren County Board of Developmental Disabilities contracts with Community Housing Assistance Program to provide housing to 173 individuals in 87 homes. A Roommate Match Committee meets monthly to assist individuals interested in housing to match potential housing

		options. The Residential Options Coordinator works with landlords to increase receptiveness to new tenants. When someone would like to live alone, the team works with the Residential Housing Coordinator to find options that are affordable. Housing subsidies and Section 8 are explored when appropriate.
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OBJECTIVE 2 Promote self- advocacy for individuals served by Warren County Board of Developmental Disabilities through the person-centered planning process, activities and community connections

Initiative	Status	Update
1: Continue to strengthen the “Voices Speaking Out” Advocacy Group through recruitment, staffing, and funding in order to promote what they do for stakeholders and the community.	Executing to Plan	Attendance at Voices Speaking Out meetings has increased over the past year with six new individuals joining in 2025. Flyers are posted on social media regarding upcoming meetings and community events.
2: Promote the person-centered planning process to advocacy members to ensure they know and understand ISPs	Executing to Plan	Voices Speaking Out members have been offered several opportunities to attend trainings in the community which have included topics such as the Ohio ISP, and they often have discussions about the outcomes in their ISPs during monthly meetings.
3: Provide opportunities to learn about the board and possible future appointment as a board member	Executing to Plan	Currently, one Warren County Board of Developmental Disabilities (WCBDD) Board Member also receives services from WCBDD. Additionally, Voices Speaking Out Advocacy Group members attend the WCBDD Board Meeting every month. The WCBDD Superintendent attended six Voices Speaking Out meetings throughout the year to discuss various topics regarding being a board member.
4: Ensure individuals receive services in the most integrated setting appropriate to their needs	Executing to Plan	Warren County Board of Developmental Disabilities (WCBDD) continues to offer service options by partnering with the Community Housing Assistance Program (CHAP), private landlords, and various Adult Day Array providers. CHAP owns and rents to individuals in 87 homes scattered throughout the county and in the neighborhoods where individuals choose to live. These homes range from accessibility-designed and built ADA compliant homes, single family homes, condos, duplexes, and an apartment building. WCBDD also works with private landlords and provides rental subsidies or will work with Warren County Metropolitan Housing so that individuals can live in the neighborhoods they choose, within their means. All services are offered based on the assessed needs of individuals served. The WCBDD is committed to ensuring services which are consistent with the principles of self-determination and community integration.

OBJECTIVE 3 Provide individuals who are of working age with opportunities for competitive integrated employment

Initiative	Status	Update
1: Increase the number of individuals of working age engaged in competitive integrated employment <ul style="list-style-type: none"> Work with local Opportunities for Ohioans with Disabilities office to provide employment services 	Executing to Plan	<p>In 2025, the Warren County Board of Developmental Disabilities (WCBDD) Community Employment Program:</p> <ul style="list-style-type: none"> Assisted 30 enrolled individuals with becoming employed in the community Received a total of 403 Opportunities for Ohioans with Disabilities authorizations for services in the areas of Job Coaching, Job Search Assistance, Career Exploration, Work Adjustment, Community Work Experiences, Pre-Employment Training Services, Bridge Supports and Work Incentives Planning Served 18 enrolled individuals in Summer Work Adjustment Services <p>In 2025, the Transition Program provided weekly vocational training classes during the school year to transition age students including WCBDD Job Class and Community Life Skills Class. WCBDD contracted with IKRON to provide vocational training classes to transition age students in each of the local school districts, with You've Got This, and with The University of Cincinnati Collaboration for Employment and Education Synergy (CEES) Program to provide career exploration services to several transition age students during the summer months.</p>
2: Work to clearly evaluate and help individuals understand their movement on their paths to employment	Executing to Plan	During the annual assessment and development of the Individual Service Plan, Service Coordinators review with each person who is receiving post-high school services where they fall on the Path to Employment. Furthermore, the Service Coordinators have ongoing communication with Opportunities for Ohioans with Disabilities (OOD) by making referrals for services, discussing each person's progress, and assisting with the transition to end OOD services. In the event a person has exhausted OOD services yet requires more assistance with

		employment opportunities or employment advancement, Service Coordinators assist the person with locating able and willing Individual Employment Supports providers. At the end of Calendar Year 2025, the Service and Support Administration Division supported 225 adults with securing and maintaining competitive employment.
3: Work with employers in the community to build partnerships and encourage employment opportunities for individuals served	Executing to Plan	In 2025, the Warren County Board of Developmental Disabilities Community Employment Program had two representatives present at the Franklin Chamber of Commerce meetings in which employees network with other businesses and seek employment opportunities for enrolled individuals; had several staff actively participate in the monthly SW Ohio Employment Confab meetings; had one management staff attend the monthly Southwest Employment Network meeting with regional County Board employees, and worked with 32 local business partners while providing assistance with job development, job coaching, community work experiences and/or work adjustment training
4: Fill local Opportunities for Ohioans with Disabilities provider gaps with Warren County Board of Developmental Disabilities employment services	Executing to Plan	The Warren County Board of Developmental Disabilities Community Employment Program assisted 30 enrolled individuals in becoming employed in the community in 2025. The Community Connections Division assisted 24 enrolled individuals with Pre-Employment Training Services in 2025.

GOAL 2: Enhance partnerships, outreach and public knowledge of the Warren County Board of Developmental Disabilities in order to ensure the availability and effective delivery of services

OBJECTIVE 1 Create awareness of services and supports offered by the Warren County Board of Developmental Disabilities

Initiative	Status	Update
1: Utilize social media outlets and website to publicize information about Warren County Board of Developmental Disabilities, referral resources, and available services	Executing to Plan	In 2025, the Community Relations division of the Warren County Board of Developmental Disabilities utilized social media and the agency website to publicize engaging and informative content about agency services, including: <ul style="list-style-type: none"> Monday through Friday social media posts about upcoming events, program highlights, available services, and event photos throughout 2025. 21 press releases published to our website and to local news outlets about events, staff retirements, and positive stories of served individuals.
2: Distribute quarterly newsletter to mailing list and promote via social media	Executing to Plan	The Community Relations team continues to distribute the Warren County Board of Developmental Disabilities Dreams Quarterly Newsletter electronically to the mailing list. All newsletters are accessible to the community via the agency Facebook page and website. These newsletters feature agency news, upcoming events, success stories, event photos, and more.
3: Promote success stories of individuals served as well as County Board staff and the work they do	Executing to Plan	In 2025, the Community Relations division worked to promote success stories of individuals served in the following ways: <ul style="list-style-type: none"> Hosted its annual Open House event featuring four individuals who receive services and their success stories with community employment and the driving program. Planned and hosted the first annual Open House award ceremony, which honored 11 people served by the agency for personal growth and community building. Showcased 5 individuals who graduated in May from an educational program on our social media and website. Nominated two individuals for the 2025 Synergy awards, both of whom won their respective awards. Awarded an individual with an advocacy award at the annual in-service event and followed with a press release. Early Childhood Managers worked with Community Relations Coordinators to submit an Early Childhood News section for the agency newsletter that included success stories from children who receive early intervention services.
4: Participate in SALT Series and other family information sharing sessions each year	Executing to Plan	The Warren County Board of Developmental Disabilities Community Connections Division sponsors Student to Adult Life Transition Series (SALTS) meetings throughout the school year. In 2025, there were 19 SALTS and 4 Lunch and Learn meetings held. Total participants for SALTS were 300 and total participants for Lunch and Learns was 43.
5: Enhance community engagement by increasing events promoted to the community, provided out in the community, and that are accessible to a wider audience	Executing to Plan	Various opportunities enhanced community engagement throughout 2025: <ul style="list-style-type: none"> The Community Relations team promoted Warren County Board of

		<p>Developmental Disabilities (WCBDD) employment opportunities, provider resources, services, and volunteer opportunities at numerous community events. These included high school career fairs, the Lebanon Country Music Festival, National Night Out, the Women Impacting Mason–Deerfield Non-Profit Showcase, and the Warren County Resource Rally.</p> <ul style="list-style-type: none"> • Provider Development Coordinators partnered with the Behavior Support team to deliver specialized trainings for Carlisle Joint Emergency Medical Services personnel and Talbert House staff. These sessions focused on effectively supporting individuals with developmental disabilities, emergency response considerations, and the services offered by WCBDD. • WCBDD hosted a wide range of public events throughout the year, including an Open House, Community Egg Hunt, Things That Go and Adaptive Technology Fair, Kings Island event, Family Fun Day, Trunk-or-Treat, and quarterly movie nights. • Members of Voices Speaking Out were provided multiple opportunities to engage with the community. Participants attended local council meetings and took part in various community-based training sessions. Additionally, the Early Childhood team collaborated with the Advocacy Coordinator and Advocacy Assistant to host Open Play, Playgroups, and the Jingle Bell Rock Out event. • WCBDD staff also partnered with the City of Mason's Adaptive Programming Coordinator to promote accessible community events and to plan future collaborations for 2026. To further support community education and engagement, a new section of the WCBDD website was launched to promote SALT Talks.
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OBJECTIVE 2 Develop and enhance partnerships to provide effective and available opportunities to people served by Warren County Board of Developmental Disabilities

Initiative	Status	Update
<p>1: Continue to build relationships with DODD, Warren County Auditor's office, and state legislators</p>	<p>Executing to Plan</p>	<p>Business Services works closely with the Ohio Department of Developmental Disabilities (DODD) on service authorizations for waiver services. The staff at DODD provide assistance/direction when needed and a professional and respectful relationship is maintained. Business Services also works closely with the Warren County Auditor's office for processing all invoices and financial information, and Human Resources works closely with them on payroll activities. Business Services staff seek to consistently meet Warren County Auditor's standards and ensure processes run smoothly between the county departments. Warren County Board of Developmental Disabilities continues to have great relationships with state legislators.</p>
<p>2: Work with other entities who could be collaborative partners to provide quality services without duplication:</p> <ul style="list-style-type: none"> • Mental Health, Children Services, School Districts, FCFC/Coordinated Care, Southwestern Ohio Council of Governments (SWOCOG) • Agencies to provide services to multi-system youth and adults – i.e. Merakey, Mental Health, Children Services, Southwestern Ohio Council of Governments, CITE • Encourage staff and individuals to participate in statewide and countywide groups, boards, committees to promote Warren County Board of Developmental Disabilities and provide meaningful input 	<p>Executing to Plan</p>	<p>Warren County Board of Developmental Disabilities (WCBDD) Staff routinely collaborate with community partners to ensure quality services for the individuals served.</p> <ul style="list-style-type: none"> • WCBDD collaborates with the Southwestern Ohio Council of Governments (SWOCOG) for multi-system youth services and participates in the Coordinated Care Committee with Warren County Educational Services Center. • WCBDD continues to participate in and serve as the fiscal agent for the Pooled Fund, in cooperation with Mental Health Recovery Board Serving Warren and Clinton Counties, Warren County Children Services, and Warren County Juvenile Court • WCBDD provided a total of \$447,090.25 in grants to all School Districts in the County to supplement services provided. • Superintendent serves as regional representative (Region 3) for the Superintendent Executive Committee, is a member of Lebanon Rotary, the Warren County Child Advocacy Center Steering Committee, the Warren County Bar Association Certified Grievance Committee, she serves on the Waiver Modernization workgroup, and is a Board Member for Special Olympics Ohio, the United Way of Warren County, the Countryside YMCA, the Warren County Criminal Justice Board, and PAR - Professionals, Advocates, Resources. • Superintendent and Early Childhood Manager serve as Warren County Family and Children First Council members. • Community Connections Director participates in Regional Autism Advisory Council (RAAC) and was a member of the RAAC Executive Committee for 2025, is a Warren County Early Childhood Collaboration Council/Success for School Age Youth

		<p>(WCECCC/SSAY) member, and participates in OH IDD Collaboration Forum Meetings</p> <ul style="list-style-type: none"> • Transition Manager is a Local Multi-Agency Planning Meeting (MAP) team member as well as a Local Project Search Steering Committee member • Transition Manager and Community Employment Supervisor are Regional Local Leaders Members • Community Connections Director and Transition Manager attend statewide OACB Child and Transition Services SSA Roundtable Meetings • The Business Director is involved with the statewide Business Director Leadership Team. She assists a group of new business managers within the state. • SSA Manager serves as agency representative for Warren County Children's Clinical Committee • Support Services Manager attends Permanency Round Table Meetings for Children Services • Members of the SSA and Support Services Division routinely attend meetings with Mental Health Recovery Board Serving Warren and Clinton Counties, Warren County Children Services, Warren County Juvenile Court, and Warren County Educational Services Center for the purpose of supporting multi-system youth. Additionally, SSA and Support Services staff attend various meetings with Merakey, CITE, OhioRISE, and CareStar for people who have been deemed eligible for services. • Advocates from the Voices Speaking Out Self-Advocacy group and agency employees worked together to share invaluable experiences and knowledge at the 2025 Synergy Conference in Sandusky, Ohio, from October 1 to 3, 2025. <ul style="list-style-type: none"> ○ One Advocate, who is also the newest member of the Ohio Tech Ambassadors, set up a booth to share the power of artificial intelligence. He created a variety of music with AI and shared his creations with Synergy attendees, representing the ways in which AI can be utilized in daily life. ○ Another advocate co-led a session titled, "Your Story, Your Strengths, Your Voice: Creating your Charting the Life Course One-Pager." This session invited participants to hear from the advocate and another person from the Ohio DD Council about their experiences with employment, healthy living, advocacy, and how creating a one-pager helps them to achieve their goals in different aspects of life. ○ WCBDD Remote Supports and Assistive Technology Coordinator designed the Hut Hop Escape Room aimed at "unlocking skills for independent living", planning the event as a member of the Vibe Tribe Engagement Committee • Administrative Team members participate in various regional and statewide workgroups
3: Train Warren County law enforcement through the Warren County Crisis Intervention Team training program	Executing to Plan	Support Services Director provided CIT training May 6, 2025, July 15, 2025, and November 17, 2025.
4: Present information on the eligibility process to local school districts and the Warren County Educational Service Center	Ongoing Development	Intake Specialists continue to offer the service of meeting with local school districts to explain the eligibility process. This was not requested by Warren County Educational Service Center or any local school district in 2025.

OBJECTIVE 3 Develop and implement strategies to recruit and support providers in order to meet the needs of individuals served

Initiative	Status	Update
<p>1: Promote provider development through various events and provider group participation</p> <ul style="list-style-type: none"> • Assist current providers and promote Provider Fairs to highlight Warren County providers • Facilitate training opportunities as well as workgroups focused on improving service needs <p>Promote provider appreciation</p>	Executing to Plan	<p>During calendar year 2025:</p> <ul style="list-style-type: none"> • Trainings on the new MUI rule, effective July 1, 2025, were offered both virtually and in person during May and June 2025. • Administrative staff participated in Ohio Provider Resource Association Learning Labs to strengthen service delivery and support continuous improvement across the county. • Provider Development Coordinators hosted monthly office hours from March through October to assist providers with Electronic Visit Verification (EVV). • A Virtual Remote Support and Assistive Technology Provider Fair was successfully held in December. • Provider Development Coordinator partnered with Behavior Support to deliver specialized training to Carlisle Joint Emergency Medical Services personnel and Talbert House staff. These

		<p>trainings focused on working with individuals with developmental disabilities, emergency response, and services provided by the Warren County Board of Developmental Disabilities (WCBDD).</p> <ul style="list-style-type: none"> • Provider Development Coordinators attended Career Day at Lebanon High School during both the winter and spring semesters to educate students about the benefits and opportunities of becoming a service provider. • In collaboration with Community Relations staff, Provider Development Coordinators participated in the Warren County Job Fair, sharing information with attendees about becoming a service provider. • Staff and advocates took part in a joint training with The University of Cincinnati Center for Excellence in Developmental Disabilities and Butler County, providing education to the Franklin Police Department and the Butler County Sheriff's Department. • Make-and-Take Workshops were offered to support individuals working with people who may have difficulty expressing themselves verbally. • DSPaths Longevity Add-On training was held twice monthly; Annual Provider Certification and CPR/First Aid trainings were offered monthly; and provider meetings occurred every other month. • Behavior Support and Service and Support Coordination staff completed training for the Early Childhood Collaboration Council/Success for School Age Youth • Behavior Support completed a training for Warren County Children's Services on WCBDD supports, Ohio Rise supports and CITE • The DSP Annual Appreciation Dinner was held in September, during which the Remote Support and Technology Room at the Warren County Youth Center was once again showcased. • During Provider Appreciation Week, gift cards were presented to various providers throughout the week via random drawing and additional gift cards were given out at the DSP appreciation dinner as prizes for various activities, and Provider Development Coordinators delivered sweets to day programs throughout the county.
2: Assist prospective providers with certification needs	Executing to Plan	<p>Provider Development staff met with a total of 232 providers (both Independent and Agency) to assist with initial and recertification needs between 01/01/25 – 12/31/25. Provider Development Coordinators provided training to 600 Professionals between 01/01/25 – 12/31/25.</p>
3: Work to develop providers in order to support individuals with behavioral health and medical needs	Executing to Plan	<p>Warren County Board of Developmental Disabilities (WCBDD) staff members have developed relationships with providers of service through:</p> <ul style="list-style-type: none"> • OhioRISE • Mental Health Providers – including Modern Psychiatry & Wellness, The Freeman Center, Butler Behavioral Health, Greater Cincinnati Behavioral, Path Behavioral, Charlie Health, and Talbert House (including Pathfinders, Transitions Behavioral Health, the MRSS Program, and Wings) • ABA programs – including Anchor ABA, April ABA, Ruby ABA, Adina ABA • Residential treatment facilities for mental health needs who can access Multi System Youth funding, such as Restoration Ranch • Adult Probation department • Behavioral Health Coordination at the Warren County Jail • Joan Dostal – Occupational Therapy Consultant • Therapeutic Riding Programs – including Therapeutic Riding Institute (Sugar creek Township) and Dark Horse Therapeutic Riding <p>WCBDD participates in the multisystem coordination committee through the Southwestern Ohio Council of Governments.</p> <p>Additionally, Behavior Support attended a training with the Early Childhood Collaboration Council/Success for School Age Youth meeting in which they learned more about Pause for Parents services for families and Dayton Children's Hospital services for mental health needs</p>
4: Utilize social media for recruitment efforts	Ongoing Development	<p>Provider Development launched an Instagram account in 2024 and, by the end of 2025, the account had 131 followers. Toward the end of 2024 and into early 2025, the account was not actively maintained while the Support Services Team evaluated how best to utilize the</p>

		<p>platform. In mid-October 2025, a Provider Development Coordinator assumed responsibility for managing the account. From November 1, 2025 through the end of the year, the Instagram account generated 357 views.</p> <p>In addition to Instagram outreach, Provider Development Coordinators share flyers and informational materials with Community Relations Coordinators for posting on the Warren County Board of Developmental Disabilities Facebook and Instagram pages. During Provider Appreciation Week 2025, the Facebook page was also used to host live raffle events.</p>
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GOAL 3: Ensure financial sustainability of the Warren County Board of Developmental Disabilities through forecasting, planning, funding opportunities and good fiscal stewardship

OBJECTIVE 1 Ensure services are provided in economically efficient ways

Initiative	Status	Update
1: Regularly assess value and effectiveness of services	Executing to Plan	Annually, at the cost report completion time, rates are studied and compared for cost effective services. Targeted Case Management was monitored with a goal of 50% efficiency for those providing the service from 1-1-25 to 9-30-25. On 10-1-25 the efficiency goal was increased to 75% in accordance with state recommendations/concerns with efficiency in the program. Annually, the County Board Cost Projection report is completed, and costs are analyzed based upon percentage of direct vs non-direct costs on the overall agency expenditures, as well as comparing data at a statewide level to other county board agencies of similar size and demographics. Warren County Board of Developmental Disabilities reviews efficiency and effectiveness of positions when there are vacancies and when a new or additional position is requested.
2: Evaluate staff positions and wages/benefits to promote quality and reduce turnover	Executing to Plan	In 2025, Warren County Board of Developmental Disabilities compared all salaries to counties our size and all counties adjacent to Warren County.
3: Participate with Southwestern Ohio Council of Governments to share services and collaborate to make services more efficient	Executing to Plan	Warren County Board of Developmental Disabilities continues to collaborate with the Southwestern Ohio Council of Governments (SWOCOG) for services. SWOCOG is now completing all Family Support Services functions, and they continue providing supports, including home modification/equipment, multi-system supports, Community supports, administrative costs, waiver payments, project STIR, provider workforce costs, specialty contracts and contingency/reserve funds.
4: Reduce Warren County Board of Developmental Disabilities property, equipment and resources that are not needed or useful	Executing to Plan	Warren County Board of Developmental Disabilities sold \$3,750 worth of property in the county auction in 2025. Staff are constantly evaluating furniture, office equipment, etc. and liquidating as appropriate.
5: Establish service priorities based on budget, policies/procedures and needs of people served	Executing to Plan	The Business Director, SSA Director and Superintendent work collaboratively on the waiver projection for each year. This document considers waiting list assessments, prior year's trends, current anticipated needs as well as budget parameters. For calendar year 2025, the Warren County Board of Developmental Disabilities approved forty (40) new Home and Community-Based Waivers: Twelve (12) of which were Individual Options Waivers and twenty-eight (28) were Level One Waivers.

OBJECTIVE 2 Seek out additional forms of funding

Initiative	Status	Update
1: All sources of financial support are sought prior to utilizing local taxpayer dollars for services: grant opportunities, Opportunities for Ohioans with Disabilities (OOD), Waivers, etc.	Executing to Plan	Grant funding from the Ohio Department of Developmental Disabilities for Keeping Families Together (\$408.58) were spent during 2025. Opportunities for Ohioans with Disabilities is utilized as a funding source for job coaching/training.
2: Advocate for state funding to help support DSP funding rates	Executing to Plan	Ohio County Boards of Developmental Disabilities funded a \$1 per hour Direct Support Professional (DSP) wage increase as of July 1, 2024. The average DSP hourly wage is now \$19 per hour according to the Medicaid payment calculation. These increased match payments began to come due during 2025.
3: Pull down federal funding to match local funding – waivers, Targeted Case Management (TCM), Medicaid Administrative Claiming (MAC), Opportunities for Ohioans with Disabilities,	Executing to Plan	Warren County Board of Developmental Disabilities continues to be involved with the waiver program, bill Targeted Case Management and Medicaid Administrative Claiming. Waiver numbers are higher at the

etc.		end of 2025 than 2024 with additional individuals expecting waivers in 2026.
4: Work with outside agencies to provide collaborative funding and services that may better meet the needs of individuals served	Executing to Plan	Warren County Board of Developmental Disabilities (WCBDD) Community Resources division manages the Pooled Fund for Clinical Committee. This committee provides support for multi system youth including funding the salary and benefits for Wrap Around Coordinator and Clinical Committee Coordination. The four participating agencies are Warren County Children Services, Warren County Juvenile Court, Warren County Recovery Services, and Warren County Board of Developmental Disabilities. Each agency is invoiced for their contribution to the Pooled Fund by Business Services quarterly. WCBDD provides direct service for Help Me Grow via the Early Intervention Division. WCBDD works with the Family and Children First Council Clinical Committee (FCFC) on ensuring purchase orders are open for all contracted placement and other wrap around services for multi system youth identified by Coordinated Care/Clinical Committee, pays all invoices and provides monthly financial reports to the FCFC. WCBDD participates in the Multisystem Coordination Committee through the SWOCOG, and staff members have developed relationships with providers of service through OhioRISE to help with funding needs for individuals when appropriate.

OBJECTIVE 3 Utilize data received to forecast future financial position and maintain long term projections

Initiative	Status	Update
1: Update long term financial forecast with most current data at least quarterly	Completed for 2025	The financial forecast is updated as changes occur. It was updated 16 times during the calendar year.
2: Develop plan regarding appropriate carryover balances and levy revenue	Completed for 2025	Warren County Board of Developmental Disabilities continually updates its long-term plan and future planning documents. Increased waiver costs are starting to put a strain on programs and caution is being taken moving forward with planning.
3: Ensure decision makers, such as administrative staff, board members, and county officials are provided with financial data in order to develop sustainable plan	Completed for 2025	Monthly reports are provided to Board members, staff have continual access via Microix to their budgets. The Warren County Board of Developmental Disabilities works with the county annually on budgeting and providing information to sustain services over the long term.
4: Plan for changes that will be occurring within our system as established by the state and federal government	Executing to Plan	Changes that occur within the developmental disabilities system are factored in the long-term projection of the agency. Administrative staff proactively seek the most recent data regarding system change and how it will affect Warren County Board of Developmental Disabilities. This is done via various resources including: <ul style="list-style-type: none"> • Meetings with the Ohio Provider Resource Association • Meetings with the Ohio DD Business Managers Organization • Ohio Superintendents Association meetings • Trainings provided by the Ohio Department of Developmental Disabilities • Trainings provided by the Ohio Association of County Boards of DD
5: Utilize available data to forecast future service needs for individuals served	Completed for 2025	The fiscal division utilizes data provided by the SSA division via waiting list assessments, to project future needs of the agency. Waiver needs and costs are a large part of the long-term projection document. Locally funded services are analyzed periodically to allow future continuity to the greatest extent possible. Changes are made in response to data and projections.

GOAL 4: Ensure Warren County Board of Developmental Disabilities staff are qualified and provided with necessary supports in order to provide the best services possible to individuals in Warren County

OBJECTIVE 1 Optimize on-boarding and provide continuous training opportunities to equip staff with the knowledge and skills necessary for model service delivery

Initiative	Status	Status
1: Offer mentorship, cross-department training, and career development opportunities to help employees grow in their roles, demonstrating a commitment to their long-term success	Ongoing Development	Warren County Board of Developmental Disabilities has created documents to outline differences in different positions and have made them available to all staff.
2: Provide tuition reimbursement for furthering education	Executing to Plan	Warren County Board of Developmental Disabilities continues to offer tuition reimbursement to all full-time staff.
3: Promote system-wide trainings such as Trauma Informed	Executing to	Warren County Board of Developmental Disabilities (WCBDD)

Care, Person-Centered Services, Multi-Systems Youth, Mental Health, Diversity, and Community Integration	Plan	continues to promote system-wide training. WCBDD has a Training and Development Coordinator to communicate opportunities staff may be interested in and required trainings are completed annually through Public School Works by all employees.
4: Enhance the onboarding and orientation training program for seamless integration and effective acclimation of new personnel	Ongoing Development	The Kronos system is used to streamline onboarding, and Warren County Board of Developmental Disabilities has worked on Orientation enhancements that are set to begin January 2026.

OBJECTIVE 2 Enhance employee engagement, fostering a positive work environment and encouraging active participation in organization initiatives

Initiative	Status	Status
1: Establish Clear Communication Channels: Implement transparent and open communication platforms to keep employees informed about company updates, goals, and expectations	Executing to Plan	Warren County Board of Developmental Disabilities continues to update staff on the topics needed. Human Resources sends out a newsletter to inform staff about internal news and information monthly.
2: Recognition Programs: Introduce and promote employee recognition programs to acknowledge and reward outstanding performance, fostering a culture of appreciation	Executing to Plan	Warren County Board of Developmental Disabilities has continued to recognize staff at the annual Inservice. Additionally, WCBDD started an Employee Input Committee in 2025. The committee is addressing recognition program and awards.
3: Team-Building Activities: Organize team-building events (division and all staff) to strengthen interpersonal relationships and create a positive, collaborative atmosphere within the workplace	Executing to Plan	Warren County Board of Developmental Disabilities Sunshine Committee continues to promote different programs on a regular basis.
4: Inclusive Workplace Culture: Foster diversity and inclusion by implementing policies and practices that ensure a fair and respectful environment for all employees	Executing to Plan	Warren County Board of Developmental Disabilities continues to review all policies and procedures to ensure fairness and legal standards. The Employee Input Committee also reviews practices to better our environment.
5: Feedback Mechanisms: Establish effective feedback mechanisms, such as surveys and performance reviews, to gather insights and address concerns demonstrating a commitment to continuous improvement	Ongoing Development	In 2025, an Employee Input Committee was created consisting of at least one employee from each division to ensure representation and input. The Employee Input Committee started a survey for all staff. The survey will be sent out in January 2026.
6: Leadership Development: Invest in leadership training programs to ensure managers are equipped with the skills to lead and inspire their teams effectively	Executing to Plan	In 2025, the Business Services Manager participated in Leadership Warren County. In 2026, one of the SSA Managers will be participating in the Ohio Association of County Boards Executive Development Program, and another SSA Managers will be participating in Leadership Warren County. Warren County Board of Developmental Disabilities continued the management training series with The Impact Group in 2025.
7: Wellness Initiatives: Continue to implement wellness programs that focus on physical and mental health, promoting a holistic approach to employee well-being	Executing to Plan	Warren County Board of Developmental Disabilities continued to offer a wellness plan in 2025. Warren County Board of Developmental Disabilities updated Employee Assistance Programs (EAP) services for all staff.

OBJECTIVE 3 Supply employees with high-quality hardware and software options to support them in fulfilling their job responsibilities effectively

Initiative	Status	Status
1: Determine best software for all systems, and continue to evaluate software, including individual database, financial, human resources, tracking, and compliance in order to provide staff with the most opportunities for efficiency and effectiveness	Executing to Plan	OnSeen LiveCare was selected as the technology for provider searches and use was started November 2025. IT is consistently working with staff to find what works best for their needs. While upgrades to hardware are completed, when necessary, to provide staff the ability to complete work outside of office buildings, laptops are due for upgrades in 2027, 2028, and 2029 depending on when they were originally issued.
2: Assess needs of agency and implement Artificial Intelligence (AI) applications accordingly	Completed	The Artificial Intelligence (AI) policy was implemented in winter of 2024. Staff are free to use AI as long as no personally identifying information is used.
3: Utilize services of Remote Supports and Assistive Technology Service Coordinator to increase use of technology services among individuals served	Executing to Plan	In 2025, Warren County Board of Developmental Disabilities (WCBDD) Remote Support and Assistive Technology program experienced significant growth, receiving 84 new referrals for coordination of services. This resulted in the initiation of 47 new supportive technology-related waiver services including Assistive Technology equipment and Remote Support Services. As a result, individuals gained increased access to technology that supports independence, communication, safety, and daily living skills. Beyond formal service initiation, individuals and interdisciplinary teams were empowered to integrate technology into daily routines in innovative and person-centered ways. In 2025, the Smart Studio hosted 223 visitors which consisted of individuals served, families, providers, WCBDD staff and community partners. Tours contributed to increased Assistive Technology and

		Remote Support authorizations and improved confidence among individuals served and family members. In November 2025, WCBDD received an additional Innovation Technology Grant from the Ohio Department of Developmental Disabilities to strengthen the lending library, develop curated technology kits, launch a paid Remote Support and Assistive Technology Internship, and create a virtual 3D tour to support both short-term sustainability and broader system impact.
4: Work with technology providers regarding the best way to support staff	Executing to Plan	The Warren County Board of Developmental Disabilities (WCBDD) Remote Support and Assistive Technology Coordinator attends annual trainings provided by the Support Services Coordinators to present on the various options available and the benefits of Remote Supports and Assistive Technology as well as to offer tours of the Smart Studio. In addition to the trainings, the Smart Studio hosted 223 visitors which consisted of individuals served, families, providers, WCBDD staff and community partners. The Remote Support and Assistive Technology Coordinator provided system-wide education and engaged the community throughout the year by planning and hosting multiple community-focused initiatives designed to increase awareness, understanding, and adoption of Supportive Technology. These efforts strengthened partnerships, expanded outreach, and reinforced WCBDD's commitment to innovation and inclusive service delivery. A Virtual Remote Support and Assistive Technology Provider Fair was held in December 2025.
5: Complete Request for Proposals in order to determine which technology provider would be the best partner for Warren County Board of Developmental Disabilities moving forward	Complete	SouthWest Ohio Computer Association (SWOCA) was chosen as new provider and fully took over all IT needs in 2025
6: Upgrade hardware, when necessary, in order to provide staff the ability to complete work outside of office buildings	Executing to Plan	Laptops were upgraded throughout spring of 2024 as necessary. Equipment updates are set on a rotation by department unless otherwise needed.
7: Utilize Qualtrics survey software to get additional feedback from stakeholders immediately following meetings and trainings	Inactive	Warren County Board of Developmental Disabilities no longer uses Qualtrics as Microsoft 365 was implemented in 2025 and Microsoft Forms works similarly for surveys.