

**Marion County Board of Developmental Disabilities**  
**Strategic Plan: 2024-2026**

<b>1.</b>	<b>GOAL: The Marion County Board of Developmental Disabilities will promote advocacy for and by individuals served through the person-centered planning process, activities, and connections.</b>			
	<b>Specific Objectives and Action Steps</b>	<b>2024 Progress Notes</b>	<b>2025 Progress Notes</b>	<b>2026 Progress Notes</b>
<b>1.A.</b>	<b>MCBDD will work to educate the County Commissioners on the importance of having a service-eligible sitting on Boards of Directors.</b>	David Akers, who is served by MCBDD was appointed to the board at the end of 2024.		
<b>1.B.</b>	<b>Finding ways for service eligible representatives to take a state, regional, or local leadership positions.</b>	<p>Two members of the MCBDD advocacy group currently hold regional positions.</p> <p>We also have a Tech Ambassador who is served by MCBDD at the state level. Northland Homes had an MCBDD service-eligible representative on the board in 2024.</p> <p>Currently have two service eligible representatives on the Regional Human Rights Committee.</p>		
<b>1.C</b>	<b>Establish programs in the local schools to promote self-advocacy teaching and learning.</b>	Countywide Inclusive Basketball Game where Self-Advocates spoke about advocacy. We also had a school age person served speak about how he is more alike than different than his peers.	Situational Awareness	

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		Continue to invite the schools to participate in Family Support Group, Sibshops, and all MCBDD events and programs.		
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**Mission Statement:** The Marion County Board of Developmental Disabilities helps people to live, learn, and earn in the community.

**Vision:** People with developmental disabilities will be fully included in the Marion Community.

**Values:** Community, Advocacy, Respect, Enthusiasm, Self-determination (CARES)

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2.	<b>GOAL: The Marion County Board of Developmental Disabilities will ensure services are received in the most integrated setting appropriate to their need.</b>			
	Specific Objectives and Action Steps	2024 Progress Notes	2025 Progress Notes	2026 Progress Notes
2.A.	<b>Creating relationships with the providers where there is an extreme level of trust that puts the person served at the very center of integration and the best services.</b>	<p>Local provider meetings, participate in and invite community to events, constantly securing resources to speak to SSAs, join in inter-agency team meetings, trips to providers (Recreation Unlimited).</p> <p>Early Intervention has weekly meetings with providers to find the best primary service provider. Attend community events specific to the EI age group.</p> <p>Creating programs that providers can participating in (Pen Pal Program and Coloring Page Art Contest).</p>	Outreach at partner agencies	
2.B.	<b>Find a balance between funding challenges and providers willingness to walk beside us in this goal.</b>	<p>SSAs work to find outside resources (Marion Community Foundation Grants, Wings of an Angel Foundations, Aspire, etc.)</p> <p>Rotary helped fund the Smart Space to introduce technology which is less expensive than having DSPs in the home.</p>		

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<b>3.</b>	<b>GOAL: The Marion County Board of Developmental Disabilities will reduce the number of individuals in Marion County waiting for services.</b>			
	<b>Specific Objectives and Action Steps</b>	<b>2024 Progress Notes</b>	<b>2025 Progress Notes</b>	<b>2026 Progress Notes</b>
<b>3.A.</b>	<b>Annually determine the number of projected waiver allocations that will be requested.</b>	<p>Issued 11 IO Waivers, 1 SELF-Waiver, 10 Level-One Waivers, necessary locally-funded contracts to meet the needs.</p> <p>Utilizing the Waiver Projection Tool to monitor costs and gaps.</p> <p>Waiver Work Group that meets monthly to evaluate and monitor the fluctuations.</p>	Wait-list rule changes	
<b>3.B.</b>	<b>Ensure that SSA department is trained on the guidelines of the Extraordinary Care Tool. Create a procedure to work through those who would like to be a certified provider.</b>	<p>Trained the SSA team on the assessment, answer monthly survey for OACB to monitor statewide trends.</p> <p>The SSA Director is the point of contact for families, and they are then referred to the COG. The COG assists qualified parties in certification and follow through on the tool.</p> <p>Currently there are no eligible services for MCBDD families.</p>		

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<b>4.</b>	<b>GOAL: The Marion County Board of Developmental Disabilities will plan and set priorities based on available resources to meet the needs of children and adults with developmental disabilities in Marion County.</b>			
	<b>Specific Objectives and Action Steps</b>	<b>2024 Progress Notes</b>	<b>2025 Progress Notes</b>	<b>2026 Progress Notes</b>
<b>4.A.</b>	<b>Review current funding available and identify the need to ask the community for renewed or additional support; or to make necessary cuts or modifications to the current budget.</b>	<p>MCBDD is monitoring the budget from the collections of the 2020 levy (collected in 2022).</p> <p>Continue to monitor legislation to identify the best presentation of ask to the community for the 2025 levy.</p>		
<b>4.B.</b>	<b>Continue to seek outside funding such as grants, partnerships, and subsidies.</b>	<p>Secured grants from the state (Keeping Families Together), Early Intervention Service Coordinator Grant, Marion Community Foundation Grant.</p> <p>Special Olympics received funding from the K of C to support the program.</p> <p>EI COG Grant to help fund therapies and evaluations.</p> <p>Receive subsidies and reimbursement from our Captive Insurance Plan to help reduce operational costs.</p>		

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4.C.	<b>Maintain adequate staffing levels within MCBDD to ensure continuity of care and meet the needs of increasing challenges of those supported.</b>	<p>IN 2024 the board approved two SSA positions to keep up with the growth and complexity of the caseload.</p> <p>Early Intervention Service Coordination transitioned from MAPP Help Me Grow bringing two positions to MCBDD.</p> <p>Human Resources position was created and filled.</p>	<p>2025 SSA Manager</p> <p>El Specialist</p>	
4.D	<b>Ensure quality assurance and compliance through TCM, Title XX, and MAC programs.</b>	<p>Accepted the resignation of the Fiscal Specialist leading to increased cross-training.</p> <p>Re-evaluated Title XX Service Provision to keep it all in-house for better tracking and management.</p> <p>Utilization of Cost Report to identify MAC participants.</p> <p>Started a DocuSign Workflow.</p>	<p>Contract with MBS</p> <p>TCM full agency training</p>	

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<b>5.</b>	<b>GOAL: The Marion County Board of Developmental Disabilities will increase the number of individuals of working age engaged in competitive integrated employment.</b>			
	<b>Specific Objectives and Action Steps</b>	<b>2024 Progress Notes</b>	<b>2025 Progress Notes</b>	<b>2026 Progress Notes</b>
<b>5.A.</b>	<b>Educating those served and their families of benefit analysis program.</b>	<p>Contract with the COG to provide benefit analysis for Medicaid Benefits. (Julie getting number supported)</p> <p>Refer OOD for employment support.</p>		
<b>5.B.</b>	<b>Continue to grow relationships with employment providers (i.e. Goodwill, Abilities in Action).</b>	<p>Waiver Providers for employment are invited to SSA and provider meetings to create awareness.</p> <p>Provide awareness opportunities at MCBDD events for employment providers.</p> <p>Refer to employment providers regularly.</p> <p>MCBDD works with voc-hab providers to gain experiences to lead toward integrated employment.</p>	Hosting DODD regularly.	

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5.C.	<b>Continue to educate the SSA team on the paths to employment and advance toward competitive employment for those served.</b>	<p>Employment training in orientation, and all-staff training, DODD has been in on multiple occasions to educate SSAs.</p> <p>Webinars offered regularly that SSAs can and do participate in.</p> <p>SSA managers track and monitor through the Outcome Tracking System (OTS).</p>		
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<b>6.</b>	<b>GOAL: The Marion County Board of Developmental Disabilities will take measures to recruit sufficient providers to accommodate those served.</b>			
	<b>Specific Objectives and Action Steps</b>	<b>2024 Progress Notes</b>	<b>2025 Progress Notes</b>	<b>2026 Progress Notes</b>
<b>6.A.</b>	<b>Increase and secure provider capacity by providing support in the certification process (Provider Network Management or PNM).</b>	<p>Contract with the COG to help providers through the certification process and provide the necessary annual trainings in addition to a recruitment process.</p> <p>MCBDD will also walk providers through the process.</p> <p>Invite new providers to present at the SSA meetings.</p> <p>Connect new providers with the COG.</p>		
<b>6.B.</b>	<b>MCBDD will find ways to reduce the need for 30-day notices from providers.</b>	<p>DSP Appreciation through the COG to increase relationships.</p> <p>Allocate funding for increased DSP rates.</p> <p>Conflict resolution to work toward an alternative solution.</p> <p>Use technology in these instances to replace providers when it makes sense.</p>		

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<b>7.</b>	<b>GOAL: The Marion County Board of Developmental Disabilities will identify, and address gaps noted in services.</b>			
	<b>Specific Objectives and Action Steps</b>	<b>2024 Progress Notes</b>	<b>2025 Progress Notes</b>	<b>2026 Progress Notes</b>
<b>7.A.</b>	<b>Improving transition of supports occurring throughout the life span (EI to school-age and then leaving school-age and going into next steps).</b>	<p>Better transition process between EI and SSAs resulting in an increase of service transition.</p> <p>OOD connections and referrals.</p> <p>ADS and voc-hab training.</p> <p>Ohio Rise has been an asset to assist in high school to adult transition.</p>		
<b>7.B.</b>	<b>Transportation continues to be a challenge for those we serve, and we will continue to address this issue and work on solutions.</b>	<p>MCBDD team member serves on the County Transportation committee.</p> <p>County transportation is expanding their routes and also adding additional hours to their schedule.</p> <p>Through the COG continuously recruiting transportation providers.</p> <p>People using waiver services can now use Participant Directed</p>	Coalition Group created and distributed transportation survey	

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		Goods & Services (PDGS) such as Uber and Lyft.		
7.C.	<b>There is a gap in support to those with extremely high needs. MCBDD is committed to train and provide necessary resources to create solutions for this population.</b>	<p>Work with outside agencies to find appropriate providers to find alternative agencies like ICFs, etc.</p> <p>Providing trainings to partners and outside agencies so they can better serve the needs of those with DD in our community.</p>		

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<b>8.</b>	<b>GOAL: The Marion County Board of Developmental Disabilities will continue to review the effectiveness of the Early Intervention program and create necessary goals to move this program forward with more referrals and children receiving services.</b>			
	<b>Specific Objectives and Action Steps</b>	<b>2024 Progress Notes</b>	<b>2025 Progress Notes</b>	<b>2026 Progress Notes</b>
<b>8.A.</b>	<b>MCBDD will continue to evaluate the partnership with Help Me Grow and improve gaps in services.</b>	<p>MCBDD is now the EI Service Coordinator Agency through the DODD grant.</p> <p>MCBDD and Help Me Grow still collaborate and reciprocate referrals.</p>		
<b>8.B.</b>	<b>As the state transitions this program into the Ohio Department of Children and Youth, MCBDD will track the changes and be sure we are on-track with state mandates.</b>	<p>MCBDD is continuing to follow state policy changes and updating our policies to match the state.</p> <p>All MCBDD EI employees participated in training to become compliant with the new department regulations.</p> <p>Regularly meet with the EI Technical Advisor at the state-level.</p>		

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<b>9.</b>	<b>GOAL: The Marion County Board of Developmental Disabilities will continue to strengthen relationships with Marion City and County Schools to better serve the needs of those ages 3 up to 22 years old.</b>			
	<b>Specific Objectives and Action Steps</b>	<b>2024 Progress Notes</b>	<b>2025 Progress Notes</b>	<b>2026 Progress Notes</b>
<b>9.A.</b>	<b>Benchmark kids with SSA services, IEP meeting attendance, and identifying supported services when needed.</b>	<p>Relationships have improved and there has been a significant increase in EI and school age persons served.</p> <p>Increase in children receiving more intense services such as HPC, respite camps, behavioral health services, etc.</p>		
<b>9.B.</b>	<b>MCBDD will continue to educate school Intervention Directors/Specialists about opportunities to partner and better support this population.</b>	<p>EI meets regularly with the local educational authority (LEA).</p> <p>We are now regularly coordinating Transitional Planning Conference (TPC) meetings.</p> <p>In constant contact with Intervention directors and specialist regarding programming for school age students such as the Family Support Group and additional events held by MCBDD or our community partners.</p>		

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10.	<b>GOAL: The Marion County Board of Developmental Disabilities will continue to monitor and improve housing options so people can live more independently.</b>			
	<b>Specific Objectives and Action Steps</b>	<b>2024 Progress Notes</b>	<b>2025 Progress Notes</b>	<b>2026 Progress Notes</b>
10.A.	<b>Continue to collaborate with metro housing, apartment complexes, and other community resources to ensure the most appropriate setting.</b>	<p>Partnering with landlords to provide accessibility home modifications.</p> <p>Worked with housing corporations to provide renovations and updates to our existing pool of capital housing.</p>		
10.B.	<b>Monitor Northland Homes to ensure they are desirable and safe.</b>	<p>Northland Homes contracted with a property management company to provide home updates.</p> <p>MCBDD SSA Director coordinates intermittent housing during renovations or housing repairs.</p> <p>Northland Board analyzed the current property management services and found that there was not an adequate solution. This provoked the dissolution of Northland Homes.</p> <p>The properties will now be managed and operated by Summit Housing.</p>		

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<b>10.C.</b>	<b>Minimize vacancies to free up resources toward other opportunities.</b>	SSA Team is constantly working toward compatible housemates to fill vacancies.		
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<b>11.</b>	<b>GOAL: The Marion County Board of Developmental Disabilities will work to ensure all employees are well-informed regarding their positions within the agency.</b>			
	<b>Specific Objectives and Action Steps</b>	<b>2024 Progress Notes</b>	<b>2025 Progress Notes</b>	<b>2026 Progress Notes</b>
<b>11.A.</b>	<b>Implement a complete revision to the MCBDD Employee Handbook.</b>	No progress on completed packet. Team has pulled examples from other counties.		
<b>11.B.</b>	<b>Training will be planned and executed for the executive/management team.</b>	COG trainings are being shared and attended by MCBDD team.  Management team started to attend executive staff meetings quarterly.	Cheryl and Amy attending countywide HR meeting	
<b>11.C.</b>	<b>Implement employee retention, development growth, and continually revisit the succession plan.</b>	Two internal promotions happened in 2024. Utilizing SSA subtitles to assist in transition and employee retention.  Many activities and gatherings for the entire staff to celebrate each other and network.  Secret Pal program to get to know employees better.  EI Department participates in COG Coaching.		



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		Mentoring assignments for all new employees.		
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<b>12.</b>	<b>GOAL: The Marion County Board of Developmental Disabilities will improve processes for waiver services and overall budget outcomes.</b>			
	<b>Specific Objectives and Action Steps</b>	<b>2024 Progress Notes</b>	<b>2025 Progress Notes</b>	<b>2026 Progress Notes</b>
<b>12.A.</b>	<b>MCBDD will be collecting data from the Waiver Workgroup which will allow us to make informed and educated decisions.</b>	Workgroup has been meeting regularly to identify changes in utilization and monitoring costs.	New fiscal Specialist will be trained in Tableau and Data Warehouse.	
<b>12.B</b>	<b>Align with DODD statewide standardization for rule changes to include the waiver redesign.</b>	<p>The DODD wavier redesign is still in transition. Management has been attending trainings. The state is still identifying appropriate assessment tool.</p> <p>Executive team continues to update policies to coincide with rule updates.</p>		
<b>12.C.</b>	<b>Redesign the Individual Budget Process enabling us to set necessary policies to maintain financial sustainability.</b>	<p>The team has worked with a programmer to create a new application. The IB committee has worked one on one with each SSA to gather recommendations and to provide training.</p> <p>Policy still needs to be completed based on the new application and to add funding allocations around non-waiver services.</p>	New program went live. 04/2025	

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<b>13.</b>	<b>GOAL: The Marion County Board of Developmental Disabilities will encourage the use of adaptive technology to enhance support and reduce the need for DSPs in the home and work.</b>			
	<b>Specific Objectives and Action Steps</b>	<b>2024 Progress Notes</b>	<b>2025 Progress Notes</b>	<b>2026 Progress Notes</b>
<b>13.A.</b>	<b>Creating a Smart Space for those served, MCBDD staff, and the families/caregivers to try out equipment and become familiar with the options available.</b>	<p>This has been completed and trained to all employees and is open to community members.</p> <p>We are now working to enhance the space with low-tech options.</p>		
<b>13.B.</b>	<b>Continue to find creative ways to use technology to assist those served for more independent living.</b>	<p>Many of the SSAs are working with individuals, families, and guardians to introduce to the technologies available to increase independence. Teams are still working with the providers to welcome this option as a support.</p> <p>A grant was secured to develop a lending library for EI families in order to obtain future system of payment (SOP) opportunities for families.</p> <p>Annual and ongoing technology training for all employees.</p>		

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<b>14.</b>	<b>GOAL: The Marion County Board of Developmental Disabilities will continue to monitor staff needs and facility space accommodations.</b>			
	<b>Specific Objectives and Action Steps</b>	<b>2024 Progress Notes</b>	<b>2025 Progress Notes</b>	<b>2026 Progress Notes</b>
<b>14.A.</b>	<b>Identify opportunities to provide a sensory/lactation space for those in need.</b>	Completed.		
<b>14.B</b>	<b>Align our hard-document storage to match our document retention policy.</b>	MCBDD has partnered with the historical society to create a retention schedule plan.  County Retention Committee approved destruction of presented documents.		
<b>14.C</b>	<b>Filling the need for new employees and facilities to match the growth of services.</b>	Developed a plan for an additional SSA wing.  Added two additional SSAs, one SSA Manager, and an Early Intervention employee to the table of organization.	Contracting for the addition and hiring developed/restructured positions  Improve efficiencies and timelines	

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<b>15.</b>	<b>GOAL: The Marion County Board of Developmental Disabilities will strengthen partnerships, community support, and personal relationships to provide better support, creative solutions, and more opportunities for those we serve and other stakeholders.</b>			
	<b>Specific Objectives and Action Steps</b>	<b>2024 Progress Notes</b>	<b>2025 Progress Notes</b>	<b>2026 Progress Notes</b>
<b>15.A.</b>	<b>Survey community members and other stakeholders to solicit honest feedback on their thoughts regarding MCBDD.</b>	<p>SSA and EI surveys continue to be a way to gather data and feedback for improvements.</p> <p>We also use social media comments and interaction to gauge feedback.</p> <p>MCBDD administration is participating in many boards and committees providing the opportunity to gain feedback, learn about needs and be better community partners.</p>		
<b>15.B.</b>	<b>Continue to find new and creative ways to inform and include the community in the work of MCBDD.</b>	<p>MCBDD's community relations team is constantly adding events, participating in partner events and finding ways to engage the community in the work we do.</p> <p>EI does regular outreach at Jobs &amp; Family Services and WIC.</p> <p>Provide car seat education.</p>		