Lake County Board of Developmental Disabilities

STRATEGIC PLAN
2017-2019

PRESENTED BY:

THE impact group
IGPR.COM
The LCBDD Leadership Team proudly presents the 2017-2019 Strategic Plan for the Lake County Board of Developmental Disabilities.

In the ever-changing landscape of Federal and State regulations and mandates, the LCBDD’s overriding goal remains constant...to provide Lake County citizens with developmental disabilities with the highest-quality, most inclusive, collaborative, and person-centered programs and supports within our available resources.

This Strategic Plan was developed based on a series of focus groups and surveys from which we gathered feedback from individuals served, parents and guardians, community leaders, providers, staff, managers and the Board.

The Strategic Plan contains nine goals covering compliance with federal and state mandates, internal and external communication, individual supports, quality staff, quality of services, community integration and community collaboration, technology infrastructure and continued fiscal responsibility. For each year of the Plan, LCBDD has developed specific objectives and actions steps assigned to specific personnel that will be used to achieve our goals.

This document is intended to provide clear direction as we fulfill our mission to enhance the lives of individuals we serve, while remaining responsible, accountable and transparent to the citizens of Lake County.

Elfriede Roman
Superintendent
THE LAKE COUNTY BOARD OF DEVELOPMENTAL DISABILITIES

2017 Board Members
Hon. Judge Larry Allen
Gary Humble
Thomas Hunter
Linda Kast
Tia Kozlovich
Joan Spring
Thomas Tarantino

Board Committees
Ethics Committee
Finance and Transportation Committee
Personnel, Policy, Education, Health and Long Range Planning Committee
MANAGEMENT TEAM

Elfriede Roman, Superintendent
Donetta Yeary, Administrative Assistant

Michelle Cimperman, Agency Programs and Services Unit Director
Bob Fratino, CES Director
  Chris Trombley, Career Development-Employment First Manager
  Dona Taylor, CES Transportation Supervisor
Scott Hill, VGC Director
  Jackie Sheridan, Habilitation Manager
  Lisa George, Habilitation Manager
Katie Huth, Willoughby Director
  Allison Basta, Habilitation Manager
  Craig Snook, Habilitation Manager
  Alicia Fabrizi, Imagine Program Manager

Tom DeFlorio, ICF Director
  Becky Reed, Administrative Assistant

  Michelle Stalnaker, Habilitation Manager/QA Manager
    Alandra Thompson, Habilitation Manager
    Carla Palmore, Habilitation Manager
    Patricia Hurst, Habilitation Manager
    Matt Hamsher, Habilitation Manager
  Irene Pike, UIR Shift Manager
  Christina Connell, Residential Shift Manager
  Amy Delis, Residential Shift Manager
  Ella Wilson, Residential Shift Manager
  Angela Watson, Residential Shift Manager
  Wendie Doyle, Residential Shift Manager
  Susan Ford, Residential Shift Manager

Ashley Knight, Director of Nursing
  Rita Combs, Nursing Habilitation Manager
  Heather Neibeker, Nursing Habilitation Manager

Carla Rossi, Respite Director
Eric Schaltenbrand, Legal and Administrative Services Unit Director

John Maglosky, Director of Operations
Beki Schreiber, Administrative Assistant
Richard LaPierre, Food Service Operations Manager
Sharon Smith, Transportation Director
Karyn Campbell, Transportation Operations Supervisor

Eric Brey, Human Resources Director
Charlotte Harrison, Personnel Analyst
Mistie Johnson, Administrative Assistant
Lisa Stevens, HR Training Coordinator

Susan March, Chief Financial Officer

Eric Hammer, Finance and Business Manager
Michael Connelly, Financial Accounting and Budget Manager
Malcolm Higgins, IT Director
Tracie Dowen, Network Coordinator/Software Analyst
Tracy Radonich, Network Project Manager

Cindy Crosby, Medicaid Services Manager
Katarina Rodgers, Payroll Manager
Denise Kelley, Payroll Clerk
Diana Hollander, Procurement Director

Sheryl Kline, Director of Children’s Services/Principal

Linda DeRosa, Early Childhood Supervisor
Mary Elshaw, School-Age Supervisor

David Miller, Investigative Services Division Director

Denise Langa, Investigative Agent
Cathy Dye, Investigative Agent
Jodi Travers, Director of Service and Support Administration
- Michael Null, Assistant SSA Director
- Denise Scott, SSA Supervisor
- Jeanne Duncan, SSA Business Manager
- Dena Smrdel, Administrative Assistant

Ann Mahler, Director of Community Outreach
- Beth Falkner-Brown, Volunteer and Professional Services Director
- Lynnmarie Landwei-Phillips, Director of Marketing
BOARD LOCATIONS

Lake County Board of Developmental Disabilities
Administration\Vocational Guidance Center,
Adult Residential Center\Jacklitz Continuing Development Center
8121 Deepwood Boulevard
Mentor, Ohio 44060
440-350-5100

Willoughby Branch
2100 Joseph Lloyd Pkwy
Willoughby, OH 44094
440-269-2180

Service and Support Administration
9350 Progress Parkway, Unit A
Mentor, OH 44060
440-918-5145 or 440-350-5145

Community Employment Services
9350 Progress Parkway, Unit C
Mentor, OH 44060
440-918-1050

Broadmoor School/Broadening Abilities
8090 Broadmoor Road
Mentor, OH 44060
440-602-1000

Josef and Christine Roman Imagine Program
503 Vegas Drive
Eastlake, OH 44095
440-918-1717
MISSION AND PHILOSOPHY

Mission

The Mission of the Lake County Board of Developmental Disabilities/Deepwood is to advance public awareness and to assist individuals with developmental disabilities to become valued and contributing members of their chosen communities.

Philosophy

In support of its mission, it is the philosophy of the Lake County Board of Developmental Disabilities/Deepwood to foster inclusion and community membership by offering opportunities for comprehensive holistic planning in support of the strengths, interests, and preferences of citizens of all ages with developmental disabilities in Lake County. Toward this end, the Board strives to provide or assist in locating the services/supports desired or needed by the individual.
DEPARTMENTS AND SERVICES

Broadmoor School
8090 Broadmoor Rd.
440-602-1000

Early Intervention Program
(0-3 years of age)
Designed for children up to 3 years of age who have been diagnosed with a disability and/or a developmental delay, and who have been deemed eligible and referred by the Help Me Grow Program.
Evidence-based services the Board offers:
- A Primary Service Provider (PSP) to support and empower families to enhance their child’s learning and development
- A coaching model for caregivers with strategies to engage their child in naturally-occurring, daily routines and learning opportunities
- Parental involvement in all aspects of their child’s program

Integrated Preschool Program
(3-5 years of age)
A 5-Star Award Winner Step Up to Quality Program serving preschool-aged children with developmental disabilities as well as preschoolers who are typically developing. Typically developing preschoolers can access the program for a reasonable fee. This program includes:
- Play-based curriculum promoting the Ohio Early Childhood Academic Content Standards, including cognitive, social, self-help, fine motor, gross motor and social skills

School Age Program
(6-22 years of age)
Program chartered by the Ohio Department of Education, which includes specially designed instruction to meet the unique needs of a child and/or young adult with a developmental disability.
- Individual-centered curriculum with a multidisciplinary approach
- Emphasis on academic, emotional and social growth
- Computer-assisted adaptive technology skills
- Extracurricular activities
Lake Employment Experience Program (LEEP)
(16-22 years old)
A program that provides school-to-work transition and experiences in the integrated community settings

- Job assessment and vocational experiences
- Community-based vocational skills training
- Facilitation of independent living skills
- Extracurricular activities

Adult Services

Vocational Guidance Center (VGC)
8121 Deepwood Blvd.
440-918-5100/440-350-5100

Broadening Abilities (BA)
8090 Broadmoor Road
440-918-5190/440-350-5190

VGC and BA are adult day support activity centers that:
- Foster skill development
- Build community membership
- Enhance independence
- Expand personal choice
- Develop and enhance social connections

Willoughby Branch
2100 Joseph Lloyd Parkway
440-269-2180

The Willoughby Branch is a work-activity center that offers:
- Person centered outcomes to develop general work skills
- Vocational training
- Community integration opportunities to advance on the path to community employment
Community Employment Services
9350 Progress Parkway, Unit C
440-918-1050

Community Employment Services (CES) are available to individuals with developmental disabilities over the age of 16 who are seeking paid employment opportunities in community businesses.
- Individual employment occurs when a company directly hires an individual as a regular employee on its payroll. Small group employment is a subcontract job shared by more than one individual served through CES.

Josef and Christine Roman Imagine Program
503 Vegas Drive
440-918-1717

The JCR Imagine program is a community-based individualized program focusing on vocational, habilitation and recreational opportunities for adults with Autism Spectrum Disorder. The program utilizes:
- TEACCH
- Applied Behavioral Analysis
- Intensive Speech Therapy
- Community participation and inclusion

Deepwood Industries
440-350-5230/440-918-5230
www.deepwoodindustries.com

This independent, nonprofit corporation secures paid work opportunities and contracts for people with developmental disabilities at Willoughby Branch, JCR Imagine, and CES. Deepwood Industries is a valued resource to a wide range of local businesses. The employees are skilled in various areas such as:
- Mailing
- Lawn Maintenance
- Assembly
- Clerical
- Food Service
- Housekeeping
Residential Services

Adult Residential Center and Jacklitz Continuing Development Center
8121 Deepwood Blvd.
440-350-5100/440-918-5100

The ARC and the Jacklitz Continuing Development Center are both licensed as Intermediate Care Facilities for Individuals with Intellectual Disabilities (ICF/IID). Twenty-four hour /seven services include:

- Social Services
- Physical, occupational and speech therapies
- Psychological and psychiatric services
- Health services
- Dietary services
- Recreational activities
- Community activities

Recreation Services

8121 Deepwood Blvd.
440-350-5100/440-918-5100

Recreation Services are available to all individuals (over age 6) who are eligible for county board services.

The Recreation Brochure is a quarterly catalog of activities and events designed for children and adults with developmental disabilities. Participation is on a first come, first served basis and registration is required. Brochure Activities include: Aquatics

- Craft and nature programs
- Community events and outings
- Cultural field trips
- Special Olympics (eligible athletes must be at least 8 years of age)
- Unified Olympics—A program that pairs individuals who enjoy golf, skiing or other athletic endeavors with a volunteer who has similar interests.
- Weekend and overnight trips

Additional Recreation Services are offered through the Adult Services Programs and the ICF/IIDs.
Volunteer Services
8121 Deepwood Blvd.
440-350-5050/440-918-5050

Multiple opportunities are available to match community volunteers and individuals with developmental disabilities in a variety of fun and enriching activities. Volunteer opportunities include:

- Friendship Connection
- Taking part in special events
- Visiting with certified therapy dogs
Service and Support Administration (SSA)
9350 Progress Parkway, Unit A
440-350-5145/440-918-5145

To access the services listed here, contact the Service and Support Administration (SSA) Department. Their services include:

- Assessing eligibility for services
- Helping to evaluate an individual’s need for services
- Ensuring that services are effectively coordinated and delivered by appropriate providers
- Maintenance of all Waiting Lists for LCBDD/ Deepwood services (excluding ICF/IID)
- Information and Referral/Linkage to other community agencies
- For all Home and Community Based Services (HCBS) Waiver recipients, additional services include:
  - Developing a person centered plan for service delivery
  - Helping with the selection of service providers
  - Planning and authorizing services
  - Monitoring services to ensure desired outcomes are achieved

Family Support Services
Family Support Services (FSS) is a program that provides services to help the family/guardian care for their eligible family member at home and enhance the quality of life for all members of the family, including the individual with developmental disabilities. Services include:

- Administration of the Family Support Services Program through the North East Ohio Network (NEON)
- Respite Care provided by specially trained providers or persons chosen by the family
- Adaptive equipment
- Home modifications
- Special diets
- Counseling, training and education
- Medical expense assistance
- Other individualized services or items
Home & Community Based Waivers
The County Board Service and Support Administration Department administers existing and any future waivers developed by the Ohio Department of Developmental Disabilities. Existing waivers are:

• A Level 1 Waiver is for individuals with an ICF/IID LOC who want to live at home or reside in the community with minimal supports, and who have a network of families, friends, neighbors and professionals who can safely and effectively provide the needed care in combination with the Waiver. Benefit limitations apply.

• Individual Options Waiver (IO Waiver) allows people to stay in their homes or reside in the community while receiving the services needed to ensure health and safety. Benefit limitations apply.

• Self-Empowered Life Funding (SELF) Waiver allows people to stay in their homes or reside in the community as appropriate to the level of independence and natural supports available. It is Ohio’s first “Participant Directed” Waiver allowing the individual to exercise Budget Authority or Employer Authority. Benefit limitations apply.

To receive services through an Ohio Department of DD waiver:

- a person must be Medicaid eligible and
- meet Development Disabilities Level of Care (LOC), which is:
  - Developmental disabilities level of care means the level of care required for admission to an intermediate care facility or enrollment in a home and community-based services waiver administered by the department that is determined through a level of care (LOC) assessment. The LOC assessment is a standardized process approved by the Ohio Department of Medicaid for the purpose of determining an individual’s functional capacity.

- Upon availability of waivers, the Service and Support Administration (SSA) Department will assist individuals with eligibility, application and coordination of the waiver services.

Respite options on the Deepwood Campus and in the community are also available through each of the Waivers described above.
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Goal 1: Compliance with Federal and State Mandates

Continue the process by which LCBDD maintains compliance with Federal and State Mandates.

Objectives:

- Maintain an active role in work groups and advocacy on the state level.
- Establish internal review process to monitor and ensure compliance with federal and state mandates.
- Develop a flow of communication from LCBDD to local leaders to educate them about federal and state mandates that impact the board.

Objective 1: Continue active role in work groups and advocacy on the state level

<table>
<thead>
<tr>
<th>Steps</th>
<th>Assigned</th>
<th>Timeframe</th>
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<tbody>
<tr>
<td>1. Evaluate current roles</td>
<td>Superintendent</td>
<td>Ongoing</td>
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<tr>
<td>2. Develop recommendations</td>
<td>Superintendent</td>
<td>Ongoing</td>
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<tr>
<td>3. Implement recommendations</td>
<td>Superintendent</td>
<td>Ongoing</td>
<td></td>
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<tr>
<td>4. Measure and report success</td>
<td>Superintendent</td>
<td>Ongoing</td>
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Objective 2: Establish internal review process to monitor and ensure compliance with federal and state mandates

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<th>Steps</th>
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<th>Timeframe</th>
<th>Notes</th>
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<tbody>
<tr>
<td>1. Evaluate current compliance</td>
<td>Superintendent, Division and Program Directors</td>
<td>Monthly</td>
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<tr>
<td>2. Develop recommendations</td>
<td>Superintendent, Division and Program Directors</td>
<td>Ongoing</td>
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</tr>
<tr>
<td>3. Implement recommendations</td>
<td>Superintendent, Division and Program Directors</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>4. Measure and report success</td>
<td>Superintendent, Division and Program Directors</td>
<td>January and July 2017, 2018, 2019</td>
<td></td>
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</table>

Objective 3: Develop a flow of communication from LCBDD to local leaders to educate them about federal and state mandates that impact the board

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<th>Steps</th>
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<th>Timeframe</th>
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<tbody>
<tr>
<td>1. Evaluate current communication</td>
<td>Superintendent and Program Directors</td>
<td>January 2017</td>
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<tr>
<td>2. Develop recommendations</td>
<td>Superintendent and Program Directors</td>
<td>January 2017</td>
<td></td>
</tr>
<tr>
<td>3. Implement recommendations</td>
<td>Superintendent and Program Directors</td>
<td>Ongoing starting February 2017</td>
<td></td>
</tr>
<tr>
<td>4. Measure and report success</td>
<td>Superintendent and Program Directors</td>
<td>December 2017, 2018, 2019</td>
<td></td>
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</tbody>
</table>
Goal 2: External Community and Stakeholders Communication – Stakeholders, Families and Community

Communicate the expertise of Lake County Board of Developmental Disabilities as a trusted informational resource for the individuals served and the general community. Educate the community about the services we provide, the population we serve and how we are vital to Lake County.

Objectives:

- Develop a system to provide a master listing of Board and regional training, field trips and activities.
- Create a consistent brand strategy.
- Continue to deliver information to families and evaluate the frequency and delivery of information about programs and services provided/funded by the Board.

Objective 1: Develop a communication process that provides information to parent groups, including training, activities, etc.

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<tr>
<th>Steps</th>
<th>Assigned</th>
<th>Timeframe</th>
<th>Notes</th>
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<tbody>
<tr>
<td>1. Evaluate current parent communications</td>
<td>Staff Development, Director of Marketing</td>
<td>March 2017</td>
<td></td>
</tr>
<tr>
<td>2. Develop recommendations</td>
<td>Online Engagement Committee</td>
<td>April 2017</td>
<td></td>
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<tr>
<td>3. Implement recommendations</td>
<td>Online Engagement Committee</td>
<td>June 2017</td>
<td></td>
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<tr>
<td>4. Measure and report success</td>
<td>Online Engagement Committee</td>
<td>December 2017, 2018, 2019</td>
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</table>
**Objective 2:** Create a consistent brand strategy

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<tr>
<th>Steps</th>
<th>Assigned</th>
<th>Timeframe</th>
<th>Notes</th>
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</thead>
<tbody>
<tr>
<td>1. Evaluate current brand guidelines</td>
<td>Director of Marketing and Division Directors</td>
<td>February 2017</td>
<td></td>
</tr>
<tr>
<td>2. Develop recommendations</td>
<td>Director of Marketing and Division Directors</td>
<td>April 2017</td>
<td></td>
</tr>
<tr>
<td>3. Implement recommendations</td>
<td>Director of Marketing and Division Directors</td>
<td>September 2017</td>
<td></td>
</tr>
<tr>
<td>4. Measure and report success</td>
<td>Director of Marketing and Division Directors</td>
<td>December 2017, 2018, 2019</td>
<td></td>
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</table>

**Objective 3:** Continue to deliver information to families and evaluate the frequency and delivery of information about programs and services provided/funded by the Board

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<th>Steps</th>
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<tbody>
<tr>
<td>1. Evaluate current communication</td>
<td>Division Directors</td>
<td>May 2017</td>
<td></td>
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<tr>
<td>2. Develop recommendations</td>
<td>Division Directors</td>
<td>September 2017</td>
<td></td>
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<tr>
<td>3. Implement recommendations</td>
<td>Division Directors</td>
<td>December 2017</td>
<td></td>
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<tr>
<td>4. Measure and report success</td>
<td>Division Directors</td>
<td>December 2018, 2019</td>
<td></td>
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</tbody>
</table>
**Goal 3: Staff Communication – Staff and Administration**
Enhance and expand open, innovative and effective lines of communication through all departments and the Board.

**Objectives:**
- Create web-based information centers and tools to provide staff with online resources.

**Objective 1:** Create web-based information centers and tools to provide staff with online resources

<table>
<thead>
<tr>
<th>Steps</th>
<th>Assigned</th>
<th>Timeframe</th>
<th>Notes</th>
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<tbody>
<tr>
<td>1. Evaluate current options</td>
<td>IT Director</td>
<td>Done</td>
<td></td>
</tr>
<tr>
<td>2. Develop recommendations</td>
<td>IT Director</td>
<td>Done</td>
<td></td>
</tr>
<tr>
<td>3. Implement recommendations</td>
<td>IT Director</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>4. Maintain and update the website</td>
<td>Department Heads</td>
<td>Ongoing as needed</td>
<td>Departments are responsible for maintenance</td>
</tr>
<tr>
<td>5. Measure and report success</td>
<td>IT Director</td>
<td>January/July 2017, 2018, 2019</td>
<td></td>
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</tbody>
</table>
Goal 4: Quality Staff
Continue to attract, retain and develop a high-quality staff that is dedicated to achieving the goals of the Board and meeting the needs of Individuals.

Objectives:
- Provide professional development and online training, including shared space.
- Expand and develop other community resources.

Objective 1: Provide professional development and online training, including shared space

<table>
<thead>
<tr>
<th>Steps</th>
<th>Assigned</th>
<th>Timeframe</th>
<th>Notes</th>
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<tbody>
<tr>
<td>1. Evaluate existing training, including online</td>
<td>Human Resource Director and Staff Development</td>
<td>April 2017</td>
<td></td>
</tr>
<tr>
<td>2. Develop recommendations</td>
<td>Human Resource Director and Staff Development</td>
<td>June 2017</td>
<td></td>
</tr>
<tr>
<td>3. Implement recommendations</td>
<td>Human Resource Director and Staff Development</td>
<td>October 2017</td>
<td></td>
</tr>
<tr>
<td>4. Measure and report success</td>
<td>Human Resource Director and Staff Development</td>
<td>December 2017, 2018, 2019 (ongoing)</td>
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</tr>
</tbody>
</table>
**Objective 2:** Continue to create partnerships with organizations and other resources to increase the number of qualified applicants

<table>
<thead>
<tr>
<th>Steps</th>
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<th>Timeframe</th>
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<tbody>
<tr>
<td>1. Evaluate current partnerships</td>
<td>Human Resource Director</td>
<td>June 2017</td>
<td></td>
</tr>
<tr>
<td>2. Develop recommendations</td>
<td>Human Resource Director</td>
<td>October 2017</td>
<td></td>
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<tr>
<td>3. Implement recommendations</td>
<td>Human Resource Director</td>
<td>December 2017</td>
<td></td>
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</tbody>
</table>
Goal 5: Individual Supports
Create an environment suited to optimally understand and address the quality of life for individuals we serve while providing a safe, compassionate and supportive environment for them to make choices and gain independence throughout their lifetime.

Objectives:
- Increase the number of community job sites and options for individuals.
- Continue to support individuals’ choices and preferences, including social preferences that increase community inclusion with outside organizations.
- Review need for additional programs and supports for individuals with MI/DD (mental illness/individual with developmental disability).

Objective 1: Increase the number of community job sites and options for individuals

<table>
<thead>
<tr>
<th>Steps</th>
<th>Assigned</th>
<th>Timeframe</th>
<th>Notes</th>
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<tbody>
<tr>
<td>1. Evaluate current options</td>
<td>Director of Agency Programs and Services and Adult Services Program Directors, CES, Provider Network Group</td>
<td>May 2017</td>
<td></td>
</tr>
<tr>
<td>2. Develop recommendations</td>
<td>Director of Agency Programs and Services and Adult Services Program Directors, CES, Provider Network Group</td>
<td>August 2017</td>
<td></td>
</tr>
<tr>
<td>3. Implement recommendations</td>
<td>Director of Agency Programs and Services and Adult Services Program Directors, CES, Provider Network Group</td>
<td>January 2017</td>
<td></td>
</tr>
<tr>
<td>4. Measure and report success</td>
<td>Director of Agency Programs and Services and Adult Services Program Directors, CES, Provider Network Group</td>
<td>December 2018, 2019</td>
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</table>
**Objective 2:** Continue to support individuals’ choices and preferences, including social preferences that increase community inclusion with outside organizations

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<tr>
<th>Steps</th>
<th>Assigned</th>
<th>Timeframe</th>
<th>Notes</th>
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<tbody>
<tr>
<td>1. Evaluate current choices/preferences</td>
<td>Program Directors</td>
<td>February 2017 and annually</td>
<td></td>
</tr>
<tr>
<td>2. Develop recommendations</td>
<td>Program Directors</td>
<td>Ongoing</td>
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<tr>
<td>3. Implement recommendations</td>
<td>Program Directors</td>
<td>Ongoing</td>
<td></td>
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<tr>
<td>4. Measure and report success</td>
<td>Program Directors</td>
<td>Annually</td>
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**Objective 3:** Review need for additional programs and supports for identified service gaps such as MI/DD

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<th>Steps</th>
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<th>Timeframe</th>
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<tbody>
<tr>
<td>1. Evaluate current programs</td>
<td>SSA Director, Director of Community Outreach, MI/DD Committee</td>
<td>September 2017</td>
<td></td>
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<tr>
<td>2. Develop recommendations</td>
<td>SSA Director, Director of Community Outreach, MI/DD Committee</td>
<td>Ongoing</td>
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<tr>
<td>3. Implement recommendations</td>
<td>SSA Director, Director of Community Outreach, MI/DD Committee</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>4. Measure and report success</td>
<td>SSA Director, Director of Community Outreach, MI/DD Committee</td>
<td>December 2017, 2018, 2019</td>
<td></td>
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</tbody>
</table>
Goal 6: Quality of Services
Provide a wide variety of services and opportunities while continually improving and enhancing the quality of those services.

Objectives:
- Expand strategies to support provider development.
- Define a Gold Star standard in reference to service quality.
- Identify gaps in services and identify specialized providers to fill those gaps and meet the needs of individuals served.

Objective 1: Expand strategies to support provider development

<table>
<thead>
<tr>
<th>Steps</th>
<th>Assigned</th>
<th>Timeframe</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Evaluate current provider development</td>
<td>SSA Director, Director of Community Outreach, Superintendent</td>
<td>March 2017</td>
<td></td>
</tr>
<tr>
<td>2. Develop recommendations</td>
<td>SSA Director, Director of Community Outreach, Superintendent</td>
<td>June 2017</td>
<td></td>
</tr>
<tr>
<td>3. Implement recommendations</td>
<td>SSA Director, Director of Community Outreach, Superintendent</td>
<td>September 2017</td>
<td></td>
</tr>
<tr>
<td>4. Measure and report success</td>
<td>SSA Director, Director of Community Outreach, Superintendent</td>
<td>December 2017, 2018, 2019</td>
<td></td>
</tr>
</tbody>
</table>
**Objective 2:** Define a Gold Star standard in reference to service quality

<table>
<thead>
<tr>
<th>Steps</th>
<th>Assigned</th>
<th>Timeframe</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Evaluate current levels of service</td>
<td>Superintendent and Director of Community Outreach</td>
<td>March 2017</td>
<td></td>
</tr>
<tr>
<td>2. Develop recommendations</td>
<td>Superintendent and Director of Community Outreach</td>
<td>June 2017</td>
<td></td>
</tr>
<tr>
<td>3. Implement recommendations</td>
<td>Superintendent and Director of Community Outreach</td>
<td>September 2017</td>
<td></td>
</tr>
<tr>
<td>4. Measure and report success</td>
<td>Superintendent and Director of Community Outreach</td>
<td>December 2017, 2018, 2019</td>
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</tbody>
</table>

**Objective 3:** Identify gaps in services and identify specialized providers to fill those gaps and meet the needs of individuals served

<table>
<thead>
<tr>
<th>Steps</th>
<th>Assigned</th>
<th>Timeframe</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Evaluate current providers</td>
<td>Superintendent, Director of Community Outreach, SSA Director</td>
<td>March 2018</td>
<td></td>
</tr>
<tr>
<td>2. Develop recommendations</td>
<td>Superintendent, Director of Community Outreach, SSA Director</td>
<td>June 2018</td>
<td></td>
</tr>
<tr>
<td>3. Implement recommendations</td>
<td>Superintendent, Director of Community Outreach, SSA Director</td>
<td>September 2018</td>
<td></td>
</tr>
<tr>
<td>4. Measure and report success</td>
<td>Superintendent, Director of Community Outreach, SSA Director</td>
<td>December 2018, 2019</td>
<td></td>
</tr>
</tbody>
</table>
Goal 7: Community Integration and Collaboration

Integrate the individuals we serve within the community while collaborating with outside organizations to maximize current service offerings and explore new opportunities.

Objectives:
- Increase collaboration and opportunity through communication with other agencies and community businesses.
- Encourage community integration through individual choice.
- Expand employment network and community collaborations to create more employment opportunities for individuals served.

Objective 1: Increase collaboration and opportunity through communication with other agencies and community businesses

<table>
<thead>
<tr>
<th>Steps</th>
<th>Assigned</th>
<th>Timeframe</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Evaluate current collaborations and opportunities</td>
<td>Director of Community Outreach</td>
<td>April 2017</td>
<td></td>
</tr>
<tr>
<td>2. Develop recommendations</td>
<td>Director of Community Outreach</td>
<td>July 2017</td>
<td></td>
</tr>
<tr>
<td>3. Implement recommendations</td>
<td>Director of Community Outreach</td>
<td>September 2017</td>
<td></td>
</tr>
<tr>
<td>4. Measure and report success</td>
<td>Director of Community Outreach</td>
<td>December 2018, 2019</td>
<td></td>
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</table>
Objective 2: Encourage community integration through individual choice

<table>
<thead>
<tr>
<th>Steps</th>
<th>Assigned</th>
<th>Timeframe</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Evaluate current process</td>
<td>Program directors</td>
<td>December 2017</td>
<td></td>
</tr>
<tr>
<td>2. Develop recommendations</td>
<td>Program directors</td>
<td>February 2018</td>
<td></td>
</tr>
<tr>
<td>3. Implement recommendations</td>
<td>Program directors</td>
<td>June 2018</td>
<td></td>
</tr>
<tr>
<td>4. Measure and report success</td>
<td>Program directors</td>
<td>December 2018, 2019</td>
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</table>

Objective 3: Expand employment network and community collaborations to create more employment opportunities for individuals served

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<tr>
<th>Steps</th>
<th>Assigned</th>
<th>Timeframe</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Evaluate current collaborations</td>
<td>CES Director</td>
<td>March 2017</td>
<td></td>
</tr>
<tr>
<td>2. Develop recommendations</td>
<td>CES Director</td>
<td>June 2017</td>
<td></td>
</tr>
<tr>
<td>3. Implement recommendations</td>
<td>CES Director</td>
<td>September 2017</td>
<td></td>
</tr>
<tr>
<td>4. Measure and report success</td>
<td>CES Director</td>
<td>December 2017, 2018, 2019</td>
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</tbody>
</table>
Goal 8: Demonstrate Fiscal Responsibility
Demonstrate exceptional accountability in our operations and fiscal management.

Objectives:
- Maintain excellent fiscal management.
- Review fiscal sustainability of programs and services for individuals served.

Objective 1: Maintain excellent fiscal management

<table>
<thead>
<tr>
<th>Steps</th>
<th>Assigned</th>
<th>Timeframe</th>
<th>Notes</th>
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</thead>
<tbody>
<tr>
<td>1. Evaluate current fiscal management</td>
<td>Finance and Business Manager and Chief Financial Officer</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>2. Develop recommendations</td>
<td>Finance and Business Manager and Chief Financial Officer</td>
<td>January 2017 (ongoing)</td>
<td></td>
</tr>
<tr>
<td>3. Implement recommendations</td>
<td>Finance and Business Manager and Chief Financial Officer</td>
<td>February 2017</td>
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</table>

Objective 2: Review fiscal sustainability of programs and services for individuals served

<table>
<thead>
<tr>
<th>Steps</th>
<th>Assigned</th>
<th>Timeframe</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Evaluate current programs and services</td>
<td>Chief Financial Officer and Finance and Business Manager</td>
<td>December 2016</td>
<td></td>
</tr>
<tr>
<td>2. Develop recommendations</td>
<td>Chief Financial Officer and Finance and Business Manager</td>
<td>January 2017</td>
<td></td>
</tr>
<tr>
<td>3. Implement recommendations</td>
<td>Chief Financial Officer and Finance and Business Manager</td>
<td>February 2017</td>
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</tbody>
</table>
Goal 9: Technology Infrastructure
Continue the use of technology by the Lake County Board of Developmental Disabilities for the benefit of individuals, staff and stakeholders.

Objectives:
- Conduct an audit of the current technology infrastructure, utilizing external sources.
- Review the current website to ensure the communication needs of staff, individuals, families and community stakeholders are met.
- Ensure technology is up-to-date and staff has basic technology access.

Objective 1: Conduct an audit of the current technology infrastructure, utilizing external sources

<table>
<thead>
<tr>
<th>Steps</th>
<th>Assigned</th>
<th>Timeframe</th>
<th>Notes</th>
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</thead>
<tbody>
<tr>
<td>1. Evaluate current infrastructure</td>
<td>IT Director</td>
<td>March 2017</td>
<td>External source</td>
</tr>
<tr>
<td>2. Develop recommendations</td>
<td>Finance and Business Manager and IT Director</td>
<td>May 2017</td>
<td></td>
</tr>
<tr>
<td>3. Continue and refine mapping</td>
<td>Finance and Business Manager and IT Director</td>
<td>June 2017</td>
<td></td>
</tr>
<tr>
<td>4. Implement recommendations</td>
<td>IT Director - Lead (IT Staff – Support)</td>
<td>July 2017</td>
<td>Include technology plan</td>
</tr>
<tr>
<td>5. Measure and report success</td>
<td>IT Director</td>
<td>December 2017, December 2018, December 2019</td>
<td></td>
</tr>
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</table>
Objective 2: Review the current website to ensure the communication needs of staff, individuals, families and community stakeholders are met

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<thead>
<tr>
<th>Steps</th>
<th>Assigned</th>
<th>Timeframe</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Evaluate and audit new website</td>
<td>Director of Marketing (Online Engagement Committee)</td>
<td>January</td>
<td></td>
</tr>
<tr>
<td>2. Develop recommendations</td>
<td>Program Directors</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>3. Implement recommendations</td>
<td>Director of Marketing (Online Engagement Committee)</td>
<td>Ongoing</td>
<td>Create a content calendar and internal process for updates</td>
</tr>
<tr>
<td>4. Measure and report success</td>
<td>Director of Marketing (Online Engagement Committee)</td>
<td>December 2017, 2018, 2019</td>
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</tbody>
</table>

Objective 3: Ensure technology is up-to-date and staff has basic technology access

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<tr>
<th>Steps</th>
<th>Assigned</th>
<th>Timeframe</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Evaluate current technology plan</td>
<td>IT Director and Finance and Business Manager</td>
<td>March 2017</td>
<td>Include the program directors</td>
</tr>
<tr>
<td>2. Develop recommendations</td>
<td>IT Director and Finance and Business Manager</td>
<td>June 2017</td>
<td>Program directors implement</td>
</tr>
<tr>
<td>3. Implement recommendations</td>
<td>IT Director and IT Department</td>
<td>July 2017</td>
<td>Ongoing – monthly updates to program directors</td>
</tr>
<tr>
<td>4. Measure and report success</td>
<td>IT Director</td>
<td>December 2017, 2018, 2019</td>
<td></td>
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