

Highland County Board of Developmental Disabilities Strategic Plan

2023-2025

Debra Buccilla, Superintendent
2023

Larry Gray, Superintendent
2024 and forward

Updated 2/2025



Our Mission

- Ensuring effective systems are available to assist people in achieving their life goals.

Our Vision

- Enhancing the quality of life in our community – one person at a time.

Goals

Goal #1 Consumer Perspective

Vision: To support those we serve by developing a broader network of community opportunities.

Goal #2 Financial Perspective

Vision: Assure fiscal integrity and accountability through best practice policy.

Goal #3 Employee Perspective

Vision: Create an agency which mirrors a best place to work model.

Goal #4 Communication/Public Relations

Vision: Partner with a well-informed community who understand the mission of the agency.

Goal #5 Information Technology Services

Vision: To ensure and improve cyber security to protect all systems and information.

Goal #6 Advocacy

Vision: Promote advocacy for and by individuals served through the person-centered planning process, activities and community connections

Goal #7 Quality Services

Vision: Ensure all individuals served receive quality services.

Goal #1 – Consumer Perspective

Vision – To support those we serve by developing a broader network of community opportunities.

- Objective #1 – Create county wide social opportunities in which those served may participate.
- Objective #2 – Partner with the community to promote learning experiences.
- Objective #3 – Promote a healthy and safe atmosphere for people served and employees to feel safe and thrive.
- Objective #4 – Enhance community work opportunities for youth and adults.

- Objective #1 – Create county wide social opportunities in which those served may participate.
 - Increase community partners in the community that are working on transportation and employment goals.
 - Community First Staff are members of the Chamber Board to get updates about community work related to transportation and employment.
 - Community First Staff attend the quarterly meetings with ACCESS and Highland and Adams Business Advisory Council.
 - People served, along with SSA Dept., met with FRS Transportation to learn opportunities available for county transit. FRS provided a tour around town as an example of usage options.
 - Community First Staff is working with OOD Bridges services to assist transition students to get their driving permits.
 - Increase community partnerships/relationships with businesses and residents for community integration activities.
 - HCBDD assisted a family in Greenfield with a ramp for their home with the Society for Children and Adults. This family does not receive services from HCBDD.
 - HCBDD has partnered with Lynchburg Art Center for a monthly art activity.
 - Community First Staff are working with Southern State Community College for inclusion of individuals served in an upcoming play.
 - The SSA Dept. held a Linkage Expo for people served and their supports to connect with resource agencies within the county such as the Health Dept., Extension Office, horse therapy, Community Action and FRS Transportation.
 - HCBDD partnered with Montgomery CBDD to borrow a Universal Changing Table that could be utilized at the Highland Co. Fair.
 - Hills and Dales Preschool staff attend the FCFC meetings as scheduled.
 - Community First Staff are on the YMCA Advisory board.
 - Community First Staff are part of the OOD Transition Expo Committee.
 - Community First Staff are on the This Is Me committee.
 - Partner with area schools to utilize sports complex for Special Olympics and host events at times that might be better attended by the community.
 - Highland County YMCA allows basketball games at their facility.
 - Highland County YMCA holds a winter dance for individuals served.
 - HCBDD provided transportation for the YMCA Summer Kids camp.
 - Special Olympic athletes get a complimentary membership to the YMCA.
 - Highland County YMCA allows students participating in Summer Youth to work at their facility.
 - Hillsboro Christian Academy allows basketball games at their facility.
 - Integrated bowling league is held at the local bowling alley.

- Objective #2 – Partner with the community to promote learning experiences.
 - Work with various professionals to provide learning opportunities for children birth to age 5.
 - Hills and Dales Preschool has had various professionals present to the students, including the Paint Creek Fire and EMS, local dentists and eye doctors and Canines for Christ (pet therapy).
 - Collaborate with outside agencies and LEAs to create a working interagency agreement in serving children birth to age 5. Completed on 11/25/24.
 - HCBDD finalized an interagency agreement with Head Start, HMG, Early Intervention, the five local school districts and East Clinton, Eastern and Adams County on November 25, 2024. Quarterly meeting are held with this group.
 - Involve community partners in creating a YouTube channel to provide lessons and literacy practice for children from birth to age 5.
 - Ongoing goal.
 - Increase education and information to local schools about the DD system and our services
 - Community First and SSA Staff have met with Special Education Directors and teachers in the Hillsboro, Lynchburg and Bright Local Schools to discuss services offered by HCBDD. Meetings with Christian School is scheduled.
 - HCBDD will be hosting an event with Starfire which will be open to providers and school districts that will promote community connections for people served.
 - Hills and Dales preschool has increased communication with Special Education Directors through email and collaborative meetings.
 - Meet with local providers to determine if program expansion is an option for more service hours by becoming a waiver provider.
 - This is an ongoing process with the SSA Department and through mentoring options with the SSA Department.

- Objective #3 - Promote a healthy and safe atmosphere for people served and employees to feel safe and thrive.
 - Teach and encourage universal precautions for safety.
 - Staff receive annual universal precautions training via PublicWorks.
 - Communicating best practices on a quarterly basis to keep the community informed.
 - Updates to relative CDC guidelines, current local trends from the health department and other agencies are posted on an ongoing basis of the HCBDD Facebook page and website.
 - Continue building on our current safety practices and hold various safety drills and meetings involving community partners.
 - Hills and Dales Preschool holds ongoing fire, safety and tornado drills throughout the school year.
 - HCBDD staff met with local first responders to discuss additional safety items for the preschool.
 - HCBDD staff attended the Safety conference in Columbus Ohio in July 2023 and July 2024.
 - A grant from BWC and the School Safety Council is being pursued for purchase of window protection for the preschool building.
 - Window film and bulletproof window program completed in 2024 at Hills and Dales Preschool.
 - Train and Empower staff to recognize danger signs and make safety calls to ensure safety of customers and staff.
 - HCBDD SSA Staff attended CPI training.
 - HCBDD Safety Committee meets on a regular basis to discuss all safety and welfare topics.
 - HCBDD staff participate in all fire, safety and tornado drills throughout the year.
 - HCBDD has obtained CPI booklets to share with those served and provider agencies.
 - Encourage healthy lifestyles activities for people served.
 - HCBDD worked with the Highland County Health Department for several vaccine clinics offered to staff, those served and their families during the COVID pandemic.
 - SSA staff include healthy lifestyles in the development of all individual service plans on an ongoing basis.
 - Early Intervention collaborated with community partners in Family and Children First Council to offer a community baby shower and resource fair.

- Objective #4 – Enhance community work opportunities for youth and adults.
 - Create a business opportunity where people with developmental disabilities can share in every part of the day-to-day operation and serve the public.
 - Self-Advocates have volunteered at Rocky Fork State Park to complete improvements in the park, including painting, landscaping and trash pickup.
 - Community First Summer Youth individuals work in various community sites during the program, including the YMCA, Ponderosa, Community Action, Rocky Fork State Park and others
 - Create a store front for the Art Studio that includes artwork from anyone in the community.
 - Up and Beyond Art Studio will have a display in the month of December for art sales at the Hills and Dales Preschool Building. Information will be shared with the public via social media.
 - Up and Beyond Art Studio will transition to a provider that will be able to utilize it in the community and for more artists.

Goal #2 – Financial Perspective

Vision – Assure fiscal integrity and accountability through best practice policy.

- Objective #1 – Manage operational overhead in accordance with the established annual budgets.
- Objective #2 – Enhance revenue streams as opportunities become available.

- Objective #1 – Manage operational overhead in accordance with the established annual budgets.
 - Implement and encompass waiver projection tools and any future planning tools that will help with budget projections/process.
 - Annual budgets have been developed and submitted per requirements.
 - 2025 Cost projections and 2025 preliminary budgets have been completed.
 - The Business Office implemented a new purchasing program (Microix) which will replace DocuSign and be more cost efficient.
 - Operations/Transportation operating 5% under budget.
 - Purchasing Management, cost Containment future planning for Capital Projects.
 - Preschool Capital Projects that have been completed in 2023 including boiler replacement, parking lot sealant, bathrooms updates and flooring.
 - ID/train internal employees for cross-training and additional support in Operations/Transportation Department.
 - The new bus driver is the substitute cook.
 - Community First staff (Nathan and Jacob) are substitute teachers for the preschool.

- Objective #2 – Enhance revenue streams as opportunities become available.
 - Utilize Capital Housing funding.
 - Capital Housing funding is used for home developmental and repairs.
 - Dedicated Operations Associate assist individuals in their homes with light maintenance issues, billing back the Housing Authorities when applicable.
 - HCBDD completed three separate housing projects across Highland County in 2024.
 - Identify and acquire additional staff to assist with housing, yards, snow removal, daily unscheduled chores.
 - Subcontractors have been hired to handle this for community homes.
 - In 2024, Community First individuals will be included in these tasks for employment training.
 - Operations maintains several residential site's yard maintenance at a nominal fee.
 - Seek grant opportunities and apply as appropriate for all departments.
 - BWC and School Safety Council grant for school safety items is being pursued.
 - EI and HMG have ongoing grants with Part C and McVee grant.
 - HMG was awarded the Navigation Outreach Grant.
 - Community First utilizes the Bridges funding and the Reach grant through OOD.
 - HCBDD Administration team to discuss contracting with someone specialized in grant writing for pursuing future opportunities (SOCOG).
 - Community First is working with the Elks on grant money to benefit some of the summer youth employees that are working at the Elks this summer, with things like work clothes, shoes, equipment and lunches.
 - HCBDD staff attended a grant writing class.

Goal #3 – Employee Perspective

Vision – Create an agency which mirrors a best place to work model.

- Objective #1 – Initiate a wellness atmosphere to promote healthy lifestyles.
- Objective #2 – Promote educational opportunities to enhance professional development.
- Objective #3 – Initiate a salary and benefit study to determine fair market value.
- Objective #4 – Promote team building opportunities and enhance employee recognition programs.

- Objective #1 – Initiate a wellness atmosphere to promote healthy lifestyles.
 - Organize quarterly wellness lunch and learns on MS Teams with topics like relaxation techniques, strengthen emotional intelligence and stress response.
 - Staff who are on the medical insurance plan were invited to participate in the United Healthcare Rewards program and could earn up to \$1000 in calendar year 2024.
 - Weekly/Monthly Healthy Recipes, food prep tips and tricks, healthy lunch ideas email/newsletter.
 - All of the above topics are covered in the daily emails sent to all HCBDD employees.
 - United HealthCare's Real Appeal Program in an option for staff to participate in. Real Appeal is a 52-week program that focuses on weight loss, healthy eating and fitness. Participants meet with a wellness coach weekly and receive a success kit that includes scales, a balanced portion plate and access to online fitness tools.
 - United HealthCare provided a wellness budget of \$2000 and it was used to purchase logo gift water tumblers for all staff and a treadmill that staff can use on their breaks.
 - Weekly “get moving” reminders with examples of simple stretches and exercises.
 - This is included in the daily email sent to all HCBDD employees.
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 - Organize an onsite health fair for staff partnering with Highland District Hospital or the health department where staff could have biometrics like cholesterol, blood sugar, etc. checked. Have healthy snacks available and invite other wellness agencies like a nutritionist to participate and educate/interact with staff.
 - On October 6, 2023, a health fair was held for all HCBDD employees. Several vendors were present, including the Highland County Health Department offering biometric testing and vaccines. Other vendors included Highland District Hospital, nutritional information and diabetes information, among other topics. Fruit and health snacks were offered in the morning and a Subway lunch was provided to employees. This was well presented and received by employees. The expenses of the health fair were reimbursed by United HealthCare.

- Objective #2 – Promote educational opportunities to enhance professional development.
 - Have department celebration day/week with recognition email or notice on the bulletin board and/or low-cost gifts or perhaps a Subway lunch or ice cream.
 - Hills and Dales Preschool staff have team building days away from the school.
 - SSA staff have monthly mentoring activities to support team building and support.
 - Develop a “New employee welcome kit”.
 - A new employee welcome kit has been put into place that includes a polo shirt, lanyard and a new hire binder with phone information/instructions, payroll information, PSW training, calendars, benefits, FAQ’s and key board policies, table of organization and DD acronyms.
 - Welcome to the team building tour/introductions to staff working onsite conducted by Supervisors on the first day.
 - Completed during orientation.

- Objective #3 – Initiate a salary and benefit study to determine fair market value.
 - Survey other county boards of DD with similar demographics.
 - The 2024 OACB salary survey was completed and reviewed. All staff received a 3% raise for 1/1/2025.
 - Survey local employers with similar positions.
 - On-going goal.

- Objective #4 – Promote team building opportunities and enhance employee recognition programs.
 - Organize giving together activities that focus on giving to the community.
 - SSA Department volunteered at local food pantry.
 - Supplement the Employee Recognition program – show recognition for staff who are going above and beyond.
 - Ongoing goal
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 - Welcome to the team building tour/introductions to staff working onsite conducted by Supervisors on the first day.
 - Completed for new staff during orientation.

Goal #4 – Communication/Public Relations

Vision – Partner with a well-informed community who understand the mission of the agency.

- Objective #1 – Enhance internal communication to promote team building and assure consistent messaging.
- Objective #2 – Increase utilization of public relations platforms to share our story.

- Objective #1 – Enhance internal communication to promote team building and assure consistent messaging.
 - Enhance our social media platforms to keep the public updated on what is happening with services and HCBDD employees.
 - HCBDD Facebook page is updated regularly with information and happenings from different departments to ensure the community is aware of events, activities and successes.
 - New Employee Spotlight posts are emailed to all HCBDD employees when a new employee joins the team.
 - Develop an employee newsletter to highlight departments and provide wellness and other valuable information.
 - Ongoing goal.

- Objective #2 – Increase utilization of public relations platforms to share our story.
 - Involve community partners in creating a YouTube channel to provide lessons and literacy practice for children from birth to age 5.
 - Ongoing goal.
 - Improve the website for better use and access for the community.
 - The website recently transitioned to the Wix platform. Ongoing adjustments and improvements are being made to the website while navigating the new platform.

Goal #5 – Information Technology Services

Vision – To ensure and improve cyber security to protect all systems and information.

- Objective #1 – Improve cyber security throughout the agency.

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 - Implementation of DNS protection for all board PCs.
 - DNS protection has been enabled for all board PCs. This provides security and privacy needed to protect employees. This protection extends remote and in office from accessing malicious sites.
 - Implementation of a password manager.
 - IT department has rolled out Zoho Password Manager for eligible staff members.
 - SAAS that we can run vulnerability scans on a monthly basis.
 - Threats and Patches has been implemented in 2023. This is an add-on product for the Desktop Central product used to manage all board PCs and servers. This service scans all PCs daily and reports missing patches or software fixes required.

Goal #6 – Advocacy

Vision – Promote advocacy for and by individuals served through the person-centered planning process, activities and community connections.

- Objective #1 – Offer a local advocacy group to those served.
- Objective #2 – Offer regional advocacy resources.
- Objective #3 – Create opportunities for advocates to make and share connections with community members.

- Objective #1 – Offer a local advocacy group to those served.
- HCBDD offers a local advocacy group called People First of Highland County, which meets on a monthly basis to discuss local and statewide issues related to the needs of individuals with disabilities. The group is a member of People First of Ohio. The meetings are held at Southern State Community College and at an earlier time that was easier for more people to attend. Attendance had boosted in 2024.

- Objective #2 – Offer regional advocacy resources
 - People First of Highland County members attend the regional advocacy group SOAG (Southern Ohio Advocacy Group) on a monthly basis. This group consists of member from 15 different county boards and discusses local, regional and statewide issues.

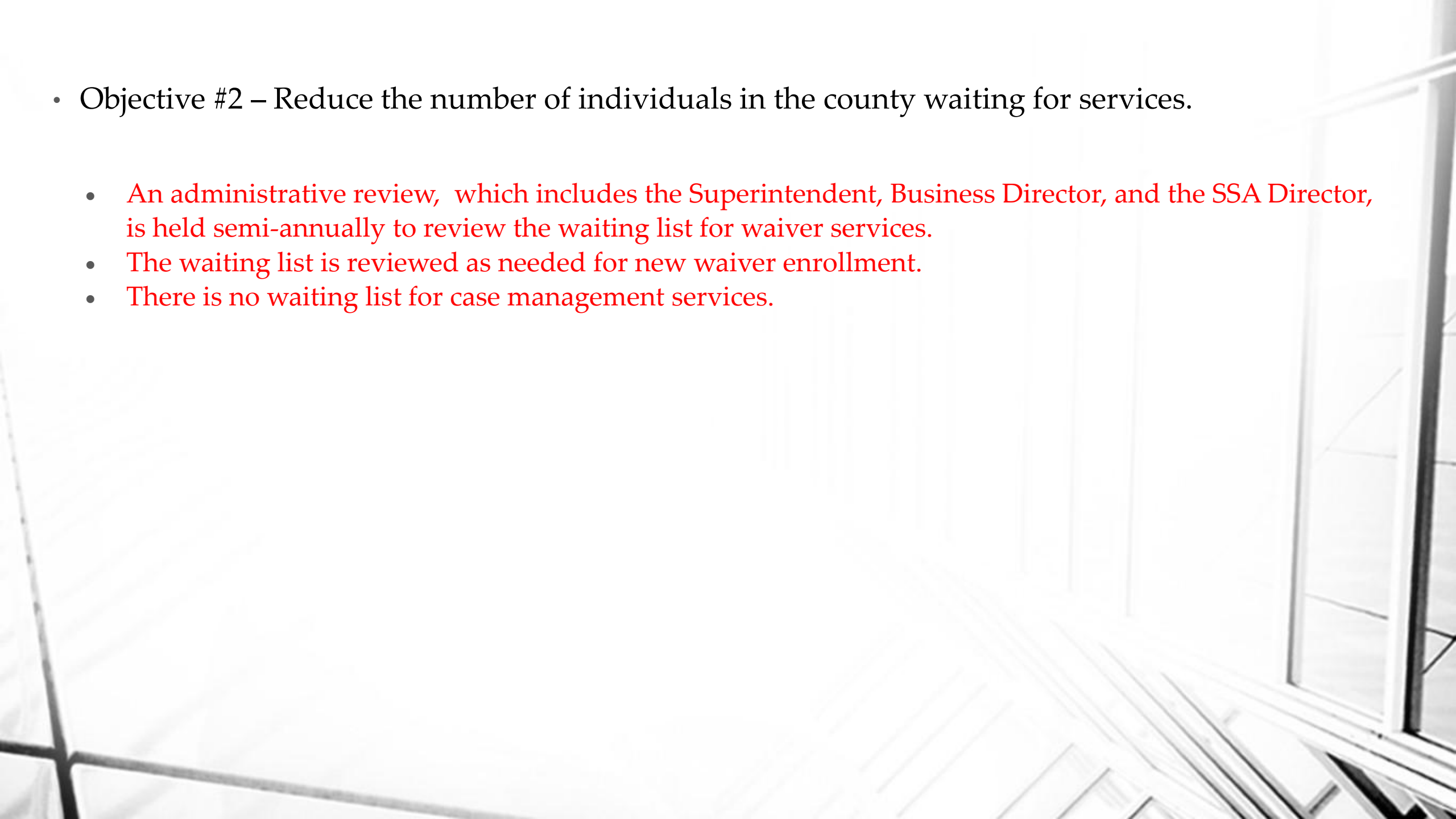
- Objective #3 – Create opportunities for advocates to make and share connections with community members
 - People First of Highland County members attended the People First of Ohio Advocacy Conference in March of 2024.
 - People First of Highland County members attended the Synergy Conference held in October of 2024
 - A member for the People First of Highland County group worked the local Jeep Cruisin event, working the concession stand.
 - Three members of the People First of Highland County group participated in the DODD Storytelling Workshop in July of 2024, telling their stories to others. The presentations were shared by video across social media platforms.
 - A member of the People First of Highland County group spoke about DD Awareness month to the community at a Special Olympics basketball game in March of 2024.
 - Two members of the People First of Highland County group assisted at the Up and Beyond Art Studio teaching local girl scouts about different types of art.
 - Members of the People First of Highland County group accepted proclamations for DD Awareness month in March from local Highland County cities and villages.
 - Advocates helped with local boy scout events for Disability Awareness badges.
 - Advocacy group volunteers at a local food pantry monthly.
 - Advocacy group passes out informational flyers and placemats for DD Awareness mont

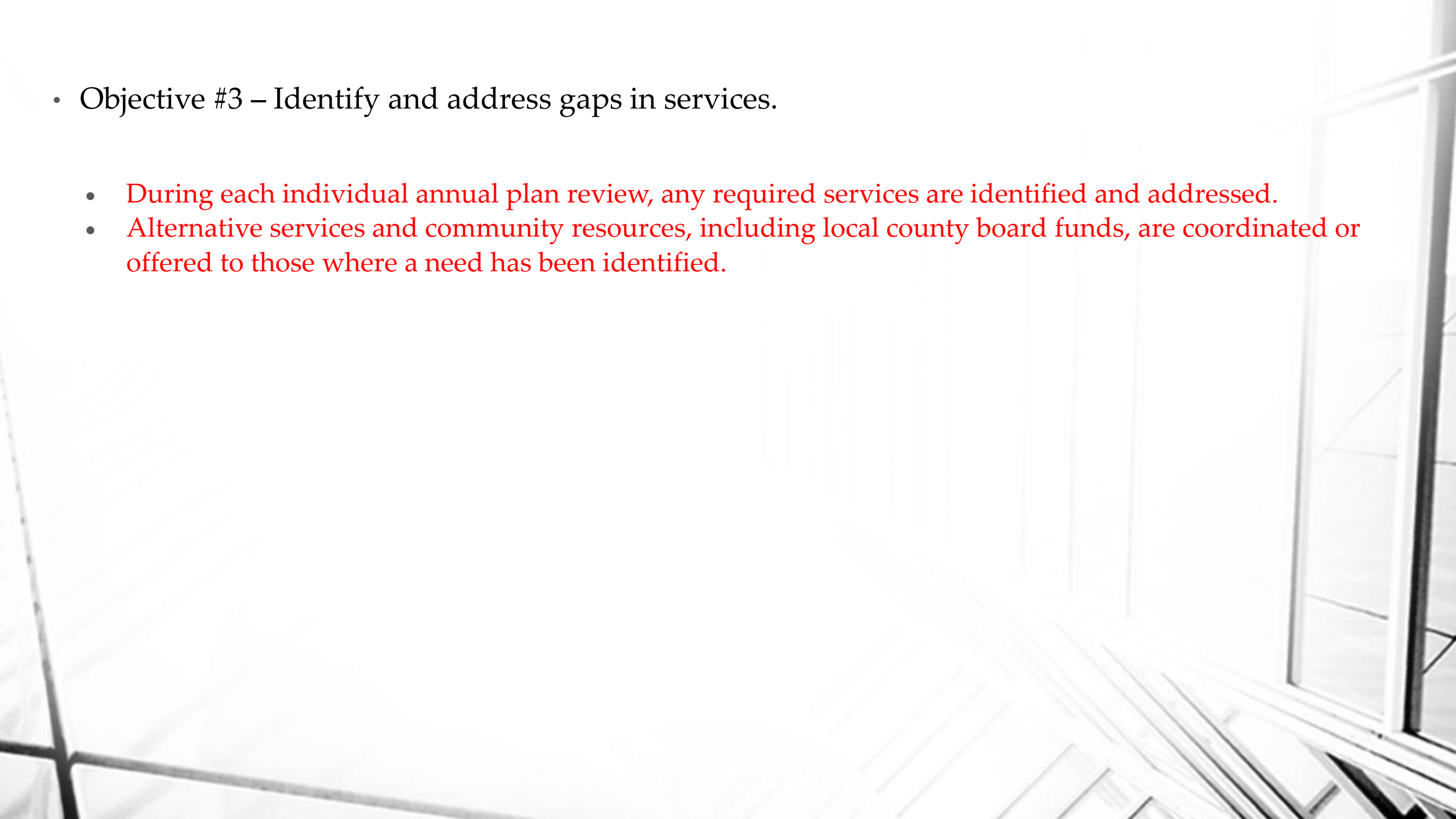
Goal #7 – Quality Services

Vision – Ensure all individuals served receive quality services.

- Objective #1 – Ensure that individuals are receiving services in the most integrated setting for their needs.
- Objective #2 – Reduce the number of individuals in the county waiting for services.
- Objective #3 – Identify and address gaps in services.

- Objective #1 – Ensure that individuals are receiving services in the most integrated settings for their needs.
 - All individuals served must meet level of care (LOC) for an intermediate care facility (ICF) for waiver enrollment.
 - LOC is reviewed annually or with a change in need, to ensure that all individuals are in the most appropriate setting.
 - The Residential Options brochure is provided at the time of a settings inquiry or request, and at least annually.
 - Residential resources are available on our website for review.

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- Objective #2 – Reduce the number of individuals in the county waiting for services.
 - An administrative review, which includes the Superintendent, Business Director, and the SSA Director, is held semi-annually to review the waiting list for waiver services.
 - The waiting list is reviewed as needed for new waiver enrollment.
 - There is no waiting list for case management services.

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- Objective #3 – Identify and address gaps in services.
 - During each individual annual plan review, any required services are identified and addressed.
 - Alternative services and community resources, including local county board funds, are coordinated or offered to those where a need has been identified.