Strategic Plan

January 1, 2025- December 31, 2027

Washington County Board of Developmental Disabilities
1701 Colegate Drive, Marietta, OH 45750

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Executive Summary

I am delighted to present the 2024-2027 Washington County Board of Developmental Disabilities (WCBDD) Strategic Plan, highlighting our dedication to making a meaningful impact and fostering positive change within our community. This comprehensive plan supports us in looking further than our daily tasks and concentrating on the future we envision for individuals with developmental disabilities and their families in Washington County. It will shape our decision-making and serve as a roadmap for us to strive to accomplish these goals.

This plan represents input actively sought from our dedicated employees of WCBDD, individuals served, parents and guardians of those served, providers, community agencies, and members of the Washington County community. We distributed a survey with questions designed for specific audiences. We then had our strategic planning team dedicate time to synthesizing the feedback, and identifying common themes that address the diverse needs of our stakeholders. While it is impossible to address every need, this plan focuses on what we consider to be the priority areas WCBDD must address.

The themes that emerged and have been identified as our Strategic Plan goals are financial stability, increased customer satisfaction, increased consistency, and increased employee engagement. Each goal details the objectives we aim to accomplish and the initiatives we will undertake over the next three years. We have also identified key metrics and targets to track our progress. If adjustments are needed, we will make them, as we are dedicated to fulfilling our commitments.

We remain mindful and appreciative of the Washington County community. We believe community members can take pride in the significant impact WCBDD staff have on the lives of the 700+ individuals we serve. We are committed to our mission of empowering through personalized supports to enrich lives. Our vision is for each individual to be accepted and included. We believe each individual shall be recognized as a valued citizen.

We are proud of the plan we have crafted and are dedicated to collaborating to create a positive future for individuals with disabilities in our community. I am deeply grateful to everyone who contributed to the planning process; their support has been instrumental in shaping our future. Lastly, I am genuinely humbled and honored to be part of the remarkable work happening in Washington County and look forward to sharing our continued successes.

Respectfully,
Tiffany Neill
Superintendent

Board of Directors

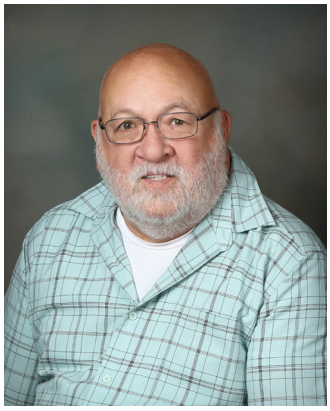
Ann Emrick
President

Teresa Haines
Vice President

Kyle Boker
Secretary

Patrick Arnold-McKinney
Board Member

Yvonne Huck
Board Member



Dennis Lehman
Board Member

Jenna Phillips
Board Member

Mission, Vision, Values

Mission

Empowering through personalized supports to enrich lives.

Vision

Acceptance and Inclusion

Values

- Open to New Ideas
- Always Improving
- Meeting Commitments
- Understanding
- Open Communication
- Nurturing Relationships
- Recognizing & Respecting Others

Critical Findings

As part of the strategic planning process, Washington County Board of Developmental Disabilities sought information from employees of WCBDD, individuals served, parents and guardians of those served, providers, community agencies, and members of the Washington County community. This information was used to identify strategic advantages, strategic challenges, and strategic opportunities for the WCBDD. These were the critical findings that supported the development of the strategy map that will move WCBDD into the future.

Strategic Advantages

Financial

- WCBDD are good stewards of public funds to manage current and future service needs.

Customer

- WCBDD has knowledgeable, dedicated staff who provide a great customer service experience.
- WCBDD is committed to meeting the needs of the individuals they serve using flexible, personalized, and unique supports in a timely manner.
- WCBDD's centralized location makes access to services easier for individuals and families.
- WCBDD allows the community to access facilities to support community integration.
- WCBDD is committed to providing opportunities for community inclusive activities.

Internal Process

- WCBDD is committed to exceeding compliance standards across all service areas.
- WCBDD has good working relationships, communication, and coordination with many of their stakeholders.

Learning and Growth

- WCBDD is committed to supporting staff and individuals by upgrading technology and meeting the needs of remote work.
- WCBDD has strong departmental relationships that are supportive of one another.
- WCBDD is committed to providing quality training, benefits, wages, and flexibility to employees.
- WCBDD's new leadership is willing to listen and identify opportunities for improvement.

Strategic Challenges

Financial

- WCBDD is faced with continually increasing waiver costs.
- WCBDD is faced with ever changing state and federal mandates.
- WCBDD must navigate rising costs due to inflationary factors and increasing numbers of individuals served.

Strategic Challenges, cont.

Customer

- WCBDD does not have a program in place to support community engagement.
- WCBDD does not have a robust system in place to engage with the community and build community partnerships.
- WCBDD is impacted due to a lack of sufficient providers to meet the needs of individuals served by the board.
- WCBDD struggles to find qualified professionals to meet the needs of individuals with intensive behavioral needs.
- WCBDD's self-advocacy program could benefit from expansion.
- WCBDD struggles with locating locally affordable housing for individuals served by the board.

Internal Process

- WCBDD does not have a consistent process to ensure routine, clear communication across the leadership, departments, and workforce.
- WCBDD struggles with school staffing with their third party staffing vendor (ESC).
- WCBDD does not have a process to develop, review, and update organizational policies and procedures.
- WCBDD does not offer before or after school care programming, which has been identified as a need by customers.
- WCBDD does not have a consistent process to routinely gather feedback from key customers and stakeholders.
- WCBDD does not have parent/family support groups in place.

Learning and Growth

- WCBDD current organizational culture leads to distrust and creates a disengaged workforce.
- WCBDD does not yet have a process in place to address career development and needed professional development trainings.
- WCBDD does not have a good procedure in place for transfer of knowledge from departing employees.
- WCBDD does not have enough cross-trained staff to support internal operations when key workforce members are on leave.
- WCBDD does not have consistent IT platforms that are used across the entire organization.
- WCBDD current technology limits the efficiency of some of the HR processes.
- WCBDD current 3rd party IT vendor is not meeting the needs of the organization.
- WCBDD facilities need upgrades and there are challenges due to limited contractors available.

Strategic Opportunities

Financial

- WCBDD should explore opportunities for additional revenue streams.

Customer

- WCBDD should explore options with provider organizations to support workforce retention.
- WCBDD can increase support of self-advocacy programming.
- WCBDD should explore options for accessible transportation for individuals to better access the community.
- WCBDD could improve collaboration with local agency partners.

Internal Process

- WCBDD could improve public relations by developing a community relations program.
- WCBDD can develop a process to ensure policies and procedures are consistently reviewed and available to the workforce.
- WCBDD can increase program offerings by exploring options for summer programs, before and after school care, and respite.
- WCBDD needs to expand resources to support behavior support services.
- WCBDD could develop first responder/medical professional training.
- WCBDD can increase transitional youth opportunities.

Learning and Growth

- WCBDD needs to improve IT support for the workforce.
- WCBDD can provide professional development opportunities that are needed and wanted by the workforce.
- WCBDD can improve the recruitment, hiring, onboarding, and ongoing workforce support processes.
- WCBDD could upgrade and modernize facilities to increase operational performance and visual appearance.
- WCBDD should improve organization culture through improved communication, staff recognition, employee development, transparency, and staff-centered events.
- WCBDD can use the existing facility to expand opportunities for community programs.

Next Steps

WCBDD will begin to determine the long and short-term action plans that need to be developed to address the initiatives identified in the strategy map.

Quarterly balanced scorecard updates will be provided to the board and WCBDD staff addressing initiatives, key performance measures, and targets.

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Strategy Map

Vision	**Acceptance and Inclusion**			
Mission	**Empowering through personalized supports to enrich lives**			
Goals	**Objectives**	**Initiatives**	**Measures**	**Targets**
Financial: Financial Sustainability	Increase Community Awareness → Meet Financial Obligations	• Community Education • Maximize Available Resources • Waiver and Waitlist Allocation	• Annual revenue streams • Brand awareness	•Maintain or increase revenue streams •Increase brand awareness
Customer: Increase Customer Satisfaction	Strengthen Community Relationships; Improve Service Offerings	• Increase Partnerships • Improve Customer Feedback • Community Employment • Provider Support • Self-Advocacy Expansion	•Customer satisfaction •# of individuals community employed	•Determine baseline measures •Increase the number of individuals employed in the community
Internal Process: Increase Consistency	Increase Operational Performance	• Improve Communication • Policy/Procedure Process • New Service Development • Process Improvement Projects	• Employee Engagement Survey • Policies updated • New service offerings	•EE Survey communication scores •All policies updated by Dec. 2027 •1 new service annually
Learning and Growth: Increase Employee Engagement	Enhance Workforce; Improve Infrastructure	• Improve Organizational Culture • Upgrade Facilities • Improve IT Support • Improve HR Processes	• Employee Engagement scores • Workforce IT satisfaction • Capital improvement plan	•Goal of 4 across all domains •Determine baseline measures of IT satisfaction •# of completed projects annually
Open to New Ideas, Always Improving, Meeting Commitments, Understanding, Recognizing and Respecting Others, Open Communication and Nurturing Relationships				