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**Greene County Board of
Development Disabilities
2020 Strategic Business Plan**

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Changing the trajectory of the future by creating consensus on vision and strategy.

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I. Overview:

The Greene County Board of Developmental Disabilities (hereinafter known as GCBDD) is a county agency committed to serving individuals with developmental disabilities in Greene County, Ohio. GCBDD provides services to individuals and their families.

The GCBDD is led by Superintendent John LaRock and four divisions, including:

- **Adult Services**
- **Early Childhood Programs**
- **Community Services**
- **Finance and Administration**

GCBDD is associated with two private not-for-profit organizations; Greene Incorporated which provides jobs for the adults enrolled in GCBDD programs and Homecroft Inc. which purchases and rents houses to adults in GCBDD programs.

The GCBDD consists of seven members with five members appointed by the County Commissioners and two members appointed by the sitting Greene County Probate Judge.

GCBDD will face a number of strategic issues over the next five years which shall be incorporated into its 2020 Strategic Business Plan. These issues include, but are not limited to:

- **Increased self-advocacy for individuals**
- **Community-based integration of services for individuals**
- **Increased privatization and diversification of service providers**
- **Adaptation to the regulations of the Center for Medicaid Services**
- **Greater interdependence for services with strategic partners, such as the Southwestern Ohio Regional Council of Governments**
- **Fiscal sustainability in future service delivery models**
- **Retirements of the GCBDD workforce**
- **CARF Accreditation Standards**
- **Facilities planning**
- **New Ohio Revised Code requirements for Boards of Developmental Disabilities**

These items will be addressed during the planning process.

GCBDD is associated with 17 private corporations and approximately 87 Individual Service Providers that deliver services funded in part by the GCBDD. Three of those organizations play an integral role due to historical and organizational needs of the GCBDD.

Greene, Inc. specializes in comprehensive vocational training and employment for individuals with a wide array of disabilities. Greene, Inc. provides dignified access to quality choices for people with barriers to employment. Greene, Inc. provides direct employment in:

- **Healthcare laundry services**
- **Secure document shredding**

Greene, Inc. is a federal and state contractor and provides daily employment, up to thirty (30) hours per week. Greene, Inc. provides positions that are community-based, as well as facility-based. Greene, Inc. is responsible for all payroll functions related to its businesses, provision of fringe benefits, compliance with federal wage and hour laws, and equipment and supplies necessary to carry out its business functions. Greene, Inc. provides for annual audits and insurance coverage for its Board. Greene, Inc. owns the facilities on Fairgrounds Road, and leases 20,000 square feet of those facilities to the GCBDD for the provision of services at the Atrium.

Through its contractual agreement, staff members who manage the operation of Greene Inc. are employees of the GCBDD, paid for by the Board. The GCBDD also maintains the facilities in accordance with the contract.

The Board's work in partnership to promote the inclusion of individuals into the mainstream of the community, and as such the Greene, Inc. non-profit Board recommends and assists in establishing improvements in programs provided by the Board.

Homecroft Inc. is a not-for-profit housing corporation to assist eligible Greene County citizens with development disabilities to acquire safe, affordable, and accessible housing. This program includes properties which are acquired with the active participation of prospective tenants.

Through its contractual agreement, staff members who manage the operation of Homecroft Inc. are employees of the GCBDD, paid for by the Board. The GCBDD also provides annual funds for the maintenance of the homes in accordance with the contract.

Southwestern Ohio Council of Governments (SWOCOG) is a newly formed Developmental Disabilities COG serving Southwest Ohio. It was formed by four (4) county boards of developmental disabilities – Butler, Clermont, Hamilton, and Warren. The organization is located in Lebanon, and Shirley Riggs, former Director of the DD COG in Northeast Ohio has been hired to lead the COG. **The mission of SWOCOG is to provide support and solutions to county boards through cost-effective shared services that deliver value, satisfaction, and maximization of resources.**

Major services of GCBDD are accomplished through the following agencies and divisions:

- **The Adult Services Division** provides Day Habilitation Services, community-based activities, behavioral planning and intervention, and activities of daily living. The program offers integrated community settings and reversed integration in facility-based settings.

The Adult Services Division also operates the Community Employment Division. The Community Employment Division operates the following venues for employment:

- **Employment First** – For individuals seeking to transfer from facility-based employment to community-based employment. Individuals who are not currently employed who are seeking employment are also served.
- **Project SEARCH** – For transition youth seeking employment through internships with the local school system.

- **The Four Oaks Early Intervention Program** provides intervention services to infants and toddlers (birth through age 3) with special needs due to diagnosed medical or genetic conditions and/or developmental delays. The program is family centered, including early intervention specialists, speech therapists, physical therapy, and occupational therapy. Families receive early intervention services in daycare and early childhood sites throughout the community and other natural environments.
- **Community Services** provides service, support, and coordination to ensure that eligible individuals with developmental disabilities have access to all available opportunities and services within their communities or may be obtained outside their communities. Community services include:
 - **Assessment**
 - **Individual Service Plan Development**
 - **Service Coordination**
 - **Service Monitoring**
 - **Medicaid Services**
 - **Special Olympics**
 - **Family Support Services**

GCBDD is currently developing its strategic business plan for the future of its services to the community through the Year 2020. This process includes an overall strategic business plan for the GCBDD, as well as individualized action plans for each of its operating divisions.

Strategic Leadership Associates (hereinafter known as SLA) has assisted the GCBDD to develop its strategic business plan in following four phases, including:

- **Phase I – Key Stakeholder Focus Groups and Strengths, Weaknesses, Opportunities, and Threats Assessment (SWOT)**
- **Phase II – Vision and Strategy Development**
- **Phase III – Operating Plan Review**
- **Phase IV – Strategic Action Plan Development**

As part of **Phase I – Key Stakeholder Focus Groups and Strengths, Weaknesses, Opportunities, and Threats Assessment (SWOT)**, SLA conducted seven focus groups with the key stakeholders listed in the table below. Stakeholders were given the opportunity to respond to focus group questions both verbally and in writing during the focus group sessions to share their perspectives to help shape the future direction of GCBDD and its services.

Key stakeholder focus groups were conducted by David Ramey of SLA, consultant for the GCBDD strategic planning process. These focus groups were conducted between April 2 and April 8, 2015.

| Date and Time of Focus Groups | Number of Participants |
|---|------------------------|
| Agency Service Providers – Thursday, April 2 – 4:00 p.m. | 11 |
| Consumers of Adult Services/Employees of Greene, Inc. – Tuesday, April 7 – 12:00 noon | 11 |
| Adult Services Employees – Tuesday, April 7 – 2:45 p.m. | 19 |
| Parents/Guardians of Adult Services Clients – Tuesday, April 7 – 6:30 p.m. | 15 |
| Early Childhood Program Employees – Wednesday, April 8 – 8:30 a.m. | 25 |
| Community Service Employees – April 8 – 1:30 p.m. | 19 |
| Parents/Guardians of Four Oaks Clients – April 8 – 4:00 p.m. | 10 |
| TOTAL | 110 |

In April and May 2015, GCBDD convened a Leadership Team to develop the strategic plan top level elements. Working sessions were conducted on April 21, May 26, May 29, and June 17, 2015.

A Board workshop to review the plan was conducted in September 2015. Action plans were developed in October 2015 for the first two years of the plan.

II. Vision, Mission, and Core Values:

Proposed Vision

A lifetime of dignity and opportunity through community integration and self-advocacy.

Proposed Mission

Supporting people to lead dignified and successful lives through informed choice.

Core Values

- **Dignity** – Mutual respect and environments which reflect our care and support for individual choices.
- **Safety and Health** – A comprehensive and daily commitment to safety and the health of individuals.
- **Integrity** – Ethical conduct in all our endeavors.
- **Partner Relationships** – Cultivating partner relationships which meet the needs of individuals and families.
- **Teamwork** – Collaboration among staff and with other partners.
- **Transparency** – Accountability and fiscal responsibility for the public investment and trust in our mission.
- **Community-based Lifelong Services** – Facilitating exemplary community linkages which are evolving to meet the ever-changing needs of the people we serve.

III. Strategic Goals (Aligned with Service Areas):

The following goals for GCBDD constitute the “one-page” 2020 strategic business plan for the next five years. Each goal will be supported by a set of strategic objectives and initiatives and performance measures, as well as action plans which will follow.

**Strategic Goal A –
Maximize Health,
Safety, and Welfare
of People Served in
Community
Integrated Settings**

Maximize health, safety, and welfare for individuals with disabilities in community integrated settings through training, compliance reviews, continuous review processes, individual development plans, and report and investigations of adverse incidents.

**Strategic Goal B –
Maintain Effective and
Prudent Stewardship
of Resources**

Maintain effective and prudent stewardship of resources through sound business practices, budget adherence, and collaboration on shared resources with service providers.

**Strategic Goal C –
Actively Engage
Persons Served,
Parents and
Guardians, Providers,
and the Community**

Actively engage persons served, parents and guardians, providers, and the community through self-advocacy, new provider recruitment, active communications, and increased presence at community events.

**Strategic Goal D –
Build the
Competence,
Confidence of
Parents, and the
Resiliency of Families
to Support their
Child’s Development**

Build the competence and confidence of parents and the resiliency of families to support their child’s development through coaching and family supports.

**Strategic Goal E –
Maximize Community
Integration in Day
Services for
Individuals**

Maximize community integration in day services through informed choice, volunteer site partnerships, reverse integration, and vocational awareness.

**Strategic Goal F –
Adopt a Social
Enterprise Model for
Employment of Adults
with Disabilities**

Adopt a social enterprise model for employment of adults with disabilities through preparation for financial independence, federal wage requirements, business growth, and integration of a diverse workforce.

**Strategic Goal G –
Maximize Community
Employment of Adults
with Disabilities**

Maximize community employment of adults with disabilities through career education and exposure, collaboration with community agencies, employer education, job coaching, and development.

**Strategic Goal H –
Connect People with
Community Services
which Enhance their
Meaningful Quality of
Life**

**Connect people with community
services which enhance their
meaningful quality of life through
informed choice and “person-
centered” plans.**

**Strategic Goal I –
Provide Individual
Choice of High
Quality, Accessible,
and Affordable
Housing**

**Provide individual choice of high
quality, accessible, and affordable
housing for individuals with
developmental disabilities.**

IV. Objectives and Initiatives:

The following objectives and initiatives represent major priorities to be accomplished by GCBDD over the next five years. These objectives and initiatives will be further defined in strategic action plans, including timetables and responsibilities for each of the major priorities outlined below. (Objectives do not appear in any priority order.)

**Strategic Goal A –
Maximize Health, Safety,
and Welfare of People
Served in Community
Integrated Settings**

1. Identify safety issues by team members in the planning process.
2. Train County Board staff for risk assessment in community environments.
3. Continue to implement internal tracking system of unusual incidents and major incidents to identify trends and patterns.
4. Identify service locations in the community where additional safety precautions may need to be implemented.
5. Develop and implement a process that provides nursing oversight and training to care providers.
6. Establish a process where providers of services are reviewed and monitored for compliance purposes.
7. Implement a continuous tailored review process to ensure that eligible individual supports and services are addressing their current needs.
8. Ensure that an eligible individual's finances and benefits are being maximized and managed in their best interest.

**Strategic Goal B – Maintain
Effective and Prudent
Stewardship of Resources**

1. **Maintain appropriate staffing levels.**
2. **Assure properly trained and credentials staff in all areas.**
3. **Maintain appropriate pay and benefits packages for staff.**
4. **Appropriately allocate financial resources.**
5. **Provide financial data for levy cycles ending in Year 2019 and Year 2024 to sustain service levels.**
6. **Expand technology where appropriate, including communication technology.**

**Strategic Goal C – Actively
Engage Persons Served,
Parents and Guardians,
Service Providers, and the
Community**

1. **Increase presence at community events.**
2. **Actively engage parents and guardians in updates on legislative changes effecting community-based services and informed choice.**
3. **Develop formalized communication and training with service providers of Greene County.**
4. **Develop recognition of our services with schools, businesses, and community organizations.**
5. **Build a relationship with a mental health partner to consult on key issues and crisis care.**
6. **Maintain and cultivate current relations with all print, broadcast, and social media for board events and services.**
7. **Establish a comprehensive self-advocacy program.**

Strategic Goal D – Build the Competence, Confidence of Parents, and the Resiliency of Families to Support their Child’s Development

- 1. Ensure that on-site activities and documentation for parents overtly includes confidence and competence building through coaching.**
- 2. Improve communication among Four Oaks staff.**
- 3. Improve awareness and accessibility of procedures among staff.**
- 4. Implement a positive culture initiative to help promote strong team morale and positive relationships across the program.**
- 5. Improve collaboration with school district personnel, including increased involvement in IEP meetings.**
- 6. Increase use of technology to improve efficiency.**
- 7. Pilot a Four Oaks leadership team to increase opportunities for staff to provide feedback and resolve concerns.**
- 8. Develop a community safety plan for providing services in the community.**
- 9. Develop a “philosophy of our own” that we base practices upon.**

**Strategic Goal E –
Maximize Community
Integration in Day Services
for Consumers**

- 1. Expand our program of “reverse community integration” engaging community resources in providing programs and services in our facility.**
- 2. Assist individuals to achieve their goals of choice in vocational development and provide job seeking activities and career exploration in the community.**
- 3. Implement Health and Wellness Awareness to improve fitness and increase knowledge about healthy lifestyles by utilizing community facilities and programs, such as swimming, walking, and a partnership with OSU Extension and nutrition education.**
- 4. Develop partnership volunteer sites to promote citizenship and responsibility within their community.**
- 5. Develop peer mentorships while collaborating with the Greene County Career Center Agricultural Program and the City of Xenia Community Gardens. Any excess produce will be donated to the area food bank.**
- 6. Actively participate as a vendor in community sponsored events, such as First Fridays in Xenia and county festivals.**
- 7. Promote literacy, lifelong learning, and social activity in a community setting through the development of a Book Club.**
- 8. Become active members of the Greene County Kiwanis Club to assist individuals in forming enduring friendships, rendering altruistic services, and building a better community.**
- 9. Utilize a variety of forums to provide informed choice and allow individuals to choose the types of community setting that they prefer to participate in. These forums may include, but not be limited to Client Council, monthly classroom meetings, and individual and parent satisfaction surveys.**

Strategic Goal F – Adopt a Social Enterprise Model for Employment of Adults with Disabilities

- 1. Develop and implement a plan to change the work culture of the corporation to a not-for-profit social enterprise corporation for Greene, Inc.**
- 2. Train Greene, Inc. employees and new employees in the social enterprise culture.**
- 3. Educate our stakeholders on the new work culture and business plan.**
- 4. Adapt our policies and practices to a business model for self-sustainability.**
- 5. Increase and expand our business presence in the State of Ohio through contract acquisition.**
- 6. Create a transition plan for wage and benefit modification to minimum wage as required.**
- 7. Monitor and adopt policies for federal contract workers.**
- 8. Develop core worker groups for each line of business.**
- 9. Continue to utilize accommodations and recommendations.**
- 10. Engage the Boards of GCBDD and Greene, Inc. in the legal and fiscal plan for the separation.**
- 11. Become active member of the National Social Enterprise Alliance to access resources.**
- 12. Engage other not-for-profits in exploring merger or acquisition options to enhance our goals.**

**Strategic Goal G –
Maximize Community
Employment of Adults with
Disabilities**

- 1. Assist individuals with achieving their community employment goal by collaborating with Opportunities for Ohioans with Disabilities for job development, job coaching, and community-based work experiences.**
- 2. Promote a person-centered approach for each individual that identifies their path to employment through the Employment First Initiative.**
- 3. Collaborate with the Greene County Career Center and Opportunities for Ohioans with Disabilities to facilitate the teaching and learning process, as well as the acquisition of employability and marketable work skills.**
- 4. Promote movement from school to post-school activities which includes vocational training and integrated employment through an increased presence within the Greene County school districts.**
- 5. Enhance relationships with community employers by providing a close cooperation through such mechanisms as a business advisory council, membership in community employer associations, and business forums.**
- 6. Create a learning community for families/job seekers and professionals to provide opportunities to gain the knowledge, skills, and attitudes to achieve Employment First goals regularly scheduled workshops delivered at the county level.**
- 7. Increase satisfaction and gather input of individuals, families, and employers.**
- 8. Create job development plans based on readiness for community employment.**

**Strategic Goal H – Connect
People with Community
Services which Enhance
their Meaningful Quality of
Life**

1. **Assure that individuals have the right to obtain any qualified willing provider.**
2. **Develop and explore partnerships with existing and/or future community entities that provide social/recreational opportunities to eligible individuals.**
3. **Implement person-centered planning that captures what is important to and important for each individual.**
4. **Expand the base of service providers in Greene County.**
5. **Maximize the utilization of Medicaid funding and resources.**
6. **Ensure Behavior Support Strategies that include restrictive measures are developed in accordance with person-centered planning principles, and incorporated as an integral part of the individual plan.**
7. **Reduce the number of individuals in the county waiting for Home and Community-Based Waiver services.**

**Strategic Goal I – Provide
Individual Choice of High
Quality, Accessible, and
Affordable Housing**

1. **Promote best practices in the development and sustainability of an array of housing options for eligible individuals with developmental disabilities.**
2. **Assist individuals and families to connect with community companies or organizations which provide specialized adaptive home services.**
3. **Homecroft, Inc. will provide high quality, affordable, and accessible housing.**

V. Performance Measures:

The following performance measures represent the metrics of success to evaluate the progress of GCBDD over the next five years as a result of the strategic business plan. These measures represent the recommended points of accountability to track plan accomplishments in the annual review and update.

A) Maximize Health, Safety, and Welfare of People Served in Community Integrated Settings

1. 100% of GCBDD staff involved in community-based settings are trained annually in risk assessment.
2. 100% tracking of trends and patterns of all safety incidents in specified categories.
3. Continuation of 100% of person-centered plans for individuals that address their needs for community, home, and disaster safety.
4. 100% of DODD scheduled provider compliance reviews completed annually.

B) Maintain Effective and Prudent Stewardship of Resources

1. Positive favorable cash balances maintained through Year 2024.
2. 100% adherence to ARF Accreditation Standards.
3. Continued successful passage of county-wide levy for support.

C) Actively Engage Persons Served, Parents and Guardians, Service Providers, and the Community

1. Executed at least ten (10) self-advocacy activities annually.
2. Published ten (10) newsletters per year highlighting various board programs, services, and activities.
3. Developed and posted weekly “snapshots” for the Board’s Facebook page of local board activities, individuals served, and areas of interest.
4. Outreach events scheduled monthly beginning in August 2015 with local community entities.

D) Build the Competence and Confidence of Parents and the Resiliency of Families to Support their Child's Development

- 1. Parental receipt of documentation of visits with developmental specialists at least 90% of the time.**
- 2. Ongoing staff reviews completed for selected Four Oaks procedures at 80% of all meetings.**
- 3. 40% of initial IEP meetings completed for 3-year-olds include a Four Oaks staff member.**
- 4. Successful completion of remote electronic scheduling pilot through developmental specialists for therapists with at least 50 appointments to evaluate the effectiveness.**

E) Maximize Community Integration in Day Services for Consumers

- 1. 100% of all individuals assisted to achieve their goals of choice in vocational development, provide job seeking activities, and career exploration in the community throughout each year.**
- 2. At least three forums conducted each year to provide informed choice and allow all individuals to choose the types of community setting that they prefer to participate in.**
- 3. Health and Wellness Awareness Program implementation to improve fitness and increase knowledge about healthy lifestyles for 10 new individuals each year by utilizing community facilities and programs, such as swimming, walking, and nutrition education through a partnership with OSU Extension.**

F) Adopt a Social Enterprise Model for Employment of Adults with Disabilities

- 1. Board approved plan and all its elements for operations of a social enterprise business model prior to separation.**
- 2. Minimum of 20 people as a core group of sustainable workers with a choice of long-term employment meeting federal requirements.**
- 3. 100% of adult services workers with disabilities and staff trained in new work culture and organizational changes to the end of Year 2016.**

G) Maximize Community Employment of Adults with Disabilities

- 1. Seven to eight individuals assisted with achieving their community employment goal by collaborating with Opportunities for Ohioans with Disabilities for job development, job coaching, and community-based work experiences each year.**
- 2. Implementation of a person-centered approach for nine to ten individuals that identify their path to employment through the Employment First Initiative.**
- 3. Placement of 90-100% of students in community employment positions through Greene County Board of DD annual collaboration with the Greene County Career Center and Opportunities for Ohioans with Disabilities to facilitate the teaching and process, as well as the acquisition of employability and marketable work skills.**
- 4. A minimum of 80% overall satisfaction among individuals, families, and employers on community employment annual satisfaction survey.**

H) Connect People with Community Services which Enhance their Meaningful Quality of Life

- 1. Semi-annual report submission of DODD Greene County's benchmarks documenting the recruitment of new providers of adult day array services and progress on the benchmarks.**
- 2. Completion of person-centered plans for all individuals receiving Service Coordination in accordance with the individual's annual redetermination date.**

I) Provide Individual Choice of High Quality, Accessible, and Affordable Housing

- 1. Acquisition of one to two single family properties annually based on need.**
- 2. Annual demonstration that individuals have a variety of housing available from which they can make reasonable choices, including market rate housing, subsidized housing, or specialized housing.**
- 3. 95% satisfaction among Homecroft tenants annually demonstrated on satisfaction survey measures.**

VI. Strategic Action Plans:

Strategic Goal A - Maximize Health, Safety, and Welfare of People Served in Community Integrated Settings

| Key Decisions and Actions | Start Date | Scheduled Completion Date | Responsibility | Objective(s) Supported |
|--|-------------------|----------------------------------|---|-------------------------------|
| 1A. Ensure that the individual planning process identifies risks and safety hazards that occur in community integrated settings. | January 2015 | Ongoing (through December 2017) | <ul style="list-style-type: none"> SSA and Individual's Team | A1 |
| 1B. Identification of safety risks in each community environment will be assessed separately. | January 2015 | Ongoing (through December 2017) | <ul style="list-style-type: none"> SSA and Individual's Team | A1 |
| 2. Ensure the monthly consolidated tracking of UIRs and MUIs across all providers presented as a report to the Board on a monthly basis. | January 2015 | Ongoing (through December 2017) | <ul style="list-style-type: none"> Investigative Agent | A3 |
| 3A. Ensure that individuals receiving delegated nursing services receive a QA review every three (3) years or more frequently if needed. | January 2015 | Ongoing (through December 2017) | <ul style="list-style-type: none"> Quality Assurance Nurse | A5 |
| 3B. Ensure follow-up training of providers, as needed, based on results of the delegated nursing QA. | January 2015 | Ongoing (through December 2017) | <ul style="list-style-type: none"> Quality Assurance Nurse | A5 |
| 4. Ensure that provider compliance reviews are conducted in accordance with the DODD schedule and guidelines as assigned. | January 2015 | Ongoing (through December 2017) | <ul style="list-style-type: none"> Provider Support and Compliance Staff | A6 |
| 5. Ensure that financial reviews are conducted as needed or requested. | January 2015 | Ongoing (through December 2017) | <ul style="list-style-type: none"> Provider Support Compliance | A8 |

| Key Decisions and Actions | Start Date | Scheduled Completion Date | Responsibility | Objective(s) Supported |
|--|---------------|---------------------------------|---|------------------------|
| <p>6. The Board shall implement a continuous review process to ensure that individual services plans are developed and implemented in accordance with rules of the DODD and will include, but not be limited to:</p> <ul style="list-style-type: none"> • Information tailored to the individual • Scope and frequency • Face-to-face and other contacts as specified by the person | January 2015 | Ongoing (through December 2017) | <ul style="list-style-type: none"> • SSA and person served | A7 |
| <p>7. Risk assessments will be developed and maintained in the individual's record for use in planning for safety risks in all venues and service locations. The focus of the assessments will be on natural risks and accommodations and preparations to minimize risks.</p> | November 2015 | Ongoing (through December 2017) | <ul style="list-style-type: none"> • Manager of Day Services • Manager of Community Employment | A2, A4 |
| <p>8. Develop staff training to recognize natural risks in the community, including, but not limited to, risks in placement settings, adult community activity environments, vocational preparation outings, and homes.</p> | March 2016 | Ongoing (through December 2017) | <ul style="list-style-type: none"> • Adult Services Senior Staff • Key Staff from Early and Infant Division • Key Staff from Community Services Division | A2 |

Strategic Goal B – Maintain Effective and Prudent Stewardship of Resources

| Key Decisions and Actions | Start Date | Scheduled Completion Date | Responsibility | Objective(s) Supported |
|--|-------------------|----------------------------------|---|-------------------------------|
| 1. Prepare annual operating budgets. | October 2015 | Ongoing | <ul style="list-style-type: none"> • Frank • Myra • Directors | B3, B4 |
| 2. In light of changing Medicaid rules, estimate and project annual receipts, expenses, and cash balances for current and next levy cycle. | October 2015 | Ongoing | <ul style="list-style-type: none"> • Frank • Myra | B4, B5 |
| 3. Evaluate the number of staff needed, certification, and training for all major programs. | January 2016 | Ongoing | <ul style="list-style-type: none"> • Frank • Heather • Directors | B1, B2 |
| 4. Develop a replacement/ implementation strategy for electronic data processing equipment consistent with available resources. | January 2016 | Ongoing | <ul style="list-style-type: none"> • Frank • Greg • Steve | B6 |
| 5. Evaluate the appropriateness of implementing a strategy for use of electronic communications equipment, cell phones, tablets, etc. | January 2016 | December 2016 | <ul style="list-style-type: none"> • Frank • Greg • Steve | B6 |
| 6. Evaluate a merit-based pay system for staff. | January 2016 | December 2017 | <ul style="list-style-type: none"> • Frank • John • Heather | B3 |

**Strategic Goal C - Actively Engage Persons Served, Parents and Guardians,
Service Providers, and the Community**

| Key Decisions and Actions | Start Date | Scheduled Completion Date | Responsibility | Objective(s) Supported |
|---|----------------|---------------------------------|---|------------------------|
| 1. Adults are active in community projects, as volunteers and fundraisers for local organizations, festivals, The Greene County Food Pantry, The Greene County Fair, library events, nursing home projects, and other community events. | January 2015 | Ongoing (through December 2017) | <ul style="list-style-type: none"> • Manager of Day Services • Designated Adult Services Staff | C1 |
| 2. Routinely share legislative information, rule revisions, and services information via Eblast, website, social media, and newsletters. | January 2015 | Ongoing (through December 2017) | <ul style="list-style-type: none"> • Eligibility SSA • Public Information Specialist | C2 |
| 3. Outreach activities will be designed to include self-advocates, whenever possible, with a minimum of two (2) times a year. | January 2016 | Ongoing (through December 2017) | <ul style="list-style-type: none"> • Self-Advocacy Specialist • Public Information Specialist | C1, C4 |
| 4. Develop a Speaker's Bureau of Self-Advocates. | September 2015 | March 2016 | <ul style="list-style-type: none"> • Self-Advocacy Specialist | C1, C4, C7 |
| 5. Arrange, schedule, and/or refer service providers for appropriate training. | January 2015 | Ongoing (through December 2017) | <ul style="list-style-type: none"> • Medicaid Services Manager | C3 |
| 6. The divisions of the Greene County Board will actively engage and develop relationships to forward the mission of the Board with community organizations, schools, and businesses. Methods will be through linkage committees, staff attendance at Greene County school meetings for transition, and partnerships with businesses and community organizations. | January 2015 | Ongoing (through December 2017) | <ul style="list-style-type: none"> • Division Directors • Manager of Day Services • Manager of Community Employment Services • Early Intervention Designees | C4 |

| Key Decisions and Actions | Start Date | Scheduled Completion Date | Responsibility | Objective(s) Supported |
|--|----------------|---------------------------------|---|------------------------|
| 7. Each program division of the Board will track and record outreach activities. | August 2015 | Ongoing (through December 2017) | <ul style="list-style-type: none"> All Program Directors | C4 |
| 8. Strengthen relationships with the ADAMHS Board by meeting with new administration to set up strategic initiatives. | January 2016 | Ongoing (through December 2017) | <ul style="list-style-type: none"> Superintendent and Directors as appropriate | C5 |
| 9. Publish ten (10) newsletters, annually, highlighting various Board programs. | January 2016 | Ongoing (through December 2017) | <ul style="list-style-type: none"> Public Information Specialist | C6 |
| 10. Develop and post monthly “snapshots” for the Board’s Facebook page of local Board activities and individuals served. | December 2015 | Ongoing (through December 2017) | <ul style="list-style-type: none"> Public Information Specialist | C6 |
| 11. Contract the position of Self-Advocacy Specialist. | July 2015 | September 2015 | <ul style="list-style-type: none"> Director of Community Services | C7 |
| 12. Establish Best Buddies Group on at least one college campus. | August 2015 | September 2016 | <ul style="list-style-type: none"> Self-Advocacy Specialist | C7 |
| 13. Re-establish regular meetings of the Voices of Greene County Group at least monthly. | September 2015 | Ongoing (through December 2017) | <ul style="list-style-type: none"> Self-Advocacy Specialist | C7 |

Strategic Goal D – Build the Competence and Confidence of Parents and Resiliency of Families to Support their Child’s Development

| Key Decisions and Actions | Start Date | Scheduled Completion Date | Responsibility | Objective(s) Supported |
|---|-------------------|----------------------------------|--|-------------------------------|
| 1A. Implement new reporting tool for the parents of early childhood programs. This will be called “Documentation of Developmental Specialist Services.” Parents will receive a copy at time of visit or shortly thereafter. | March 2014 | Ongoing | <ul style="list-style-type: none"> • Developmental Specialists | D1 |
| 1B. Review and revise the parent reporting form for services to improve its user friendliness. This is under review by the state consultant. | November 2014 | Ongoing | <ul style="list-style-type: none"> • Project Manager • Operations Assistant • Developmental Specialists | D1 |
| 2A. Implement a monthly administrative core team meeting. | July 2015 | Ongoing | <ul style="list-style-type: none"> • Administrative Support Team | D2, D4 |
| 2B. Implement a leadership team with staff representatives from each center. | July 2015 | Ongoing (monthly) | <ul style="list-style-type: none"> • Director • Staff Representatives | D2, D4, D7 |
| 2C. Continue monthly building meetings at each center, including meeting with the therapy support team as appropriate. | Underway | Ongoing | <ul style="list-style-type: none"> • Team Leaders | D2, D4, D7 |
| 2D. Continue monthly all staff meetings. | Underway | Ongoing | <ul style="list-style-type: none"> • Director • Staff | D2, D4 |
| 2E. Continue yearly staff retreats. | Underway | Ongoing | <ul style="list-style-type: none"> • Director • Staff | D2, D4 |
| 3. Continue reviewing the procedure manual at staff meetings with continued availability on the shared drive. | Underway | Ongoing | <ul style="list-style-type: none"> • Administrative Staff | D3 |

| Key Decisions and Actions | Start Date | Scheduled Completion Date | Responsibility | Objective(s) Supported |
|--|----------------|---------------------------|---|------------------------|
| 4. Continue collaboration with local school districts through the “Play Project” and increase participation of Four Oaks staff at IEP meetings. | Underway | Ongoing | <ul style="list-style-type: none"> • Director | D5 |
| 5. Review and update the “Parent Transition Folder” to help them transition their children to school settings. | November 2015 | Ongoing | <ul style="list-style-type: none"> • Project Manager • Family Support Team | D5 |
| 6. Implement a new “Teaching Play” program with three local school districts as a pilot. | September 2015 | Ongoing | <ul style="list-style-type: none"> • Behavioral Support Specialist | D5 |
| 7. Continue to utilize and improve the network scheduling calendar to improve efficiencies. | Underway | Ongoing | <ul style="list-style-type: none"> • Executive Secretary | D2, D6 |
| 8. Evaluate the feasibility of electronic record documentation of site visits and reports. | January 2017 | December 2017 | <ul style="list-style-type: none"> • Administrative Support Specialist • IT Team | D6 |
| 9. Develop a safety plan checklist for home site visits by our district service staff. Use it to evaluate the safety of locations and develop a safe environment for all parents meetings. | Underway | Ongoing | <ul style="list-style-type: none"> • Director • Project Manager | D8 |
| 10. Engage all staff to develop and update our service philosophy for Four Oaks. This will include a mission statement and program philosophy. | January 2016 | December 2016 | <ul style="list-style-type: none"> • Director • Administrative Staff • All Staff | D9 |

Strategic Goal E – Maximize Community Integration in Day Services for Consumers

| Key Decisions and Actions | Start Date | Scheduled Completion Date | Responsibility | Objective(s) Supported |
|---|-------------------|-------------------------------------|--|-------------------------------|
| 1A. Develop a database of community partners to encourage facility-based activities to arrange integrated educational information with the community. | January 2015 | December 2017 | <ul style="list-style-type: none"> • Lead Community Integration Specialists | E1 |
| 1B. Meet with persons served to identify community partners best suited to their needs. | October 2015 | December 2017 | <ul style="list-style-type: none"> • Lead Community Integration Specialists | E1 |
| 2A. Utilize ISPs to identify choices regarding their career path. | January 2015 | December 2017 | <ul style="list-style-type: none"> • ETS and SSA Teams | E2 |
| 2B. Create community partners to arrange on-site tours of business facilities to explore potentially satisfying occupations. | January 2015 | December 2017 | <ul style="list-style-type: none"> • ETS Team | E2 |
| 2C. Utilize a reading free vocational assessment to help individuals make choices about their career. | January 2016 | Ongoing | <ul style="list-style-type: none"> • Adult Day Services Manager • ETS Team | E2 |
| 3A. Identify community locations for walking activities that accommodate changes in the weather. | January 2015 | Ongoing | <ul style="list-style-type: none"> • ETS Team | E3 |
| 3B. Build partnerships with community indoor and outdoor swimming facilities that accommodate individuals with disabilities. | January 2015 | Ongoing | <ul style="list-style-type: none"> • Lead Community Integration Specialists | E3 |
| 3C. Identify individuals who would like to improve fitness and increase knowledge about healthy lifestyles and would like to participate in a partnership with OSU Extension and nutrition education to increase their awareness. | June 2015 | May 2016 (grant completion/renewal) | <ul style="list-style-type: none"> • ETS and SSA Teams | E3 |

| Key Decisions and Actions | Start Date | Scheduled Completion Date | Responsibility | Objective(s) Supported |
|--|-------------------|----------------------------------|--|-------------------------------|
| 4A. Develop relationships with a variety of organizations to promote citizenship and responsibility. | January 2015 | Ongoing | <ul style="list-style-type: none"> • Lead Community Integration Specialists | E4 |
| 5A. Contact local high schools to engage in a peer mentoring program. | January 2016 | December 2017 | <ul style="list-style-type: none"> • Adult Services Manager • Self-Advocacy Coordinator • Behavioral Support Specialist | E5 |
| 5B. Collaborate with the Greene County Career Center Agricultural Program. | June 2015 | Ongoing | <ul style="list-style-type: none"> • ETS | E5 |
| 5C. Collaborate with the City of Xenia community gardeners. | June 2015 | Ongoing | <ul style="list-style-type: none"> • ETS | E5 |
| 5D. Develop relationships with area universities and colleges to seek buddy mentoring programs. | January 2016 | December 2017 | <ul style="list-style-type: none"> • Adult Services Manager • Self-Advocacy Coordinator • Behavioral Support Specialist | E5 |
| 6. Develop a database of all local festivals and community events to arrange vendor participation. | August 2015 | December 2017 | <ul style="list-style-type: none"> • Community Integration Specialists | E6 |
| 7A. Identify a core group of individuals who are interested in being part of a book club that can lead to literacy learning and community inclusion. | March 2015 | Ongoing | <ul style="list-style-type: none"> • Community Integration Specialists | E7 |
| 7B. Identify local bookstores, cafes, coffee shops, and libraries. | March 2015 | Ongoing | <ul style="list-style-type: none"> • Community Integration Specialists | E7 |

| Key Decisions and Actions | Start Date | Scheduled Completion Date | Responsibility | Objective(s) Supported |
|---|----------------|---------------------------|--|------------------------|
| 8A. Develop a list of groups or clubs in Greene County which our individuals can participate in. | January 2016 | Ongoing | <ul style="list-style-type: none"> • Adult Day Service Manager • Lead Community Integration Specialists • Public Information Specialist | E8 |
| 8B. Identify interested individuals through their ISPs who wish to become involved. | November 2015 | Ongoing | <ul style="list-style-type: none"> • SSA Team • ETS Team | E8 |
| 9A. Obtain input on community outings at quarterly council meetings. | January 2015 | Ongoing | <ul style="list-style-type: none"> • Adult Day Services Manager • Community Integration Specialists | E9 |
| 9B. Hold monthly classroom meetings with individuals served to explore their choice of whom and where activities are to occur within the community. | June 2015 | Ongoing | <ul style="list-style-type: none"> • Community Integration Specialists | E9 |
| 9C. Collect feedback from individuals served and their parents/providers to obtain input and suggestions of community choices. | September 2015 | Ongoing (annually) | <ul style="list-style-type: none"> • Adult Day Services Manager | E9 |

Strategic Goal F – Adopt a Social Enterprise Model for Employment of Adults with Disabilities

| Key Decisions and Actions | Start Date | Scheduled Completion Date | Responsibility | Objective(s) Supported |
|---|--|---|--|------------------------|
| 1. Market Department of Administrative Services (DAS) Procurement Program to develop and attain new contracts as they appear available on the DAS data tracking system. | June 2015 (new contract awarded in summer 2015) | Ongoing through 2017 and each year thereafter | <ul style="list-style-type: none"> • General Manager • Executive Director | F5 |
| 2. Manage a change of work culture through a series of trainings tailored for hourly, salaried, and management employees. Training will include: employee expectations, policy and procedure modifications, and other germane content related to the transition. | August 2015 | Ongoing through 2017 | <ul style="list-style-type: none"> • Executive Director • Senior Staff | F2 |
| 3A. Develop a series of training for persons served and their new role as employees in the not-for-profit. | November 2015 | Ongoing through 2017 | <ul style="list-style-type: none"> • Executive Director • Senior Staff • Regulatory Manager | F3 |
| 3B. Develop information sheets for parents and families so that they are made aware of the new work culture and business plan. | November 2015 | Ongoing through 2017 | <ul style="list-style-type: none"> • Executive Director • Senior Staff • Regulatory Manager | F3 |
| 4. Determine if the elements of a social enterprise model can be merged with the core services and operations of the not-for-profit corporation. <i>(A business plan has been developed which includes work culture changes and will be reviewed by the Board Transition Committee.) (Greene Inc. & GCBDD)</i> | January 2016 | September 2016 | <ul style="list-style-type: none"> • Executive Director • General Manager • Superintendent | F1 |

| Key Decisions and Actions | Start Date | Scheduled Completion Date | Responsibility | Objective(s) Supported |
|--|--|-------------------------------|---|------------------------|
| <p>5. Through management participation in the Board Transition Committee, new policies and practices will be developed for business sustainability.</p> <p><i>(Goals on the business plan have been developed and will be reviewed and approved by the committee.)</i></p> | The date of the 2 nd Quarter Greene, Inc. Board Meeting (to be scheduled) | Ongoing through 2017 | <ul style="list-style-type: none"> • Executive Director • Senior Staff | F4 |
| 6A. A wage modification plan will be developed by the Greene, Inc. Business Manager with the review, input, and approval of the Greene, Inc. Board/Transition Committee. | May 2016 | December 2016 | <ul style="list-style-type: none"> • Greene, Inc. Business Manager | F6 |
| 6B. Monitor Department of Labor (DOL) wage and hour regulations and potential changes to the FLSA. | May 2016 | December 2016 | <ul style="list-style-type: none"> • Greene, Inc. Business Manager | F6 |
| 6C. Management will continually monitor legislation affecting the 14(c) Special Wage Certificate. | May 2016 | December 2016 | <ul style="list-style-type: none"> • Greene, Inc. Business Manager | F6 |
| 6D. Management will adhere to the 14(c) Wage Certificate for the duration of its legality. Should the 14(c) be phased out, the wage modification plan will be into effect immediately. | May 2016 | December 2016 | <ul style="list-style-type: none"> • Greene, Inc. Business Manager | F6 |
| 7A. To comply with federal contractor regulatory requirements, Greene, Inc. monitors its policies per the standards and changes of the federal government. This practice will continue throughout the transition and is included on the business plan. | Ongoing each year 2015 | 2017 and each year thereafter | <ul style="list-style-type: none"> • General Manager • Business Manager • Executive Director • Key Staff as designees | F7 |

| Key Decisions and Actions | Start Date | Scheduled Completion Date | Responsibility | Objective(s) Supported |
|---|------------------------|---|--|------------------------|
| 7B. Management and staff will attend regulatory compliance training annually. | Ongoing each year 2015 | 2017 and each year thereafter | <ul style="list-style-type: none"> • General Manager • Business Manager • Executive Director • Key Staff as designees | F7 |
| 8A. Determine the number of workers who prefer, along with their families, for them to remain at Greene, Inc. as employees. | August 2016 | December 2017 and each year thereafter until transition | <ul style="list-style-type: none"> • General Manager • Laundry Manager | F8 |
| 8B. Develop a training program for core group workers to sustain job retention and to build work skills, apply incentives, including a wage and benefit package approved by the Transition Committee, at the time of transition. | August 2016 | December 2017 and each year thereafter until transition | <ul style="list-style-type: none"> • General Manager • Laundry Manager | F8 |
| <p>9. The Greene, Inc. business plan includes reasonable accommodations and recommendations for workers with disabilities to ensure productivity efficiency and to assist individuals with meeting the essential functions of work.</p> <p><i>(The plan will also include an employee assistance plan for workers with personal issues that may require private, outside assistance.)</i></p> | January 2017 | December 2017 | <ul style="list-style-type: none"> • General Manager • Laundry Manager • Secure Document Shredding Manager • Key employees selected for this issue | F9 |

| Key Decisions and Actions | Start Date | Scheduled Completion Date | Responsibility | Objective(s) Supported |
|---|--|--|---|------------------------|
| <p>10. The Board Transition Committee comprised of Greene, Inc. and GCBDD Board members will review the transition business plan and its recommendations for legal and fiscal plan of separation.</p> <p><i>(Recommendations for consulting assistance, legal assistance, etc. will be reviewed and approved by the Transition Committee.)</i></p> | Initially reviewed at the 2 nd Board Transition meeting (to be scheduled) | December 2017 | <ul style="list-style-type: none"> • Executive Director • General Manager • Business Manager | F10 |
| <p>11. Complete online application for membership and social enterprise alliance.</p> <p><i>(In addition, Greene, Inc. will become active in the Privatization Support Group of Ohio).</i></p> | November 2015 – Join Alliance November 2015 – Privatization Support Group | Ongoing through December 2017 and each year thereafter | <ul style="list-style-type: none"> • General Manager • Executive Director | F11 |
| <p>12. Have initial meetings with the directors of TAC and MONCO for exploratory meetings regarding partnerships that will be mutually beneficial. This could include an organizational merger or partnering to share staff positions, healthcare or other areas of interest by the exploratory group.</p> <p><i>(Determine if Superintendents can attend the exploratory meeting.)</i></p> | January 2016 | Ongoing (if interest is warranted through December 2017) | <ul style="list-style-type: none"> • Executive Director | F12 |

Strategic Goal G – Maximize Community Employment of Adults with Disabilities

| Key Decisions and Actions | Start Date | Scheduled Completion Date | Responsibility | Objective(s) Supported |
|--|---------------------|-----------------------------|--|------------------------|
| <p>1. Community Employment Services will provide job development, job coaching, and community-based work assessment services as referred by Opportunities for Ohioans with Disabilities for Project Search Transition students.</p> | <p>January 2015</p> | <p>Ongoing through 2017</p> | <ul style="list-style-type: none"> • Carmen Royer • Kathy Kleiser • Cindy Shivadecker • Brenda Mueller | <p>G1</p> |
| <p>2. Develop a discovery/ transition plan to gather individual information/input on areas of vocational interest and skills to establish a person-centered approach to the individual's path to employment. <i>(Project Search Job Coaches are currently working to develop forms for documentation.)</i></p> | <p>October 2015</p> | <p>Ongoing through 2017</p> | <ul style="list-style-type: none"> • Carmen Royer • Kathy Kleiser • Cindy Shivadecker • Brenda Mueller | <p>G2</p> |
| <p>3. Continue to partner with Greene County Career Center and Opportunities for Ohioans with Disabilities for Project Search Program at The Soin Medical Hospital to provide transition services.</p> | <p>August 2015</p> | <p>Ongoing through 2017</p> | <ul style="list-style-type: none"> • Carmen Royer • Kathy Kleiser • Brenda Mueller | <p>G3</p> |
| <p>4. Develop working relationships with all Greene County school districts to provide transition and linkage services. <i>(Community Employment Services Manager will attend linkage, Greene County, and Miami Valley Regional transition meetings and will contact schools or attend IEP meetings to inform of services.)</i></p> | <p>August 2015</p> | <p>Ongoing through 2017</p> | <ul style="list-style-type: none"> • Carmen Royer | <p>G4</p> |

| Key Decisions and Actions | Start Date | Scheduled Completion Date | Responsibility | Objective(s) Supported |
|--|--|---------------------------|--|------------------------|
| 5. Develop a business advisory council in partnership with Opportunities for Ohioans with Disabilities and the Greene County Career Center to help develop working relationships with employers. | December 2015 | Ongoing through 2017 | <ul style="list-style-type: none"> • Carmen Royer | G5 |
| 6. Continue to hold SALT (Student to Adult Life Transition) meetings at least seven times per year to educate families, individuals, and educators to achieve Employment First initiative goals. | September 2015 | Ongoing through 2017 | <ul style="list-style-type: none"> • Carmen Royer • Cindy Shivadecker • Kathy Kleiser | G6 |
| 7. Develop a satisfaction survey for employers and continue to send annual satisfaction surveys to individuals and families. | October 2015 | Ongoing through 2017 | <ul style="list-style-type: none"> • Carmen Royer • Kathy Kleiser • Cindy Shivadecker • Brenda Mueller | G7 |
| 8. Create Job Developer position for Project Search and Employment First based on readiness for community employment. | Project Search by end of December 2015 Employment First – June 2015 | Ongoing through 2017 | <ul style="list-style-type: none"> • Carmen Royer | G8 |

Strategic Goal H - Connect People with Community Services which Enhance their Meaningful Quality of Life

| Key Decisions and Actions | Start Date | Scheduled Completion Date | Responsibility | Objective(s) Supported |
|--|-------------------|----------------------------------|--|-------------------------------|
| 1. Create person-centered plans for all individuals receiving service coordinated in accordance with this individual's annual redetermination date. | January 2015 | Ongoing (through December 2017) | <ul style="list-style-type: none"> Community Services Supervisor | H4 |
| 2. Annually determine the number of waiver enrollments across all waiver categories to assure maximum utilization of Medicaid funding and resources. | January 2015 | Ongoing (through December 2017) | <ul style="list-style-type: none"> Director of Community Services Medicaid Services Manager | H5 |
| 3. Behavior support strategies that include restrictive measures will be developed in accordance with person-centered planning principles and incorporated as an integral part of the individual plan. | January 2015 | Ongoing (through December 2017) | <ul style="list-style-type: none"> Behavior Support Specialists SSAs | H6 |
| 4. Enroll a minimum of 35 individuals per year into one of three types of Medicaid Home and Community-Based Services Waivers. | January 2015 | Ongoing (through December 2015) | <ul style="list-style-type: none"> Director of Community Services Medicaid Services Manager Community Services Supervisor | H7 |
| 5. Develop partnerships with existing community entities that provide social/recreational opportunities. | July 2015 | Ongoing (through December 2017) | <ul style="list-style-type: none"> Director of Community Services Self-Advocacy Coordinator | H2 |

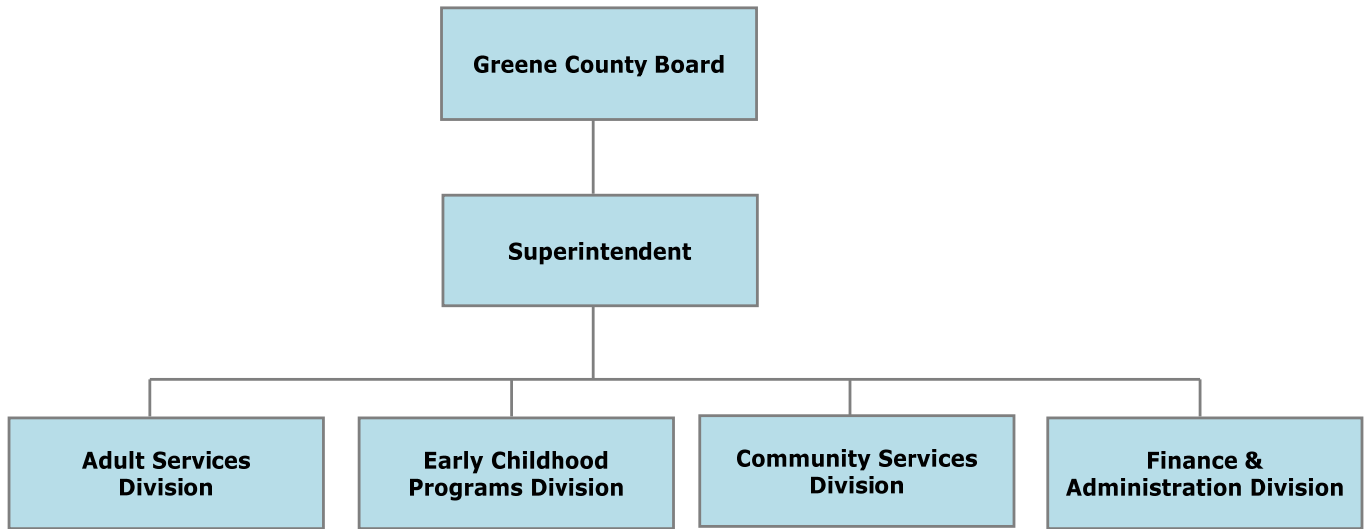
| Key Decisions and Actions | Start Date | Scheduled Completion Date | Responsibility | Objective(s) Supported |
|---|--------------|--|---|------------------------|
| 6A. Annually submit to DODD Greene County's Benchmarks for the recruiting of new providers of adult day array services. | August 2015 | September 2015 | <ul style="list-style-type: none"> • Medicaid Services Manager | H1, H4 |
| 6B. Report progress on benchmarks two times per year as required by DODD. | March 2016 | Ongoing (every six months through December 2017) | <ul style="list-style-type: none"> • Medicaid Services Manager | H4 |
| 7. Enroll an additional 58 Medicaid Waivers as determined by the DODD. | January 2016 | Ongoing (through December 2017) | <ul style="list-style-type: none"> • Community Services Director • Medicaid Services Manager • Community Services Supervisor | H7 |
| 8. Design methods for the recruitment of new providers | January 2016 | Ongoing (through December 2017) | <ul style="list-style-type: none"> • Medicaid Services Manager | H4 |

Strategic Goal I - Provide Individual Choice of High Quality, Accessible, and Affordable Housing

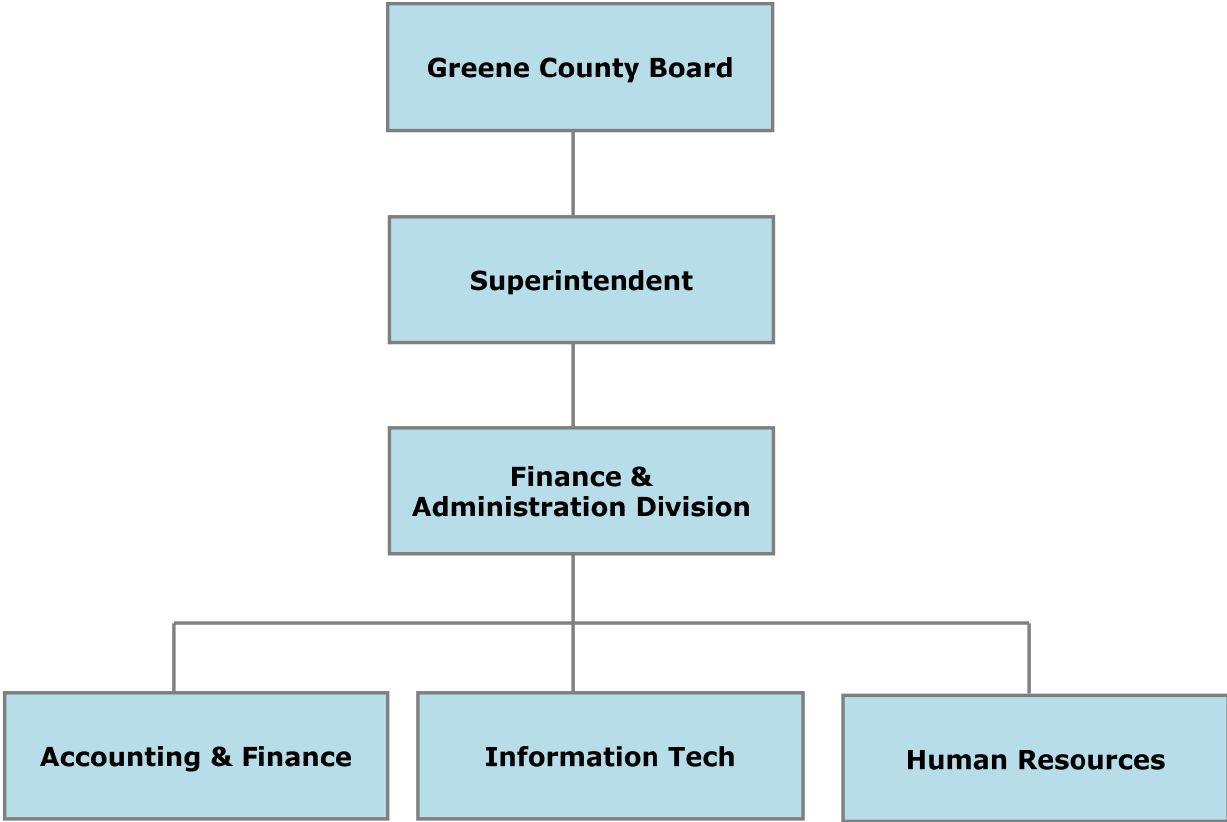
| Key Decisions and Actions | Start Date | Scheduled Completion Date | Responsibility | Objective(s) Supported |
|--|-------------------|----------------------------------|---|-------------------------------|
| 1. Maintain a list of local/regional organizations/ companies which provide specialized home modifications and adaptive home services. | January 2015 | Ongoing (through December 2017) | <ul style="list-style-type: none"> • Medicaid Services Manager | I2 |
| 2. Annually demonstrate that individuals have a variety of housing options available from which they can make reasonable choices, including market rate housing, subsidized housing, or specialized housing. | January 2016 | Ongoing (through December 2017) | <ul style="list-style-type: none"> • Executive Director of Homecroft, Inc. | I1 |
| 3. Homecroft, Inc. will acquire one to two properties per year based on need. | January 2016 | Ongoing (through December 2017) | <ul style="list-style-type: none"> • Executive Director of Homecroft, Inc. | I3 |
| 4. Annually demonstrate 95% satisfaction among Homecroft tenants. | January 2016 | Ongoing (through December 2017) | <ul style="list-style-type: none"> • Executive Director of Homecroft, Inc. | I3 |

VII. Leadership Structure:

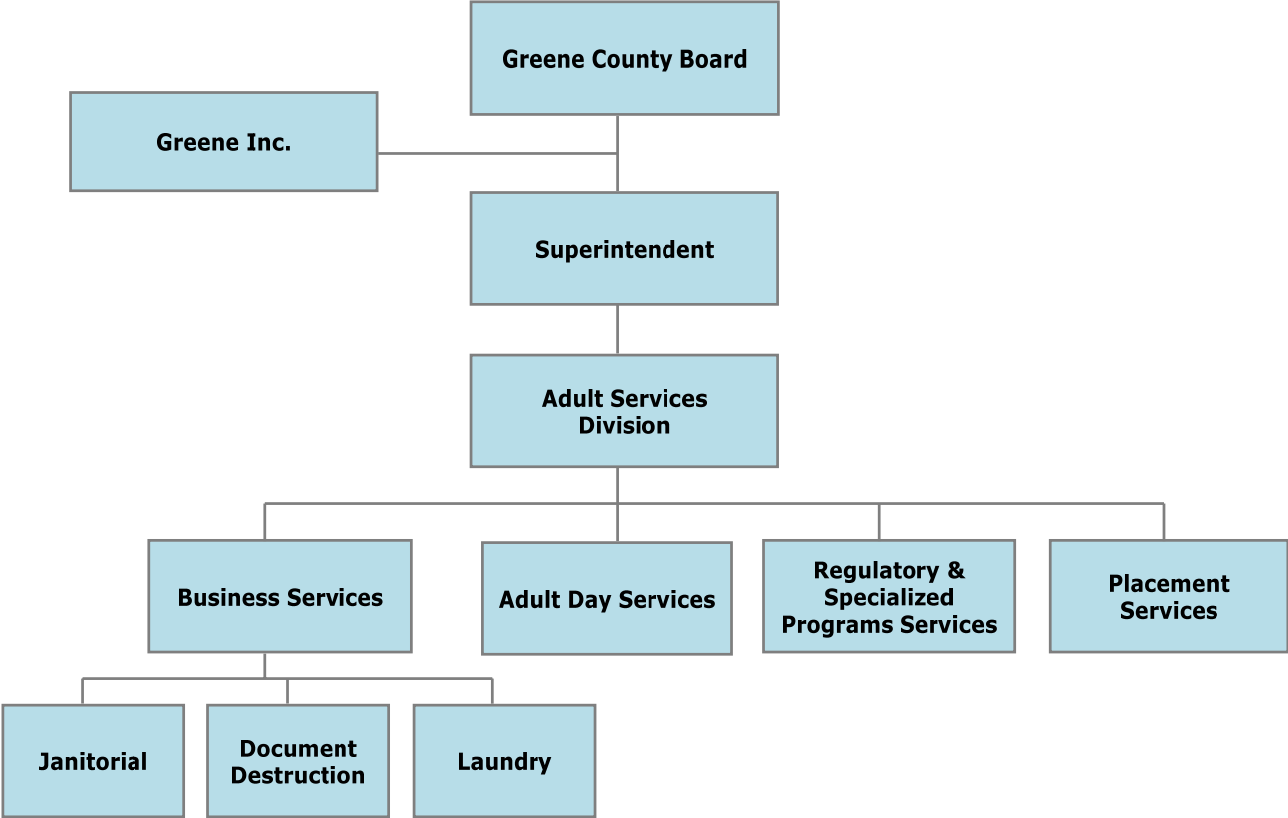
**Greene County Board of Developmental Disabilities
High Level Organizational Chart**



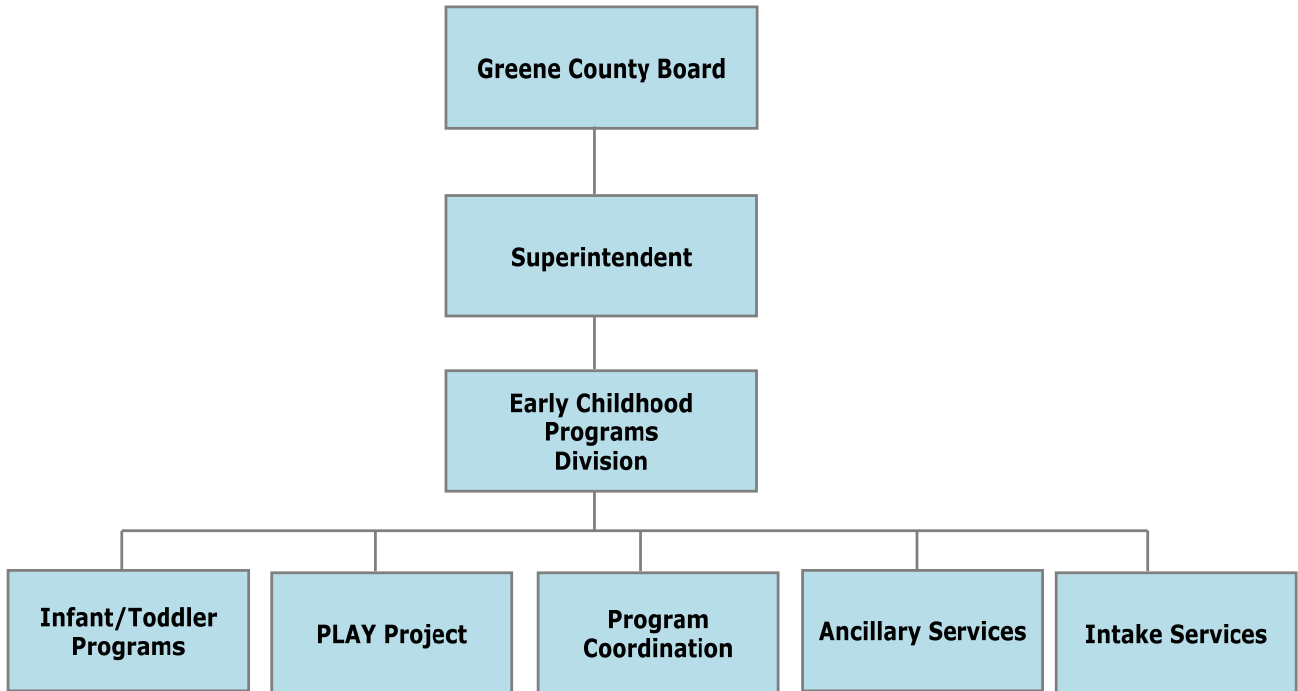
Greene County Board of Developmental Disabilities
Finance and Administration



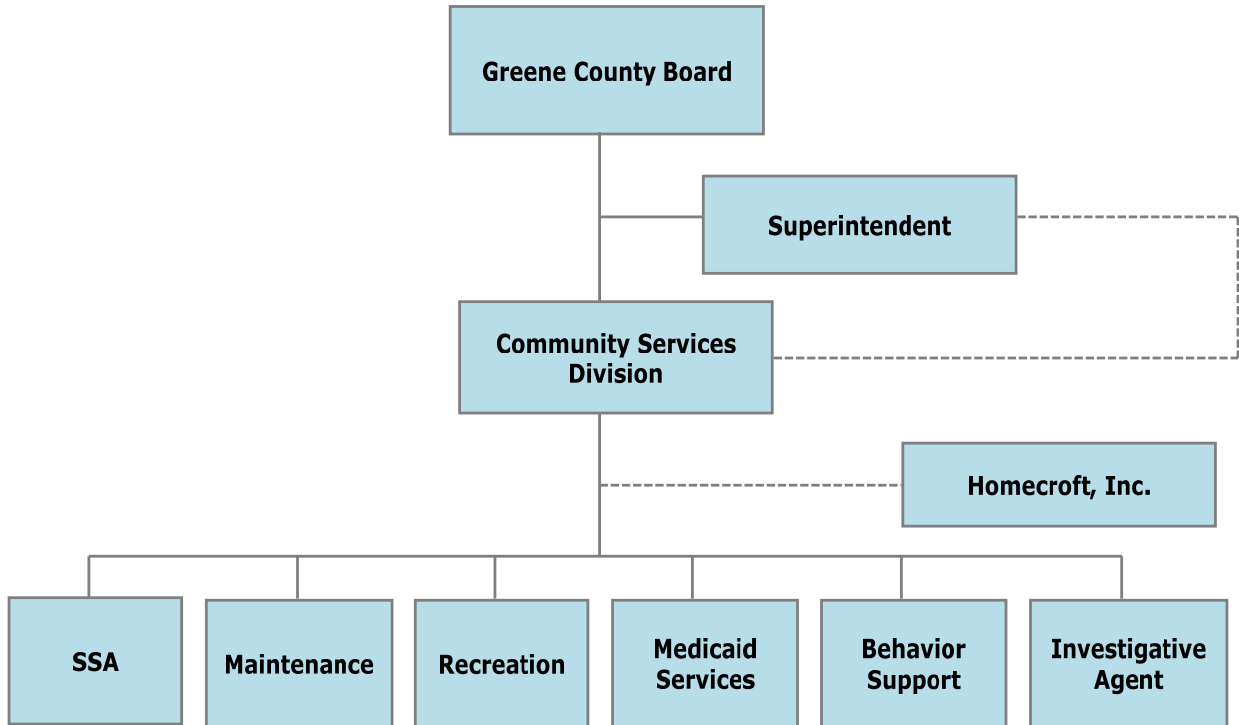
**Greene County Board of Developmental Disabilities
Adult Services**



Greene County Board of Developmental Disabilities
Early Childhood Programs



Greene County Board of Developmental Disabilities
Community Services Division



VIII. Five-Year Financial Forecast:

| | | | | | | | | | | |
|---|---|--------------|--------------|--------------|--------------|--|--------------|---------------|----------------|----------------|
| Current Analysis | 106.90% | | | | | | | | 1 mill = | \$3,500,000 |
| Assumptions: | | | | | | | | | | |
| Receipts will grow at an average annual rate of 1.75% | | | | | | | | | | |
| Expenses will grow at an average annual rate of 6.9% | | | | | | | | | | |
| | Projected | Projected | Projected | Projected | Projected | Projected | Projected | Projected | Projected | Projected |
| | Passed Nov 2013 Levy - Renewal 3.5 mil | | | | | Projected Nov 2018 Levy - Renewal 3.5 mil | | | | |
| Cash Basis | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
| Beginning Balance | \$24,706,737 | \$24,203,313 | \$22,832,881 | \$20,521,053 | \$17,188,054 | \$12,748,342 | \$7,110,213 | \$175,364 | (\$8,161,563) | (\$18,013,474) |
| Receipts | \$16,160,610 | \$16,443,420 | \$16,731,180 | \$17,023,976 | \$17,321,895 | \$17,625,029 | \$17,933,467 | \$18,247,302 | \$18,566,630 | \$18,891,546 |
| Expenses | \$16,664,034 | \$17,813,852 | \$19,043,008 | \$20,356,975 | \$21,761,607 | \$23,263,158 | \$24,868,316 | \$26,584,229 | \$28,418,541 | \$30,379,420 |
| Ending Bal | \$24,203,313 | \$22,832,881 | \$20,521,053 | \$17,188,054 | \$12,748,342 | \$7,110,213 | \$175,364 | (\$8,161,563) | (\$18,013,474) | (\$29,501,349) |
| Average Annual Growth | | | | | | | | | | |
| - Revenue | | | | | 1.75% | | | | | 1.75% |
| - Expenses | | | | | 6.90% | | | | | 6.90% |
| | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
| | \$24,203,313 | \$22,832,881 | \$20,521,053 | \$17,188,054 | \$12,748,342 | \$7,110,213 | \$175,364 | (\$8,161,563) | (\$18,013,474) | (\$29,501,349) |

Current 3.5 Mill Renewal Levy Year End Balance

| Year | Year End Balance |
|------|------------------|
| 2015 | \$24,203,313 |
| 2016 | \$22,832,881 |
| 2017 | \$20,521,053 |
| 2018 | \$17,188,054 |
| 2019 | \$12,748,342 |
| 2020 | \$7,110,213 |
| 2021 | \$175,364 |
| 2022 | (\$8,161,563) |
| 2023 | (\$18,013,474) |
| 2024 | (\$29,501,349) |

| | |
|--------------|---|
| Assumptions: | Revenue will increase at an average annual rate of 1.75% while expenses will increase at an average annual rate of 6.9% |
| | We will run a RENEWAL Levy the next time we are on the ballot |
| | There will be no significant change in organizational structure during this period |
| Note: | Federal and State mandates may have a significant impact on receipts and expenses during the period of this analysis |

Appendix A – Core Capability and SWOT Assessment

| <p>The GCBDD Strategic Planning Team met on April 21, 2015 to review the results of key stakeholder focus groups and to develop its Core Capability and SWOT Assessment as part of the strategic business plan. The following Core Capability and SWOT Assessment reflects the views of planning team members, including GCBDD Board members and senior staff. Participants identified the following strengths and weaknesses.</p> | |
|--|---|
| <p>Current Strengths (GCBDD)</p> | <p>Current Weaknesses or Limitations (GCBDD)</p> |
| <ul style="list-style-type: none"> • Dedicated, committed, and respectful staff. • Financial stability. • Strength and tenure of senior leadership. • Knowledgeable and active Boards. • Support of senior leadership. • Overall client satisfaction with services. • Quality of Board facilities. • Variety of service providers for choice. • Quality of family services. • Strong employment base for adult service clients. • Strong peer recognition of Autism Program. • Increased attention to self-advocacy for clients. • Deliberative about introducing major change. • Progressive lines of business for Greene, Inc. with state recognition for leadership. • Behavioral services offered by the Board. • Homecroft Housing Program and quality and safety of homes. • Commitment to safety and security of clients overall. • Access to Greene CATS Transportation System. • Consistency of quality of accreditation and certification reviews. • Support of taxpayers; no failed levies. • Staff retention. • Reimbursement practices and procedures. • Increased community-based services. • Quality of staff advocacy for consumers. • Quality and frequency of staff training. | <ul style="list-style-type: none"> • Consistency of formal communications with clients, parents, staff, and service providers. • Need for more defined procedures and process for service delivery which are staff informed. • Development of a continuum of services model. • Improved transition process from Early Intervention to Board services and from high school to employment. • More collaboration with schools on informing parents of service options and service coordination. • Staff training on handling mental health issues and interventions. • Lack of mobile technology-based service visit documentation systems. • Efficiency of documentation of service records. • Participation of families at common events and programs. • Safety considerations for staff on home visits to families. |

As part of the Core Capability and SWOT Assessment, members of the Strategic Planning Team also evaluated threats or challenges to the future viability and effectiveness of GCBDD. The following external challenges were identified and prioritized.

| Threats or Challenges to Future Viability and Effectiveness (External) | Level of Significance (H-M-L) |
|--|--------------------------------------|
| 1. New home and community-based service requirements for CMS. | H |
| 2. Retirements of senior staff. | H |
| 3. Federal regulation changes for adult services moving away from congregated services. | H |
| 4. Pending state and federal regulations effecting sheltered employment services. | H |
| 5. New state guidelines on eligibility for services. | H |
| 6. Privatization of services to adult consumers. | H |
| 7. Likely demand for increased funding needs to support expanded community-based services. | H |
| 8. Higher requirements and costs for replacing employee vacancies. | H |
| 9. State push to fund Early Intervention (EI) services to a state Medicaid funding model. | H |

As part of the Core Capability and SWOT Assessment workshop, participants were asked to identify those strategic directions which should be the driving concepts to shape the strategic plan for the future. The following driving concepts were identified and prioritized.

| Strategic Directions to Focus Strategic Plan (Driving Concepts) | Level of Significance (H-M-L) |
|---|--|
| 1. Integration of community-based services with center-based services, including reverse integration of individuals. | H |
| 2. Integration of community-based competitive employment programs. | H |
| 3. Increased emphasis on Medicaid waivers for service eligibility. | H |
| 4. Increased emphasis on client and family self-advocacy and consumer choice. | H |
| 5. Expanded use of new waiver enrollments from waiting lists for services. | H |
| 6. Community engagement and communication strategy on the Board, its role, and direction of services with all stakeholders, building community support. | H |
| 7. Growing the financial and service stability of non-profit provider service partners. | H |
| 8. Determining the preferred model for privatized services with other counties. | H |
| 9. Determining optimum size of facilities and infrastructure investment. | M |