

Lucas County Board of



Developmental Disabilities

One Board. One Community. All in.



Strategic Plan

July 1, 2024- June 30, 2027

Board Approved: 6/24/2024

Table of Contents

Executive Summary	02
Vision, Mission, Values	03
Our Board	04
Critical Findings	05
Strategic Advantages	06
Strategic Challenges	07
Strategic Opportunities	08
Next Steps	09
Strategy Map	10

Executive Summary

For more than 80 years, Lucas County has been a leader in the state for innovative programming that helps fulfill the mission of improving LIFE so that individuals with developmental disabilities reach their full potential.

There is so much history to be proud of and so much to continue to build on as we look to the future of Lucas DD. Our new 3-year strategic plan gives us a clear road map for what that future can look like. This strategic plan was developed from the perspectives and input of a committee of 40 people representing Board staff, leadership, individuals served, families, and providers. Guiding that plan was input from an anonymous survey completed by hundreds of employees and community members.

This plan will focus on 4 main goals that will drive everything we do for the next 3 years:

- Pursuit of growth and learning
- Improvement of internal processes
- Exceeding expectations in every interaction
- Promoting Responsible Stewardship of who we are and whom we serve.

Working through a road map of initiatives and objectives identified as the way to achieving these goals will improve our internal culture, and help us exceed the expectations of our individuals served and their families, as well as providers and other community partners. As a mission-driven organization, this strategic plan will serve as a guide in helping us better our best so individuals served by Lucas DD are further empowered to reach their full potential.

Sincerely,
Michele Myerholtz
Superintendent



Vision, Mission, Values



Vision

One Board. One Community. All in.



Mission

Improving LIFE so that individuals with developmental disabilities reach their full potential.



Values

- Excellence
- Respect
- Innovation
- Always Improving



Our Board



Ron Volk
Board President



Megan DeSloover
Board Member



Cheryl Tyler-Folsom
Board Vice President



Dr. Eileen Quinn
Board Member



Conor Smenner
Board Member



Bill Axe
Board Secretary



Linnie Willis
Board Member

Critical Findings

As part of the strategic planning process, the Lucas County Board of Developmental Disabilities sought information from the following customers and key stakeholders: Individuals served by the county board, Families/Guardians, Providers, County Board Employees, County Board Members, Community Members/Partners, and School Districts. This information was used to identify strategic advantages, strategic challenges, and strategic opportunities for the organization. These were the critical findings that supported the development of the new vision and values along with the Strategy Map that will move Lucas County Board of Developmental Disabilities into the future.



Strategic Advantages

Financial

- Lucas DD is an excellent financial steward.



Customer

- Lucas DD is committed to community engagement, partnerships, and collaboration.
- Lucas DD is committed to improving relationships with customers, stakeholders, and the workforce.
- Lucas DD is committed to providing an excellent customer experience.
- Lucas DD has put an intentional focus on the EI program by expanding to ages 3-6 years old.
- Lucas DD serves individuals through all stages of life.
- Lucas DD promotes self-advocacy and independence.
- Lucas DD has a robust system in place to ensure the health and welfare of individuals served.
- Lucas DD offers a wide range of innovative services making the county board a leader in the state.

Internal Process

- Lucas DD has systems in place to communicate its brand with customers, stakeholders, individuals, and families.
- Lucas DD is committed to continuous improvement.
- Lucas DD has a strong track record of adherence to rules and regulations.

Learning and Growth

- Lucas DD has a robust benefits package including retirement and paid time off.
- Lucas DD has a dedicated, knowledgeable, and experienced workforce.
- Lucas DD is invested in improving IT systems.
- Lucas DD has clean, safe facilities.

Strategic Challenges

Financial

- Lucas DD must navigate increasing costs due to high levels of inflation and limited resources.



Customer

- Lucas DD must foster a collaborative relationship with providers focusing on support, training, business practices, and DSP recruitment and retention.
- Lucas DD must find ways to increase customer engagement with individuals, families, providers, and key stakeholders.
- Lucas DD must be consistent when providing person-centered planning.

Internal Process

- Lucas DD must improve internal and external communication to increase consistency.
- Lucas DD must improve workforce efficiency and streamline processes.
- Lucas DD must find ways to gather data and use it efficiently to drive change.
- Lucas DD is faced with continual federal and state rule changes that impact the organization.
- Lucas DD must improve the evaluation process to ensure accountability and professionalism.

Learning and Growth

- Lucas DD must develop a process to offer opportunities for career advancement.
- Lucas DD must improve recruitment, hiring, onboarding, and retention practices to support the operational needs of the organization.
- Lucas DD does not have an IT Plan to support training and technology needs for the organization.
- Lucas DD workforce potentially opens the organization to cybersecurity threats due to not following established protocols.
- Lucas DD facilities limit the county board's effectiveness and productivity (space, cleanliness, HVAC, etc.).

Strategic Opportunities

Customer

- Lucas DD will develop a system to evaluate and improve the customer experience.
- Lucas DD will expand employment opportunities for individuals within the agency.
- Lucas DD will collaborate with providers in order to explore and expand additional services.
- Lucas DD will improve existing programs for transitional youth.
- Lucas DD will seek and use input from families and stakeholders to improve and expand EI services through age 6.

Internal Process

- Lucas DD will better educate families and individuals about the services offered by the Board.
- Lucas DD will build processes for improved communication.
- Lucas DD will continue focusing on creating and offering services that promote community engagement.

Learning and Growth

- Lucas DD will continue to explore technological advances and offer ongoing technology training.
- Lucas DD will use experienced staff and access to available resources to expand training for external and internal customers.



Next Steps



Lucas County Board of Developmental Disabilities 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 the Lucas County Board of Developmental Disabilities staff addressing initiatives, key performance measures, and targets.

Connect With Us

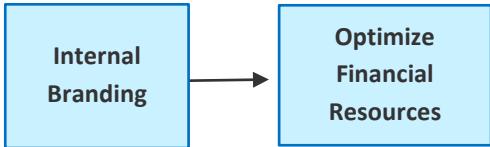
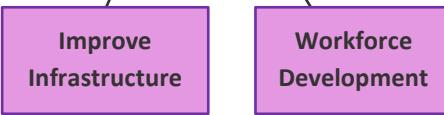


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Strategy Map

Vision	One Board. One Community. All in.			
Mission	Improving LIFE so that individuals with developmental disabilities reach their full potential			
Goals	Objectives	Initiatives	Measures	Targets
Financial Responsible Stewardship	 <div style="display: flex; align-items: center; justify-content: center;"> <div style="border: 1px solid #4f81bd; padding: 5px; margin-right: 20px;">Internal Branding</div> <div style="display: flex; align-items: center;"> <div style="border: 1px solid #4f81bd; padding: 5px; margin-right: 10px;">Optimize Financial Resources</div> <div style="margin-right: 20px;">→</div> <div style="border: 1px solid #4f81bd; padding: 5px; margin-right: 10px;">Optimize Financial Resources</div> <div>→</div> </div> </div>	<ul style="list-style-type: none"> Waiver and waitlist Explore alternate funding streams Brand expansion 	<ul style="list-style-type: none"> # of waivers annually New funding streams Updated branding 	<ul style="list-style-type: none"> Determine annual amounts needed Increase in potential revenue Complete brand updates by end of 2025
Customer Exceed Customer Expectations	 <div style="display: flex; align-items: center; justify-content: center;"> <div style="border: 1px solid #4f81bd; padding: 5px; margin-right: 20px;">Improve Customer Experience</div> <div style="margin-right: 20px;">↑</div> <div style="border: 1px solid #4f81bd; padding: 5px; margin-right: 20px;">Improve Operational Performance</div> <div>↑</div> </div>	<ul style="list-style-type: none"> Community employment Provider support Listening to customers Increase customer engagement Innovative projects 	<ul style="list-style-type: none"> Individuals employed in the community Customer satisfaction # of new projects 	<ul style="list-style-type: none"> Increase # of individuals in competitive employment Increase customer satisfaction Determine baseline projects annually
Internal Process Increase Efficiency and Effectiveness	 <div style="display: flex; align-items: center; justify-content: center;"> <div style="border: 1px solid #4f81bd; padding: 5px; margin-right: 20px;">Improve Operational Performance</div> <div style="margin-right: 20px;">↑</div> <div style="border: 1px solid #4f81bd; padding: 5px; margin-right: 20px;">Improve Employee Engagement</div> <div>↑</div> </div>	<ul style="list-style-type: none"> Improve communication Process improvement system 	<ul style="list-style-type: none"> Employee engagement survey trust and communication questions Project completion rate 	<ul style="list-style-type: none"> Increase score performance Determine services
Learning and Growth Improve Employee Engagement	 <div style="display: flex; align-items: center; justify-content: center;"> <div style="border: 1px solid #4f81bd; padding: 5px; margin-right: 20px;">Improve Infrastructure</div> <div style="margin-right: 20px;">→</div> <div style="border: 1px solid #4f81bd; padding: 5px; margin-right: 20px;">Workforce Development</div> <div>→</div> <div style="border: 1px solid #4f81bd; padding: 5px; margin-right: 20px;">Improve Employee Engagement</div> <div>↑</div> </div>	<ul style="list-style-type: none"> Improve organizational culture Improve HR processes Improve technology Improve facility effectiveness 	<ul style="list-style-type: none"> Employee engagement results Key HR metrics IT plan Project upgrades 	<ul style="list-style-type: none"> Increase employment Increase performance of HR metrics Implement IT plan by 2025 Project completions annually

Excellence, Respect, Innovation, Always Improving