



Strategic Plan

2020-2022

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Introduction



As we undertake a new 3-year plan spanning January 2020 to December 2022, I am excited about where we are heading. It has been 2 years of managing change and establishing a new County Board for the next decade. I am proud of our past success and the number of positive changes that have occurred while maintaining a solid financial position. Many significant changes have taken place; arguably, it could be said that there have been more changes in the past few years than since the County Board was formed in 1952.

For this 3-year strategic plan, there are many items to address. I want to thank Darlene Perko, Alex “Cookie” West, Neysa Rogers, Jane Bodo, Randy Cottis, Steve Smith, Renee Pastre, and Natalie Baird for not only their leadership but for devoting two days to developing the following strategic plan. In addition, I want to thank Steve Long with MEORC who was the moderator and helped us work through the process. By analyzing our Strategic Advantages, Challenges and Opportunities we will continue to forge a new County Board that is meeting the needs of the DD population.

Something new to the County Board are the mission, vision and values statements. Please take a few minutes to reflect upon them. They will be our guiding principles that will impact the people we serve.

Sincerely,
Michael J. Zinno, CPA, MBA
Superintendent
Jefferson County Board of DD

History

Our County Board has a 50+ year history of progressive leadership and programming that has made an impact on our community. Please take a couple of minutes to read about the important people and events that has shaped the County Board of today. The Jefferson County Board of Developmental Disabilities traces its beginnings to a grassroots effort by parents who wanted an education for their sons and daughters with developmental disabilities.

Until the 1950s, parents in Ohio had two choices: to send their child to an institution to receive services and give up daily contact or raise their child at home and do whatever they thought was right. The child was frequently hidden from the public, but then parents began crying out for help for their children — for their child's education — for a better life. That's when they began asking the state legislature for help. In the mid-1950s, parents in Jefferson County formed the Jefferson County Council for Retarded Citizens (Parent Council). Their first duties were as advocates, developers, organizers and educators of children in Sunday School classes.

Today's JCBDD goes back to 1952 in the basement of Washington School in Steubenville, where eight students were enrolled, and the teacher was Mrs. Homer Shew.

On Feb. 25, 1953, a council class was started in the basement of St. Stanislaus Church for those kids not approved for the state program and supported strictly by contributions. It included 10 students between the ages of 7 and 17 and the teacher was Mrs. Ruth Brennan. Throughout the decade, the program was also held

in the Westminster United Presbyterian Church with Mrs. Norma Timberlake as executive director and council offices were located in the home of Mr. and Mrs. Mary V. Cable.

The 1960s brought an expansion out of the church basements to Central School located at 308 North 6th Street, Toronto, Ohio. Some of the original leaders were Mrs. Herald Timberlake, Mr. and Mrs. Harold Crawford, Merrie Zeigler and Tom and Grace Abernathy.

With the passage of Ohio House Bill 169 in 1967, each of Ohio's 88 counties was required to form a county Board of Mental Retardation. On November 9th, 1967 the first meeting of the Jefferson County Board was held. With the existence of the Jefferson County board came a permanent location in the Serbian Orthodox schoolrooms at 528 N. Fourth Street, Steubenville. The first administrator of the program was Leonard Inglese.

In October of 1970, the adult activity center was formed and located in the St. Joseph Roman Catholic School in Toronto, and at that time it served 30 adults. The year 1971 brought about the first passage of a local tax levy for 0.8 mills. As a result of that support, the county board was able to expand and build the School of Bright Promise and the Jeffco Sheltered Workshop where it is still located today. The first leaders at the School of Bright Promise were Mrs. Mary Barksdale and Sam Mauk. Sam Mauk became the first superintendent of the program in 1974, replacing Mr. Inglese. Elenor Hill was originally in charge of the arts and crafts section of the adult program that eventually became the Jeffco Workshop, while Carlo Schiappa became the first workshop director in the newly built site at 256 John Scott Highway in Steubenville. In 1978, the School of Bright Promise was among the first special schools in the state to be recognized by the Ohio Board of Education. The state board issued a charter to the county board for its operation of the school, which was only one of 17 sites in

the state to receive it. Dick and Beverly Haverfield, Dick and Janet Allen, Kitty and Rusty Roth were instrumental during those times. Home Training (Now called Early Intervention) began in 1976. Susan (Swaykeus) Grenier was one of the first home trainers.

A separate state agency was soon formed after the split of the Department of Mental Health and Mental Retardation in 1980. This state legislature added “developmental disabilities” to the county board’s name, which then became the Jefferson County Board of Mental Retardation and Developmental Disabilities (MRDD). This allowed for the expansion into residential services and Shaffer Plaza was formed. Named for Dr. Francis Jane Shaffer of Toronto, who was a previous board member and was known as a doctor who cared for children and adults with disabilities. The first residential director was Mary Jane Johnson. Richard Pfannenschmidt became the second superintendent in 1984 replacing Sam Mauk. In the meantime, Mr. Mauk had secured the purchase of the Navy Reserve Training Center on Cherry Avenue in Steubenville for \$1 from the U.S. Department of Housing and Urban Development under the stipulation that it would be used to serve individuals with developmental disabilities for a period of time. A three-part renovation of the training center was started under Mr. Mauk and finished under Mr. Pfannenschmidt. It became known as the Training Center and was managed by Connie Giamos for over 30 years.

Until the mid-1980s, teachers at the School of Bright Promise were part of the Ohio Public Employees Retirement System (OPERS) and had less stringent certification standards. Beginning in 1985, teacher certification through the Department of Education became a reality and they were transferred into the (STRS) system. Some of the instrumental teachers during that time were Kitty Ferguson, Diana Daly, Irene Tsapis and Cindy McMasters.

In 1985, voters passed an additional 1-mill levy on top of the original 0.8-mill measure from 1971 and created a 1.8-mill continuing levy that formed a base funding for future growth and long-term survival. It passed by a 70% acceptance rate. An instrumental part of the program in the 80's was Sara Brown, who became one of the first administrative secretaries and moved up into administration to serve the board as finance director and transportation supervisor. She eventually retired and continued to serve as a volunteer board member.

With a major effort by parent council, residential housing became a reality for the individuals served by the board. The first housing starts were located on Lawson Ave and McDowell Ave in Steubenville. Today, a total of approximately 15 single family homes are scattered throughout Jefferson County.

Dick Haverfield became the head of transportation/maintenance department, and with Mr. Pfannenschmidt had a vision of building a transportation garage. All work on buses had been outsourced at the time, but today the bus garage continues to serve the program well and houses the mechanic, maintenance crew and bus drivers. Early in the 90's the passage of a 1.7 mill levy allowed additional growth into Community Employment and Case Management Services. Today, Community Employment and Case Management services are critical for individuals with special needs. The program's first successful community employment occurred in 1995 with the hiring of Perry Schiappa and Clare Pulen.

In 2002, an effort was made to increase the levy dollars but was defeated by the voters of Jefferson County. As a result, the program adjusted, streamlined operations and went after any available Medicaid dollars. Plenty of work was done to refinance the adult program, and through the Medicaid waiver program the county board

was able to become financially stable. Jeffco Sheltered Workshop was known for making quality picnic tables and other wooden lawn furniture. In addition, outside cleaning contracts were also a major source of revenue.

Michael Mehalik became the third superintendent in 2008. In 2009, the Jefferson County Regional Spectrum Center began operating within the School of Bright Promise and quickly became known for providing a quality education for children with Autism. Starting with three units, it has grown to meet rising needs. The Regional Spectrum Center would not have been possible without the cooperation of all five Jefferson County school districts, in addition to Harrison City Schools. Kitty Ferguson served as both Principal and Teacher during those critical years of 2004-2010. Through careful management of the program the county board was able to increase operating reserves from twenty percent of operating expenses to forty three percent.

In 2014, a major change began within the adult program. With a letter from Medicaid, on conflict-free case management, county boards across the state had to figure out how to privatize the adult program. The county board was no longer able to be a direct care provider of adult day program and oversee the services through case management. In 2016, the first CEO for Jeffco was hired and the process was started. On June 1st, 2017 Michael Zinno became the fourth superintendent and what started under Mr. Mehalik was finalized on March 1st, 2019. JCBDD's adult day program was handed off to a private provider. Starting a new era of adult day programming in Jefferson County. Before the adult day program was privatized, transportation of adults away from school buses was a major shift. Starting in January 2017, the county board no longer was transporting adults and children together on yellow school buses. Slowly, the county board privatized all adult transportation until its full implementation in September 2018.

A third major change that started under Mr. Mehalik and finished under Mr. Zinno was the downsizing of Shaffer Plaza. In an effort to meet federal and state mandates to serve in the least restrictive environment, the county board committed to downsizing a total of 6 beds on May 15, 2014 and was completed on February 1st, 2018.

Today, the JCBDD serves individuals from birth through adulthood and operates the functional departments of early intervention, preschool, school-aged, the regional spectrum center, case management, community employment, community integration and Shaffer Plaza.



Board of Directors



Front row: Stephanie Chester, William Kerr

Back row: Lorie Sullivan – Vice President, Jim Padden, James Morgan – Secretary, Chris Irvin – President

Not pictured: Dr. Ed Florak

Critical Findings

As part of the Strategic Planning Process, the Jefferson County Board of Developmental Disabilities (JCBDD) 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 critical findings supported the development of the new Vision, Mission and Values along with the Strategy Map that will move JCBDD into the future.



Strategic Advantages

- JCBDD has the expertise that provides services to a wide range of customers
- JCBDD provides multiple services that meet the various specialized needs of individuals through the School of Bright Promise, services related to the Autism Spectrum, community employment, behavior supports, early intervention, preschool, the SSA Department and our ICF.
- JCBDD has a an open-minded, compassionate and dedicated staff committed to providing person-centered services and supports.
- JCBDD builds a network of supports for individuals and families through school districts, providers, community agencies and community organizations.
- JCBDD provides ICF housing for individuals who meet the ICF level of care.
- JCBDD educates and informs others on developmental disability service and supports that are available.
- JCBDD has the financial reserves for flexibility and opportunities.
- JCBDD has positive relationships with community leaders.



Strategic Challenges

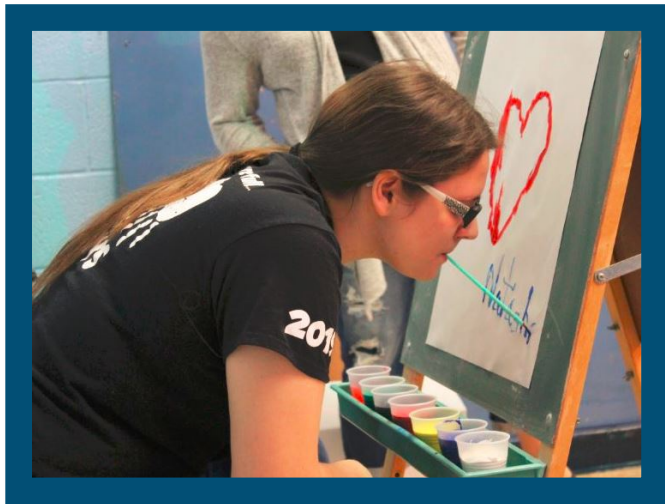
- High turnover and lack of direct care workforce, particularly in Shaffer Plaza and the School
- Inconsistent training practices
- New hire process is inconsistent and without a standard process and training program
- Overall employee morale needs to be improved
- State changes to plans and rules affect the management of service providers
- Lack of Direct Service Providers
- Working with other county agencies on available service resources such as mental health, psychiatrist and hospitalization
- Backup plan for when direct service providers shut down
- Lack of service providers for community functions and employment
- Continuation of community communication to ensure levy knowledge and support
- Continuation of Funding Analysis from the state and federal levels
- The increased cost to the program for non-waiver individuals
- IT inefficiencies and processes
- Any additional privatization and the effect on our program and providers
- Changing local economic conditions and the effect on JCBDD both positively and negatively
- Obtaining funding from local agencies to help maintain and improve services such as in our local school districts, emergency placement, housing and youth services
- Increased Medicaid waiver rates and the impact long-term on JCBDD

- Development of groups and resources for families to access support and information
- Measuring customer satisfaction
- Funding formula is needed to ensure a proper balance of local levy funds by department



Strategic Opportunities

- Develop a transportation system for the individuals and families we serve.
- Develop additional service coordination for the school-age population.
- Develop increased engagement with local organizations such as school districts and local businesses.
- Develop an employee wellness program and combat work-related stress.
- Development of The Jeffco Center and how to best use it to reduce organization fragmentation, increase communication, upgrade IT, and develop day program.
- Develop an increased number of providers to serve challenging individuals.
- Develop a plan to reduce employee turnover.
- Develop a standard employee development program.
- Expand on County Board expertise in local school districts (Edison Pilot Program).
- Continue to upgrade residential housing and seek state funds for financial housing support.



Mission, Vision, Values



Mission

Dedicated to providing a pathway to opportunities through choices.



Vision

Recognize Ability



Values

Encourage Creativity,
Honest Communication,
Advocate,

Adaptable Workforce,
Respect the Organization,
Compassionate Teamwork,

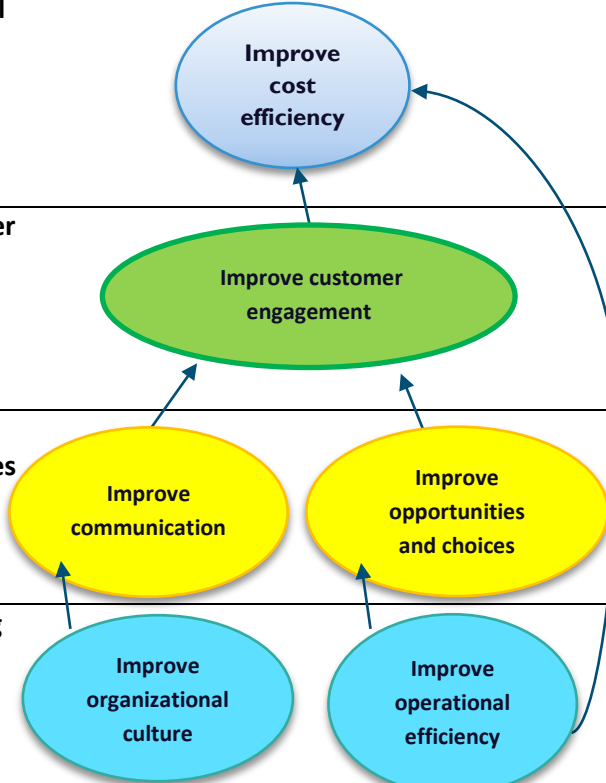
Build Connections,
Develop Professionally,
Fiscally Accountable

Next Steps

JCBDD will determine which initiatives are long- and short-term. Action plans will be developed to monitor progress and periodic reviews will occur to identify the need for course corrections and ensure advancement is being made on implementation of the plan. JCBDD will provide the individuals and families served, JCBDD employees, JCBDD board members, key partners, other stakeholders, and the community periodic updates on the progress made toward meeting the identified benchmarks set forth in the strategic plan.



Strategy Map

Vision	Recognize Ability			
Mission	Dedicated to providing a pathway to opportunities through choices.			
Strategic Goals	Enhance Working Environment	Locate Resources	Resource for Customers	Maintain financial sustainability
Business Objectives and Strategy Map		Measures	Targets	Initiatives
Financial 		<ul style="list-style-type: none">• Balanced local funding• Five-year forecast budget• Local waiver and non-waiver allocation	<ul style="list-style-type: none">• Balanced funding formula• Maintain financial reserve• Identify waiver and non-waiver cost amounts annually	<ul style="list-style-type: none">• Balance local levy funds by department• Maintain appropriate reserve fund• Cost efficiency• Waiver allocation and non-waiver cost
Customer		<ul style="list-style-type: none">• New services for providers• Number of providers• Increase customer engagement• Residential housing	<ul style="list-style-type: none">• Increase new services for providers• Increase the number of providers• Increase levels of engagement• 2 additional houses in the next 3 years	<ul style="list-style-type: none">• Provider Supports• Community Engagement• Waitlist Assessment• Advocacy Program• Residential Housing.
Internal Processes		<ul style="list-style-type: none">• % served by age range• Transportation providers• Number of Individuals community employed	<ul style="list-style-type: none">• Increase % of students from age 3-11• Increase transportation providers.• Increase the number of Community Employed 5% per year.	<ul style="list-style-type: none">• Transportation Development• Expand Transition Program• Organizational Communication• Increase Community Employment
Learning and Growth		<ul style="list-style-type: none">• Employee engagement• Employee retention	<ul style="list-style-type: none">• Determine baseline for employee engagement• Decrease turnover	<ul style="list-style-type: none">• Employee Engagement & Development• Optimize the use of IT• Jeffco Center
Encourage Creativity, Adaptable Workforce, Build Connections, Honest Communication, Respect the Organization, Develop Professionally, Advocate, Compassionate Teamwork, Fiscally Accountable				