



Carroll County Board of Developmental Disabilities Strategic Plan

2022- 2024

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Introduction



The Carroll County Board of Developmental Disabilities has been supporting children and adults with developmental disabilities for over 50 years. We provide quality services to individuals with developmental disabilities by assessing their needs and creating individual plans. We help integrate individuals with developmental disabilities into their community as valued citizens who live, work and play together. The Board is blessed with financial support from our community which allows us to meet community needs.

It is our intention, that this Strategic Plan takes our services to the next level over the next three years. We are becoming more person-centered as we focus on providing meaningful services to empower, engage, and support through personalized opportunities. We appreciate the Carroll County community and will continue to collaborate with community partners. We will also focus on utilizing technology to improve services and find new ways to support the committed, caring staff who form the foundation of our organization.

Sincerely,
Matt Campbell,
Superintendent

History

Before 1950, children and adults with developmental disabilities had little opportunity to become educated or be trained for jobs because public school systems and local businesses excluded them. Our records show that in March of 1958, Carroll County Council for Retarded Children was formed by several parents and concerned citizens and the first classroom was opened for the first 8 children to attend. This was the first hope for many to remain outside institutions and still receive services.

The first classroom was formed and funded by fundraisers, donations, and some public money. Throughout the social changes of the 1960's, more and more public money became available. Community-based services for persons with mental retardation or other developmental disabilities were placed on more solid ground with the passage of Senate Bill 169 in 1967.

The bill officially created the Carroll County Board of Mental Retardation. The name was later changed to the Carroll County Board of Mental Retardation and Developmental Disabilities as a result of Amended Senate Bill 160, which became effective in 1980. A few years later the CCBMRDD decided to improve their public image in the community by identifying themselves as Carroll Hills Programs. In 2009, the name was changed by statute to the Carroll County Board of Developmental Disabilities.



Carroll Hills School



Carroll County Board of DD Offices

Board of Directors



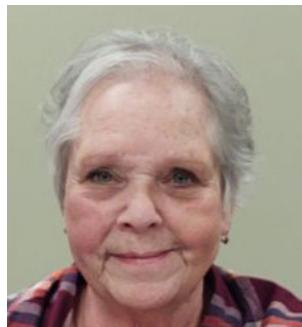
Debra Shaw
President



Deb Postlewaite
Vice-President



Kristen Long
Secretary



Diana Strader



Raye Oheidhin



Katie Bailey



Patti Gotschall



Critical Findings

As part of the Strategic Planning process, Carroll County Board of Developmental Disabilities sought information from the following customers and key stakeholders (individuals served by the County Board, families/guardians, providers, Board employees, 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, Mission, Values along with the Strategy Map that will move Carroll County Board of Developmental Disabilities into the future.



Strategic Advantages

Workforce

- CCBDD workforce know the individuals and families being served by the County Board and are supportive and caring.
- CCBDD retains quality staff because of a competitive wage and benefit package.

Financial

- CCBDD programs are supported well by the community through levy funding.
- CCBDD is financially sound due to the additional revenue from the oil and gas industry.

Community & Services

- CCBDD maintains a collaborative relationship with a variety of community organizations.
- CCBDD supports providers through technical assistance, services, and paying onboarding costs.
- CCBDD communicates openly with all stakeholders.
- CCBDD provides quality school-age classes and integrated preschool classes.
- CCBDD is seen as the experts in the DD field and strives to collaborate with other government entities.

Facilities & IT

- CCBDD is willing to use new technologies to improve services.
- CCBDD provides a safe work environment for employees, individuals, and families.



Strategic Challenges

Internal Processes

- CCBDD struggles with the increased waiver and healthcare costs.
- CCBDD must ensure compliance with federal and state rules.
- CCBDD lacks updated HR policies, procedures, and career development.
- CCBDD lacks a process to reinforce culture and relationships between the workforce and the leadership team.
- CCBDD struggles to retain teachers.
- CCBDD lacks an emergency preparedness and succession planning process.

Community Partnerships

- CCBDD is challenged with improving the relationships between providers, the County Board, and stakeholders.
- CCBDD lacks a process for educating the community on available services offered by the County Board.
- CCBDD lacks buy-in and communication from key stakeholders on the County Board's missions, vision, and values.

Community

- CCBDD lacks programming/supports for children in crisis, diagnosed with autism, needing summer activities, and transition services.
- CCBDD lacks a process for obtaining feedback from customer groups regarding Board services.
- CCBDD struggles with a limited number of providers to serve individuals due to the national workforce crisis.
- CCBDD must maintain self-advocacy programs, including participation and awareness.

Technology

- CCBDD lacks processes that address technology upgrades, security, and interruption of services.

Strategic Opportunities

Services

- CCBDD will retain current providers by offering support to improve provider quality and opportunities for collaboration.
- CCBDD could develop summer programs for preschool and school-age students
- CCBDD could improve their methods of communication and supports to families.
- CCBDD could explore ways to increase opportunities to integrate the two remaining school-age classrooms.
- CCBDD would benefit from exploring options for crisis intervention services.
- CCBDD could earn a five star rating for preschool (Step Up To Quality).
- CCBDD could increase awareness of all Board services.

Workforce

- CCBDD would benefit from collaborating with local providers to support issues related to the DSP crisis.

Technology

- CCBDD would benefit from focusing on technology to improve the efficiency of the County Board services.
- CCBDD should continue to implement the Good Life culture throughout the organization.

Financial

- CCBDD could explore options to control costs and obtain additional revenue streams.



Mission, Vision, Values



Mission

To empower, engage, and support through personalized opportunities



Vision

Live, work, play together



Values

Respect others, inspire success, work as one, promote growth, meaningful relationships



Next Steps

CCBDD 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 CCBDD staff addressing initiatives, key performance measures, and targets.

Strategy Map

Vision	Live, Work, Play Together			
Mission	To empower, engage, and support through personalized opportunities			
Strategic Goals	Develop an Engagement Workforce	Building Relationships	Improve Customer Satisfaction	Fiscal Longevity
Business Objectives and Strategy Map		Initiatives	Measures	Targets
Financial	Maintain Fiscal Responsibility	<ul style="list-style-type: none"> • Waiver allocation/waitlist • Manage waiver costs • Alternative funding sources 	<ul style="list-style-type: none"> • Waiver allocation annually 	<ul style="list-style-type: none"> • Maintain funding levels
Customer	Improve Services for Customers	<ul style="list-style-type: none"> • Increase community employment • Self-advocacy • DSP crisis support 	<ul style="list-style-type: none"> • Community Employment • Participation in self-advocacy groups 	<ul style="list-style-type: none"> • Increase one person employed in the community annually • Increase participation in self-advocacy
Internal Processes	<div style="display: flex; justify-content: space-around;"> <div>Increase Supports for Families</div> <div>Improve Provider Partnerships</div> </div>	<ul style="list-style-type: none"> • New Family Support Services • Education about service offerings • Provider relationship 	<ul style="list-style-type: none"> • Develop new programs or services 	<ul style="list-style-type: none"> • Implement one new program or service annually
Learning and Growth	<div style="display: flex; justify-content: space-around;"> <div>Improve Workforce Performance</div> <div>Increase use of technology</div> </div>	<ul style="list-style-type: none"> • Improve organizational culture • Emergency preparedness • Succession planning • Maximize technology opportunities 	<ul style="list-style-type: none"> • Employee engagement 	<ul style="list-style-type: none"> • Increase scores across each domain annually
Respect Others, Inspire Success, Work as One, Promote Growth, Meaningful Relationships				