



**Carroll County Board of Developmental Disabilities**  
**Strategic Plan**  
**2019-2021**



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# History of the Program

When Carolyn Eick wanted to know why she couldn't go to school like her nephews, her mother, Helen Eick, was driven to find a way to send her daughter to school. Helen, along with other parents who also wanted formalized education for their children with developmental disabilities, volunteered their time, money and talents to educate the public and raise funds. These actions led to the creation of the Carroll Hills Program we have today.



Carroll Hills Workshop began providing work and vocational training for adult individuals in Carroll County with developmental disabilities in 1979. The Workshop operated successfully for several decades. On March 17, 2014, the Centers for Medicaid Services ruled that it was a conflict of interest for a County Board of DD to manage the service plans for individuals with Medicaid waivers and to also provide Medicaid funded services to those same individuals. In 2017, Carroll Hills Industries (formerly Carroll Hills Workshop) relocated operations to 1182 Roswell Road, Carrollton. CHI is now one of four private providers in Carroll County that provide adult day services and/or vocational habilitation for individuals of Carroll County with developmental disabilities.



## Carroll County Board of Directors 2018



**Pictured: Patti Gotschall (Member), Emily Ulman (Secretary), Byron Fairclough (President), Teresa Long (Member), Katie Ray (Member), and Jennifer Thomas (Vice-President). Not Pictured: Raye Oheidhin (Member).**

# 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, 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, Mission, Values along with the Strategy Map that will move CCBDD into the future.



# Strategic Advantages

- CCBDD know their individuals well and are helpful and caring
- CCBDD programs are supported well through community funding
- CCBDD has a strong community employment program
- CCBDD supports families in the Early Intervention program
- CCBDD accesses numerous revenue streams
- CCBDD retains quality staff because of a competitive wage and benefit package
- CCBDD maintains a collaborative relationship with a variety of community organizations
- CCBDD are trained in Person-Centered Thinking
- CCBDD utilizes different types of technologies to improve services
- CCBDD has a robust transition program in all areas of the organization

# Strategic Challenges

- CCBDD has a lack of programs to increase community engagement and participation
- CCBDD needs to develop the ability to engage providers, staff, and families to ensure quality services
- CCBDD has little influence over increasing waiver and healthcare costs
- CCBDD has a limited number of providers willing to serve individuals
- CCBDD needs to improve collaboration between providers and the County Board
- CCBDD does not have a systematic way to collect feedback from contracted employees
- CCBDD needs to improve the communication methods with key stakeholders
- CCBDD must continue to ensure compliance with ever changing federal and state rules
- CCBDD must develop a clear define idea of community integration and systematic process to increase community integration
- CCBDD must improve its ability to educate the community on available services offered by the County Board
- CCBDD needs to increase the amount of opportunities for community employment
- CCBDD needs to develop a way to support providers with human resource services
- CCBDD needs to ensure buy in from key stakeholders on the County Boards Mission, Vision and Values
- CCBDD must revamp the self-advocacy program to increase participation, awareness, and provide clear direction

# Strategic Opportunities

- CCBDD can recruit new providers
- CCBDD will retain current providers by offering support to improve provider quality and opportunities for collaboration
- CCBDD will explore the opportunity for summer school programs
- CCBDD will explore how additional grant monies can be used to support County Board services
- CCBDD will focus on how technology can improve the efficiency of County Board services
- CCBDD will develop systematic methods to improve communication between key stakeholders
- CCBDD will improve the self-advocacy program by identifying leadership, awareness and increase in participation
- CCBDD will increase community integration through the development of volunteer opportunities
- CCBDD will identify representatives to advocate on behalf of the County Board at the state level.
- CCBDD will implement the Good Life Training throughout the organization using existing Good Life Facilitators
- CCBDD will address the new waiting list assessment through a contract with outside agency
- CCBDD will improve the ability to find at risk children using the child find tool
- CCBDD Early Intervention program will identify more opportunities to support families in natural environments
- CCBDD will utilize community opportunities and resources to offer education in the arts
- CCBDD will collaborate with public schools to increase educational opportunities for integration for students
- CCBDD will explore options to increase number of community employers
- CCBDD will evaluate the need for a behavioral support consultant to improve services for the County Board and providers



# Vision, Mission, Values



## Vision

— — — — —  
An Integrated  
Community



## Mission

— — — — —  
To empower,  
engage and  
support through  
personalized  
opportunities



## Values

— — — — —  
Mutual respect,  
Always there,  
Teaching others,  
Great relationships,  
Always improving,  
Working together,  
Inspiring success

## Next Steps

The primary goal of the Carroll County Board of DD is to ensure services are provided to those with developmental disabilities. In the past that meant the County Board was the primary service provider. Today, the expectation is that the Board will fund and oversee the quality of services provided by private providers. The Board's fiscal stability is crucial in meeting individual's needs and maintain compliance with changing legal requirements.

The focus is not only meeting individual's needs but also addressing gaps and barriers to services. The Board intends to improve our school services, community employment, community integration, transportation and the self-advocacy program. The Board will promote the use of technology to assist individuals to reach their goals. The Board will collaborate with other agencies to address issues such as respite, residential and crisis management. We will improve communication with community members so they will know what the County Board stands for. The Carroll County Board of Developmental Disabilities will continue to meet individual needs and affect positive outcomes in the lives of those with disabilities.



# Strategy Map

|  |  |   |   |   |
|--|--|---|---|---|
| <b>Vision</b>  | <b>An Integrated Community</b>   |   |   |   |
| <b>Mission</b>   | <b>To empower, engage and support through personalized opportunities</b> |   |   |   |
| <b>Strategic Goals</b>   | <b>Develop an Engaged Workforce</b>                                      | <b>Invest in Innovative Programs</b>  | <b>Achieve Meaningful Outcomes</b>  | <b>Financial Accountability</b>   |
| <b>Business Objectives and Strategy Map</b>  |  | <b>Measures</b>   | <b>Targets</b>  | <b>Initiatives</b>  |
| <b>Financial</b>   |  | <ul style="list-style-type: none"> <li>• Increase number of individuals served</li> <li>• Resources vs needs</li> </ul>         | <ul style="list-style-type: none"> <li>• Increase services within funding levels</li> <li>• Maintain balance budget</li> </ul>                                      | <ul style="list-style-type: none"> <li>• Maintain Community Support</li> <li>• Alternative Funding Sources</li> <li>• Manage Waiver Costs</li> </ul>  |
| <b>Customer</b>  |  | <ul style="list-style-type: none"> <li>• Increase customer satisfaction</li> <li>• Increase community employment</li> </ul>     | <ul style="list-style-type: none"> <li>• Determine baseline measures for satisfaction</li> <li>• Increase 4 new community employment placements annually</li> </ul> | <ul style="list-style-type: none"> <li>• Increase Community Employment</li> <li>• Community Awareness Program</li> <li>• Implement Customer Feedback Loops</li> </ul>                                     |
| <b>Internal Processes</b>  |  | <ul style="list-style-type: none"> <li>• Increase community integration</li> <li>• Implementation of new initiatives</li> </ul> | <ul style="list-style-type: none"> <li>• Determine baseline measures for community integration</li> <li>• Implement 2 new initiatives in 2019</li> </ul>            | <ul style="list-style-type: none"> <li>• Provider Support Development</li> <li>• Waitlist Assessment Implementation</li> <li>• Increase Self-advocacy</li> <li>• Community Integration Program</li> </ul> |
| <b>Learning and Growth</b>   |  | <ul style="list-style-type: none"> <li>• Employee engagement</li> </ul>   | <ul style="list-style-type: none"> <li>• Determine baseline</li> </ul>  | <ul style="list-style-type: none"> <li>• Good Life Program</li> <li>• Improve Employee Evaluation Tool</li> <li>• State/Regional Workgroup</li> <li>• Improve Internal Communication</li> </ul>           |
| <b>Mutual respect, Always there, Teaching others, Great relationships, Always improving, Working together, Inspiring success</b> |  |   |   |   |