



**TRUMBULL COUNTY**  
**BOARD OF**  
**DEVELOPMENTAL DISABILITIES**

*Their Journey, Their Needs, Our Support.*



# **TRUMBULL COUNTY BOARD OF DEVELOPMENTAL DISABILITIES**

## **STRATEGIC PLAN**

**2020 - 2023**

# TABLE OF CONTENTS

- 3** Mission and Vision Statement
- 4** Board Members
- 4** Leadership Team
- 5** Services
- 6** Goal #1 – External Communications
- 9** Goal #2 – Internal Communications
- 11** Goal #3 – Provider Support
- 14** Goal #4 – Finance, Revenue and Accountability
- 17** Goal #5 – Climate and Culture
- 20** Goal #6 – Community Events and Participation
- 22** Goal #7 – Community Integration



# MISSION

---

The Trumbull County Fairhaven Program's mission is to provide choices, opportunities, and resources that enable children and adults with developmental disabilities to fully reach their potential as members of the community.

# VISION

---

The Trumbull County Fairhaven Program will be the primary community resource that provides eligible children and adults opportunities for growth that enriches their quality of life.

# BOARD MEMBERS

---

**Kevin Reilly** – President  
**Elizabeth Calderone** – Vice President  
**Mauro DiVieste** – Secretary  
**Dominic Albanese** – Board Member  
**Jodi Glaser** – Board Member  
**Larry Larson** – Board Member  
**Mary Cunningham** – Board Member

# LEADERSHIP TEAM

---

**Edward Stark** – Superintendent - EdwardStark@tcbdd.org  
**John Spolarich** – IT Director - JohnSpolarich@tcbdd.org  
**Cynthia Totten** – Director of Human Resources - CynthiaTotten@tcbdd.org  
**Ashley Handel** - Director of Provider Relations - AshleyHandel@tcbdd.org  
**Chad Hamm** - Business Manager - ChadHamm@tcbdd.org  
**Matt Johanntges** - Investigative Services Director - MattJohanntges@tcbdd.org  
**Jennifer Durno** – Director of Transportation - JenniferDurno@tcbdd.org  
**Corey Stephens** – Assistant Principal - CoreyStephens@tcbdd.org  
**Sandra Kernen** – Principal - SandraKernen@tcbdd.org  
**Stacie DelliQuadri** – Service & Support Administration Director - StacieDelliQuadri@tcbdd.org  
**Lisa Casassa** – Early Intervention Director - LisaCasassa@tcbdd.org  
**John Vogt** – Medicaid Services Manager - JohnVogt@tcbdd.org  
**Richard Mistovich** – Community Employment Director - RichardMistovich@tcbdd.org

**STRATEGIC PLAN**

# Services

Major service areas include Early Intervention, Fairhaven Preschool, Fairhaven School, Service and Support Administration, Employment Services and Transportation. Each of these areas is committed to excellence in providing services to our many valued citizens.

## **EARLY INTERVENTION**

Fairhaven's Early Intervention Program provides appropriate and comprehensive family-centered services for infants and toddlers (birth – 3 years) who demonstrate one or more developmental delays. These services are provided in the home and other similar natural environment (such as daycare, etc.) with home-based developmental services, service coordination and home visits with the Primary Service Provider model.

## **FAIRHAVEN PRESCHOOL**

The Preschool Program is designed to meet each child's developmental age and individual exceptionalities with integrated class settings that provide daily opportunities for children with disabilities to interact with age-eligible, typically developing peers. Eligibility for children with disabilities is determined by the local school district. Placement is made by the local team's recommendations. Preschool students attend Fairhaven Monday through Friday.

## **FAIRHAVEN SCHOOL**

The School Program is an educational option in the continuum of special education services and learning environments available to individuals with developmental disabilities in the state of Ohio. The local educational agency (LEA) is responsible for child identification, evaluation team report (ETR), and development and review of each child's individual education plan (IEP). Any child placed at Fairhaven by the LEA must meet the eligibility criteria of the Individuals with Disabilities Education Improvement Act of 2004 (IDEA) and the State Department of DD.

## **SERVICE AND SUPPORT ADMINISTRATION (SSA)**

The Service and Support Administration (SSA) Department helps individuals and their families identify and receive the services they need for a safe and healthy lifestyle. SSAs often help families with the many questions they have about services and resources.

## **EMPLOYMENT SERVICES**

Direct Link is a vendor through OOD (Opportunities for Ohioans with Disabilities). Direct Link assists individuals who want to work in the community find and retain employment that matches skills and interests. Through Direct Link, individuals will learn new skills, make new friends, be part of a team, expand their opportunities and become more independent.

Direct Link offers many services and training opportunities to help job seekers secure employment and be successful.

## **TRANSPORTATION**

Our Transportation Department provides transportation to 171 students who attend our preschool and school age program on 14 buses. Students attend from every school district in Trumbull County. Our priority and focus is safety first always. All of our bus drivers fully meet or exceed state requirements.

# Goal #1

## External Communications



Implement an external communications plan that promotes and aligns all stakeholders on the Board's mission, vision and purpose in the community. Create a communications process that allows stakeholders to receive consistent information in a timely manner across multiple platforms.

# Goal #1

## Objectives

### 01 Audit current external communications methods, platforms and channels and continue to refine.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Audit methods and communications channels	Superintendent	Q2 2021	
Create recommendations	Superintendent	Q3 2021	
Implement new methods	Superintendent	Q4 2021	
Survey staff quarterly about improved methods	Superintendent	Q1 2022	
Measure and report success	Superintendent	Q4 Annually	

### 02 Develop materials to advance and educate community partners, increasing opportunities to promote TCBDD's mission, vision and core beliefs.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Audit current materials and marketing efforts	Director Community Relations & Resource Development	Q2 2021	
Create recommendations	Director Community Relations & Resource Development	Q3 2021	
Implement new methods	Director Community Relations & Resource Development	Q4 2021	
Measure and report success	Director Community Relations & Resource Development	Q4 Annually	

### 03 Evaluate and update TCBDD website (as needed).

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Conduct quarterly audits on website	Superintendent	Q1 2020	Complete
Create recommendations	Superintendent	Quarterly	
Implement recommendations	Superintendent	Quarterly	
Measure and report success	Superintendent	Annually	

# Goal #1

## Objectives

**04** Annually survey all stakeholders (parents & guardians, providers & consumers, school-based services).

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Create survey	SSA Director	Q3 Annually	
Deploy survey	SSA Director	Q4 Annually	
Analyze data and create recommendations	SSA Director	Q1 Annually	
Measure and report success	SSA Director	Q4 Annually	



## Goal #2

# Internal Communications



Implement an internal communications strategy and process that aligns all staff on updates as well as ensuring staff are focused on the mission, vision and values of the Board.

# Goal #2

## Objectives

### 01 Audit current internal communications methods, channels and platforms.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Audit methods	Superintendent/Director of Human Resources	Q3 2021	
Create recommendations	Superintendent/Director of Human Resources	Q1 2022	
Implement new methods	Superintendent/Director of Human Resources	Q2 2022	
Survey staff quarterly about improved methods	Superintendent/Director of Human Resources	Q2 2022 and Annually	
Measure and report success	Superintendent/Director of Human Resources	Annually beginning 2022	

### 02 Develop opportunities and training to improve collaboration and communication amongst all staff at TCBDD.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Audit current process	Director of Human Resources	Q3 2021	
Create recommendations	Director of Human Resources	Q1 2022	
Implement new process	Director of Human Resources	Q2 2022	
Measure and report success	Director of Human Resources	Annually beginning 2022	

### 03 Create internal satisfaction survey.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Create survey	Director of Human Resources	Q4 2021	
Deploy survey	Director of Human Resources	Q1 2022	
Review feedback and next steps with staff	Director of Human Resources	Q2 2022	
Measure and report success	Director of Human Resources	Q3 Annually	

## Goal #3

### Provider Support



Build a culture of awareness, collaboration and resources for providers, individuals served, families and guardians.

# Goal #3

## Objectives

### 01 Schedule regular provider meetings.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Audit current meeting structure	Director of Provider Relations	Q1 2021	
Create recommendations	Director of Provider Relations	Q2 2021	
Implement recommendations	Director of Provider Relations	Q3 2021	
Measure and report success	Director of Provider Relations	Q4 Annually	

### 02 Continue to enhance and promote self-advocacy programs throughout Trumbull County through community outreach and partnerships.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Audit current update system	Director of Provider Relations	Q1 2022	
Create recommendations	Director of Provider Relations	Q2 2022	
Implement recommendations	Director of Provider Relations	Q3 2022	
Measure and report success	Director of Provider Relations	Q4 Annually	

### 03 Establish strategies to build relationships, educate and further engage students, individuals, families and caregivers.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Audit current communications	Assistant Principal/Community Employment Director	Q1 2022	
Create recommendations	Assistant Principal/Community Employment Director	Q2 2022	
Implement recommendations	Assistant Principal/Community Employment Director	Q3 2022	
Share success stories	Assistant Principal/Community Employment Director	Q4 2022	
Measure and report success	Assistant Principal/Community Employment Director	Q4 Annually	

# Goal #3

## Objectives

**04** Enhance training and educational resources for providers to ensure quality services and supports are available to individuals served, and families and guardians.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Audit current process	Director of Provider Relations	Q3 2021	
Create recommendations	Director of Provider Relations	Q4 2021	
Implement recommendations	Director of Provider Relations	Q1 2022	
Measure and report success	Director of Provider Relations	Q4 Annually	

## Goal #4

# Finance, Revenue and Accountability



Demonstrate exceptional accountability, transparency and responsibility in all aspects of operations and fiscal management; assume a proactive stance in developing opportunities for financial growth and organizational efficiency.

# Goal #4

## Objectives

**01** Identify funding and develop a budget to address the capital improvement plan to ensure all Board facilities are updated as needed.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Audit current properties	CFO/Accountant/Facilities Manager	Q1 2021	
Create recommendations	CFO/Accountant/Facilities Manager	Q2 2021	
Implement recommendations (as needed)	CFO/Accountant/Facilities Manager	Q3 2021	
Measure and report success	CFO/Accountant/Facilities Manager	Q4 Annually	

**02** Seek new funding sources as appropriate that will assist in diversifying revenue streams; actively pursue local, state and federal grant opportunities.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Audit current sources	Director Community Relations & Resource Development	Q1 2021	
Create recommendations	Director Community Relations & Resource Development	Q2 2021	
Implement recommendations	Director Community Relations & Resource Development	Q3 2021	
Measure and report success	Director Community Relations & Resource Development	Q4 Annually	

**03** Plan and prepare an effective levy campaign strategy to ensure passage of each expiring levy.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Outline plan	Superintendent	Q4 2021	
Implement plan	Superintendent	Q1 2022	
Measure and report success	Superintendent	Q4 2022	

# Goal #4

## Objectives

**04** Evaluate and develop local funding resources to assist individuals identified as having a time limited current need instead of placing individuals on the Medicaid Waiver Wait List.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Evaluate opportunities	Superintendent/SSA Director	Q3 2021	
Create recommendations	Superintendent/SSA Director	Q4 2021	
Implement recommendations	Superintendent/SSA Director	Q4 2022	
Measure and report success	Superintendent/SSA Director	Q4 Annually	

**05** The Trumbull County Board will utilize all waivers requested from DODD on an annual basis to reduce the number of individuals on the immediate and current needs wait list as resources permit.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Analyze and report waiver enrollment for current year	Superintendent/SSA Director	Q4 Annually	
Create recommendations and submit request to DODD	Superintendent/SSA Director	Q4 Annually	
Implement recommendations	Superintendent/SSA Director	Ongoing	



## Goal #5

### Climate and Culture



Build a culture of inclusion, collaboration, open-mindedness, and respect so that every staff member and stakeholder is welcomed; develop clear expectations for workplace performance.

# Goal #5

## Objectives

### 01 Develop and implement standards of excellence for customer experience.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Audit current issues	Director of Human Resources	Q1 2021	
Create training schedule	Director of Human Resources	Q3 2021	
Implement training	Director of Human Resources	Q1 2022	
Measure and report success	Director of Human Resources	Q4 Annually	

### 02 Provide customer service training for all Board employees that builds a positive customer experience and internal culture of appreciation.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Audit current process	Director of Human Resources	Q1 2021	
Create recommendations	Director of Human Resources	Q3 2021	
Implement recommendations	Director of Human Resources	Q1 2022	
Measure and report success	Director of Human Resources	Q4 Annually	

### 03 Increase opportunities for leadership and participation on committees and workgroups across the organization.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Audit current roles and responsibilities	Superintendent	Q3 2021	
Create recommendations	Superintendent	Q4 2021	
Implement recommendations	Superintendent	Q1 2022	
Measure and report success	Superintendent	Q4 Annually	

# Goal #5

## Objectives

**04** Provide professional development opportunities and resources to ensure all staff to stay current in the field of disabilities and/or special education to ensure programs and supports are evidence based and reflect best practices.

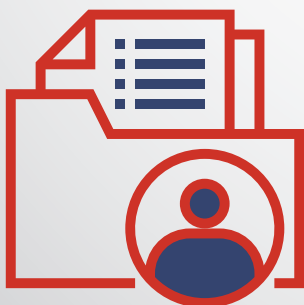
ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Audit current opportunities	Director of Human Resources	Q2 2022	
Create recommendations	Director of Human Resources	Q3 2022	
Implement recommendations	Director of Human Resources	Q1 2023	
Measure and report success	Director of Human Resources	Q4 2023	

**05** Evaluate and standardize the employee on-boarding process across all Board programs.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Audit current process	Director of Human Resources	Q3 2021	
Create recommendations	Director of Human Resources	Q4 2021	
Implement recommendations	Director of Human Resources	Q2 2022	
Measure and report success	Director of Human Resources	Q4 Annually	

## Goal #6

# Community Events and Participation



Continue to grow awareness of all Board programs through internal and external community events.

# Goal #6

## Objectives

**01**

**Continue to grow community stakeholder database to enhance marketing and promotion of events across the Board.**

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Audit current database	Director Community Relations & Resource Development	Q3 2021	
Create recommendations	Director Community Relations & Resource Development	Q4 2021	
Implement recommendations	Director Community Relations & Resource Development	Q1 2022	
Measure and report success	Director Community Relations & Resource Development	Q4 Annually	

**02**

**Participate in external community events as appropriate.**

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Audit current event list	Director Community Relations & Resource Development/SSA Director	Q1 2022	
Create recommendations	Director Community Relations & Resource Development/SSA Director	Q2 2022	
Implement recommendations	Director Community Relations & Resource Development/SSA Director	Q3 2022	
Measure and report success	Director Community Relations & Resource Development/SSA Director	Q4 Annually	

**03**

**Grow marketing practices that increase event awareness, attendance and overall growth.**

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Audit current practices	Director Community Relations & Resource Development	Q3 2021	
Create recommendations	Director Community Relations & Resource Development	Q4 2021	
Implement recommendations	Director Community Relations & Resource Development	Q1 2022	
Measure and report success	Director Community Relations & Resource Development	Q4 Annually	

# Goal #7

## Community Integration



Recruit providers as necessary to address identified gaps in services or enhance opportunities for individuals to live, work, and participate in the community.

# Goal #7

## Objectives

**01** Assess current employment, volunteer, and recreational opportunities for individuals served and identify new areas of opportunity if gaps are identified.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Audit current list	Director of Provider Relations/ Community Employment Director/SSA Director	Q1 2022	
Create list of target companies	Director of Provider Relations/ Community Employment Director/SSA Director	Q2 2022	
Contact companies	Director of Provider Relations/ Community Employment Director/SSA Director	Q3 2022	
Measure and report success	Director of Provider Relations/ Community Employment Director/SSA Director	Q4 Annually	

**02** Continue to evaluate and enhance school to work transition programs both internally and externally to enhance job readiness training and increase employment opportunities.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Evaluate current process	Assistant Principal/Community Employment Director	Q1 2021	
Update process where needed	Assistant Principal/Community Employment Director	Q3 2021	
Measure and report success	Assistant Principal/Community Employment Director	Q4 Annually	

**03** Assess the process of enrolling and evaluating students participating in the Community Integration Training for Employment sill programs to streamline the process and ensure all stakeholders fully understand expectations and goals.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Audit current process	Assistant Principal/Community Employment Director	Q1 2021	
Create recommendations	Assistant Principal/Community Employment Director	Q3 2021	
Implement recommendations	Assistant Principal/Community Employment Director	Q4 2021	
Measure and report success	Assistant Principal/Community Employment Director	Q4 Annually	

# Goal #7

## Objectives

**04** Continue to seek transportation resources to enhance integration and employment opportunities.

ACTION STEPS	ASSIGNED	TIMEFRAME	NOTES
Evaluate current process	Director of Transportation/ Community Employment Director	Q1 2021	
Update process where needed	Director of Transportation/ Community Employment Director	Q2 2021	
Measure and report success	Director of Transportation/ Community Employment Director	Q4 Annually	