

# Murray Ridge Center

*Lorain County Board of Developmental Disabilities*

## 2026 Strategic Plan



**LORAIN COUNTY BOARD OF DEVELOPMENTAL DISABILITIES (LCBDD)**

**STRATEGIC PLAN**

**2026**

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**VISION:** Maximization of the well-being of Individuals served, within the constraints of what is permissible and affordable, as the basis for all decision making

**MISSION:** To ensure the availability of services and supports that assist eligible individuals in living the life they choose; to promote their health and safety; and to assist and support the families of these individuals in achieving these goals

**Strategic Objective: Promoting advocacy for and by individuals served by LCBDD through the person-centered planning process, activities, and community connections:**

**Goals**

**Expected Outcomes**

Encourage advocacy for Individuals served by formal and informal support people, community members, and friends

1. The amount and quality of advocacy for individuals served by LCBDD will increase

Enhance identification of beneficial self-advocacy supports for LCBDD-eligible individuals

2. Self-advocacy skills of individuals with developmental disabilities in Lorain County will increase

Increase provider awareness/competencies relevant to the provision of self-advocacy support

3. Individuals who are interested in (increased) participation in advocacy activities will be identified

Sustain and expand opportunities for eligible individuals in Lorain County to receive training in and exercise self-advocacy

4. Participation of LCBDD-eligible individuals in advocacy activities will increase

| Strategic Actions                                                                                                                                                                                           | Responsible Party                                                                                                       | Timelines |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|-----------|
| <ul style="list-style-type: none"> <li>Actively encourage Individuals served to consider carefully who to include in their person-centered planning processes</li> </ul>                                    | Director of Service & Support Administration (SSA), SSA Managers, SSAs                                                  | On-going  |
| <ul style="list-style-type: none"> <li>Assist Individuals served with community connections that have the potential to increase advocacy on their behalf, either collectively or as individuals.</li> </ul> | SSA Managers, Provider Compliance and Resource Specialists, SSAs, Murray Ridge Adult Services (MRAS) managers and staff | On-going  |
| <ul style="list-style-type: none"> <li>Ensure that service plans developed within the SSA Department include individualized supports to assist with improvement of self-advocacy skills.</li> </ul>         | Director of SSA, SSA Managers, SSAs                                                                                     | On-going  |
| <ul style="list-style-type: none"> <li>Assist interested individuals to develop and include in their service plans desired outcomes related to self-advocacy.</li> </ul>                                    | SSAs                                                                                                                    | On-going  |

| Strategic Actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Responsible Party                                                                 | Timelines              |
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| <ul style="list-style-type: none"> <li>Identify consumers interested in participating in advocacy activities; ensure that supports necessary to achieve the participation of these individuals in advocacy activities are included in the person-centered plan of each of these individuals.</li> </ul>                                                                                                                                                                                                    | SSAs, Provider Compliance and Resource Specialists                                | On-going               |
| <ul style="list-style-type: none"> <li>Identify and participate in training opportunities for developing/encouraging self-advocacy by people with developmental disabilities (DD), and identify/arrange for related supports.</li> </ul>                                                                                                                                                                                                                                                                   | Director of SSA, SSA Managers, Provider Compliance and Resource Specialists, SSAs | On-going               |
| <ul style="list-style-type: none"> <li>Provide self-advocacy support information to providers of Residential and Adult Day/ Employment Services in Lorain County.</li> </ul>                                                                                                                                                                                                                                                                                                                               | SSA Managers, SSAs, Provider Compliance and Resource Specialists                  | On-going               |
| <ul style="list-style-type: none"> <li>Offer periodic group training/information sessions/events on self-advocacy (with external consultants, as available) for LCBDD-eligible adults and their advocates/family members.</li> </ul>                                                                                                                                                                                                                                                                       | SSA Managers, Provider Compliance and Resource Specialists                        | On-going               |
| <ul style="list-style-type: none"> <li>Disseminate information on the Ohio Self-Determination Association regional meetings and local self-advocacy groups to LCBDD-eligible adults and DODD-certified providers that serve individuals in Lorain County.</li> </ul>                                                                                                                                                                                                                                       | SSA Managers, Provider Compliance and Resource Specialists                        | On-going, as available |
| <ul style="list-style-type: none"> <li>Continue to support Murray Ridge Speaks Up; facilitate monthly self-advocacy training and meetings for interested MRAS Program participants; conduct quarterly Consumer/Employee Committee meetings at each MRAS Opportunity and Vocational Center (OVC); invite, encourage, and assist OVC attendees to make suggestions about the program; and carefully review all MRAS Program participant suggestions, and act upon them to the extent practicable.</li> </ul> | MRAS managers, Program Specialists, and direct support workers                    | On-going               |

**Strategic Objective: Ensuring that individuals receive services in the most integrated settings appropriate to their needs:**

**Goals**

Address the Centers for Medicare and Medicaid Services (CMS) requirements, and the requirements of Ohio Administrative Code (OAC) 5123-9-02 related to community-based, integrated service delivery

Support/enhance community activities and membership of people with developmental disabilities in the county

**Expected Outcomes**

1. Services will be provided to Medicaid waiver recipients and others in integrated community settings, as desired/feasible
2. LCBDD-eligible individuals will continue to be engaged in community-based volunteering/valued activities, and other activities of interest

| Strategic Actions                                                                                                                                                                                                                                                                                                                                                                          | Responsible Party                                                                 | Timelines |
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| <ul style="list-style-type: none"> <li>As person-centered plans are developed, facilitate the identification of community activities and places that will help individuals achieve/work toward desired outcomes, and participate actively in community life.</li> </ul>                                                                                                                    | Director of SSA, SSA Managers, SSAs                                               | On-going  |
| <ul style="list-style-type: none"> <li>Encourage and assist Home and Community-Based Services (HCBS) waiver enrollees and other LCBDD-eligible individuals to identify the providers that are best equipped to support them in accessing desired experiences within the community.</li> </ul>                                                                                              | Director of SSA, SSA Managers, SSAs                                               | On-going  |
| <ul style="list-style-type: none"> <li>Facilitate utilization of the waiver service Participant Directed Transportation as a way for eligible individuals to access community places and opportunities.</li> </ul>                                                                                                                                                                         | SSA Managers, SSAs                                                                | On-going  |
| <ul style="list-style-type: none"> <li>Provide Information and Referral that assists LCBDD-eligible individuals to participate in desired, community-based activities; explore and encourage the use of natural supports and community resources for this purpose. Keep updated a database of community-based activities, locations, and contacts for SSA referral and linkage.</li> </ul> | Director of SSA, SSA Managers, SSAs, Provider Compliance and Resource Specialists | On-going  |

| Strategic Actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Responsible Party                                                                                                           | Timelines |
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| <ul style="list-style-type: none"> <li>Identify and participate in training on the facilitation of support in integrated settings and community membership, and the promotion of relationships and natural supports that reduce the reliance of people with DD on formal/paid services.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Director of SSA, SSA Managers, SSAs, Provider Compliance and Resource Specialists                                           | On-going  |
| <ul style="list-style-type: none"> <li>Continue to have a management employee meet, on at least a monthly basis, with each MRAS Program participant who has a desired outcome involving day support away from the OVCs to identify and arrange for the delivery of indicated/desired services in community places.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Adult Program Managers, Director of Adult Programs                                                                          | On-going  |
| <ul style="list-style-type: none"> <li>For MRAS, assign a management employee to work with the staff and program participants in each OVC area to plan services away from the OVC for individuals assigned to the area.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Director of Adult Programs, Adult Program Managers                                                                          | On-going  |
| <ul style="list-style-type: none"> <li>Continue to use Proposals for Community-Based Services Forms to identify proposed destination(s); interests, individualized support strategies, and desired outcomes to be addressed for each MRAS Program participant to receive services at/en route to the proposed destination(s); how those to receive the community-based services were/will be involved in planning the proposed community-based activities; how these activities may enable MRAS Program participants to interact meaningfully with people (other than paid staff) who do not have DD; and how the proposed activities may foster relationship building and engagement within the broader community. Subsequent to delivery of community-based day services, document occurrences/outcomes relative to what was addressed on the associated Proposal for Community-Based Services Forms.</li> </ul> | MRAS Program Specialists<br><br>MRAS direct support workers<br><br>Adult Program Managers<br><br>Director of Adult Programs | On-going  |

| Strategic Actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Responsible Party                                | Timelines |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|-----------|
| <ul style="list-style-type: none"> <li>Prior to taking MRAS Program participants to community places, continue to meet with them to discuss hazards/challenges that they might encounter at their destinations, and how the challenges can/will be addressed.</li> <li>Systematically, using the searchable database of individual interest areas of MRAS Program participants, assist Individuals served to plan community-based activities of interest with other MRAS Program participants who have common interests; in so doing, plan for adjustments to staffing within/arrangement of the OVCs such that they will meet the needs of those receiving center-based services while others receive community-based services.</li> <li>Continue to update and implement a system for identifying and communicating to MRAS Program Specialists when MRAS has reached its capacity for assisting those served to experience/work toward desired outcomes that require receipt of day services away from the OVCs.</li> </ul> <p>When/if MRAS has reached its capacity for assisting eligible individuals to experience/work toward desired outcomes that require receipt of day services away from the OVCs, during the person-centered planning process, notify the teams of individuals who have such desired outcomes that MRAS is unable to facilitate the desired outcomes.</p> <p>In such cases, assist with the identification of alternative providers/facilitators of the impacted desired outcomes.</p> <ul style="list-style-type: none"> <li>Continue to facilitate service clubs at each OVC, and sustain/expand the Acts of Giving Back Program through MRAS.</li> </ul> | Adult Program Managers and MRAS staff            | On-going  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Adult Program Managers and MRAS staff            | On-going  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Director of Adult Programs                       | On-going  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | MRAS Program Specialists, Adult Program Managers |           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | SSAs                                             |           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Adult Program Managers, MRAS staff               | On-going  |

| Strategic Actions                                                                                                                                                                                                                                                                                                     | Responsible Party                                                                                                                   | Timelines |
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| <ul style="list-style-type: none"> <li>Identify and offer through MRAS a variety of activities that promote community access and social skills development. These activities will be designed for and made available to MRAS Program participants with all types and levels of abilities and disabilities.</li> </ul> | Adult Program Managers, Speech & Language Pathologist, other MRAS staff                                                             | On-going  |
| <ul style="list-style-type: none"> <li>Identify and promote community-based activities that enable people with DD to interact meaningfully with people who don't have DD.</li> </ul>                                                                                                                                  | SSAs, MRAS Managers and staff                                                                                                       | On-going  |
| <ul style="list-style-type: none"> <li>Based upon availability of funding, authorize payment for community-based services that address assessed needs, do not supplant natural supports, support eligible individuals in a cost-effective manner, and are not otherwise available through other resources.</li> </ul> | SSAs, SSA Managers, Director of SSA                                                                                                 | On-going  |
| <ul style="list-style-type: none"> <li>Communicate in a variety of ways to the local public about the value of people with DD as co-workers, volunteers, citizens, neighbors, and friends.</li> </ul>                                                                                                                 | SSA Managers, SSAs, MRAS staff, LCBDD staff responsible for the preparation of newsletters and other media releases, Superintendent | On-going  |

**Strategic Objective: Reducing the number of individuals in the county waiting for services:**

**Goals**

**Expected Outcomes**

**Given the very significant increase in the amount of money owed by county boards of DD throughout Ohio to cover the cost of Medicaid waiver match, resulting in expenditures significantly exceeding revenues for many of Ohio's county boards of DD, including the Lorain County Board of DD, the following are goals for addressing/possibly reducing the number of eligible individuals waiting for various types of support:**

Expand/update information on third-party resources that may address the needs/ desires of eligible individuals and their families, and increase use of such resources

1. More individual/family needs will be met through community-based alternative services v. HCBS waivers

Reduce the cost of existing HCBS waiver services, while maintaining the health, safety and welfare of Medicaid waiver enrollees

2. Some individuals will be removed from HCBS Waiver and Supported Living waiting lists, as funds are freed up/made available for this purpose

Provide support and information to assist families to meet caregiver challenges

3. Family caregivers will be effectively assisted to handle caregiving challenges

| <b>Strategic Actions</b>                                                                                                                                                                                                                                                                            | <b>Responsible Party</b>                                                                                          | <b>Timelines</b> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|------------------|
| <ul style="list-style-type: none"><li>Based upon research and a comprehensive review of related resources, update the LCBDD Resources Padlet that includes resources needed/desired by county residents with DD and by families caring for members, including children, with DD.</li></ul>          | Provider Compliance and Resource Specialists, SSA Managers, Assigned SSAs                                         | On-going         |
| <ul style="list-style-type: none"><li>Based upon research and a comprehensive review of related resources, update the LCBDD Alternative Services List that includes resources needed/desired by county residents with DD and by families caring for members, including children, with DD.</li></ul> | Provider Compliance and Resource Specialists, SSA Managers, Assigned SSAs, Alternative Services Committee members | On-going         |

| Strategic Actions                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Responsible Party                                      | Timelines   |
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| <ul style="list-style-type: none"> <li>With regard to those enrolled/to be enrolled on an HCBS waiver, carefully assess the group size needed for effective service delivery, and ensure whenever feasible that services are authorized/delivered at a cost-effective staff to support recipient ratio.</li> </ul>                                                                                                                                                    | Director of SSA, SSA Managers, SSAs                    | During 2026 |
| <ul style="list-style-type: none"> <li>As person-centered plans are developed, facilitate the identification and use of community and natural supports in order to control/minimize the use of formal/paid support when informal support is available.</li> </ul>                                                                                                                                                                                                     | Director of SSA, SSA Managers, SSAs                    | On-going    |
| <ul style="list-style-type: none"> <li>As person-centered plans are developed, ensure services authorized are need-based and not covered by third-party resources.</li> </ul>                                                                                                                                                                                                                                                                                         | Director of SSA, SSA Managers, SSAs                    | On-going    |
| <ul style="list-style-type: none"> <li>Regarding those who, per the definition included in OAC 5123-9-04, have an immediate need, proceed with HCBS waiver enrollment when there is an imminent threat to health and welfare that cannot be resolved through the use of other resources.</li> </ul>                                                                                                                                                                   | Director of SSA, SSA Managers, SSAs                    | On-going    |
| <ul style="list-style-type: none"> <li>Initiate Supported Living services for individuals on the waiting list for Supported Living services in semi-independent living arrangements, as budgeted funds designated for Supported Living are disencumbered.</li> </ul>                                                                                                                                                                                                  | Director of SSA, SSA Managers, SSAs                    | On-going    |
| <ul style="list-style-type: none"> <li>Within the resource capacity of three and a half-dedicated FTEs, implement in-home behavior analysis and support through SSA positions dedicated (in whole or in part) to in-depth analysis of maladaptive behavior causation and correlation. This is designed for application within the homes of families caring for eligible individuals; as needed, consultation may also be made with paid service providers.</li> </ul> | SSA/Behavior Analysts, SSA/Assistant Behavior Analysts | On-going    |



| Strategic Actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Responsible Party                                                                                                                                                                                                                                                                           | Timelines                             |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|
| <ul style="list-style-type: none"> <li>LCBDD will cover the cost of equipment/safety devices for caregivers to use to address challenging/destructive behaviors of eligible adults so that they can remain in the family home without significantly harming other household members, or remain in their own apartment in the community while retaining and not harming their service providers.</li> <li>LCBDD staff, to include Behavior Analysts, SSAs, Community/Provider Education Coordinator, Developmental Specialists (who serve the 0-3 population), and other professionals, as applicable, will continue to offer and expand periodic trainings/information sessions for families and other caregivers on topics of expressed interest.</li> </ul> | <p>Director of SSA and SSA Manager, within the parameters of LCBDD's 2026 Budget</p> <p>LCBDD SSA &amp; Early Intervention (EI) Departments</p> <p>*The Provider Compliance and Resource Specialists will assist with overall coordination of caregiver trainings/information sessions.</p> | <p>2026, on-going</p> <p>On-going</p> |

**Strategic Objective: Planning and setting priorities based on available resources to meet the needs of children and adults residing in the county who are individuals with developmental disabilities:**

**Goals**

**Expected Outcomes**

**Given the very significant increase in the amount of money owed by county boards of DD throughout Ohio to cover the cost of Medicaid waiver match, resulting in expenditures significantly exceeding revenues for many of Ohio's county boards of DD, including the Lorain County Board of DD, and the significant reduction in force (RIF) that consequently occurred in 2025, the following priorities will be addressed:**

Secure and utilize resources to sustain programs that are highly valued by and effective for eligible individuals, particularly services for infants, toddlers and school-age children with developmental delays/disabilities

1. Murray Ridge Early Intervention (EI) and School Programs will be preserved
2. Cost of Medicaid Waivers will be contained

Recognize unmet needs/desires of LCBDD-eligible individuals and their families, and address these, as resources allow, including through use of third-party/community resources and natural supports

3. The needs of LCBDD-eligible individuals and their families/informal caregivers will be addressed

| Strategic Actions                                                                                                                                                                                                                                                     | Responsible Party                                   | Timelines                       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|---------------------------------|
| <ul style="list-style-type: none"> <li>In order to address the resource deficit (necessary expenditures exceed income), additional revenue will be pursued through: increased rates for day service provision to residents of Intermediate Care Facilities</li> </ul> | Superintendent/Board                                | 01/01/2026                      |
| <ul style="list-style-type: none"> <li>Identification and implementation of strategies to increase Targeted Case Management revenue</li> </ul>                                                                                                                        | Director of SSA, Director of Business, SSA Managers | 1 <sup>st</sup> quarter 2026    |
| <ul style="list-style-type: none"> <li>Ballot Issue request for revenue needed to preserve important services</li> </ul>                                                                                                                                              | Board/Superintendent                                | 2026, for funding to begin 2027 |



**Strategic Objective: Increasing the number of individuals of working age engaged in competitive integrated employment:**

**Goals/Benchmarks**

A minimum of 20 LCBDD-eligible individuals will be placed in a job that meets the definition of competitive integrated employment, as defined in OAC 5123-2-05\*

90% of LCBDD-eligible individuals who are placed in a job that meets the definition of competitive integrated employment will retain the job for at least 90 days

**Expected Outcomes**

1. Steady increase, between 01/2026 and 12/2026, in the number of LCBDD-eligible individuals of working age engaged in competitive integrated employment
2. Increased earnings and job retention of LCBDD-eligible individuals of working age

\*OAC 5123-2-05 defines competitive integrated employment, in part, as work (including self-employment, as applicable) for which the individual is compensated at a rate that is not less than minimum wage, and not less than the customary rate paid by the employer for the same or similar work performed by other employees who do not have disabilities and who are in similar occupations and have similar training, experience and skills; for which the individual is eligible for the level of benefits provided by the employer to other employees; performed at a location where the individual interacts with persons without disabilities to the same extent as employees of the employer who are not receiving HCBS services; and which presents opportunities for advancement that are similar to those for persons without disabilities who have similar positions.

| Strategic Actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Responsible Party                                                                                                                             | Timelines       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| <ul style="list-style-type: none"> <li>• Actively participate in meetings of the Transition Collaboration Network, which has established the following objectives:               <ul style="list-style-type: none"> <li>– Identify key components of successful transition planning for students with disabilities</li> <li>– Collaborate to determine strategies and methods for transition that can be brought back to participating organizations for use</li> <li>– Provide updates from the Ohio Department of Education (ODE)</li> </ul> </li> </ul> | <p>Director of SSA</p> <p>SSAs and SSA Managers assigned to coordination of Transition Services</p> <p>Supported Employment (SE) Director</p> | <p>On-going</p> |

| Strategic Actions                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Responsible Party                                                                                               | Timelines       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|-----------------|
| <ul style="list-style-type: none"> <li>Through on-going participation in the Transition Collaboration Network, take steps to ensure that LCBDD and local school districts use similar methods to support students with DD to obtain competitive integrated employment, and attempt to resolve any duplication of efforts.</li> </ul>                                                                                                                                       | <p>Director of SSA</p> <p>SSAs and SSA Managers assigned to coordination of Transition Services</p>             | <p>On-going</p> |
| <ul style="list-style-type: none"> <li>Implement and enhance service planning protocol for assisting eligible individuals to move forward on their paths to competitive integrated employment.</li> </ul>                                                                                                                                                                                                                                                                  | <p>Director of SSA, SSA Managers, SSAs</p>                                                                      | <p>On-going</p> |
| <ul style="list-style-type: none"> <li>Utilize lessons learned from community employment dismissals and voluntary terminations to increase the likelihood of successful future community employment placements/job retention.</li> </ul>                                                                                                                                                                                                                                   | <p>SE Director</p>                                                                                              | <p>On-going</p> |
| <ul style="list-style-type: none"> <li>Continue to implement a program based on the OOD Works4Me project for those program participants engaged in piecework at the OVCs or participating in enclaves (community-based crews that perform work under contracts between Murray Ridge Production Center and businesses) who want to learn more about or obtain competitive, integrated employment. Develop associated timelines, tasks and budgets, as indicated.</li> </ul> | <p>SE Director, Vocational Placement Specialists (VPSs), Marketing/Job Placement Specialist and Job Coaches</p> | <p>On-going</p> |
| <ul style="list-style-type: none"> <li>Refer individuals, as appropriate, to Opportunities for Ohioans with Disabilities (OOD) and the Workforce Development Agency of Lorain County. Track the submission and outcome of OOD and Workforce Development Agency referrals.</li> </ul>                                                                                                                                                                                       | <p>Director of SSA, SSA Managers, SSAs, VPSs, Marketing/Job Placement Specialist</p>                            | <p>On-going</p> |
| <ul style="list-style-type: none"> <li>Continue partnering with OOD in order to assist identified individuals who want community employment by working with OOD counselors to provide intensive placement services.</li> </ul>                                                                                                                                                                                                                                             | <p>SE Director, VPSs, Marketing/Job Placement Specialist</p>                                                    | <p>On-going</p> |

| Strategic Actions                                                                                                                                                                                                                                                                                                                                                                          | Responsible Party                                                       | Timelines                              |
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| <ul style="list-style-type: none"> <li>• Include in the LCBDD budget a line item for 'community employment marketing,' and make specific strategic expenditures designed to highlight the competencies of people with DD in the workforce, and the benefits of hiring people with DD (e.g. 'bus bench campaign,' radio spots, radio interviews with employers/consumers, etc.).</li> </ul> | Director of Vocational & Transportation Services, Superintendent, Board | In conjunction with the budget process |
| <ul style="list-style-type: none"> <li>• Facilitate utilization of the waiver service Participant Directed Transportation as a way for eligible individuals to access community work sites and opportunities.</li> </ul>                                                                                                                                                                   | SSA Managers, SSAs                                                      | On-going                               |
| <ul style="list-style-type: none"> <li>• Facilitate utilization of the waiver service Non-Medical Transportation to/from Community Integrated Employment as a way for eligible individuals to access community employment.</li> </ul>                                                                                                                                                      | SSA Managers, SSAs                                                      | On-going                               |

**Strategic Objective: Taking measures to recruit sufficient providers of services to meet the needs of individuals receiving services in the county:**

**Goals**

Ensure that there are willing and able service providers for each HCBS waiver recipient served by LCBDD, including individuals with intensive needs

On-going awareness of unmet needs/desires for providers, and information on providers to support LCBDD-eligible individuals

Provision of user-friendly, readily accessible information about providers/resources desired by LCBDD-eligible individuals and known to LCBDD

Recruitment/identification of more providers to meet unmet needs/desires of LCBDD-eligible individuals and their families

Secure providers willing to commit to implementation of most provisions of person-centered plans

Targeted recruitment of Adult Day Support and Supported Employment providers capable of effectively addressing the desired outcomes of LCBDD-eligible adults

**Expected Outcomes**

1. Increased availability of providers, including providers of Participant-Directed Services, to meet needs of individuals receiving services in the county
2. Improved access to desired resource information by LCBDD-eligible individuals and their families; improved ability to compare resource/provider options
3. Increased access to desired providers/resources by LCBDD-eligible individuals and their families
4. Increased ability for eligible individuals to find/utilize providers of preferred person-centered plan provisions
5. Sustained satisfaction of HCBS waiver recipients with Adult Day Support and Supported Employment services
6. Increase in the number of residential and day service providers in Lorain County that are willing/able to serve LCBDD-eligible individuals with intensive medical/health-related and behavior support needs

| Strategic Actions                                                                                                                                                                                   | Responsible Party                                                | Timelines |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|-----------|
| <ul style="list-style-type: none"> <li>Advertise the need for providers. Connect potential providers with SSA management contact to explain services and the DODD certification process.</li> </ul> | SSA Managers, SSAs, Provider Compliance and Resource Specialists | On-going  |

| Strategic Actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Responsible Party    | Timelines |
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| <ul style="list-style-type: none"> <li>Engage in targeted provider recruitment using strategies including, but not limited to:</li> </ul> <p><u>Residential and Adult Day Support Providers That Are Willing to Serve Individuals with Intensive Medical/Health-Related Needs</u></p> <p>Make available to providers of Medicaid waiver-funded Adult Day Array Services and/or locally-funded Adult Day Services up to 30% reimbursement of their costs (salaries, benefits, contracts, etc.) for the provision of nursing services/nursing availability in day services sites.</p> <p>Contact providers in surrounding counties to inquire about serving individuals with intense medical/health-related needs, specifically g/j-tube assistance, insulin and suctioning. Maintain a listing of those willing to provide services in Lorain County and any willing to serve Lorain County residents, but only in their contiguous/base county (Erie, Medina, and Cuyahoga).</p> <p>Connect Individuals with unmet Intensive medical needs/their families with interested providers.</p> <p>Work with Individuals with intensive medical needs/their families to identify friends and family members who may want to become DODD-certified providers and assist these potential providers with understanding the waiver, the benefits of the job, and the certification process.</p> <p><u>Residential and Adult Day Support Providers That Are Willing to Serve Individuals with Intensive Behavior Support Needs</u></p> | LCBDD SSA Department | On-going  |

| Strategic Actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Responsible Party | Timelines |
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| <p>Contact providers in surrounding counties to inquire about serving individuals with intensive behavior support needs, and specifically with physical aggression and a history of elopement. Maintain a listing of those willing to provide services in Lorain County and any willing to serve Lorain County residents, but only in their contiguous/base county (Erie, Medina, and Cuyahoga). Inquire also with these providers about their experience with/interest in working with individuals with autism.</p> <p>Connect Individuals with unmet behavior support needs/their families with interested providers.</p> <p>Work with Individuals with intensive behavior support needs/their families to identify friends and family members who may want to become DODD-certified providers, and assist these potential providers with understanding the waiver, the benefits of the job and the certification process.</p> <p><u>Providers of Employment Support</u></p> <p>Contact OOD providers currently providing services in Lorain, Cuyahoga, and Erie Counties to discuss the need in Lorain County for HCBS waiver providers of employment services, and the waiver provider certification and billing processes.</p> <p>Invite employment providers with current HCBS waiver certification and listed on the DODD website as interested in serving individuals in Lorain, Erie, and/or Medina Counties or the West side of Cuyahoga County, to meet and discuss the need in Lorain County for providers of employment services.</p> |                   |           |



| Strategic Actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Responsible Party                                                           | Timelines |
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| <ul style="list-style-type: none"> <li>• In discussion with/recruitment of providers of Day Array Services, provide information about the expressed unmet needs/desires relative to Adult Day Supports and Supported Employment, respectively.</li> </ul>                                                                                                                                                                                                                                                            | Director of SSA, SSA Managers, Provider Compliance and Resource Specialists | On-going  |
| <ul style="list-style-type: none"> <li>• Actively discuss with providers the unmet desire for and cost-effectiveness of providing group social/recreational opportunities for children and adults with DD, and of providing community-based group activities for people with DD. Support providers interested in providing these group services by helping to communicate the (potential) availability of the services to eligible individuals/their families, and providing other assistance, as needed.</li> </ul> | Director of SSA, SSA Managers, Provider Compliance and Resource Specialists | On-going  |

**Strategic Objective: Identifying and addressing gaps noted in services:**

**Goals**

**Expected Outcome**

Identify and address gaps in service that are creating hardship for LCBDD-eligible individuals and their families\*

Unmet and emerging needs will be identified and addressed

Pursue options for addressing transportation needs of eligible individuals

\*See also section on Recruitment of Sufficient Providers of Service

| Strategic Actions                                                                                                                                                                                                               | Responsible Party                                                     | Timelines             |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|-----------------------|
| <ul style="list-style-type: none"><li>During 2026 LCBDD department heads and personnel will continuously monitor resource needs, and explore the use of third-party resources to (help) address needs, as applicable.</li></ul> | LCBDD administrators/<br>department heads and<br>applicable personnel | On-going              |
| <ul style="list-style-type: none"><li>Authorization of use of LCBDD resources, in addition to budgeted expenditures, to meet newly identified/emergent needs will be considered, as indicated.</li></ul>                        | LCBDD, superintendent                                                 | On-going              |
| <ul style="list-style-type: none"><li>LCBDD department heads will be actively involved with the preparation of the 2025 Strategic Plan Progress Report.</li></ul>                                                               | LCBDD administrators/<br>department heads                             | first half of<br>2026 |
| <ul style="list-style-type: none"><li>LCBDD department heads will be actively involved with the development of the 2027 Strategic Plan.</li></ul>                                                                               | LCBDD, LCBDD<br>administrators/<br>department heads                   | Fall of 2026          |
| <ul style="list-style-type: none"><li>LCBDD department heads will be actively involved with the annual budget process/ development of the 2027 budget proposal.</li></ul>                                                       | LCBDD administrators/<br>department heads                             | Fall of 2026          |

| Strategic Actions                                                                                                                                                                                                                                                                                                                                                                                                                        | Responsible Party                                       | Timelines |
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| <ul style="list-style-type: none"> <li>The Community/Provider Education Coordinator, a position created and onboarded in 2025, will expand and refine her work to address the identified need to increase the knowledge of local child serving and other providers that are not part of the DD system about developmental disabilities/delays, including autism spectrum disorders, and their pertinent support implications.</li> </ul> | Community/Provider Education Coordinator, EI Supervisor | On-going  |
| <ul style="list-style-type: none"> <li>Facilitate utilization of the waiver service Participant Directed Transportation as a way for eligible individuals to access community places/resources and work opportunities.</li> </ul>                                                                                                                                                                                                        | SSA Managers, SSAs                                      | On-going  |
| <ul style="list-style-type: none"> <li>Facilitate utilization of the new waiver service Non-Medical Transportation to/from Community Integrated Employment as a way for eligible individuals to access community employment.</li> </ul>                                                                                                                                                                                                  | SSA Managers, SSAs                                      | On-going  |

**Strategic Objective:** Expand the understanding of technology solutions for LCBDD-eligible individuals and their caregivers; increase the number of LCBDD-eligible individuals utilizing technology solutions:

**Goal**

Increase and promote, as appropriate, the use of technology by eligible individuals to increase independence and enhance quality of life

**Expected Outcomes**

1. Awareness by eligible individuals and their support teams of potential 'technology solutions' will increase
2. Use of technology solutions to support the achievement of desired outcomes by eligible individuals will increase

| Strategic Actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Responsible Party                                                                                  | Timelines |
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| <ul style="list-style-type: none"> <li>Throughout the initial and ongoing person-centered assessment and planning process, technology solutions will be explored and documented and, to the greatest extent possible, used to support the desired outcomes included in the individual service plan.</li> </ul>                                                                                                                                                                          | Director of SSA, SSA Managers, SSAs, Meister ICF-IID Administrator/QIDP                            | On-going  |
| <ul style="list-style-type: none"> <li>Provide information and training opportunities to LCBDD staff to increase their level of knowledge, skill, and comfort related to the use of technology solutions and assessing how technology may help meet needs of Individuals served or help them achieve desired outcomes. This will include the provision of monthly 'office hours' by the SSA Tech Team in a technology space at Murray Ridge Center of Elyria.</li> </ul>                | Director of SSA, SSA Managers, Provider Compliance and Resource Specialists, SSA Tech Team members | On-going  |
| <ul style="list-style-type: none"> <li>Provide information and training opportunities to Individuals served and their families, providers of services, and community partners (e.g., local schools, mental health agencies, Area Agency on Aging, Lorain County Department of Jobs and Family Services, public transit authority, local vocational rehabilitation centers, and employers) to expand awareness and use of technology solutions by LCBDD-eligible individuals.</li> </ul> | SSA Managers, Provider Compliance and Resource Specialists                                         | On-going  |

| Strategic Actions                                                                                                                                                                                                                                                                                                                                                 | Responsible Party                                    | Timelines                   |
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| <ul style="list-style-type: none"> <li>• Provide information and training opportunities to Individuals served, their families, and providers of service through ‘technology events’ to be held at day service sites of various providers in Lorain County, in order to expand awareness and use of technology solutions by LCBDD-eligible individuals.</li> </ul> | Director of SSA, SSA Managers, SSAs                  | On-going                    |
| <ul style="list-style-type: none"> <li>• Provide information and opportunities for eligible individuals, families, and providers to experience the technology suite, a fully functioning apartment where various assistive technologies can be tested and experienced.</li> </ul>                                                                                 | Director of SSA, SSA Managers, SSAs                  | On-going                    |
| <ul style="list-style-type: none"> <li>• Within the constraints of the 2026 Budget, expand and update the technology suite.</li> </ul>                                                                                                                                                                                                                            | Director of SSA, SSA Managers, SSA Tech Team members | On-going, during 2026       |
| <ul style="list-style-type: none"> <li>• Through the person-centered planning process, assist eligible individuals with identifying and accessing technology options to reduce reliance on caregivers, and increase independence; increase technology utilization by at least 18 LCBDD-eligible individuals.</li> </ul>                                           | Director of SSA, SSA Managers, SSAs                  | On-going<br><br>By 12/31/26 |