



Riverside  
Developmental  
Disabilities

*Miami County's Local Board of Developmental Disabilities*

# **Strategic Plan 2016-2018**

Prepared by  
Riverside DD Executive Team  
September 2015

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## **Introduction**

In 2014, Riverside Developmental Disabilities formed a committee comprised of the agency's executive team, a Board member and an individual served, to work with DD industry consultant Mel Marsh of Acorn Consulting to create the agency's first ever strategic plan. The project resulted in a Strategic Plan 2015-2017 document to guide the organization into the future, which guided work on specific goals and objectives for 2015, and offered general direction on initiatives for 2016 & 2017.

Inherent in the Strategic Plan was the committee's decision to move forward with a new name that combined portions of the two names the organization used in the public: Riverside of Miami County, and the Miami County Board of Developmental Disabilities. The new name created was "Riverside Developmental Disabilities," which held to the highly-recognized name "Riverside" and "Developmental Disabilities" from the County Board name, defining whom we serve. Plans moving forward will include efforts to continue the rebranding initiative started in 2015, to clarify the organization's identity in the community.

While implementing the initial Strategic Plan in 2015, many external factors had impacts on the organization, which required alterations to original goals, objectives and timelines. These changes have necessitated an update to the original Strategic Plan. Original goals and objectives were also initially organized by age group for persons served, however, the Executive Team determined that it would be more appropriate to align goals and objectives with the specific initiatives defined in the organization's Mission Statement. Therefore, this Strategic Plan 2016-2018 accommodates these updates and changes, offering an even clearer path to the future.

## **Mission and Vision Statements**

### **Mission:**

To empower people with developmental disabilities to live, work and play as full members of our community.

### **Vision:**

To build a community that supports and values people of all abilities.

## **Vision of the Long Term Future**

This narrative represents the long term vision that the organization is working toward. Read this as though you are in the year 2024.

*In 2024, Riverside remains a vital and essential asset in Miami County and continues to be a leader in the Ohio DD system. Riverside was at the forefront in the area of community integration within Ohio, and became a leader in Ohio on how to change from segregated services to inclusive services. Collaborative relationships between Riverside and private providers assisted the providers in transitioning their services as well.*

*Riverside embraced its role as the case manager for services to persons with DD. Person-centered planning focused on helping each individual maximize his or her abilities which has resulted in increased independence for all receiving Riverside supports. The agency continues to provide early intervention services, ensuring the best foundation for the youngest children. In collaboration with schools, providers, and community partners, Riverside strives to achieve:*

*Children ready to learn  
Children succeed in school  
Youth successfully transition to adulthood  
Job seekers find meaningful work  
Individuals contribute to their own support  
Individuals thrive in the Miami County community*

*Miami County residents with DD are accepted for their unique gifts and are valued for their contribution to the overall quality of life for the entire community.*

*RT Industries strengthened its ability to provide competitive work opportunities and by January 2018, it had successfully transitioned from a County Board workshop and activity services model to a private nonprofit entity with an integrated employment training model.*

*All providers of services to adults have increased their employment services and share the goal with Riverside to enable every person desiring employment to succeed in working competitively. Employment outcomes have steadily increased since 2014 in every measure: the number employed competitively, the number of hours worked, the average wage earned, the number with employer provided benefits, and the number of employer partners. Transportation services are available from multiple providers at all hours of the day.*

*Riverside supports the families of persons with DD so they can take care of their family members and contribute to developing the competencies and capabilities of their loved one.*

*Self-advocacy is an essential skill that is taught in school and is supported by Riverside in adults. People First members are active contributors to board meetings, defining services, and identifying future needs.*

*Staff members successfully navigated the operational changes caused by the 2014-15 defined system changes. The transition to a more engaged employee culture was successfully accomplished. Employees remain motivated and committed to helping persons with developmental disabilities achieve all they can. Riverside maintains its ability to have outstanding board members who bring diverse skills, passion for improving the lives of people with DD, and connections throughout Miami County.*

*Riverside assesses and improves its operations on a continuous basis, involving staff members at all levels in making the assessments and suggesting needed improvements. Technology enables efficiencies in operations and in providing supports to individuals with DD. Every department makes the time to bring staff together to identify strengths, concerns, and possible improvements. Staff are successfully living the organization's values, and the agency is a highly sought-after employer in the community.*

*The community at-large has a strong understanding of the role of Riverside in serving people with DD, remains supportive of the organization financially, and has grown in its involvement through a thriving and robust volunteer program.*

*Riverside successfully made their case for needed funding in the 2015 levy, and is now readying for another tax levy.*

*Staff members, board members, and providers work collaboratively and passionately to achieve this vision of the future.*

## **Strategic Goals**

# **Goal 1: Empower individuals with DD to LIVE as full members of our community.**

Objective 1A: Increase referral sources for EI and HMG.

- Education
- Miami County Cares for Kids
- Pediatrician outreach

Objective 1B: Continue to expand EI services for children ages 3 to 5.

- Stay current with best practices and protocol for eligibility for expanded early intervention services.

Objective 1C: Increase service coordination for the student population between the ages of 3-22.

Objective 1D: Strengthen school partnerships and community first exploration.

- Transition Collaborative
- Superintendent meetings
- Special Education department meetings
- Bridges to Transition
- Discovery/Project Search
- Recreation
- Housing

Objective 1E: Educate school personnel about DD and the DD system.

- Eligibility
- Services available
- Lifelong expectations – Life Map
- Consistent message – who we are/what we do/what we offer, internally and externally
  - Message developing as we transition to individualized services and away from facility based programming.

Objective 1F: Increase opportunities to support Self Advocacy.

- Increase availability of STIRS scholarships to support Self Advocacy.

Objective 1G: Strengthen relationships with community agencies to increase awareness of and access for all persons served.

Objective 1H: Increase availability of housing for persons with DD.

- Emergency housing for homeless individuals and children moving back to county
- Supportive housing for individuals needing special care such as mental health supports.
- Housing in all parts of the county.
- Buy more homes when funding available
- Explore possibility of rent subsidies (in conjunction with DJFS Metro Housing Authority?)
- Explore possibility of partnering with outside agencies in buying a multi-unit dwelling.

Objective 1I: Identify opportunities to remove transportation as a barrier

Objective 1J: Provide information about benefits (social security, Medicaid, Housing, Estate Planning, etc.) to individuals and families

## **Goal 2: Empower individuals with DD to WORK as full members of our community.**

Objective 2A: Working with providers, ensure all adults continue to develop employment skills and independent living skills.

- Use peer mentors to help.
- Life skills, soft skills and healthy living classes ongoing through the County Board Recreation Department.

Objective 2B: Develop a program similar to Project Life (Butler County) to develop work and life skills starting at the age of 14.

- Partnership with ODE, OOD, and DD at the state level
- Partner with ESC, Career Center and public schools at the local level
- Include persons served as peer mentors to encourage individuals, coach individuals, and strategize about possibilities for the future.

Objective 2C: Riverside DD will hire qualified persons with DD when job openings occur.

Objective 2D: Educate families and individuals about the benefits of working in the community.

Objective 2E: Pursue alternative sources of funding to support employment readiness programs.

Objective 2F: Increase the number of providers of non-medical transportation to get people to work.

Objective 2G: Increase the number of community integrated job placements for persons served each year.

Objective 2H: Developing an internship program to assist students to further develop vocational skills and better prepare them for employment.

Objective 2I: Partner with community recreation and sports program to assist with skill building and inclusion.

- Internship program in development with Recreation Manager and Community Employment Team Leader to further develop vocational skills of Discovery students to better prepare them for employment.

## **Goal 3: Empower individuals with DD to PLAY as full members of our community.**

Objective 3A: Connect caregivers to enhance their knowledge of play options.

Objective 3B: Pursue Miracle League opportunity.

Objective 3C: Explore Best Buddies program or create similar program.

Objective 3D: Create opportunities for different groups to integrate through play activities.

## **Goal 4: Administrative Goal – Executive Team**

Objective 4A: Engage employees in finding efficiencies and in providing input to decisions. (Continue to develop management and leadership team)

Objective 4B: Research best practices in other county boards; identify good practices to bring to Miami County.

Objective 4C: Develop and implement a sensible and understandable performance management/rating system for staff.

Objective 4D: Develop and implement meaningful staff appreciation programs and opportunities.

Objective 4E: Continue efforts to strengthen the organizational culture throughout the agency.

- Include living all values as part of the performance management system
- Provide tools to ensure we live the values

Objective 4F: Achieve outstanding workplace recognition award.

Objective 4G: Implement Person Centered Planning throughout the agency and use the person centered plans as the basis for agency performance measurement.

- Individual goals and outcomes achieved
- Growth in independence
- Increased community inclusion

Objective 4H: Eliminate waiting lists for individuals needing services currently.

Objective 4I: Develop and implement an activity and outcomes tracking system.

- Easy to input data
- Easy to aggregate results
- Consistent terminology
- Use results in program evaluation to identify where improvements needed

Objective 4J: Use technology to mobilize staff.

- Develop implementation plan and budget

Objective 4K: Manage all finances for long term sustainability

- Funding needs rather than funding wants
- Map wish lists to available funding

Objective 4L: Educate the community to improve overall understanding of Riverside's role in supporting people with DD, as well as the benefits to the community when people with DD are included. To do this we will implement ongoing a comprehensive, multi-media communications campaign that addresses:

- Messages:
  - Who we are
  - What we do
  - Whom we serve
  - Supporting individuals for a lifetime
  - DD system: eligibility, other aspects the community will understand
  - What's in it for the community
  -
- Methods:
  - Success stories and case studies
  - Video series
  - Billboard advertising
  - Involving self-advocates and providers as part of communications; engage as photographers and contributors when possible.
  - Regularly including provider stories in *ABLE* magazine.
  - Activating Speaker's Bureau to achieve at least 1 speaking opportunity per month
  - Establish web portal suitable for individuals and families to get needed information, forms, and more.

Objective 4M: Establish a Friends, Allies & Neighbors Supporting (FANS) volunteer program modeled after Butler DD, which will utilize skills and volunteer interests of community members who wish to support people with developmental disabilities.

Objective 4N: Align the work of the board with the strategic plan

- Board committee for each goal

Objective 4O: In accordance with the Transition Plan approved by the Board at the September 21, 2015 meeting, Riverside will discontinue direct provision of adult day services and non-medical transportation by December 31, 2017.

- July 31, 2015, RT Industries began billing Medicaid for all individuals served at 110 Foss Way, Troy, Ohio.

- January 1, 2016, RT Industries will take over Medicaid billing for all individuals served in adult day services at 1625 Troy Sidney Road, Troy, Ohio.
- Between July 1, 2016 and December 31, 2016, the Board will divest itself of providing non-medical transportation services. Options for the takeover of this service are undetermined.
- Between January 1, 2017 and December 31, 2017, the Board will finalize all separation of property, employees and any other functions of business with RT Industries, with a full privatization date of January 1, 2018.

## Goal 5: Provider Development

Objective 5A: Build, strengthen and maintain relationships with current providers to help them deliver the highest quality services.

- Initiate discussions with providers to enhance the collaboration of service provision for the individuals we serve.
- Develop methods of communication to ensure information is being shared between all stakeholders involved with service provision.
- Provide a newsletter to keep all providers informed about changes at the local, state, and federal level.
- Create a Provider Partnership Network to provide opportunities for training, education and resource development.
- Update website to include information of importance and interest to local providers.
- Offer data collection meetings with providers to guide a high standard of service delivery.
- Support regional services collaboratives.

Objective 5B: Assist providers with offering meaningful employment options.

- Connect the right person with the right job
- A clear service to the employer, benefitting the employer's bottom line.
- A clear service to the job seeker
- Clarity of responsibilities and contacts with each employer and with each job seeker.
- Complete a lessons learned assessment and take corrective action whenever an individual leaves a job. (Did not like job, did not fulfill responsibilities, did not fit employer culture, ready for new challenge, etc.)

Objective 5C: Strengthen relationships with local employers to improve employment opportunities for persons served.

- Clarify benefits to the business.
- Increase the use of case studies and testimonials.
- Educate employers about incentives available.

Objective 5D: Establish benchmarks for Recruitment of Providers.

- Schedule meetings with providers in neighboring counties to discuss the need for additional community integrated supports for the individuals we serve.
- Share Employment First initiatives with current providers who are interested in branching out into community employment services.
- Explore strategies to encourage the development of additional employment services providers who are interested in CARF accreditation and Employment First certification during OOD and DD agency quarterly meetings.

Objective 5E: Create Training Program for providers to define, standardize and maximize the quality of services.

- Develop curriculum and materials.
- Develop incentive program to encourage providers to participate in training.

**Timing of Our Work**

<b>Goal 1: Empower individuals with DD to LIVE as full members of our community.</b>		
<b>2016</b>	<b>2017</b>	<b>2018</b>
<p><b>1A:</b> Increase referral sources for EI and HMG</p> <p><b>1E:</b> Increase service coordination for the student population between the ages of 3-22</p> <p><b>1F:</b> Increase opportunities to support Self Advocacy.</p> <p><b>1J:</b> Provide information about benefits (social security, Medicaid, Housing, Estate Planning, etc.) to individuals and families</p>	<p><b>1B:</b> Expand EI through the age of 5 as feasible.</p> <p><b>1C:</b> Increase service coordination for the student population between the ages of 3-22.</p> <p><b>1D:</b> Strengthen school partnerships and community first exploration.</p> <p><b>1F:</b> Increase opportunities to support Self Advocacy.</p> <p><b>1G:</b> Strengthen relationships with community agencies to increase awareness of and access for all persons served</p> <p><b>1H:</b> Increase availability of housing for persons with DD</p> <p><b>1I:</b> Identify opportunities to remove transportation as a barrier</p>	<p><b>1F:</b> Increase opportunities to support Self Advocacy.</p> <p><b>1G:</b> Strengthen relationships with community agencies to increase awareness of and access for all persons served.</p>
<p><b>Metrics</b></p> <ul style="list-style-type: none"> <li>• # of students on IEPs in Miami County participating in service coordination with the County Board.</li> <li>• Develop a team of stakeholders who are interested in exploring a “Project Life” program for Miami County.</li> <li>• Number wanting housing who are able to move into appropriate housing</li> <li>• Quality and number of interactions with social service agencies; willingness of other agencies stepping up</li> </ul>		

<b>Goal 2: Empower individuals with DD to WORK as full members of our community.</b>		
<b>2016</b>	<b>2017</b>	<b>2018</b>
<p><b>2A:</b> Working with providers, ensure all adults continue to develop employment skills and independent living skills.</p> <p><b>2C:</b> Riverside DD will hire qualified persons with DD when job openings occur.</p> <p><b>2D:</b> Educate families and individuals about the benefits of working in the community.</p> <p><b>2E:</b> Pursue alternative sources of funding to support employment readiness programs.</p> <p><b>2G:</b> Increase the number of community integrated job placements for persons served each year.</p> <p><b>2H:</b> Developing an internship program to assist students to further develop vocational skills and better prepare them for employment.</p> <p><b>2I:</b> Partner with community recreation and sports program to assist with skill building and inclusion.</p>	<p><b>2B:</b> Develop a program similar to Project Life (Butler County) to develop work and life skills starting at the age of 14.</p> <p><b>2C:</b> Riverside DD will hire qualified persons with DD when job openings occur.</p> <p><b>2D:</b> Educate families and individuals about the benefits of working in the community.</p> <p><b>2E:</b> Pursue alternative sources of funding to support employment readiness programs.</p> <p><b>2F:</b> Increase the number of providers of non-medical transportation to get people to work.</p> <p><b>2G:</b> Increase the number of community integrated job placements for persons served each year.</p>	<p><b>2C:</b> Riverside DD will hire qualified persons with DD when job openings occur.</p> <p><b>2D:</b> Educate families and individuals about the benefits of working in the community.</p> <p><b>2E:</b> Pursue alternative sources of funding to support employment readiness programs.</p> <p><b>2F:</b> Increase the number of providers of non-medical transportation to get people to work.</p> <p><b>2G:</b> Increase the number of community integrated job placements for persons served each year.</p>
<p><b>Metrics</b></p> <p><u>Board metrics</u></p> <ul style="list-style-type: none"> <li>• Number of people advancing in life skills</li> <li>• Number of people with community jobs</li> </ul> <p><u>Management/leadership team metrics</u></p> <ul style="list-style-type: none"> <li>• # of new transportation providers</li> <li>• Employer satisfaction</li> <li>• # of people trained on community employment</li> <li>• # of employers who are employing person with DD</li> </ul>		

<b>Goal 3: Empower individuals with DD to PLAY as full members of our community.</b>		
<b>2016</b>	<b>2017</b>	<b>2018</b>
<p><b>3B:</b> Pursue Miracle League opportunity.</p> <p><b>3D:</b> Create opportunities for different groups to integrate through play activities.</p>	<p><b>3A:</b> Connect caregivers to enhance their knowledge of play options.</p> <p><b>3C:</b> Explore Best Buddies program or create similar program.</p>	Continuation of Objectives 3A-3D
<p><b>Metrics</b></p> <p><u>Board metrics</u></p> <ul style="list-style-type: none"> <li># of persons participating in integrated community activities</li> </ul> <p><u>Management/leadership team metrics</u></p> <ul style="list-style-type: none"> <li># of persons participating in integrated community activities</li> <li># of new volunteers (FANS) serving as natural supports</li> <li>Availability of transportation to support individuals in participating in community activities</li> </ul>		

<b>Goal 4: Administrative Goal</b>		
<b>2016</b>	<b>2017</b>	<b>2018</b>
<p><b>4A:</b> Engage employees in finding efficiencies and in providing input to decisions. (Continue to develop management and leadership team)</p> <p><b>4B:</b> Research best practices in other county boards; identify good practices to bring to Miami County.</p> <p><b>4C:</b> Develop and implement a sensible and understandable performance management/rating system for staff.</p> <p><b>4D:</b> Develop and implement meaningful staff appreciation programs and opportunities.</p> <p><b>4E:</b> Continue efforts to strengthen the organizational culture throughout the agency.</p> <p><b>4G:</b> Implement Person Centered Planning throughout the agency and use the person centered plans as the basis for agency performance measurement.</p> <p><b>4H:</b> Continuous review of</p>	<p><b>4A:</b> Engage employees in finding efficiencies and in providing input to decisions. (Continue to develop management and leadership team)</p> <p><b>4B:</b> Research best practices in other county boards; identify good practices to bring to Miami County.</p> <p><b>4D:</b> Develop and implement meaningful staff appreciation programs and opportunities.</p> <p><b>4E:</b> Continue efforts to strengthen the organizational culture throughout the agency.</p> <p><b>4G:</b> Implement Person Centered Planning throughout the agency and use the person centered plans as the basis for agency performance measurement.</p> <p><b>4H:</b> Continuous review of current needs to see they are being met.</p> <p><b>4J:</b> Use technology to mobilize staff.</p> <p><b>4K</b> Manage all finances for long</p>	<p><b>4A:</b> Engage employees in finding efficiencies and in providing input to decisions. (Continue to develop management and leadership team)</p> <p><b>4B:</b> Research best practices in other county boards; identify good practices to bring to Miami County.</p> <p><b>4D:</b> Develop and implement meaningful staff appreciation programs and opportunities.</p> <p><b>4E:</b> Continue efforts to strengthen the organizational culture throughout the agency.</p> <p><b>4F:</b> Achieve outstanding workplace recognition award.</p> <p><b>4G:</b> Implement Person Centered Planning throughout the agency and use the person centered plans as the basis for agency performance measurement.</p> <p><b>4H:</b> Continuous review of current needs to see they are being met.</p> <p><b>4J:</b> Use technology to mobilize</p>

<p>current needs to see they are being met.  <b>4J:</b> Develop and implement an activity and outcomes tracking system.  <b>4J:</b> Use technology to mobilize staff.  <b>4K:</b> Manage all finances for long term sustainability  <b>4L:</b> Educate the community to improve overall understanding of Riverside’s role in supporting people with DD, as well as the benefits to the community when people with DD are included.  <b>4M:</b> Establish a Friends, Allies &amp; Neighbors Supporting (FANS) volunteer program modeled after Butler DD, which will utilize skills and volunteer interests of community members who wish to support people with developmental disabilities.  <b>4N:</b> Align the work of the board with the strategic plan</p>	<p>term sustainability  <b>4L:</b> Educate the community to improve overall understanding of Riverside’s role in supporting people with DD, as well as the benefits to the community when people with DD are included.  <b>4M:</b> Grow the Friends, Allies &amp; Neighbors Supporting (FANS) volunteer program modeled after Butler DD, which will utilize skills and volunteer interests of community members who wish to support people with developmental disabilities.  <b>4N:</b> Align the work of the board with the strategic plan</p>	<p>staff.  <b>4K</b> Manage all finances for long term sustainability  <b>4L</b> Educate the community to improve overall understanding of Riverside’s role in supporting people with DD, as well as the benefits to the community when people with DD are included.  <b>4M:</b> Grow the Friends, Allies &amp; Neighbors Supporting (FANS) volunteer program modeled after Butler DD, which will utilize skills and volunteer interests of community members who wish to support people with developmental disabilities.  <b>4N:</b> Align the work of the board with the strategic plan  <b>4O:</b> The Board will no longer provide adult day services or non-medical transportation by December 31, 2017.</p>
<p><b>Possible metrics</b>  <u>Board metrics</u></p> <ul style="list-style-type: none"> <li>• Financial results</li> <li>• Outcome metrics once we are able to gather and aggregate them</li> <li>• Person served satisfaction results</li> </ul> <p><u>Management/leadership team metrics</u></p> <ul style="list-style-type: none"> <li>• Activity metrics</li> <li>• Identify throughput measures for different parts of life (efficiency of our work)</li> <li>• Availability of performance management system, staff appreciation,</li> <li>• Employee satisfaction survey (culture)</li> <li>• Best practices adopted</li> </ul>		

<b>Goal 5: Provider Development</b>		
<b>2016</b>	<b>2017</b>	<b>2018</b>
<p><b>5A:</b> Build, strengthen and maintain relationships with current providers to help them deliver the highest quality services.</p> <p><b>5E:</b> Create Training Program for providers to define, standardize and maximize the quality of services.</p>	<p><b>5B:</b> Assist providers with offering meaningful employment options.</p> <p><b>5C:</b> Strengthen relationships with local employers to improve employment opportunities for persons served.</p>	<p><b>5D:</b> Establish benchmarks for Recruitment of Providers.</p>
<p><b>Possible metrics</b></p> <p><u>Board metrics</u></p> <ul style="list-style-type: none"> <li>• Participation of Providers in County Board training program</li> <li>• Number of Provider staff members certified through training</li> <li>• Person served satisfaction results</li> </ul> <p><u>Management/leadership team metrics</u></p> <ul style="list-style-type: none"> <li>• Activity metrics</li> <li>• Provider satisfaction survey (culture)</li> <li>• Best practices adopted</li> </ul>		

## **A Look Back**

To ensure no initiatives from the original plan were lost in the update, the original goals and objectives from 2015 that have already been accomplished or that have changed, are outlined below:

Objective 1B: Expand EI through the age of 5.

- ✓ Evaluated the needed infrastructure
  - Filled existing Developmental Specialist position in EI.
- ✓ Increased age range as feasible
  - Currently serving 4 children and families between the ages of 3 and 5.
  - Developing best practices and protocol for determining eligibility for expanded early intervention services.

Objective 1C: Transition the management of the pre-school to the ESC for the 2016-2017 school year.

- ✓ Accomplished 2014/15.

Objective 1D: Transition the pre-school to the ESC for the 2018-2019 school year.

- ✓ Accomplished 2014/15.

Objective 1H: Partner with local schools to hold transition fairs.

- ✓ This objective has been eliminated, as schools and the County Board have experienced a greater value in face-to-face conversation with families regarding transition.

Objective 1I: Develop a program similar to Project Life (Butler County) to develop work and life skills starting at the age of 14.

- ✓ This objective has shifted to a provider support focus and moved to the revised Goal 2.

Objective 1J: Strengthen relationships with community agencies to increase awareness of and access for all persons served.

- ✓ Regular participant in the Continuum of Care.

Objective 1K: Increase opportunities to support Self Advocacy.

- ✓ Individuals now participating in Board meeting on regular basis.
- ✓ Assisted in promoting People First and other self-advocacy group activities.
- ✓ Participation in annual DD Awareness Month Self-Advocacy day.

Objective 1K: Increase availability of housing for persons with DD.

- ✓ Have hired and trained a Housing Coordinator.
- ✓ Have been given permission to purchase new homes through available resources.
- ✓ Have implemented new referral process for MMHA linkage and have assisted four individuals in receiving housing subsidies.
- ✓ Have assisted outside agency through the purchase and start-up of a multi-unit dwelling.
- ✓ Have seven new individuals utilizing remote monitoring services.

Objective 2A: Working with providers, ensure all adults continue to develop employment skills and independent living skills.

- ✓ Completed Summer Youth Experience programs.
- ✓ Soft skills employment instruction now offered at RT.
- ✓ Healthy Living class through one provider agency.
- ✓ Life Skills classes completed and ongoing through the County Board Recreation Department.

Objective 4D: Engage staff in defining Organizational Values and in understanding strategic plan.

- ✓ Created Organizational Values (May 2015)

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