



# Strategic Plan 2017-2021

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## **Introduction**

After completing the prior five year strategic plan, the LADD Inc. board and leadership determined the need to develop a new strategic plan to guide the organization into a changing future.

Phase one of the planning process was an assessment to provide a comprehensive evaluation of what LADD is doing and to provide insight into what LADD should focus on in the future. To gain this understanding as objectively and thoroughly as possible, the following activities were completed:

- Analysis of financial trends.
- Analysis of service delivery trends.
- Interviews with persons served to understand satisfaction and wishes.
- Interviews with parents to understand satisfaction, wishes for their family member, perceived agency strengths, concerns, and expectations.
- Focus group with staff members to understand recent trends, strengths, opportunities for improvement, and needed accomplishments.
- Interviews with Hamilton County Board of DD and Ohio Provider Resource Association staff.
- Vision of the future exercise with members of the strategic planning committee.
- Evaluation of recent changes at the state and federal level and identification of needed changes.

The information from this assessment was used to develop this strategic plan.

## **Mission, Vision, Values**

### **Mission:**

Guided by the belief that every person has ability and value, we empower adults with developmental disabilities to live, work, and connect.

### **Vision:**

Our work propels the inclusion and success of people with disabilities, the impact of which is felt positively throughout our community. LADD inspires others to see strength in diversity.

To fulfill this mission and achieve our vision, the priorities for the next five years are:

- Community development and partnerships in housing and cultural diversity initiatives
- Creating employment opportunities for people with disabilities
- Meeting the growing demand for our services and increasing the types of services
- Building an organizational culture that values innovation, transparency, health and wellness and reflects a relentless pursuit of excellence in our day to day operations

### **Values:**

We believe:

- Meaningful engagement grounded in love is the foundation of all we do.
- Self-determination is a human right.
- Achieving our vision demands bold, creative and collaborative solutions.
- There is strength in a culture and community that welcomes diversity.
- Commitment to quality requires a relentless pursuit of excellence.
- The pursuit of health and wellness is critical to our success.

## **Strategic Goals**

### ***1. People we support are empowered and have meaningful relationships.***

Objective 1A: Increase integrated community employment.

- Increase employment program enrollment
- Increase number of employers
- Monitor success outcomes

Objective 1B: Expand meaningful community inclusion opportunities and activities.

- Establish and strengthen neighborhood based community partnerships
- Institutionalize partnerships
  - Database inclusion
- Provide tools and resources to DSPs to develop meaningful community partnerships
  - Technology
  - Outreach
  - Tracking

Objective 1C: Increase training options for persons receiving supports.

Objective 1D: Implement standardized methodology to assess impact of inclusion activities.

- How LADD meets the needs of persons receiving supports

Objective 1E: Expand integrated living options.

- Create a Housing Corp.
- Acquire properties in integrated settings
- Assess VP integrated living options

### ***2. Enhance and expand services to meet increasingly diverse needs.***

Objective 2A: Implement a comprehensive health and wellness program.

- Hire coordinator
- Develop overall program
- Strengthen program with staff and persons served input
- Market coordinator to support families and other providers
- Develop sustainable funding model to support work of health and wellness coordinator

Objective 2B: Identify and implement theoretical models for LADD's work.

- Normative philosophy for achieving the mission
- Evidence based model for strength based culture
- Incorporate into culture and ongoing learning and development service components

Objective 2C: Prepare to deliver services for persons with higher needs.

- Include supports for current residents to age in place
- Identify best practices in service delivery
- Identify physical assets needed
- Identify staff skill sets needed
- Develop all needed resources and skills
- Pilot higher needs program/services

Objective 2D: Expand voucher and home ownership program.

- Establish achievable and sustainable goals

- Fully staff our housing program

Objective 2E: Increase shared living/HLADD options.

- Establish achievable and sustainable goals

Objective 2F: Expand use of technology in service delivery.

- Evaluate remote monitoring
- IT Plan and investment
- Develop alternative options to email for communication to staff and families
- Increase access to technology to people we support

Objective 2G: Develop and implement service options that fulfill our mission and generate income.

- Vacation and adventure services.
- Respite services
- Training academy
- Space rental

Objective 2H: Deepen our relationships with family members.

- Identify best practices and needs for communication
- Include family members in solving problems

### ***3. Engage decision makers and community leaders to further equal opportunity for persons with developmental disabilities.***

Objective 3A: Develop and implement a comprehensive, long term advocacy and marketing program.

- Define policy agenda and clear messages
  - Policy agenda will include, but is not limited to: diversity includes person with DD, increase hiring for person with DD, capabilities of persons with DD, equal rights and opportunities for persons with DD
  - Ensure people first language throughout the organization
- Build LADD's brand in the community and promote our values
- Identify and engage critical policymakers at the local, state, and federal level
- Define what is needed from Hamilton County Board
- Engage with the Chamber of Commerce to educate employers
- Sustain long term, close relationships with critical policymakers at all levels
- Increase active participation with other non-profits and providers

Objective 3B: Utilize our Film Festival to redefine diversity and to advocate for equal opportunity.

- Expand the vision of the festival to foster community conversations about diversity, inclusion, and equal opportunity and to elevate LADD's brand
- Successfully execute the current festival
- Expand the events in scope (determine measurements of success)
- Assess the success and impact of the festival
- Refine the plan for the future of the festival to increase its impact and ensure financial sustainability

Objective 3C: Continue to recruit community influencers to LADD's board.

#### ***4. Recruit, retain, and develop the outstanding workforce that will enable LADD to achieve our vision.***

Objective 4A: Recruit the best possible staff

- Expand recruitment net (veterans, people with disabilities, healthcare field, retired persons, high schools, etc.)
- Increase support for successful referrals
- Improve follow up on contacts with potential employees
- Assess and continuously improve recruitment (measure success)
- Strengthen interview/selection process
  - Job preview
- Provide robust onboarding/orientation

Objective 4B: Increase the diversity of LADD staff and board.

- Increase diversity at all levels of the organization
- Develop and invest in future LADD leadership
- Create a welcoming culture

Objective 4C: Define what success is with respect to meaningful engagement for direct service personnel and coordinators.

Objective 4D: Identify all changes to current operations resulting from this plan and define needed skills and competencies to implement the plan.

Objective 4E: Updated employee manual and job descriptions.

Objective 4F: Lead the field in competitive employee compensation package.

- Benchmark our compensation package
- Progressive wage increases to reflect economic trends
- Competitive benefits package
- Low cost high impact perks
- Support for work/life balance
- Robust health and wellness program
- Paid maternity and paternity leave

Objective 4G: Improve the overall quality and effectiveness of staff and management training.

- Needs assessment to identify gaps and weaknesses
- Redesign curriculum to address emerging needs and build on employee strengths
- Strength-based culture and training

Objective 4H: Enhance staff culture to support meaningful engagement.

- Ongoing staff trainings to strengthen the culture
- Staff empowered to develop creative solutions to address any concerns identified
- Social behaviors and graces
- How to foster meaningful engagement
- LADD culture of inclusion, respect, and relationships
- Assist managers in supporting and upholding the LADD culture
- Institutionalize collaboration and cross training to foster sharing and creative problem solving

Objective 4I: Establish a transparent culture.

- Identify and implement best approach to soliciting employee feedback and suggested improvements
- Excellent communication between directors, staff and across programs
- Utilize technology tools for the greatest effectiveness

- Establish an inclusive budgeting process

## ***5. Ensure the long term sustainability of LADD.***

Objective 5A: Finalize a vision for the Victory Parkway property and licensed facilities

- Engage stakeholders
- Develop plan for reimagined Victory Parkway and for the licensed facilities
- Raise needed funds
- Begin redevelopment

Objective 5B: Improve the family and person served satisfaction assessment and process.

Objective 5C: Quality Assurance processes and measurements that positively impact operations

- Achieve CARF Re-Accreditation
- Update Outcomes report to reflect our goals
- Quality Assurance Manager is a resource and partner at all levels of the organization

Objective 5D: Continue to strengthen board governance.

- High quality board orientation and onboarding
- Separate boards for Find A Way and Geier
- Long-term board nominating plan
- Trustee dashboard to enable board members to understand accomplishments and impact
- Updated outcome reports to reflect this plan
- Provide opportunities for hands on experiences for board members
- Establish direct connection opportunities for the board

Objective 5E: Record, track, and report activity and outcome metrics.

- Community success
- Community employment
- Numbers receiving specific services
- Staff trainings
- Health and wellness
- Donations, grants
- Other earned income

Objective 5F: Develop and implement a technology plan that meets the ongoing needs of the agency.

- Technology support for persons served (see objective 2F)
- Operational support for staff.

Objective 5G: Significantly increase financial resources.

- Increase the capacity of the development and external relations department
  - Identify the best resources to support LADD's efforts
- Increase the endowment
- Increase planned giving donors
- Explore new sources of revenue, new services that can generate income
- Establish major giving program
- Communicate about development effectively to staff

Objective 5H: Update name to reflect current and future services.