

# Summit County Developmental Disabilities Board

2015 Draft Operating Plan

## 2013 – 2015 Long Range Plan

The 2013 - 2015 Long Range Plan establishes the vision, goals, and objectives for Summit DD to meet the needs of individuals served and their families. The plan is developed by the Board, based on input from individuals served, parents/guardians, caregivers, service providers, staff, representatives of community-affiliated groups/agencies, and staff.

Each year the plan is in effect, an Annual Operating Plan establishes specific outcomes to be achieved during that year, within Board budget priorities and available resources. The Board monitors the implementation of the Long Range Plan through detailed quarterly reports of the Annual Operating Plan.

**Mission:** To offer a lifetime of services and supports to eligible individuals and families that enable people with developmental disabilities to work, live, and learn as equal citizens in their communities.

**Vision:** Summit DD is the primary community force to ensure people with disabilities receive the highest quality of services and supports; that our communities are ones which support and embrace every individual, regardless of disability; and that each eligible person is provided the opportunity to achieve his/her full potential.

**Core Values:** Person Served First, Customer Service, Diversity, Accountability, Objectivity, and Innovation.

**Pillars of Excellence:** Quality Services for Persons Served, Customer Satisfaction, Employee Engagement, Provider Collaboration, Sustainability, and Citizenship.

**Philosophy:** *We envision an Agency* where the notion of “persons served” moves **BEYOND** the direct recipients of services to include all community stakeholders who benefit from the Board’s involvement. The work we do positively impacts more than half a million citizens of Summit County.

*We envision a community* in which persons, regardless of disability status, are supported and embraced by their entire community of family, friends, neighbors, and employers, to the degree that they are truly identified first as members of a community rather than as members of a population of people living with disabilities. The Board has set their sights **BEYOND** “people first”, to “citizens of their community first” where persons are happy as a result of their own accomplishments rather than as a result of the context in which the accomplishments are achieved.

*We envision a system* in which Summit DD stands out as transformative in its demonstration of progressive approaches to solve systemic challenges. The notion of excellence is moved **BEYOND** the context of quality of services to the context of system evolution.

## Pillar I: Quality Services for Persons Served

This pillar demonstrates how Summit DD improves the quality of life for individuals with developmental disabilities as an administrator of services, a provider of services, and through a partnership with private providers in Summit County. Successful achievement of this pillar means that each individual served receives individualized services driven by choice, are the best fit for the individual, and are fully integrated into the community.

### 2013 – 2015 Objectives

1. Support persons served in the best-fit employment environment. Implement a customized employment process for high school graduates and adults to support all individuals who want to work in the community.
2. Support an aging population of persons served with inclusive adult day programs and volunteer opportunities in the communities where individuals live.
3. Collaborate with and support community-based environments for children, providing opportunities for families to receive early intervention and child care services in the communities they live. Identify additional supports that families need during transition points.
4. Collaborate with community-based transportation providers to offer on demand transport for persons served.
5. Improve and innovate services and programs with the development of advocacy groups and community resources.
6. Implement an outcomes management system that focuses on quality of life outcomes for individuals supported by Summit DD.
7. Connect individuals to quality residential supports to enjoy the full benefits of community life.

### 2015 Key Indicators

Measure	2015 Target
Individuals Supported	4,261
% of adults working in the community	25%
Service Coordination Index (person served)	TBD
Choice and Decision Making Index (person served)	TBD
Community Connections Index (person served)	TBD
Information and Planning Index (parents of adults)	TBD
Information and Planning Index (parents of children)	TBD
Choices Index (parents)	TBD
Community Connections Index (parents)	TBD

## **2015 Initiatives**

### **Implement an assessment process to identify each individual's path to community employment**

Summit DD's Service and Support Administration department will implement a single assessment that meets the requirements of the SSA, Employment First, and Center for Medicaid Services (CMS) rules. This assessment will replace the multiple assessments that are currently being utilized and will include what is important to and for individuals, their wants and needs, outcomes and risks. The assessment will also identify where each person is on their path to employment. Each individual who has an Individual Service Plan (ISP) will receive the new assessment in 2015.

### **Enhance the Discovery Process to promote community, integrated employment**

Discovery is a person-centered planning approach where you begin with finding out who and what is important to each individual, then introducing them to a variety of environments to explore those interests. In 2014, two providers completed Discovery training and began taking referrals, and an additional five providers participated in training. In 2015, seven providers will be able to take Discovery referrals. The added provider capacity will allow for graduates to participate in Discovery prior to selecting their day program.

### **Build a Transition Framework that leads to individual community employment outcomes for youth with developmental disabilities**

The Transition Framework was developed with a team of stakeholders to provide a common approach for transition planning and service delivery across systems that serve transitional youth. The framework is built on foundational elements that are person-centered, agency neutral, and outcome-focused. Summit DD will develop and adopt the Transition Framework process, including tools that have been developed for regions and individuals to facilitate planning and service delivery for effective Transition Planning.

### **Develop an Employment First strategic plan**

In 2014, Summit DD adopted an Employment First policy that states community, integrated employment is the desired outcome for working age adults. In 2015, the Agency will develop and implement an Employment First strategic plan that identifies a Mission and Vision for Summit County as it relates to employment and develops strategies and goals for achieving that vision.

### **Redefine school-age support services to build relationships with families**

There are currently more than 1,000 students on Summit DD's school-age registry. These are students who are able to utilize Summit DD's service coordination services. In 2015, Summit DD's will more clearly define our role in these families' lives that focuses on building relationships with families and schools, assisting with community integration, providing IEP support and assistance, and connecting families to community resources that are available.

### **Introduce a redesigned Individual Service Plan that builds on person-centered planning emerging practices**

In 2014 a team comprised of service and support administrators (SSAs) and providers created a new Individual Service Plan (ISP) framework that makes the ISP easier to read and understand utilizing emerging best practices in person-centered planning. The new ISP framework focuses on what is important to, important for and the wants and needs of each individual while ensuring health and welfare. The new ISP template meets the needs of new SSA and CMS rules. In 2015, Summit DD will rebuild its web-based ISP system to meet the new template, train staff, and transition individuals to the new template.

### **Evaluate Summit DD operated center-based services**

National trends such as Olmstead rulings, CMS rules, and Employment First are opening the door for emerging practices for center-based day programs. Summit DD will evaluate its current programs to take

advantage of these emerging practices to ensure that individuals we support have meaningful experiences during the day.

#### **Redesign Summit DD community employment service**

In order to impact Employment First outcomes, Summit DD community employment services will transition to offer support to teams and providers. Summit DD's role will be to build provider capacity in Summit County that can support the growing number of individuals who will work in community jobs and to educate employers on the benefits of employing a diverse workforce.

#### **Build partnerships with adult senior centers**

Summit DD supports a growing population of aging individuals whose primary interests may not be to work. Summit DD will build partnerships with adult senior centers in the community to offer alternative choices to aging individuals who want to have meaningful experiences during their day.

#### **Assist children and families with high medical needs obtain child care**

In 2014, Summit DD transitioned all children who were able to be supported in their own communities to Community Partnership for Inclusion partner child care centers. These centers are privately run and are in communities where children live and play. Children who cannot yet transition or have high medical needs are supported on-site through the Paving the Way program. In 2015, Summit DD will evaluate the effectiveness of this program and develop innovative supports that may help support these children in community-based, integrated settings.

#### **Expand Early Intervention service to age six**

Currently early intervention services end on the child's third birthday. Families often need additional support through these very important transition years as a child is redetermined for eligibility at age three and again at age six. Summit DD will develop criteria for extended services and will create a family plan that will help families through this transition using a coaching model.

#### **Explore alternative transportation options**

As more adults obtain jobs in the community, alternative transportation options that require flexibility will be needed. Summit DD will evaluate its own transportation processes in 2015 and will build provider capacity to support alternative transportation options.

#### **Evaluate future residential needs**

Individuals who may need residential services in the future are placed on IO or Level 1 Waiver waiting lists to ensure funding is available when supports are needed. Summit DD will evaluate this process, as well as the needs of the individuals who are on these waiting lists and planning registries, to determine shorter- and longer-term residential needs.

#### **Collaborate with agencies to support individuals with high behavioral needs**

Individuals who have both a developmental disability and a mental health diagnosis sometimes require a unique set of supports. Summit DD will partner with the Alcohol, Drug, and Mental Health Board (ADM) to develop a residential support program when individuals require specialized care because of high behavioral needs.

## Pillar II: Customer Satisfaction

This pillar demonstrates Summit DD’s commitment to provide supports that meet the needs of all customers to achieve high levels of satisfaction. Successful achievement of this pillar means that satisfaction levels are at benchmark performance for all service areas and that persons served, families, and the community are willing to advocate for the Agency.

### Objectives

1. Achieve top quartile performance for National Core Indicators.
2. Increase Agency brand awareness and develop recognition for coordinating services as a top three identified service.
3. Improve public’s acceptance of services and expand advocacy for the Agency by raising familiarity of supports provided by Summit DD.
4. Improve communication processes with stakeholders to promote understanding of services available that support the informed choices of persons and families served.

### 2015 Key Indicators

Measure	2015 Goal
Person served overall satisfaction	91%
Parent/guardian overall satisfaction	91%
Residents familiarity with Summit DD services	39.4%
Summit County citizen acceptance of inclusion	80%

### 2015 Initiatives

#### Educate elected officials about disability issues

Summit DD relies on local tax dollars to fund services and supports for adults and children with developmental disabilities. Many elected officials are not fully aware of programs and services that are available to these constituents or laws and regulations that are in place to protect their rights. Summit DD will develop an education program tailored to elected officials and deliver those resources through a variety of channels.

#### Create a content calendar that focuses on education and success stories

In 2014 Summit DD redesigned SummitDD.org to make it easier for families and the community to become familiar with the Agency and its resources. In 2015, Summit DD will implement a content calendar that provides regularly scheduled content in the form of blog posts, video testimonials, resources and guides, and infographics. A key component of the content calendar will be to give opportunities for individuals we support to tell their own story.

#### Develop Speaker’s Bureau

Summit DD will develop tools and resources for presenters to utilize when speaking about Summit DD to community organizations. Summit DD will also market the speaker’s bureau to community organizations to increase speaking opportunities.

#### Update Agency publications

In 2014 Summit DD completed a rebranding process, with a new logo and clearly defined messages about the value Summit DD brings to its key stakeholders. In 2015, Summit DD will update Agency publications and handbooks to make information easy to understand and user-friendly.

# Pillar III: Employee Engagement

This pillar demonstrates Summit DD’s commitment to attract new employees and foster a highly skilled, innovative, diverse, and committed workforce while providing a positive environment in which to work. Successful achievement of this pillar means high levels of productivity and engagement while accomplishing the Mission and Vision of the Agency.

## Objectives

1. Optimize organizational innovation by leveraging current technology and ensuring high system availability and responsiveness.
2. Evaluate training needs and collaborate with established resources to ensure employees have the knowledge and skills to achieve breakthrough results.
3. Achieve employee satisfaction score in top quartile to maintain a positive work environment.
4. Cultivate a diverse staff with best practice inclusion principles.
5. Implement productivity measures for shared services departments.
6. Enhance internal communication that capitalizes on a transparent, open work environment.

## 2015 Key Indicators

Measure	2015 Goal
Employee Satisfaction	78%
Productivity rate for person served services staff	75%
Productivity rate for shared services staff	75%
On-time Performance Evaluations	90%

## 2015 Initiatives

### Implement document management

Document management systems offer the ability to reduce paper records, increase collaboration, improve security, and increase efficiencies, among other intangible benefits. In 2014, Summit DD piloted a document management solution and selected a vendor. In 2015, the Agency will begin a phased implementation of document management to both electronically store records and automate processes.

### Launch new employee training software

Summit DD will launch a new online library of training, Relias, that offers high quality, interactive courses and is designed for staff working with people with developmental disabilities in a variety of settings. The courses are developed in consultation with national experts and meet credentialing requirements. The web-based training will complement classroom training and will help streamline the integration, delivery, tracking, management and reporting of staff training.

### Update performance evaluation process and implement a web-based system

Performance evaluations are important to both employees' professional development and to meeting the Agency's goals and objectives. Automating the process helps to create efficiencies, track performance, and streamlines the process. Summit DD will review its current performance evaluation tool and implement a web-based system, ReviewSnap, to automate the process. The new process will

assist to cascade operating plan goals to individual area and employee goals, ensuring that all staff understand how their work aligns to the Agencies priorities, an improvement identified in the 2014 employee satisfaction survey.

### **Implement Lean principles**

The core idea of Lean is to maximize customer value while minimizing waste. Lean thinking changes the focus of management from optimizing separate technologies, assets, and vertical departments to optimizing the flow of products and services through entire value streams that flow horizontally across technologies, assets, and departments to customers. In 2014, Summit DD received a grant through the State of Ohio, to fund a 5-day Lean training for 24 employees. After that training the Agency will apply for a Lean grant to apply Lean principles to a selected area and develop a Lean work plan for the Agency through the Quality Improvement Team.

### **Complete a diversity culture survey**

Workplace diversity is an important subject that plays a significant role in employees' feelings about their workplace and how persons served, parents/guardians, providers, and the community views Summit DD. Summit DD will conduct a diversity culture survey that focuses on workplace diversity that allows the Agency to engage with staff and to reach a better understanding of what their perspectives are regarding diversity in the Agency. Summit DD will use these results to communicate with employees about diversity and to create an action plan for improvement.

### **Improve employee workplace satisfaction through employee satisfaction survey**

In 2014, Summit DD conducted an employee satisfaction survey that ranked Summit DD among the top 2% of companies in the worldwide benchmarking database. The priorities for improvement that were identified from the survey include *priorities are clearly communicated, leaders generate high levels of motivation and commitment in the workforce, and leaders support collaboration across departments*. In 2015, the Executive Leadership Team will collaborate with the Quality Improvement Team to create an action plan for improvement.

### **Enhance Summit DD's All 4 One program**

In 2014, Summit DD started a program called All 4 One designed to open the lines of communication between staff and departments. Each manager meets with one staff person, one time per month, for one hour. In the first three months of implementation at nearly 200 new connections were made between staff. In 2015, use the early success of the All 4 One program and recommend ways to reach more people in the community.

## Pillar IV: Provider Collaboration

This pillar demonstrates Summit DD’s commitment to establish collaborative relationships with providers who are vital components to the service delivery system. Successful achievement of this pillar means a fully enriched service delivery system that attracts and retains the best providers to Summit County, ensures that quality standards are consistent among all service providers, and that creativity and innovation are encouraged and supported.

### Objectives

1. Analyze data from outcomes assessments, share data with providers and other stakeholders, and monitor corrective actions to promote the consistency of quality across all providers.
2. Obtain feedback from providers to improve collaboration.
3. Increase innovation and continuity of services across the service delivery system by promoting collaboration and best practice sharing across the provider community.

### 2015 Key Indicators

Measure	2015 Goal
Provider overall satisfaction	72%

### 2015 Initiatives

#### Develop a process to measure system trends and patterns

The Agency collects data from several sources, including Major Unusual Incident trends, compliance review trends, satisfaction, best practices, and other sources that impact the health and safety of those we support. Summit DD will develop a comprehensive trend analysis and share this information with provider committees to identify opportunities to improve outcomes for those we support.

#### Enhance provider support services

Summit DD currently supports providers in various departments. Feedback collected from providers in the 2014 Summit DD provider satisfaction survey indicated that support can be streamlined and more customer-focused by centralizing this function. In 2015, Summit DD will streamline provider support into one central location that will include developing provider listening posts, provider on-boarding, technical assistance, provider training, and connecting providers to the community of individuals Summit DD supports.

#### Enhance provider website

In 2014, Summit DD redesigned SummitDD.org to provide a user-friendly experience to its users. In 2015, the Agency will create a provider website that provides more real-time information that providers can interact with and serves as a resource to providers.

#### Identify best-in-class job development services and share with providers

One key to integrated community employment is job development. Summit DD will work with providers and national experts to develop best-in-class job development practices and share those practices with providers.

**Support best practices that promote community inclusion**

Private providers in Summit County often have innovative ideas that can move individuals towards community inclusion but may not have funding to implement. Summit DD will develop guidelines that help support these innovative ideas that will move individuals towards a more inclusive life and that can be shared with the entire provider community.

# Pillar V: Sustainability

This pillar demonstrates Summit DD’s ability to remain sustainable throughout changes to our current economic environment through fiscal stewardship, governance, and growth. Successful achievement of this pillar means that Summit DD is sustainable throughout its levy cycle and achieves high levels of stakeholder trust. Efficiencies created by innovation and continuous quality improvement practices are reinvested into Person Served services.

## Objectives

1. Maximize revenue received through non-local funding sources
2. Increase operational efficiencies to achieve an ending fund balance of \$32.7 million by the end of 2018.

## 2015 Key Indicators

Measure	2015 Goal
Administrative costs as a % of total expenses	9.25%
Total reimbursement to private providers for services provided	\$ 60 M
Total Medicaid reimbursement to Summit DD for services provided	\$13.5 M
% of adults who receive federal funds	85%

## 2015 Initiatives

### Utilize a budget work group to monitor long-term financial plan

In order to achieve the Social Services Advisory Board recommended fund balance of \$32.7 M by the end of 2018, Summit DD must create an additional \$5 M in efficiencies between 2015 – 2018. Summit DD will utilize a budget work group to develop projections and scenario models to recommend potential efficiencies.

### Maximize revenue received through non-local funding sources

Summit DD has redesigned its funding structure to maximize other funding sources. In 2015, the Agency will continue to maximize these funding sources, including targeted case management revenue, grants, and Medicaid funding.

### Analyze Summit DD’s services to create efficiencies

Summit DD’s role starts with listening to what individuals and their families aspire to, then connecting them to the right-fit supports to achieve their personal vision of a good life, and finally monitoring the quality of those services. Individuals can receive those services through Summit DD or more than 200 quality private providers. Our role as a provider of services is an important one that we intend to maintain for adults while we evaluate our services and utilize our vast network of providers to help create efficiencies.

## Pillar VI: Citizenship

This pillar demonstrates Summit DD’s commitment to being a good corporate citizen and to meet the needs of the Summit County community by partnering with local, regional, and national organizations that further the Mission of Summit DD. Successful achievement of this pillar means Summit DD and its staff are visible members of Summit County and the Agency supports organizations that are aligned to its Mission.

### Objectives

1. Ensure all persons served can exercise their right to vote and fully participate in their communities.
2. Maintain connectivity with the diverse population of Summit County to ensure that all eligible individuals have access to Summit DD services.
3. Link individuals not eligible for Summit DD services to the appropriate community supports.
4. Support key communities in Summit County with sponsorships, volunteerism, and participation.

### 2015 Key Indicators

Measure	2015 Goal
% of staff who contribute to charitable organizations through United Way	25%
Organizations supported through sponsorships	30

### 2015 Initiatives

#### Engage Cultural Communities in Summit County

Summit DD has successfully implemented several efforts to increase awareness and our presence in various cultural communities of Summit County. The Agency has successfully completed the eligibility process for individuals with developmental disabilities in these communities that may not have been reached before. Summit DD will continue to engage these cultural communities, deliver services according to an individual’s cultural needs and preferences, and develop marketing materials and outreach efforts specific to community needs in collaboration with the International Institute.

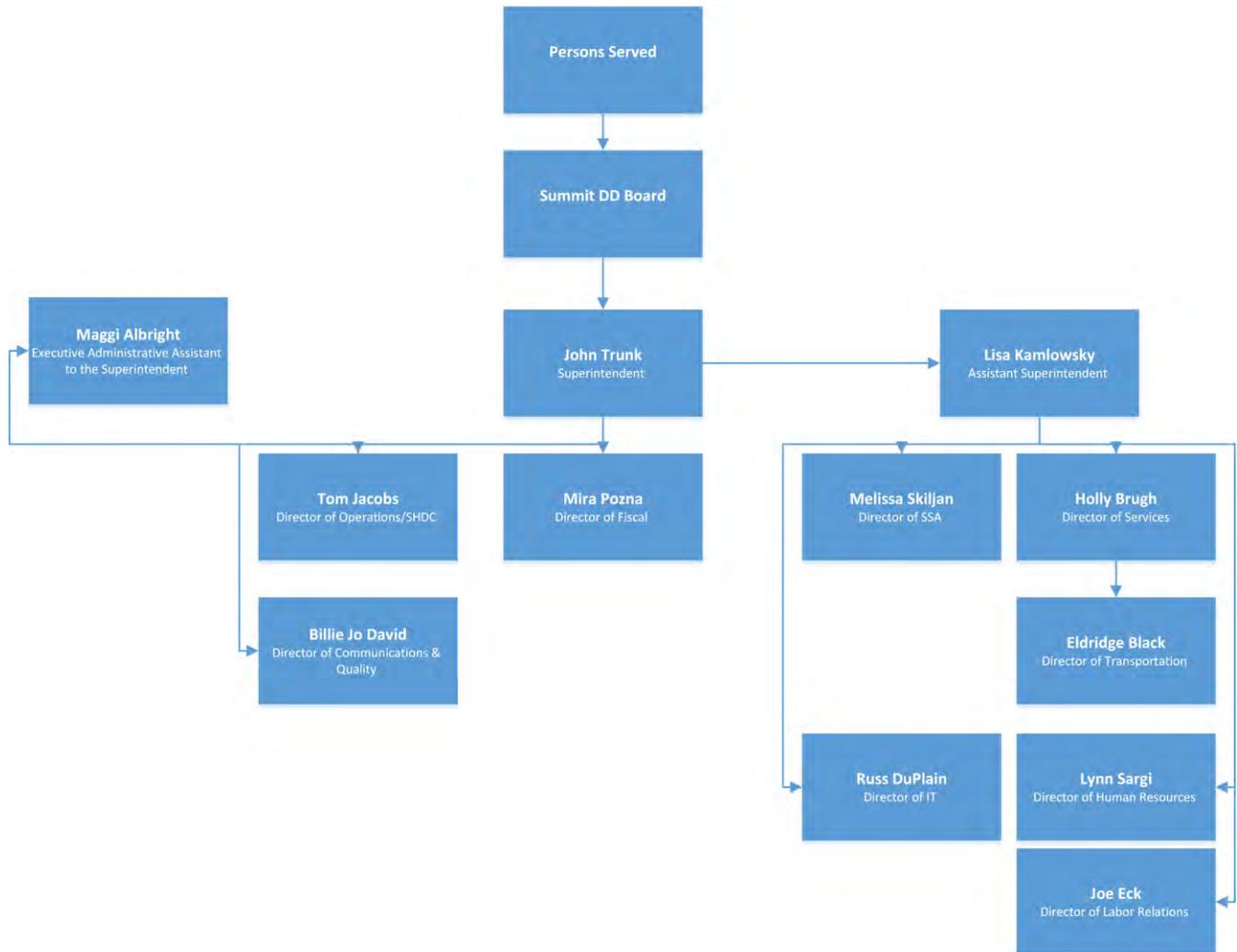
#### Evaluate volunteer programs

Summit DD believes in partnering with the community. Members of the community often ask how they can become more involved with the Agency. In 2015, Summit DD will analyze the needs and opportunities for a volunteer program and make recommendations based on that assessment.

#### Collaborate with Local Law Enforcement Officials

One of Summit DD’s core competencies is the protection of each individual’s health and welfare. The Agency entered into a collaborative agreement with the Summit County Sheriff’s office to conduct investigations against those who perpetrate crimes against individuals supported by Summit DD. In 2015, the Agency’s will collaborate with Summit County Sheriff’s office to train law enforcement detectives and patrol officers on applicable laws, working with individuals with developmental disabilities, and the Major Unusual Incident process.

# Table of Organization



# Explanation of services

## **Service and Support**

Summit DD listens to adults we serve and supports their life choices through the right resources and connections. Service and Support Administrators, or SSAs, create individualized service plans (ISPs) which are used as a guide to identify support needs and outline goals. SSAs connect people to providers or natural supports which will assist them to achieve their life goals. Services can be provided by Summit DD or a large selection of quality providers. Whether a person chooses Summit DD or another quality provider of services, Summit DD SSAs will be there to provide ongoing coordination of those services. Service coordination is provided to individuals who are eligible for services at no cost. Learn more about an SSA's role in connecting people to the right-fit supports at [SummitDD.org/SSA](http://SummitDD.org/SSA).

## **Children's Services**

Summit DD offers an array of accredited services for children with special needs and their families. From early intervention services for babies and child care for all ages, to inclusive community programs and school-age supports, we've designed services to fit each family's needs and daily routines, right in their own communities.

Visit [SummitDD.org/Kids](http://SummitDD.org/Kids) to learn more about the array of supports for children and families.

**Summit DD's Early Intervention services** are offered in partnership with Help Me Grow to children with special needs from birth to age three. Services are provided year-round at no cost to families. We work with families using a consultative model to build supports that are flexible by listening to concerns, priorities, and family routines.

Find out more about Summit DD's early intervention services at [SummitDD.org/EI](http://SummitDD.org/EI).

**Summit DD's inclusive community supports** help make communities stronger by focusing on our youngest citizens. Our early childhood professionals are experts in inclusion strategies and work with existing community programs to ensure opportunities for children and families of all abilities, including community child care centers.

We can help families locate child care centers convenient to them and provide tools and strategies for children with special needs to be successful in inclusive classroom environments.

For children who need a little more support before transitioning into their local child care centers due to behavioral challenges or higher medical needs, Summit DD offers a transitional program called Paving the Way. The program helps children build skills that allow them to be successful in a community child care setting.

Summit DD is also available to support families of school age children. Whether it is questions about the future or modifying current IEP goals, Summit DD can help guide parents through the school-age years so parents can make the best decisions for their child's future.

### **Adult Services – Center-Based**

Center-based day programs are provided by both Summit DD and a network of quality private providers throughout Summit County. Services include community integration, habitation services, vocational services or a combination, based on individuals' needs and goals.

Visit [SummitDD.org/Adults](http://SummitDD.org/Adults) to find out more about center-based programs and providers.

### **Adult Services – Community-Based**

Community employment supports are designed to support people in integrated, community occupations that pay a competitive wage. Community employment supports are provided by both Summit DD and a network of private providers. Supports range from job exploration, job developing, follow along services, to assistance in setting up an individual's own business.

Discover the benefits of community employment at [SummitDD.org/Employment](http://SummitDD.org/Employment).

### **Residential Services**

There are a number of residential service options for adults with developmental disabilities. In-home services from quality providers assist with daily needs such as personal hygiene routines, dressing, cooking, feeding, or ambulatory needs. Adults can choose from a personal residence, shared living (previously referred to as group homes, where roommates reside together in a single home), adult family living, or foster care living.

Discover the many residential options available for adults with disabilities at [SummitDD.org/Residential](http://SummitDD.org/Residential)

### **Transportation**

To get people to and from day programs, their jobs, or even around the community, adults with disabilities have multiple transportation options available. With the Select-A-Provider tool, individuals can access and choose from a network of quality private providers to meet daily transportation needs. Summit DD-operated transportation is another option to help people get to and from Summit DD center-based day programs or Summit DD community employment sites.

Public transportation options like METRO/SCAT/ADA are available to give people the independence to access community-based recreation and leisure activities outside of day programs and employment needs. Community Travel services are available to educate individuals about how to safely and independently use public transportation.

Visit [SummitDD.org/Transportation](http://SummitDD.org/Transportation) to learn more about transportation supports.

### **Health and Safety Services**

Summit DD takes the health and safety of individuals we support seriously. Any alleged, suspected or actual incident that adversely affects the health, safety or welfare of an individual are investigated through Summit DD's Major Unusual Incidents (MUI) department. The MUI staff is responsible for investigating, reporting on, and facilitating preventive measures. They work closely with law enforcement when crimes are committed against anyone supported by Summit DD.

Learn more about the investigative services at [SummitDD.org/MUI](http://SummitDD.org/MUI)

Discover a lifetime of services at  
[SummitDD.org/Services](http://SummitDD.org/Services)

## Who to contact

If you have any questions or concerns regarding this Plan or any of the identified service areas, please feel free to contact the appropriate individual as identified below:

<u>Service Area</u>	<u>Who To Contact</u>	<u>Phone</u>
Administration	John Trunk, Superintendent	330-634-8080
	Lisa Kamlowksy, Assistant Superintendent	330-634-8090
	Maggi Albright, Executive Admin. Assistant to the Superintendent	330-634-8082
Services for Adults and Children	Holly Brugh, Director Community Services	330-634-8514
Facilities	Tom Jacobs, Director of Operations	330-634-8722
Fiscal	Mira Pozna, Director of Fiscal	330-634-8833
Information Technology	Russell DuPlain, Director of Information Technology	330-634-8830
Human Resources and Labor Relations	Lynn Sargi, Director of Human Resources	330-634-8049
	Joseph Eck, Director of Labor Relations	330-634-8023
Public Relations/Quality/MUI	Billie Jo David, Director Communications & Quality	330-634-8073
Service Coordination	Melissa Skiljan, Director of Services and Support Administration	330-634-8672
Transportation	Eldridge Black, Director of Transportation	330-634-8858