



**Strategic Plan: 2026 to 2028
Camden County Senate Bill 40 Board,
DBA Camden County Developmental
Disability Resources**

CCDDR Strategic Plan: 2026 – 2028

Introduction

The Board of Directors and Staff of the Camden County Senate Bill 40 Board, DBA Camden County Developmental Disability Resources (CCDDR) developed this strategic plan to promote the development of new programs and services for Camden County citizens with intellectual and developmental disabilities. It provides CCDDR with a three-year roadmap for supports, services, and organizational development. The Board of Directors and staff will review progress periodically and will update the plan as needed.

This plan was developed with broad involvement and guidance from the Board of Directors and staff. As of 2025, the Administrative Team included the Executive Director, Compliance Manager, TCM Director, TCM Supervisor, and Quality Assurance and Intake Coordinator. The Administrative Team meets regularly to reflect on the mission, vision, core operating values, and assumptions underlying the organization's approach to its work. These meetings set the stage for work sessions of the full Board during which the organization's strategic direction is managed and defined. The team helps coordinate the planning process and provides important support and analysis to complete this plan.

CCDDR has monitored environmental needs and conditions, which includes ongoing internal organizational assessments, interviews with community stakeholders, and reviews of demographic and market data. The environmental and organizational assessments help CCDDR assess both the challenges and opportunities it is likely to encounter over the next three years and set the context for the choices reflected in this strategic plan.

Executive Summary

Background and History

CCDDR is a political subdivision of Camden County, Missouri created in August of 1980 when voters in Camden County approved passage of state enabling legislation commonly referred to as "Senate Bill 40". The agency is authorized by Sections 205.968-205.972 of the Revised Missouri Statutes to provide for the needs of Camden County citizens with intellectual and/or developmental disabilities in areas of employment, residential, and other related services.

CCDDR is guided by a nine-member Board of Directors appointed by the Camden County Commission to serve three-year terms. The Board of Directors consists of a cross-section of parents and family members of people with intellectual and/or developmental disabilities, educators, professionals, and other members of the community who act as advocates for our county's citizens with intellectual and/or developmental disabilities.

In 2006, CCDDR began the development and implementation of a Targeted Case Management (TCM) program in conjunction with the recognition of a rising population of eligible individuals residing in Camden County and a growing need for localization of state provided TCM services. After development, CCDDR was successful in procuring a TCM contract with the Missouri Department of Mental Health, Division of Developmental Disabilities, and became the recognized local provider of TCM services.

Direction and Results

The strategic direction and goals included in this plan are CCDDR's response to its understanding of what its clients value most about the organization and current opportunities or challenges for offering a high-quality system of support in the community for individuals with intellectual and/or developmental disabilities.

The three-year period of this strategic plan will be a time of assessing and deepening CCDDR's approaches to its work. Concurrently, CCDDR will take more of a leadership role in working with a broader array of community resources, and it will seek to actively engage with more service provider agencies; collaborate with community members, volunteers, and leaders; establish partnerships with local non-profits, municipalities,

county government, and businesses; educate the community about its purpose and mission; promote the development of new programs and services; and collaborate with existing service provider agencies to expand or enhance existing services.

With a fresh perspective on its mission, understanding what it does well, and the environment in which it operates, CCDDR will pursue the following strategic direction:

- CCDDR will review and expand or enhance its existing services and the availability of direct supports in Camden County over time to ensure that they are state-of-the art for working effectively with children and adults with intellectual and/or developmental disabilities
- CCDDR will further assess client and community needs to identify gaps or needed shifts in service delivery – this assessment will serve as the basis for expanding or adding new services
- CCDDR will take a leadership role in working with a range of service providers (not just intellectual and/or developmental disability providers and some may be located outside of the county) to identify and meet the needs of children and adults with intellectual and/or developmental disabilities
- CCDDR will explore the feasibility of expanding the organization’s visibility in the community and making greater use of community volunteers, partnerships, and service providers
- CCDDR will emphasize building its discretionary financial resources to invest in providing quality services
- CCDDR will seek and identify alternative funding opportunities which will promote the enhancement or expansion of existing services, promote the implementation of new services, and offset the costs of current programs and services utilization

Goals

The following goals for CCDDR over the next three years are the organization’s response to the important issues identified in the assessment of environmental needs and conditions throughout the strategic planning process. These goals provide a roadmap for fulfilling the strategic direction.

Service Delivery and Community Engagement

CCDDR will provide model supports for individuals with intellectual and/or developmental disabilities and their families, either directly or through partnerships with or referrals to other service providers in the following areas:

- Competitive integrated employment opportunities
- Affordable housing opportunities
- Recreation, leisure, and other community inclusion activities
- Family and community support and education
- Community collaboration and networking activities
- Transportation
- Children direct support services
- Adult direct support services

Administrative

CCDDR will be a highly visible, well-respected organization that attracts increased numbers of community partners and higher levels of contributions to service and support operations.

- CCDDR will develop a stable, highly qualified, and motivated workforce that actively delivers the organization’s mission
- CCDDR will improve its capacity to attract and retain qualified staff
- All staff will thoroughly understand the meaning of the mission and how their job contributes to achieving it
- CCDDR’s professional development program will continue to strengthen and expand administrative,

- supervisory, support coordination, and community engagement capacities
- CCDDR's community resource efforts will continue to strengthen and expand community partnerships and its clients' social capital
- CCDDR staff and Board members will actively engage in civic, professional, and other non-profit organization activities, meetings, and functions
- CCDDR will use strategic communication to promote community partnerships and program development
- CCDDR will utilize public service announcements, social media, Web site developments, and other community engagement activities to educate the community and promote participation or support for programs
- CCDDR will expand its presence to include local, statewide, and nationwide participation in stakeholder conversations, program initiatives, regulatory guidance, and service delivery methods
- CCDDR will increase the number of community partners who are involved in all activities
- CCDDR will expand its awareness and community partnership development program, which will include education, training, response, and recognition
- CCDDR will continue to partner with community agencies, businesses, and individuals, which will enhance existing services and supports and help create new services and supports

Organization of the Strategic Plan

As noted above, this strategic plan is intended to be a management tool for CCDDR. This plan has two purposes. First, it presents the most comprehensive compilation of the plan and its component parts, which serves as a record of the strategic planning process and the decisions reached by the Board of Directors and staff. Second, it is a reference guide for strategic planning. Each section includes a definition of the component part with additional notes about how CCDDR can use the information in the plan. In the future, CCDDR may choose to produce a summary version of the plan for distribution to its primary and supporting partners and other stakeholders.

Vision

Context

Greater acceptance and full inclusion by the community, improved services, improved supports, and more prevalent, helpful technology will add to the quality of life for children and adults with intellectual and/or developmental disabilities. At the same time, the aging of the population, higher incidences of multiple diagnoses, and the needs of individuals with intellectual and/or disabilities and their families will remain extensive and varied. While significant strides will have been made in people's acceptance of individuals with intellectual and/or developmental disabilities, there will be an ongoing push for community access, inclusion, and participation. Finally, individuals with intellectual and/or developmental disabilities and their families will control more of the resources and decisions about who provides them with help and support. They should have many options from which to choose.

Role and Program Services

CCDDR is the leader in identifying needs and bringing together all kinds of resources and services for all children and adults with intellectual and/or developmental disabilities and their families in the county to support full, long-term community access, inclusion, and participation. Specifically, CCDDR will:

- Lead a collaboration of providers and community organizations and programs (including non-intellectual and/or non-developmental disability resources) in the county and from surrounding areas, as appropriate, in identifying needs and gaps in services
- Promote cutting-edge, model services that meet identified gaps and are of the highest quality
- Collaborate with and make referrals to other high-quality service providers
- Lead many advocacy efforts to ensure services are provided either by CCDDR or other providers
- Facilitate financial planning to help create long-term financial security for CCDDR clients

CCDDR plays a leadership role in advocating at all levels of government, the private sector, and the public at large for full inclusion and participation in the community. CCDDR encourages and supports individuals with intellectual and/or developmental disabilities and their families in pursuing this advocacy agenda.

Funding Sources

While the TCM contract and property tax levy will still be significant sources of funding, CCDDR will attempt to develop a robust and innovative partnership program through its community collaborations to secure additional funding resources from private, including individuals and business, and public sources.

Mission

Mission Statement

CCDDR's mission is: "We provide persons with developmental disabilities the necessary tools to achieve self-determined lives, while ensuring quality services".

This statement reflects two dimensions that define the purposes of the organization and its intended contributions to improving the lives of children and adults with intellectual and/or developmental disabilities served through its efforts. The two dimensions are:

1. Achieving means ensuring individuals with intellectual and/or developmental disabilities have the right combination of support and opportunity to experience their own individual potential.
2. Full community life means the opportunity for every individual with intellectual and/or developmental disabilities to actively participate with their family, friends, co-workers and other valued relationships in creating a life that is joyful and fulfilled.

CCDDR supports children from birth to adulthood throughout their senior years.

Core Operating Values

Caring Attitude

CCDDR demonstrates compassionate support and concern for individuals with intellectual and/or developmental disabilities and their families. As a part of this caring attitude, we educate and inform individuals and their families.

Responsiveness

CCDDR finds solutions which meet the needs and preferences of individuals with intellectual and/or developmental disabilities and their families through direct service or referrals to other providers.

Respectfulness

CCDDR honors the choices of individuals with intellectual and/or developmental disabilities, encouraging people to take control over their own lives, and helps to shape these choices based on what is important to each individual. We respect the families' role in shaping these choices as well.

Individualized Support

CCDDR knows individuals' needs vary significantly and can change over time; we seek to understand

each individual and co-create the right supports for each person's development. We promote the concept of individual self-determination in planning and implementing services. We respect and promote the recognition of individual dignity and self-worth.

Diversity

CCDDR understands individuals with intellectual and/or developmental disabilities are part of all races, ethnicities, and religions. We seek to assist as many people as our financial resources can support.

Integrity and Accountability

CCDDR has the highest level of integrity in its administrative, service, and outreach activities. We tie these activities directly to our mission, and we maintain and report our records accurately. We promote accountability to the taxpayers with respect to the prudent use of tax funds, and we promote accountability to individuals and family members regarding the effectiveness and quality of services funded and/or provided.

State of the Art Practices

CCDDR aims for excellent, high quality, state-of-the-art approaches to services for individuals with intellectual and/or developmental disabilities and their families so they can always count on CCDDR to be there.

Partnerships

CCDDR works with a wide variety of partners and advocates to achieve the highest quality of services. We recognize the value and synergy of partnering with affiliated agencies in working to better the lives of people with intellectual and/or developmental disabilities. We believe that our community thrives when all individuals become capable of participating in the spectrum of community life.

Advocacy

CCDDR educates the public and advocates for the long-term best interests of individuals with intellectual and/or developmental disabilities and their families.

Financial Sustainability

CCDDR believes its work as an advocate and service provider will be needed for many years into the future. Therefore, we strive to deliver on our mission with thoughtful strategic choices which ensure we have sufficient financial resources.

Underlying Service Assumptions

All CCDDR services and the way CCDDR goes about its work are based on fundamental beliefs of the best ways to support individuals with intellectual and/or developmental disabilities. CCDDR believes:

- All individuals have equal rights
- All individuals have strengths and assets
- It is possible to make a positive difference in the lives of children and adults with intellectual and/or developmental disabilities
- Individuals thrive when they make their own choices
- Individuals with intellectual and/or developmental disabilities are capable of and have the right to make their own decisions – this is especially true for adults, who are better prepared to make decisions in their own best interest
- We listen when individuals with intellectual and/or developmental disabilities speak for themselves and

- offer assistance in helping to make realistic choices
- Individuals with intellectual and/or developmental disabilities deserve the same opportunity to participate in their community as other individuals, including equal access to transportation, education, jobs, medical care, recreation, worship and housing
- Engaging and participating in community life has a positive impact on individuals with intellectual and/or developmental disabilities
- Individuals with intellectual and/or developmental disabilities enrich their lives and make positive contributions by participating in their communities
- Individuals with intellectual and/or developmental disabilities are valuable members of their communities
- The health and safety of individuals with intellectual and/or developmental disabilities are essential to effectively participating in their communities
- CCDDR exists to support and ensure individuals with intellectual and/or developmental disabilities have full community participation
- Well-trained and motivated staff make a difference in the lives of individuals with intellectual and/or developmental disabilities
- Supporting individuals with intellectual and/or developmental disabilities and their families in their advocacy efforts will yield long-term improvements in their quality of life
- Supports and services are designed first and foremost for individuals with intellectual and/or developmental disabilities
- CCDDR recognizes the importance of the family's role in the development and support of individuals with intellectual and/or developmental disabilities throughout their lives

S.W.O.T. Analysis

The following is a summary of strengths, weaknesses, opportunities, and threats highlighted by the Board and staff of CCDDR. They represent a small portion of the ongoing environmental and organizational assessments by the Administrative Team.

Strengths

CCDDR's key strengths include the organization's demonstrated ability to provide high quality, necessary services, which help individuals with intellectual and/or developmental disabilities live a successful life in the community. Staff is committed, and the services and programs offered are monitored for quality. When there is a challenge, the organization meets it through innovation. CCDDR has an excellent reputation and is looked to by other service providers as a leader.

Weaknesses

CCDDR's ongoing growth, increased need in service utilization, recent labor market shortages, significant increases in employee retention efforts, significant increases in operational costs, and stagnated revenue growth, which is attributed to outdated service rates and annual tax revenues not increasing to match the increase in costs to administer and fund programs, has led to human resource, new service development, continued service deployment, operational execution, and funding challenges and deficiencies. There has and will continue to be a need for the expanded and improved use of technology. There are significant funding challenges with the development and implementation of new programs and continued support of existing programs. The challenges facing CCDDR are also the same challenges facing its community partners in that the need for additional direct support providers, more community partnerships, and more community education are significant barriers to meeting positive outcomes and successful program implementations.

Opportunities

The opportunities considered most important include:

1. Competitive integrated employment: Community acceptance and the opportunity for further inclusion through employment are critical. There is an increased emphasis on inclusion at schools and increased

openness by employers to hire individuals with intellectual and/or developmental disabilities. These changes make CCDDR's philosophy more prevalent and may increase demand for its services and opportunities for employment and inclusion.

Opportunity: Greater inclusion in the labor market raises the community's consciousness to see individuals with intellectual and/or developmental disabilities as untapped resources. This can change the outlook at schools and career or technical programs, which can help teach the skills necessary for independence and economic stability. CCDDR could do more to educate and be responsive to those who are interested. Expanded training for individuals, prospective employers, and other community resources are vital.

2. Community Inclusion: There is an ongoing need for social and recreational opportunities for individuals with intellectual and/or developmental disabilities, including opportunities after the workday, weekends, and holidays.

Opportunity: Increased social and recreational activities will improve the quality of life and community contact. To be successful, CCDDR could develop even greater partnerships with municipal, county, state, and federal parks and recreations (or similar) departments, as well as other agencies and the general community. These activities can promote and inspire new community partnerships. At present, there is little to no funding for expanding these services, so this will need to be addressed.

3. Community Outreach: Increased visibility and presence in the community could lead to greater access to potential community partners and other resources. The county has a wide range of educational resources, including State Fair Community College and Columbia College, which has students interested in working with individuals with intellectual and/or developmental disabilities—both of which could be better tapped.

Opportunity: CCDDR could expand its community resource efforts to promote and inspire additional community partnerships. Expansion should include celebrating and recognizing community partners' efforts. Having more community partners can help increase successful program implementation, increase social capital, and expand funding sources. At the same time, others may look more closely at the quality of services provided within the community.

4. Caseload Growth: An increasing county population is likely to reflect an increase in the number of individuals with intellectual and/or developmental disabilities needing services. The increasing number of children with autism, aging family support providers, changes in eligibility criteria, and expanded community education and awareness will also increase CCDDR's caseloads.

Opportunity: CCDDR will need additional and/or different skill sets, information, and expanded facilities to accommodate the growing, diverse needs of individuals and families. More direct support providers will be needed as well to serve these new populations. Educating the community and families will be a vital part in taking a progressive approach to a growing population of individuals with intellectual and/or developmental disabilities.

5. Residential Support: There is an increased need to provide in-home support services and promote community inclusion. Current state and federal programs promote home and community-based support systems. A substantial number of individuals and their families could live more independently within the community if more resources were available, including more affordable, universal design housing units.

Opportunity: CCDDR could expand its housing support partnerships to assist individuals with intellectual and/or developmental disabilities and their families live within private sectors of the community. Promoting awareness and the need for new, affordable housing development utilizing universal design concepts will encourage community participation, develop community partnerships, and provide community inclusion, while at the same time expanding the choices of where and how individuals would prefer to live within the community.

6. Transportation: Camden County is a predominantly rural community with limited public transit access. Transportation in rural communities has always been a challenge. Transportation is vital to employment, community inclusion, and successful new program development. Current transportation providers are restricted on where, when, and how often they transport individuals.

Opportunity: CCDDR could assist in the expansion of transportation programs and implementation of local, regional, and statewide Mobility Management programs, which could foster more community access, community inclusion, and competitive integrated employment as well as promote and develop more accessible community infrastructure improvements. The expansion of transportation programs and implementation of a Mobility Management programs could include partnerships with other area agencies and could be funded through a combination of resources.

7. Expanding Direct Support Services: There is currently a deficiency in the number of direct support services and direct support providers for individuals with intellectual and/or developmental disabilities residing in Camden County. As the available number of direct support professionals in the labor market have decreased, the need for additional direct support professionals continues to rise. Home and community-based programs offer a wide variety of potential services available to individuals with a limited availability of direct support professionals to provide the rising demand in services needed.

Opportunity: CCDDR could expand its efforts to attract more direct support professionals to the area. Collaborating with partnering direct support provider agencies can evolve to be a key element in the expansion of direct support services. The higher demand for services and service provider options offers additional opportunities to create and expand new programs with subsequent funding available through home and community-based waivers to support and sustain direct support services. The Partnership for Hope Waiver allows county Senate Bill 40 agencies to authorize direct services almost immediately after the Waiver slot is approved and could be the primary source of funding to sustain direct support services programs. CCDDR can also establish new partnerships with agencies not currently operating in Camden County.

8. Expanding Children's Learning Center (CLC) Services: The need for early childhood (preschool-aged) children has grown and will continue to grow. Early childhood developmental disability supports are critical for children to maximize developmental potential, improve long-term cognitive and social outcomes, and enhance school readiness. These services help bridge gaps in development during rapid brain growth, reducing the need for intensive services later.

Opportunity: CLC is the largest provider of services for children with developmental disabilities in Camden County. CLC cannot increase its onsite services due to facility space limitations. CCDDR will be completing its office consolidation by moving the remaining employees to the newly renovated Keystone facility. It is possible that CLC can utilize the space being vacated by CCDDR, allowing CLC to expand its onsite services. CLC occupies the space adjacent to the CCDDR office being vacated. If CLC could utilize CCDDR's old office space, they would be able to double its facility size and increase the number of clients being served. CCDDR also recently reviewed the types of services being provided by CLC and has determined additional types of services can be added to expand CLC's service capacity as well.

Other opportunities mentioned included:

- Expanding respite services
- Expanding services for school-aged children
- Expanding services for youth transitioning to adulthood
- Providing benefit education and/or counseling services
- Expanding the utilization of MO ABLE accounts
- Expanding collaborations for dual-diagnosis individuals

Threats

The threats considered most important included:

1. Dependence on state and federal funding: The demand for new services in a growing population puts strains on state and federal funding. Annual state funding appropriations will remain difficult to secure, and service rates will need to increase to sustain demands. Federal portions of the funding streams are changed each year and can put additional strains on state funding if the federal portions are reduced.

Threat: CCDDR needs to assess the real demand for services and be prepared to explore other opportunities for generating revenue. CCDDR's current tax funding base does not increase enough annually to accommodate substantial caseload growth and additional support service costs. There are also significant attempts by the Missouri General Assembly to reduce or eliminate property and/or personal property tax levies. If passed into law, the elimination or reduction in property and/or personal property tax revenue would eliminate or significantly reduce SB 40 Tax Levy revenue. Currently, personal property valuations represent approximately 23% of the total property valuations, which is the basis of how annual property tax revenue is determined. If only the personal property tax was eliminated, there would definitely be a significant reduction in tax revenues. CCDDR's other main source of funds, TCM services revenue, also relies on state and federal funding appropriations (Medicaid-eligible individuals) as well as SB 40 tax funds (Medicaid-ineligible individuals). The TCM rate has not increased since 2015. Costs have increased significantly since then (Consumer Price Index inflation calculator reflects a 39% increase as of December 2025). Any increase to the TCM rate would require General Assembly and Governor approval and will rely on state funding available. Current state revenue forecasts for the next three years are not encouraging.

2. Staffing and administrative challenges: It is hard to maintain a competent staffing pool, including staff that can speak multiple languages. Now that the agency is more established and recognized throughout the county, CCDDR also needs to complete the consolidation of its offices to centralize its service delivery efforts and to establish a more efficient organizational structure. The organizational structure has been revised each year since 2023 due to increased costs and revenue stagnation, which prompted staff reductions in 2025. Previous organizational structure changes were implemented during the first year of previous three-year strategic plan periods. The organizational structure will still need to be reviewed annually to ensure the best possible employee skillsets are utilized to produce the most cost-effective, efficient, and productive agency outcomes.

Threat: Although increased efficiency using better technology has reduced the need for more clerical support and significant modifications to CCDDR's existing compensation packages have helped, an increasingly competitive labor market pool will likely continue adding stress to CCDDR's service delivery model and day-to-day operations. To respond, CCDDR needs to continue examining technological improvements as well as scrutinizing expenses for potential reductions in costs as well as examine its current benefit options and other employee attraction and retention efforts. The most significant challenge is and always will be the availability of funds and the ability to sustain existing operational efforts. Additional staff reductions could become necessary if funding is severely reduced, costs continue to rise significantly, and/or alternative funding sources are not secured.

Other threats include:

- The aging population, which means an increased number of aging caregivers and individuals with intellectual and/or developmental disabilities
- Non-profits competing for funds – volunteers, donors, and granting agencies may not be engaged forever with a single non-profit agency
- Without readily available transportation, educational, and direct support services, competitive integrated employment for people with disabilities will remain difficult
- Community participation in housing programs, housing market trends, and new housing

development barriers

- Continued shortages in the available labor market and increased difficulties in attracting and retaining employees will further strain service provider resources unless rates are stabilized and/or increased

Strategic Direction

Based on the Board of Directors' understanding of CCDDR's mission, core values, and the S.W.O.T. analysis, the next three years will be a time of assessing and deepening its approaches to its work. Concurrently, CCDDR will take more of a leadership role in working with a broader array of community resources:

- CCDDR will review its existing services over time to ensure they work effectively for individuals with intellectual and/or developmental disabilities and their families, while emphasizing client decision-making, community participation, and community inclusion – CCDDR is committed to ensuring that all programs are exemplary
- CCDDR will further assess client and community needs to identify gaps or opportunities for shifts in service delivery – this assessment will serve as the basis for promoting services
- CCDDR will take a leadership role in working with a range of providers (not just intellectual and/or developmental disability providers or providers within the county) to identify and meet the needs of individuals (CCDDR will serve as a service “broker” when necessary – the focus will be to ensure an expanded choice of quality services)
- CCDDR will expand the organization's visibility in the community and make greater use of community partnerships
- The organization will develop and support a network of volunteers, be more active and visible in a wide range of community initiatives, highlight the positive role individuals with intellectual and/or developmental disabilities are playing in the community, and establish strong support for community participation throughout the broader community
- CCDDR will emphasize investment in community inclusion and expanded access to community resources, which will benefit a greater number of individuals with intellectual and/or developmental disabilities

Goals

To pursue the strategic direction described above, CCDDR will fulfill the following goals and objectives.

Service Delivery & Community Engagement

CCDDR will provide model supports for individuals with intellectual and/or developmental disabilities and their families, either directly or through partnerships with or referrals to other service providers in the following areas:

- Competitive integrated employment opportunities
- Affordable housing opportunities
- Recreation, leisure, and other community inclusion activities
- Family and community support and education
- Transportation
- Children direct support services
- Adult direct support services

Objectives:

A. Competitive Integrated Employment Opportunities

- CCDDR will collaborate with competitive integrated employment support providers to establish a comprehensive competitive integrated employment network
- CCDDR will collaborate and partner with local businesses to recruit and hire individuals with

- intellectual and/or developmental disabilities
- CCDDR will engage with its clients and their families to ensure career goals are recognized and career path choices are respected

B. Affordable Housing Opportunities

- CCDDR will continue to seek collaborations with community stakeholders to provide a healthy inventory of safe, decent, sanitary, accessible, and affordable housing from which individuals can choose; and continue to assist with individuals' transition to independence within the community
- CCDDR will continue to seek additional funding sources to support and sustain efforts to establish permanent housing for clients and their families and will continue to educate the community on how important permanent housing is in community inclusion and participation
- CCDDR will attempt to promote and create local alliances with municipalities and county governments to establish a HOME Investment Partnership Program Participating Jurisdiction Consortium so that Federal housing program funds are controlled and distributed locally, which will provide direct funding for new affordable, universal design housing

C. Recreation, Leisure, and Other Community Inclusion Activities

- CCDDR will seek sponsorship and/or co-sponsorship in recreational and leisure activities for its clients to promote and enhance community inclusion
- CCDDR will partner with other non-profit agencies, community businesses, schools, and direct support providers so that its clients can participate in more scheduled community activities

D. Family and Community Support and Education

- The internal operating structure will be enhanced to increase available time to support individuals and their families as well as maximize efficiencies in using the organization's resources
- Client and community needs will be reviewed and assessed to identify gaps or opportunities for shifts in service delivery
- National, state, and local trends and model practice information will be reviewed and assessed to identify gaps or opportunities for shifts in service delivery
- CCDDR will advocate for, partner with, sponsor, and/or co-sponsor community support organizations designed to create social capital networks for individuals and their families

E. Transportation

- CCDDR will utilize public entities, transportation providers, direct support providers, community residents, volunteer networks, and other partnering agencies to assess, develop, and implement additional transit services for its clients and their families
- CCDDR will seek external funding sources to help expand, implement, and sustain viable and reliable transit systems
- CCDDR will attempt to promote and create local, regional, and statewide Mobility Management programs and networks

F. Children Direct Support Services

- CCDDR will seek out and collaborate with new and existing support providers to establish and expand a local comprehensive network with a diverse array of services and/or supports
- CCDDR will collaborate with CLC to expand its service and client capacities, including offering CLC the opportunity to occupy CCDDR's unutilized facility

G. Adult Direct Support Services

- CCDDR will seek out and collaborate with new and existing support providers to establish and

expand a local comprehensive network with a diverse array of services and/or supports

Administrative

CCDDR will be a highly visible, well-respected organization that attracts increased numbers of community partners and higher levels of contributions to service and support operations.

Objectives:

A. Human Resources

- CCDDR will develop a stable, highly qualified, and motivated workforce that actively delivers the organization's mission.
- CCDDR will improve its capacity to attract and retain qualified staff
- All staff will thoroughly understand the meaning of the mission and how their job contributes to achieving it
- CCDDR's professional development program will continue to strengthen and expand administrative, supervisory, support coordination, and community engagement capacities
- CCDDR will explore new internship opportunities with local colleges and universities

B. Community Resource Development

- CCDDR's community resource efforts will continue to strengthen and expand community partnerships and its clients' social capital
- CCDDR staff and Board members will actively engage in municipal government, county government, state government, Federal government, professional, and other non-profit organization activities, meetings, and functions
- CCDDR will use strategic communication to promote community partnerships and new program development
- CCDDR will utilize public service announcements, social media, Web site developments, and community engagement activities to educate the community and promote participation or support for new and existing programs
- CCDDR will expand its presence to include local, statewide, and nationwide participation in stakeholder conversations, new program initiatives, regulatory guidance, and service delivery methods
- CCDDR will increase the number of community partners who are involved in all activities
- CCDDR will expand its awareness and community partnership development program, which will include education, training, response, and recognition
- CCDDR will continue to partner with community agencies, businesses, and individuals, which will enhance existing services and supports and help create new services and supports

Strategic Action Plan Focus by Year

The following is a summary of the anticipated major focus of activities by goal (in addition to ongoing operations) for the CCDDR Board of Directors and staff in each year of the strategic plan.

Method	Goal	2026	2027	2028
Service Delivery & Community Engagement	Competitive Integrated Employment Opportunities	Plan and Develop the Framework for Educating Clients, Client Families, and the Community	Expand Service Delivery Capacity & Engage with Employers	Establish Clients' Waiver Authorizations for Competitive Integrated Employment Supports
Service Delivery & Community Engagement	Affordable Housing Opportunities	Plan and Develop the Framework for Educating the Community and Community Partners	Establish Alliances Amongst Municipalities and County Governments	Memorialize the Alliance and Apply for Participating Jurisdiction Consortium Status
Service Delivery & Community Engagement	Recreation, Leisure, and Other Community Inclusion Activities	Plan and Develop the Framework for Educating the Community and Community Partners	Expand Capacity Building Efforts and Formalize Partnerships	Execute Partnerships
Service Delivery & Community Engagement	Family and Community Support and Education	Plan and Develop the Framework for Educating the Community and Community Partners	Expand Capacity Building Efforts, Formalize Efforts, and Execute Efforts	Continue Executing Efforts
Service Delivery & Community Engagement	Transportation	Plan and Develop the Framework for Educating the Community and Community Partners	Expand Capacity Building Efforts and Formalize Partnerships	Execute Partnerships
Service Delivery & Community Engagement	Children Direct Support Services	Finalize Consolidation of Offices and Develop Plan for CLC to Occupy Unutilized CCDDR Office	CLC Transition to Unutilized CCDDR Office Space - Review and Evaluate Progress and Determine New Strategies if Needed	Review and Evaluate Progress and Determine New Strategies if Needed
Service Delivery & Community Engagement	Children Direct Support Services	Plan and Develop the Framework for Educating Potential New Partners	Expand Capacity Building Efforts and Formalize Partnerships	Execute Partnerships
Service Delivery & Community Engagement	Adult Direct Support Services	Plan and Develop the Framework for Educating Potential New Partners	Expand Capacity Building Efforts and Formalize Partnerships	Execute Partnerships
Administrative	Human Resources	Restructure CCDDR to Accommodate the Needs and Goals	Review Structure, Needs, and Goals and Evaluate to Determine if Additional Changes are Needed	Review Structure, Needs, and Goals and Evaluate to Determine if Additional Changes are Needed
Administrative	Community Resource Development	Create New Position that Focuses on Community Resource Development	Review and Evaluate Progress and Determine New Strategies if Needed	Review and Evaluate Progress and Determine New Strategies if Needed