# Table of Contents

- Objective 1 ........................................................................................................... 3
- Objective 2 ........................................................................................................... 8
- Objective 3 ........................................................................................................... 9
- Proforma Budget ................................................................................................... 10
LADD Plan 2025 Vision, Goals and Objectives

LADD leads the transformation of disability housing and services across the nation—furthering independence and creating sustainable and meaningful service models for adults with developmental disabilities. LADD is a recognized and respected voice for community inclusion and innovation in our field.

Objective 1

Meet our strategic growth goals while remaining committed to excellence in service and sustainability of our internal operations.

I. Scale Smart Living Supports – promote and grow to become LADD’s biggest program (Brian)

   A. Create a Business Plan to scale Smart Living Supports, assess the possibility of additional revenue streams in the plan including data analytics, training and licensing or revenue sharing agreements (Brian)
      2022: Begin to scale tech-enabled supports
      2023: Business Plan execute/goals achieved
      2024: Business Plan execute/goals achieved

   B. Complete the pilot with Xavier University, assess the data and determine next steps
      2022: Receive second year data from Xavier University
      2023: Receive final data and publish data
      2024: n/a

   C. 300 people moved to remote support programs over three years in our region
      2022: 100 (cumulative)
      2023: 200 (cumulative)
      2024: 300 (cumulative)

II. Create a highly regarded intake process and parent community for all LADD programs (Carolyn)

   A. Hire an intake coordinator and family liaison
      2022: Evaluate and assess this position relative LADD’s current communications and volunteer coordination, develop job expectations and benchmarks and hire coordinator
      2023: Measure against benchmarks developed
      2024: Measure against benchmarks developed

   B. Establish clear parameters and expectations for family engagement and communication
2022: Complete
2023 and 2024: Train staff

C. Build a meaningful community among parents and HLADD contractors including social gatherings, updates and events
   2022: Planning
   2023: Quarterly trainings and social gatherings (attended by at least 25 individual family members and contractors)
   2024: Monthly newsletter and quarterly trainings (attended by at least 45 individual family members or contractors)

D. Become an ongoing resource for parents
   2022: Do parent interviews and assess and plan 2023 and 2024 goals; coordinate with the Center of Community Inclusion to find alignment
   2023: Deliver on goals
   2024: Deliver on goals

III. Create senior living (55+) designed to provide specialized supports for people to age in dignity (Brian)
   2022: 1) Establish clear written guidance and standards for our Aging Programs—including a means to maintain the minimum age of entry to 55+ in perpetuity, to prevent this site from returning to its current status as a group home and to ensure that this development reflects what is happening in broader community in aging
          2) Raise at least 50% of amount needed prior to breaking ground (Molly)
          3) Break ground
   2024: Complete construction

IV. Build an inclusive, dynamic and efficient workplace culture where employees thrive and deliver consistent supports that meet LADD’s standard of excellence. (Paul)
   A. The LADD Way rollout is complete:
      2022: Assess and continue the current LADD Way rollout. Assess and finalize a customer service standard/model. Assess and finalize what excellence for the people we serve is based upon existing research and data. Review and create parameters for compliance and identify what the differences are between compliance and excellence in service. Ensure both are realized in day-to-day operations, including in ISP preparation. Develop training–outcome benchmarks
      2023: Execute on training plan and evaluate
      2024: Execute on training and look at benchmarks to assess progress
   B. Staff turnover remains at around 25% or 1/2 to 1/3 of the state and national averages
C. LADD employees at every level and the LADD Board of Directors better reflect the Hamilton County census, with a primary focus on race (Susan)
   
   2022: Continue with the LADD Nominating Committee goals and plan. Continue showing progress on the LADD E&I Benchmarks
   
   2023: Complete, continued progress
   
   2024: Maintain

D. The LADD Board of Directors increases its accommodations/engagement for and with people with intellectual disabilities and includes additional people with disabilities
   
   2024: Complete

E. Create a board level group of people we support that has specific charges and goals and support from staff—ensuring that those we support have a voice on issues they care about
   
   2024: Complete

F. Create a 360-feedback loop for front-line employees:
   
   2022: Assess and create a communication protocol for front-line employees to express how changes are impacting service delivery

   Create pulse surveys
   
   2023: Consistently utilize and measure pulse survey data—report to E&I Committee

G. Become an outcomes-based organization, ensuring accurate and easy reporting of data that informs whether or not we are doing an exceptional job and realizing the excellence we have defined for ourselves
   
   2022: See Objective 1/Goal IV/A; continue to conduct data-based stress tests
V. **Excellence in financial stewardship (David) and fundraising (Molly)**

A. Meet annual fundraising goals—establish goals for the Mark and Mom Fund for staff bonuses (Molly)

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B. Continue to further fiscal stewardship at LADD (David)

1. Reduce reliance on the investment draws to cover direct support program costs and move towards long-term goal of endowment draws going toward future endeavors and repair and replace needs

   - **2022:** See pro forma budget at end of this Plan
   - **2023:** See pro forma budget at end of this Plan
   - **2024:** See pro forma budget at end of this Plan

C. Establish a 10-year capital maintenance repair plan (to include technology) approved by the Finance Committee (David)

2022: Coordinate with COO to assess current technology assessment/hardware replacement completed/assessment plan and timeline plan developed. Assess agency fleet and develop a replacement plan. Assess current level of funding in the R&R Fund (Paul)

2023: Complete a comprehensive assessment of all the agency facilities, furniture fixtures and equipment; develop a draft 10-year Capital R&R Plan

2024: Complete and approved
D. Maximize revenue from billing (measurements include unbillable trends) and billing errors (David)
   2022: Establish benchmark measurements: unbillables, billing errors, timing and uncollectables
   2023: Meet benchmarks
   2024: Meet benchmarks

E. Assess and determine whether or not LADD can use debt to fund capital priorities (David)
   2022: Establish our debt tolerance (ceiling)
   2023: Align our debt tolerance with our capital needs
   2024: Project out potential projects in need of financing and align with the 10-year R&R Plan and our long-term fundraising goals

F. 3603 Developers: position ourselves to add and maintain more Forever, Homes (Brian)
   1. Complete the current Forever, Home campaign and add Forever, Homes only if capital is provided (we will not launch another campaign)
      2022: Add final 2-3 homes
      2023: Add 3 homes (pending funding)
      2024: Add 3 homes (pending funding)
   2. We establish a funding structure with approval from the Finance Committee
      2022: Create a business model and long-term vision
   3. Develop a maintenance plan and budget for Forever, Homes as part of LADD’s Repair & Replace budget
      2024: Complete

G. Achieve program growth goals by 2024 (Carolyn)
   1. HLADD growth (shared living): 72% growth over three years (approximately 50 people)
   2. Community Supported Living (CSL) Program growth: Add 16 people through Forever, Home and all future growth is driven by staffing capacity and geography
   3. License growth: Acquire a minimum of 8 more licenses
   4. Community Connections Program (CCP) growth (day programs): 133% growth over three years (approximately 100 people)
   5. Health and Wellness growth: By 2024, all staff receive H&W training and H&W ISP outcomes training
   6. SOAR Growth: Diversify funding for this program
   7. Supported Employment Growth: Goal is to achieve 51% participation for all housing programs, other than our voucher program (SOAR)
8. FAW & Geier Apartments: Repair and replace of apartments remains on pace (Paul) (annual)
9. Future Growth: Assess future growth opportunities and present to strategic planning committee (2024)

H. Stay focused on current goals (Susan)
   1. We will not expand into mental health services in the next three years
   2. We will not create a non-medical transportation service. However, we will utilize geographic efficiencies as well as our vehicles fleet to see if we can expand transportation options. We will also seek to participate in partnerships and/or explore innovative transportation solutions
   3. We will not seek to expand out-of-state services other than Smart Living Supports

Objective 2

Develop and test geographic efficiencies in coordination with tech-enabled supports/Smart Living (Self-Directed Teams) (Brian)

I. Define parameters for what constitutes a geographic cluster, jurisdiction or district
   2022: Complete

II. Create a staffing model that could work and involve shared staff and services—pilot in the clusters or areas of natural concentrations
   2023: Complete/Anderson cluster

III. Develop a means for assessing the financial efficiencies of creating a geographic based service model (David)
   2022: Collect data
   2023: Complete assessment

IV. Identify ways to expand transportation with geographic based service model
   2023: Assess if we can utilize CCP vans for non-day program needs; look at other means of transportation as well

V. Train all staff in the pilot to deliver day programs, employment and Health & Wellness
   2023: Complete

VI. Ensure all programs are collaborating in every cluster/jurisdiction
   2024: Complete
Objective 3

LADD becomes a recognized voice for community inclusion and innovation for and with people with developmental disabilities in our community and among national funders. (Molly)

I. Founding the LADD Center for Community Inclusion (LADD CCI—this is a placeholder name) whose mission is to further community inclusion for and with people with disabilities through Storytelling, Training, Education and Research
   A. Establish a board level advisory committee for LADD CCI to include Honorary Members
      2022: Complete
   B. Create and execute a plan to bring LADD’s cultural and educational programming: the OTR International Film Festival and research collaborations under LADD CCI
      2022: Complete
   C. Identify key partners to co-host/organize year-round programming such as: The Urban League, UCCEDD/LEND, Cincinnati Bar Association, Down Syndrome Association of Greater Cincinnati, Center for Dignity in Healthcare for People with Disabilities and The Children’s Home
      2022: Ongoing
      2023: Ongoing
      2024: Ongoing

II. Continue to ensure that the OTR International Film Festival is a highly successful and profitable event (measurements needed)
   A. Identify films and programming and events that appeal to our priority constituencies: LADD families and contractors, adults with developmental disabilities, families of children with disabilities, decisionmakers, corporate leaders
      2022: Complete
      2022: Succession plan for OTR International Film Festival leadership—including how to transition out of development
   B. Build a membership program
      2022: Create a plan and pricing structure and launch during the film festival
      2023: 150 members
      2024: 250 members
III. Develop and potentially expand existing research relationships and further academic partnerships by 2024 (Jason)
   A. Miami University (Health & Wellness)
   B. Explore a partnership with Miami University’s Scripps Gerontology Center for the VP Campus Programming
   C. Xavier University (Smart Living)
   D. University of Cincinnati Film Studies Program (Film Festival)
   E. University of Cincinnati DAAP (Architecture & Design School) (Universal Design and technology)
   F. Howard University (how technology impacts diabetes)
   G. Explore CCHMC potential partnerships
      1. UC LEND (Leadership Education in Neurodevelopmental and related disabilities) Training Program and UC CEDD (potential Smart Technology partnership)
      2. Developmental Disability and Behavioral Pediatrics (DDBP)
      3. SOAR Program (CVG partnership—kids learn how to fly). This program has expanded to sensory friendly activities consulting (Jen Smith). Currently, they are sharing best practices for sensory friendly experiences (Ballet, Reds, Zoo and Children’s Theater, Art Museum are some of their clients)

IV. LADD is recognized for excellence in service, community inclusion and innovation among decisionmakers in Ohio, national funders, leaders in our field and local families who have a loved one(s) with developmental disabilities (Molly)
   A. Identify key marketing partner/talent to increase brand identity among our target groups
      2023: Secure funds for national PR support and planning and hire consultant
      2024: Execute on plan
   B. Secure earned media stories throughout the year
      2022: Meet with ALL local news outlets—build relationships
      2023: Become a local expert on IDD
      2024: Secure national earned meeting with the help of a contractor
   C. Determine best framework to connect with and engage national high profile influencials and experts.
      2022: Create and identify members (5 minimum)
      2023: Announce membership
   D. Present at and/or sponsor local disability conferences and events
2022: UC/UCEDD Transition Fair sponsorship and speaking, identify sponsorship priorities
2023: Continue sponsorship plan
2024: Continue sponsorship plan

E. Identify opportunities to present at national disability and technology conferences and events where national funders will be present

Ongoing: Present at the Stanford Social Innovation Conference, present at Disability:IN Conference, Ruderman Inclusion Summit, All and Everything International Humanities Conference

F. Partner with social media platforms that further disability rights and inclusion to host a podcast celebrating the families and the people we support, artists from the film festival, our partners in training and research and other decisionmakers furthering disability rights and full community inclusion

2022: Create a podcast plan and possible fundraising; launch TikTok page
2023: Launch podcast/promote through Jason’s Connection/engage visitors from the film festival and from the honorary board/identify issues to explore
2024: Secure 250 followers for our podcast

G. Engage LADD Families as active volunteers

2022: Create a family communication and volunteer plan and execute
## Proforma Budget

LADD, Inc  
FY 2022 - 2024 Operational Strategic Plan Proforma Budget  
with Comparative Data for FY 2019-2021

<table>
<thead>
<tr>
<th></th>
<th>FY 2019 Actual</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Estimated</th>
<th>FY 2022 Estimated</th>
<th>FY 2023 Estimated</th>
<th>FY 2024 Estimated</th>
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* Operating Income/(Loss) Before Endowment Draws

Updated 9/13/2021