



2019



Annual Plan



C U Y A H O G A C O U N T Y
Board of Developmental Disabilities

2019 Annual Plan

Our mission is to support and empower people with developmental disabilities to live, learn, work and play in the community.

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Purpose of the Annual Plan

By October 31 of each year, the Superintendent shall prepare and submit to the CCBDD Board a proposed budget plan for the next calendar year. The budget plan shall include the total amount of money to be received and spent in the next calendar year for each fund, the amount to be spent for employee salaries and employees' benefits for each fund, and CCBDD's guiding principles.

Guiding Principles of the Cuyahoga County Board of Developmental Disabilities

The following is a list of the guiding principles that align to CCBDD's mission and give direction to planning efforts and methods of operation:

SELF DETERMINATION

We believe that individuals and their families should be the primary decision makers in the management of their lives, pursue what is important to them and have a meaningful role in the community. This includes that individuals have control over the set amount of funding used to obtain the supports they need, have support to organize resources in ways that are life-enhancing, and have a circle of supports made up of family, friends, and both paid and natural supports. We also believe that individuals should be recognized for whom they are and what they can contribute, having a leadership role in developing policies that affect their lives and helping others reach success.

PERSON CENTEREDNESS

We promote the belief that people with developmental disabilities are people first. We use a person centered planning process to discover what is truly important to and about a person and what talents and skills that individual possesses. This ongoing process is values-based and focuses on a positive vision for the future of the person based on his/her strengths, preferences and capacities for acquiring new skills and abilities. We also believe that service coordination is the accepted format for the provision of needed support and services.

INCLUSION

We promote that all people can access and participate fully in all aspects of an activity or service in the same way as any other member of the community. We acknowledge that some people may need support to participate fully, and we believe in making necessary accommodations that respect the wants, needs, and choices of the person. We also believe in promoting quality of life and safety by enhancing relationships with friends, family members, neighbors, coworkers and fellow citizens, as these relationships naturally occur in integrated community settings.

FREEDOM & JUSTICE

We believe that all people, including people with developmental disabilities, have the right to life, liberty, and the pursuit of happiness; the right to be treated with respect and dignity; the right to an independent life; and to control one's own destiny. The rights of individuals are further promoted by CCBDD's compliance with the *Bill of Rights for Individuals with Developmental Disabilities* (Ohio Revised Code, section 5123.62) and the Ohio protection and advocacy system (Ohio Revised Code section 5123.60 5123.64).

OPPORTUNITY

We promote that, within available resources, individuals have the right to make essential decisions regarding where to live, with whom to live, and how and where to spend their time. We believe that people should have the freedom to choose the individuals or agencies supporting them. We also promote independence by encouraging economic self-sufficiency, thereby enabling individuals to become contributing members of their communities.

HEALTH & WELL-BEING

We promote health and well-being by assisting individuals to prepare for and respond to threats of health and safety, to access needed health care, to be safe and to have the best possible quality of life. We believe that good health includes family stability and preservation which we promote by providing services and supports that strengthen and enhance the family's capacity to effectively respond to the challenges of caring for a family member with a developmental disability.

DIVERSITY

We recognize the strengths of all people with developmental disabilities, from all races, ethnicities, cultures and socioeconomic backgrounds. We promote diversity by supporting individuals in a culturally-competent manner, responsive to others' beliefs, attitudes, interpersonal styles, languages, and behaviors. We ensure meaningful opportunities for full participation in community life.

Executive Summary: An Overview of the Current DD System

The developmental disability (DD) system in Ohio and Cuyahoga County is in the midst of transformational change. This change is focused on providing even more community-integrated work and life options for people with developmental disabilities. Living, learning, working and playing in the community is and always has been at the core of CCBDD's mission. We have embraced the change upon us and are planning for our future, one that will allow us to continue to be a primary community resource that connects people with developmental disabilities to a lifetime of supports and empowers them to live a happy and meaningful life according to their desires and goals.

The policy initiatives driving the change are two-fold. The Centers for Medicaid and Medicare Services (CMS) issued new rules that went into effect in March 2014 stating that Medicaid funds can no longer be used to pay for waiver services that have the effect of isolating people. Instead, services must be integrated in and support an individual's full access to the community. In addition, CMS stated that there is an inherent conflict of interest when county boards of DD provide both service coordination and direct waiver services, including adult day services, employment services and transportation. All county boards in Ohio must eliminate this conflict of interest by phasing out of the provision of these direct services.

As we continue on our journey forward, it is our commitment to work together and work thoughtfully with individuals, families, providers and the community and to share transparent communication about the changes ahead. CCBDD has an accomplished history of supporting children and adults with developmental disabilities, assuring they have access to needed services and an inclusive community. This will continue to be our focus as we strive to achieve the goals we have for the future.

Strategic Goals 2017-2019

- **Increase opportunities for community employment**
- **Increase opportunities for community integration**
- **Continue collaboration with provider agencies to enhance system capacity and deliver consistent high-quality services**
- **Plan for our changing role**
- **Achieve organizational success**

CCBDD's strategic goals are an outcome of its Vision 2024 planning process which began in late 2015. Vision 2024 was created to plan early and plan thoughtfully with regards to the changing role and identity of CCBDD as it phases out of its role as a provider of adult, employment and transportation services. Four task forces were created and charged with developing recommendations to advance the following areas that had been identified internally and by stakeholders as key priorities:

- **Employment-** Preparing trained and ready employees and engaging more with local businesses
- **Community Integration-** Assuring safe, accessible and inclusive places and activities in the community
- **Provider Development-** Continuing collaboration with private provider agencies to enhance system capacity and deliver consistent high-quality services
- **CCBDD's Changing Role-** Analyzing future service models and phasing out of our role in direct services

Achieving organizational success highlights the specific goals CCBDD departments will undertake to complement broader agency strategic initiatives while also assuring the full continuum of CCBDD services remains intact.

GOAL: Increase opportunities for community employment

Employment First, an executive order signed by Governor Kasich in 2012, is a statewide initiative led by the Ohio Department of DD that promotes employment as the preferred option for working-age Ohioans with disabilities. Employment First means that, unlike in the past, as students with DD prepare to transition to adulthood, a pathway to employment should be explored. It also means that other adults of working-age should be given opportunities to explore places along the pathway, ranging from learning about and training for careers to getting and keeping a job.

Preparing and planning for adult life, including community employment, should begin very early, preferably at age 14. CCBDD continues to partner with local school districts, Opportunities for Ohioans with Disabilities and Ohio Means Jobs to help each student prepare to transition from school to employment, if that is the desired pathway. Providing opportunities for summer employment, which is an important way for students to learn on-the-job skills, is another way CCBDD and its partner agencies are helping students prepare for future careers/employment.

As CCBDD phases out of its role as a provider of employment services, working collaboratively with private provider agencies and employers has become of greater importance. To this end, CCBDD helped to form the Employment Collaborative of Cuyahoga County, a group of committed agencies that offer the business community access to trained and diverse candidates who meet workforce needs, and continues to provide leadership to this group. It is envisioned that as more agencies work together and share candidates within their network of employer relationships, employers and individuals alike will experience higher levels of success.

Increase opportunities for community employment	
Objective	Measuring for Success
1. Increase the number of individuals with disabilities in integrated, competitive employment.	<ul style="list-style-type: none"> ▪ 250 more individuals will achieve integrated, competitive employment for 90 or more days. ▪ Determine the current number of people that are competitively employed and evaluate findings according to available benchmarks.
2. Develop a community that accepts and expects people with developmental disabilities in community employment.	<ul style="list-style-type: none"> ▪ Share information about Employment First, supportive resources and success stories to at least 5,000 community members.
3. Ensure high school students successfully transition to employment or post-secondary education/training leading to employment.	<ul style="list-style-type: none"> ▪ 89 students from the 2019 graduating class will be employed before 9/1/19. ▪ Develop a written interagency agreement with OOD* and all 31 school districts to eliminate duplication of efforts and ensure continuity of support for students pursuing employment goals.
4. Maximize efforts of the Employment Collaborative of Cuyahoga County (ECCC) with businesses to ensure ample employment opportunities are available.	<ul style="list-style-type: none"> ▪ 350 job leads will be shared by participating provider agencies. ▪ 120 individuals with developmental disabilities will be hired as a result of ECCC efforts, 60 of whom are transition age students.

*OOD- Opportunities for Ohioans with Disabilities

GOAL: Increase opportunities for community integration

Opportunities for people with developmental disabilities to participate fully in community life and enjoy community assets just as their non-disabled peers do are the key aspects of community integration. Community integration includes being seen in ordinary places that are shared by others in the community and being a part of a network or personal relationships that provide opportunities for close friendships. It is an element of a person's whole life. Each person determines what a quality life looks like, which is the essence of person centered planning. People are actively engaged in planning and exploring community activities and experiential opportunities. They have support to participate in everyday community activities to develop and enhance social connections.

CCBDD's objectives for community integration are focused on the individual, helping him/her to identify places and areas of interest in the community, explore them and, ultimately, build skills and any needed supports to participate in the community as independently as possible. Utilizing volunteers and local places and businesses with inclusive practices in the community promote the strategies to achieve this goal.

Increase opportunities for community integration	
Objective	Measuring for Success
1. Redesign CCBDD-sponsored leisure/recreation programs to a community-based model to maximize choices and opportunities.	<ul style="list-style-type: none"> ▪ Assess financial implications and determine sponsored amount per individual by the end of 4th quarter. ▪ Update CCBDD's policies and procedures related to the distribution of leisure/recreation funds by the end of 3rd quarter.
2. Increase DD staffs' awareness and understanding of the importance of community integration for all.	<ul style="list-style-type: none"> ▪ Survey staff to assess awareness and understanding. ▪ Share information at management council. ▪ Share information on this at a Provider Forum.
3. Increase the number of people spending time in the community by sharing CCBDD's Community Friend volunteer model with provider agencies	<ul style="list-style-type: none"> ▪ Share the model with at least 50 provider agencies, demonstrating its value and positive impact on people. ▪ Assess utilization of the model by provider agencies.
4. Assist families receiving Early Intervention (EI) services to achieve community membership.	<ul style="list-style-type: none"> ▪ Achieve 5,000 EI visits completed in community settings in the year.
5. Expand integrated community supports model and replicate promising practices.	<ul style="list-style-type: none"> ▪ All individuals (318) in the AACs with multiple challenging needs will receive services based on their personal choices. ▪ Develop and implement personal service schedules for 250 individuals in partnership with private providers.
6. Assess DD providers' knowledge of and current practices related to community integration.	<ul style="list-style-type: none"> ▪ Survey providers to determine how they access the community for individuals they support. ▪ Determine gaps/challenges and develop a plan to address them.

GOAL: Continue collaboration with provider agencies to enhance system capacity and deliver consistent high-quality services

As CCBDD continues to plan to phase out of its role as a provider of adult day, employment and transportation services, the need exists to continue to collaborate with a variety of stakeholders to enhance both the quality of services available to people with developmental disabilities and the capability of private provider agencies to serve individuals across a range of disabilities. CCBDD will continue to undertake an array of strategies to enhance and maintain strong, working relationships with provider agencies, including providing additional training opportunities aligned to identified areas for improvement, in order to assure individuals have choices among a pool of quality private provider agencies.

Continue collaboration with provider agencies to enhance system capacity and deliver consistent high-quality services	
Objective	Measuring for Success
1. Support and encourage private DD provider agencies in developing indicators of high quality service.	<ul style="list-style-type: none"> ▪ Maintain regular communication and monitor status in a liaison role with the provider community. ▪ Meet with the transition advisory group of private providers at least four times to foster collaboration, plan for quality services, and address gaps.
2. Assess the need for training and technical support by provider agencies and develop a coordinated plan to ensure quality services are achieved and maintained.	<ul style="list-style-type: none"> ▪ Develop and provide 25 collaborative CCBDD department trainings, based on assessed needs. ▪ Increase the number of agencies receiving technical supports by 50. ▪ Conduct Provider to Provider Forums reaching at least 50 agencies and 200 participants. ▪ Develop an internal tracking mechanism to assess satisfaction and to track the number of individuals positively impacted.
3. Increase private providers' abilities to address gaps in service requests to ensure people get what they need in a timely manner.	<ul style="list-style-type: none"> ▪ Identify service areas with low provider response to Provider Search Tool (PST) referrals. ▪ Work with providers to increase capacity and provider response for these services.
4. Advocate at the state level for an enhanced role of county boards on provider quality and compliance.	<ul style="list-style-type: none"> ▪ Participate in the state-level Provider Certification Workgroup to analyze current policies and promote higher expectations involving provider certification standards.
5. Improve access to useful information so people can make an informed decision about providers.	<ul style="list-style-type: none"> ▪ Reach out to 120 providers to help them promote the use of ProviderGuidePlus (PG+). ▪ Increase PG+ reviews for Cuyahoga County to 500 reviews posted. ▪ Continue to promote PG+ internally and at community events, presentations and conferences.

GOAL: Plan for our changing role

By 2024, CCBDD must have completely phased out of its role as a provider of adult day, employment and transportation services. The journey towards this goal began in 2015 through the creation of Vision 2024, a comprehensive planning process. A vital component of this planning initiative includes the need for CCBDD to identify its role and function throughout the upcoming transition and beyond. In 2019, implementing the competitive bid process for the privatization of the Adult Activities Centers, monitoring the availability and use of safety net services for those whom private provider agencies may lack the capabilities or capacity to serve, and continuing to manage fluctuating fiscal resources are all important undertakings. Additionally, CCBDD will need to increase the scope and reach of its community outreach efforts, inclusive of educating all stakeholders on CCBDD's vital role as a funder of services.

Plan for our changing role	
Objective	Measuring for Success
1. Continue to manage safety net services as CCBDD phases out of its direct service role.	<ul style="list-style-type: none"> ▪ Provide safety net services for up to 140 individuals at an amount not to exceed \$3.0 million.
2. Plan for the successful implementation of the Request for Qualifications (RFQ) process.	<ul style="list-style-type: none"> ▪ Recommend private providers for direct services in mid-2019 pursuant to the RFQ process. ▪ Follow-up on needed transition activities with selected private providers. ▪ Continue to communicate plans for privatization with all stakeholders. ▪ Continue to communicate changes with entrepreneurial ventures and group supported employment.
3. Prepare and support staff for the phasing out of the provision of direct services and privatization.	<ul style="list-style-type: none"> ▪ Implement identified strategies to help maintain staffing levels through privatization. ▪ Continue to collaborate with private provider agencies to support potential pathways to employment at their agencies.
4. Develop and implement a plan for broad community outreach to reach prospective people eligible for CCBDD services and to promote CCBDD's value	<ul style="list-style-type: none"> ▪ Identify and address areas for improvement within the intake and eligibility process. ▪ Identify and utilize at least three new communication strategies and asses effectiveness. ▪ Identify and outreach to 15 new stakeholder groups or entities to promote CCBDD's value.
5. Develop a new strategic plan for the period of 2020-2022	<ul style="list-style-type: none"> ▪ Identify a facilitator and timeline by 2/15/19. ▪ Develop a new Table of Organization. ▪ Collect diverse internal and external feedback. ▪ Complete the strategic plan by 11/30/19.

GOAL: Achieve organizational success

It takes an entire agency, each and every department, to support transformational change guided by its mission as the overall goal. As CCBDD plans for, executes, monitors and celebrates the goals outlined in this Annual Plan, it will take the support and efforts of all departments to address challenges along the way and assure desired outcomes are achieved. To that end, this section represents specific goals the various CCBDD departments will undertake to complement broader agency strategic initiatives while assuring the full continuum of CCBDD services.

Objective	Measuring for Success
Assistive Technology	
Increase peoples' independence through the use of a range of supportive technology.	<ul style="list-style-type: none"> ▪ Increase independence, safety and participation in a variety of settings for 150 individuals.
Demonstrate a cost savings to individuals, schools and provider agencies through increased use of equipment lending.	<ul style="list-style-type: none"> ▪ Achieve a cost savings of \$200,000 by promoting increased usage of OT/PT and Assistive Technology equipment lending libraries.
Behavioral & Health	
Confirm 10 agencies have adopted the PBS-CR system for behavioral crisis prevention and response.	<ul style="list-style-type: none"> ▪ Receive confirmation from agencies. ▪ Report satisfaction levels. ▪ Report assessed impact of change.
Improve the quality of services to individuals and enhance the Quality Assessment Review process through use of the CCBDD nursing tracking sheet.	<ul style="list-style-type: none"> ▪ Tracking sheet developed and presented to agencies. ▪ Collect pertinent data. ▪ Report impact of utilization.
Ensure efficient allocation of behavioral health staff to meet the changing needs of individuals, the agency and providers.	<ul style="list-style-type: none"> ▪ Track behavioral health referrals by number, referral source, and type of referral. ▪ Identify trends and needs.
Achieve a cost savings of \$11,500.	<ul style="list-style-type: none"> ▪ Decrease staff travel costs by \$4,000 through increased emphasis on efficient travel choices and use of meeting call-in. ▪ Decrease nursing equipment inventory by \$7,500 by utilizing a "purchase as needed" equipment inventory control method.
Buildings & Grounds	
Increase competitive employment opportunities for people with developmental disabilities.	<ul style="list-style-type: none"> ▪ Contact vendors to encourage participation in ECCC job fairs, resulting in the hiring of five people.
Prepare each building for its newly designated purpose allowing for a more seamless transition.	<ul style="list-style-type: none"> ▪ Track work orders in order to facilitate the timely completion of building modifications.
Ensure that the department responds effectively to facility needs related to agency goals and program changes by reducing supply inventory.	<ul style="list-style-type: none"> ▪ Reduce supply inventory by \$35,000.

Children's Services	
Demonstrate that community integration begins at birth through increased education, assessment and services.	<ul style="list-style-type: none"> ▪ Gather feedback from 500 EI families on community participation interests and barriers.
Ensure Early Intervention families are satisfied with services.	<ul style="list-style-type: none"> ▪ Gather feedback from 500 EI families via customer service calls. ▪ Achieve 100% of all respondents stating their overall experience with EI has been good or excellent.
Community & Medicaid Services	
Reduce the number of people on the Waiver Waiting List.	<ul style="list-style-type: none"> ▪ Enroll an additional 360 people on Medicaid waivers.
Meet the needs of individuals by using resources other than waivers.	<ul style="list-style-type: none"> ▪ Complete 1,300 Waiting List assessments for individuals currently on the transitional waiting list and report results.
Deliver high-quality customer service to individuals and families receiving Support Administration services.	<ul style="list-style-type: none"> ▪ Implement a system for gathering regular customer service/satisfaction feedback. ▪ Achieve 100% satisfaction rating.
Promote the independence of individuals served and reduce the need for direct care staff.	<ul style="list-style-type: none"> ▪ Expand use of remote supports to 25 additional settings.
Reduce reliance on locally-funded transportation services.	<ul style="list-style-type: none"> ▪ Reduce authorizations for locally-funded transportation to \$1M through use of waiver enrollment, travel training and other community resources.
Explore alternative housing options for people with developmental disabilities.	<ul style="list-style-type: none"> ▪ Make recommendations for housing alternatives based on research and input from individuals/families.
Achieve department cost savings of \$10,000.	<ul style="list-style-type: none"> ▪ Reduce postage costs by \$10,000 by emailing Individual Service Plans (ISPs) to providers.
Employment & Community Alternatives	
Maximize access to creative day supports for individuals in the Adult Activities Centers.	<ul style="list-style-type: none"> ▪ All individuals (408) who indicated wanting more community opportunities will report satisfaction with increased frequency of community access. ▪ All individuals (403) who indicated satisfaction with the frequency of community integration will increase independence in their existing community opportunities.
Maximize access to employment resources that supports the progression of individuals along their path to employment.	<ul style="list-style-type: none"> ▪ Identify and address gaps related to achievement of outcomes as identified in the ISP for all (398) individuals receiving vocational habilitation services.
Ensure consistent quality day programming to individuals receiving services through Employment and Community Alternatives.	<ul style="list-style-type: none"> ▪ Maintain necessary and sufficient staff attendance at the AACs to deliver 100% of planned services.

Finance & Business Services	
Review and analyze the Medicaid billing process.	<ul style="list-style-type: none"> ▪ Establish applicable benchmarks for Medicaid billing processes. ▪ Identify areas for improvement. ▪ Implement automatic payment posting and reporting processes in the billing system.
Assist departments in monitoring and controlling mileage expenses.	<ul style="list-style-type: none"> ▪ Enforce the policy regarding the submission of mileage and expense reports. ▪ Explore software tracking options. ▪ Create reports for monitoring costs.
Collaborate with departments to monitor budget performance.	<ul style="list-style-type: none"> ▪ Establish reporting standards to review data consistently across all departments. ▪ Re-establish quarterly budget reviews with each department.
Human Resources	
Increase opportunities for employee recognition.	<ul style="list-style-type: none"> ▪ Enhance the annual brunch to include employees with 10, 20 and 30 years of continuous service.
Increase the number and improve the thoroughness of performance evaluations.	<ul style="list-style-type: none"> ▪ 100% of employees will have a completed, annual performance evaluation.
Maintain an efficient and expedient way to onboard substitutes.	<ul style="list-style-type: none"> ▪ Utilize online orientation and track its impact on substitute retention.
Improve customer service by increasing HR's visibility.	<ul style="list-style-type: none"> ▪ Have a bi-monthly, visible presence at each building to answer questions and provide information on employment topics.
Information Technologies & Records	
Reduce copier/printer/fax maintenance costs	<ul style="list-style-type: none"> ▪ Decrease costs by \$25,000 by increasing use of e-records, increasing use of scanning and email and reducing the number of laser printers.
Expand the use of OnBase to achieve time and cost efficiencies.	<ul style="list-style-type: none"> ▪ Expand to three additional areas/departments. ▪ Reduce the time to process fund transfer requests and SA assignments.
Major Unusual Incidents (MUI)	
Prevent occurrences of MUIs in Intermediate Care Facilities (ICFs).	<ul style="list-style-type: none"> ▪ Add two additional ICF providers to the pilot project aimed at reducing unscheduled hospitalizations. ▪ Facilitate and include all six ICF providers in the ICF pilot project aimed at reducing unapproved behavior supports.
Increase knowledge of health and safety topics among people served by CCBDD.	<ul style="list-style-type: none"> ▪ Offer interactive and ongoing specialized trainings to 50 individuals. ▪ Utilize pre- and post-tests to assess the impact of training.

Major Unusual Incidents (MUI)	
Increase the general public's exposure and knowledge about creating a safer community for people with developmental disabilities.	<ul style="list-style-type: none"> ▪ Create a "MUI Awareness Day" and be featured on one local news channel to educate the community about MUIs and share the MUI Reporting Line. ▪ Develop new MUI literature to be used to educate the general public.
Public Information & Communication	
Increase knowledge on topics of importance/interest to parents and family members.	<ul style="list-style-type: none"> ▪ Plan and facilitate ten monthly, community forums on a range of topics. ▪ Utilize feedback surveys to assess satisfaction and topics for future forums.
Increase opportunities for self-advocacy.	<ul style="list-style-type: none"> ▪ Facilitate self-advocacy workshops at each of the eight AACs. ▪ Facilitate day and evening SOUP meetings once per month (24 total). ▪ Identify and promote advocacy trainings and opportunities available through community agencies.
Enhance the community's knowledge of the talents and contributions of people with developmental disabilities.	<ul style="list-style-type: none"> ▪ Good Life Ambassadors will educate 25 new community entities (non-DD) and will achieve "increased or significantly increased" knowledge on people with developmental disabilities by 100% of participants.
Transportation	
Increase opportunities for independence in the community through travel training services.	<ul style="list-style-type: none"> ▪ 100% of people trained will still be using skills learned at 60 and 120 days post-training. ▪ 60% of people trained will be using skills learned beyond 120 days.
Assist with transportation issues reported to CCBDD.	<ul style="list-style-type: none"> ▪ Track calls and document how issues are resolved. ▪ Follow-up on support provided to assess satisfaction.
Reduce the amount of external vehicle maintenance.	<ul style="list-style-type: none"> ▪ Achieve a cost savings of \$19,000 or more by reducing van outsourcing by 75% or greater and \$7,500 by utilizing tractor services from building maintenance.

2019 Revenue and Expenditure Plan

The Annual Budget Plan for 2019 builds on the steps that have been taken in 2017 and 2018 to align with the CCBDD Transition Timeline and the 2017-2019 Strategic Plan. These planning documents outline strategies for the gradual shift away from CCBDD-provided adult, employment and transportation services, with a growing reliance on private DD provider-delivered services. This shift is in compliance with federal and state mandates and CCBDD's Strategic Plan. Staff throughout the agency are working together to develop a future vision of CCBDD's system of continued services and supports to individuals with developmental disabilities. As we near the anticipated date of the transition of adult, employment and transportation services in early 2020, the agency continues to examine the way in which it operates, with the intent to balance revenues with expenditures in order to sustain funding for the long-term future.

Estimated revenues for 2019 are \$187.4 million. These dollars are a combination of \$105.8 million in local levy dollars and \$81.6 million in state/federal billings and other sources. This 2019 estimate reflects an increase of \$4.85 million from the 2018 final projected revenue total of \$182.5 million. The overall increase in revenue is primarily due to the timing of a settlement from the State for services delivered in the past as well as several one-time items.

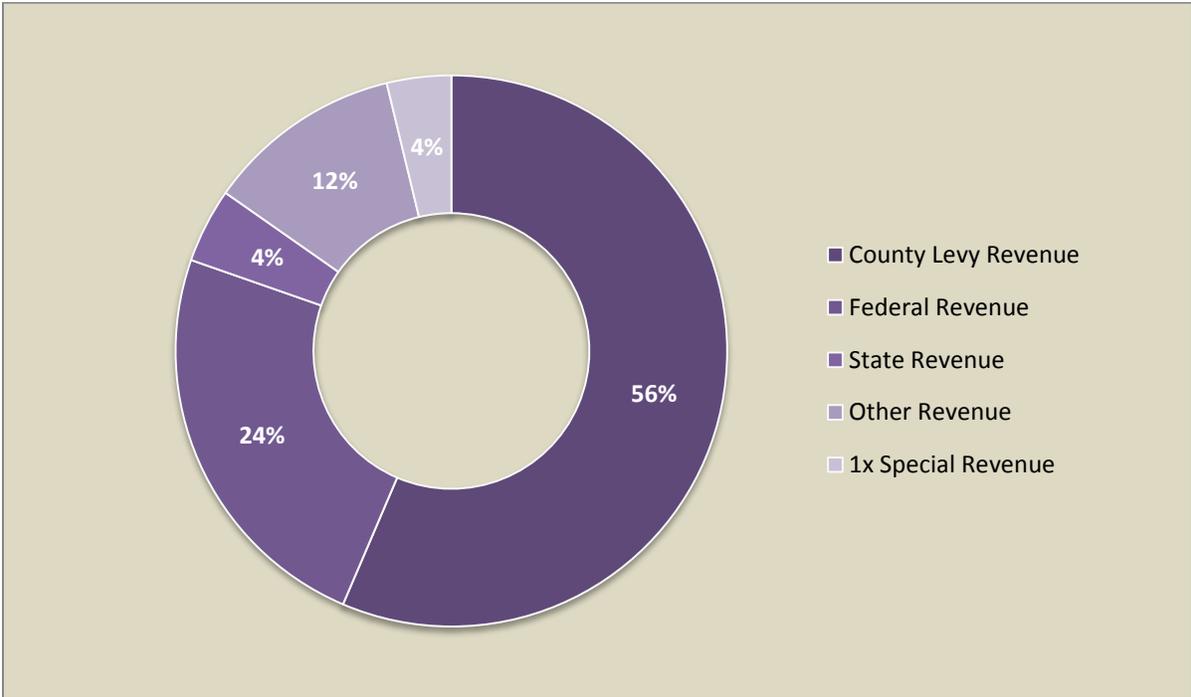
Planned expenditures for 2019 total \$181.8 million. The 2019 budget plan reflects an increase of approximately \$6.8 million from 2018 final projected expenditures of \$174.9 million. The 2019 budget will address all on-going CCBDD operations and allow for access to provision or coordination of services to more than 12,000 eligible individuals. Most expense categories reflect a reduction from 2018, except in priority areas directly related to services to individuals.

This 2019 Annual Plan reflects a surplus of approximately \$5.6 million. Due to a variety of program changes and adjustments and a diligent effort to focus on agency spending, for the first time in approximately 10 years, the CCBDD annual budget is planned to produce a surplus of revenue over expenses. Efforts will continue to maintain this achievement in order to provide sustainable, long-term funding.

Revenue

	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2018 <u>PROJECTED</u>	2019 <u>BUDGET</u>
County Levy Revenue	104,676,319	103,500,000	105,250,000	105,750,000
Federal Revenue	53,894,542	50,480,000	48,564,000	44,825,000
State Revenue	8,019,549	8,343,700	7,659,296	8,196,700
Other Revenue	11,160,170	10,955,000	11,160,000	21,560,000
1x Special Revenue	-	-	9,906,000	7,065,000
<u>TOTAL REVENUE</u>	<u>\$177,750,580</u>	<u>\$173,278,700</u>	<u>\$182,539,296</u>	<u>\$187,396,700</u>

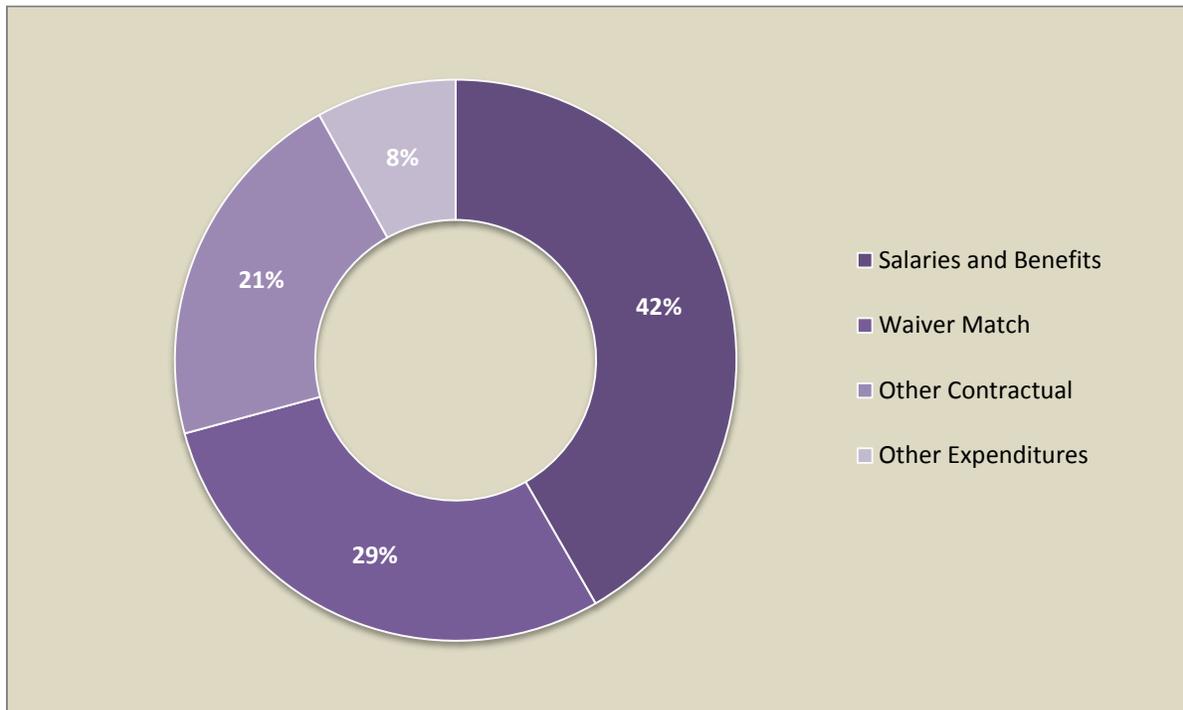
2019 Revenue



Expenditures

	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2018 <u>PROJECTED</u>	2019 <u>BUDGET</u>
Salaries & Benefits	79,921,415	77,968,840	76,000,000	75,791,943
Waiver Match	47,371,204	52,825,000	46,500,000	52,880,000
Other Contractual	44,830,250	42,581,714	39,125,000	38,408,694
Other Expenses	12,094,106	14,659,325	13,307,000	14,675,647
<u>TOTAL EXPENDITURES</u>	<u>\$ 184,216,975</u>	<u>\$ 188,034,879</u>	<u>\$174,932,000</u>	<u>\$181,756,284</u>

2019 Expenditures



Projected Cash Balances

	2018 Budget	2018 Projected	2019 Budget
Unencumbered Opening Cash	\$93,737,948	\$93,737,948	\$101,345,244
Revenues	\$173,278,700	\$185,539,296	\$187,396,700
Expenditures	(\$188,034,879)	(\$174,932,000)	(\$181,756,284)
Unencumbered Ending Cash	\$78,981,769	\$101,345,244	\$106,985,660
Operating Surplus/Deficiency	(\$14,756,179)	\$7,607,296	\$5,640,416

Cash Balances by Year

