



Serving our Community



MONTGOMERY
COUNTY

**Board of
Developmental
Disabilities
Services**



The employees of the Montgomery County Board of Developmental Disabilities are valued specialists trained to address the unique needs of the people they serve.

Our Vision

A community where individuals with intellectual and developmental disabilities are valued, respected and integrated into open and barrier-free environments where they can thrive.

Our Mission

Empowering people with intellectual and developmental disabilities to live productive and rewarding lives, aligned with their goals and choices.

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A Message from Our President

Ohio's county board system exists because, nearly 60 years ago, families of people with developmental disabilities came together to advocate for a system to better meet the needs—and respect the dignity—of their loved ones. In 1967, Ohio's legislature created a system to allow for more flexible and tailored services that meet the specific needs of the diverse local communities within Ohio. This investment, combining local funding with state and federal tax dollars, marked a major upgrade in the way people living with developmental disabilities could lead their lives.

Through the county board system, many Ohioans with disabilities were able to exit the limitations and restrictions of institutionalized existence to live, learn, work, and vote as full members of our community. As society at large grew more deeply acquainted with the richness and equal value of the lives led by people with developmental disabilities, we now understand the boundless potential they can realize when communities are willing to invest in our shared future.

From the first stages of life to the last, MCBDDS coordinates the life-affirming funding, services, and opportunities people living with developmental disabilities need. We work with families to help their loved ones reach their full potential. We develop strategies to help infants and toddlers arrive at developmental milestones. We assist adults in finding and maintaining employment and housing. And all along the way we help them develop self-advocacy skills so they can guide the course of their own lives.

MCBDDS supports the overall human services system in several important ways. We bring state and federal tax dollars home to create recession-resistant jobs that expand the county's tax base. We provide case management and emergency placements for people in crisis and assistance to those who may not be eligible for services with information and referrals. We reduce the risk of harm to the people we serve through a continuous quality improvement process and support the network of agencies and providers that deliver direct care services to those with developmental disabilities. And we work with community partners to foster inclusion, make environments accessible, and deliver goods and services in a way that allows people with DD to benefit.

As we face new and growing demands that strain available funding and resources, the Montgomery County Board of Developmental Disabilities Services is committed to conserving resources, discovering new efficiencies, and setting an example to the whole of our community for how effective and efficient public organizations can be when responsibly managed. However, come what may, ensuring that people living with developmental disabilities have the funding, services, and opportunities they need in order to thrive in productive and rewarding lives will always be this agency's guiding priority.



John Serr
Board President

A Message from our Superintendent



Kamarr Gage
Superintendent

When last year's Annual Report was finalized, I was two and a half months into my term as the agency's Interim Superintendent. I understood, coming into the position, that our agency faced unprecedented fiscal challenges, including a \$16 million deficit. As a long-term employee of the Board and former Assistant Superintendent in charge of Residential and Family Services, I knew our budget shortfalls were not due to fiscal mismanagement or seeking money for new programs or facilities; they were—and continue to be—the result of providing services to a growing number of people over a 15-year period with funding that has not kept pace with the ever-rising costs of doing business. Other contributing factors included a significant number of new, unfunded state and federal mandates, revenue lost from the privatization of our adult services and transportation programs, and the growing number of individuals needing services who have complex care needs or are aging, which results in a higher cost of service.

How Our Services are Funded

When you face such a large deficit, you evaluate your services, your expenses, and your revenue. In the case of the Montgomery County Board of Developmental Disabilities Services (MCBDDS), the majority of our revenue

comes from three sources: a one-mill continuing levy that has generated the same amount—\$3.6 million—since it was placed on the tax rolls in 1977, and allocations from two Montgomery County Human Services levies.

MCBDDS receives the largest allocation of the Levy agencies. In 2025, 63 percent (\$36.6 million) of our annual operating budget of \$58.6 million came from the Human Services levies. For the last 13 years, the Human Services levy allocation was more than \$28.9 million a year, and Montgomery County leaders have consistently provided additional funds since 2012 to help supplement our budget. However, demand for services continues to grow beyond available resources.

Waiver costs alone have grown exponentially. In 2006, we had 593 people who were enrolled on Medicaid waivers. In 2024, we had 1,766 people. That represents a 192 percent increase in Medicaid waiver enrollment. During the last two calendar years, an average of 89 new individuals had needs that resulted in waiver enrollment. While eligibility assessments in 2025 have proven a similar level of demand, we were only able to fund 46 new waivers.

All county agencies operate within fixed budgets, just as citizens do, and without funding increases to keep pace with demand, they must reassess and prioritize critical services. The question, then, becomes how to manage those efforts.

Leading with Values

I believe such weighty challenges require you to lead with your values, along with a thorough understanding of what is required at both the state and federal levels. Such an approach can guide you through challenges and even encourage innovation. The values that led me through this challenging period included **Respect, Inclusion, Transparency, and Long-Term Sustainability**. Keeping the aforementioned values front and center helped me and our team think through the consequences of tough choices.

Because we are a human services agency, our primary goal was to minimize impacts for people served. We work closely with County leaders to manage resources. We already had a hiring freeze in place, and were only filling mission-critical positions. We eliminated cost of living increases in 2025 and our small tuition reimbursement stipend for staff. Our employees' salaries align with the mean of comparable counties, and just 41.5 percent of our budget is allocated to salaries and benefits. For a public sector, service-focused employer, this is an extremely conservative allocation. Our employees will not receive a cost of living increase in 2026.

We closed our Southview location and reduced overhead expenses at our remaining location by continuing our work-from-home program and by entering into a lease with County leaders for half of the Northview building. The previously-mentioned examples represent only a portion of the \$9.3 million we made in reductions in 2024 and 2025; the rest can be found on our website.

However, such a deficit requires significant cuts, and the primary place to make such cuts is to non-mandated services. The closures of our two largest legacy non-mandated services programs—Mental Health and Recreation—were not decisions we made lightly. We understood the positive impact both programs had on the quality of life of the hundreds of people who received these services, and wanted to ensure a smooth transition to other services for those affected.

Seeking Input from People Served and their Families

Our first step was to identify and consult with other community-based providers of mental health services that were willing and able to serve those who needed ongoing support. We then connected those affected with these providers and clinicians.

We also gathered input as to individuals' and families' needs and priorities. We held eight focus group sessions in February and March of 2025, and sought information from people served, their families and guardians, and Montgomery County providers via our annual Consumer Satisfaction Survey. We factored all this input and more into our decision making.

Addressing the Challenge through Innovation and Teamwork

With escalating costs and a shortfall of local funds, we needed to find a new way to deliver services that support community integration and opportunities for connection with others that are so critical to individuals' mental health. After listening to input from individuals and families, it was clear that discontinuing our Human Services Levy-funded Recreation program would result in isolation for many, leaving some people with no/fewer social outlets and options. So we reinvented our approach.

We transitioned our Recreation program to one focused on Community Integration, which allows us to work with those served to help them access the community and also provides an opportunity to bill federal Medicaid programs.

And because we wanted to continue to offer some of our more beloved long-standing recreation events, such as monthly dances and social nights, we launched a volunteer program. These events are staffed on weekends and after regular business hours by our managers and leadership, who have stepped up to volunteer their time. I am so thankful to our team for their support and commitment, and for the way they have pitched in to place the people we serve first. I am also thankful to First Baptist Church of Beavercreek, which is providing their annex free of charge for our activities.

The partnerships we have built with other community agencies to help them understand the social and recreational needs of people with developmental disabilities have also led to great progress in promoting inclusion. We want to thank the Centerville-Washington Park District, the City of Vandalia, the Dayton Metro Library, and Five Rivers MetroParks for collaborating with us on a variety of initiatives, each of which is opening doors for recreational opportunities for people throughout Montgomery County.

Advocating for Funds

Both MCBDDS's Director of Business and Finance and I are in regular contact with County leaders, and meet several times yearly with the Human Services Levy Council and its Community Review Team to explain our funding needs and the difficulties we face in operating within a budget that does not keep pace with demand. We also collaborated with Montgomery County's newest commissioner, Mary McDonald, to organize a listening session at our June Parents and Advocates Advisory Council meeting so self-advocates and families could share their concerns with her one-on-one in a public forum. However, county leaders must look at the entire human services system when making funding decisions, and rising costs of business present a significant challenge to all Human Services Levy-funded agencies.

We are in contact with the leaders of the Ohio Department of Developmental Disabilities so they are aware of our circumstances, and are thankful for their aid in providing some state-funded waivers. We are also working with our statewide trade association, the Ohio Association of County Boards of DD, to help our legislators understand the need for sustainable funding resources for DD services in the future. Unfortunately there are no easy answers.

We have made progress this year in reducing our deficit from \$16 million to \$9 million. Without additional funds, however, this deficit will continue to compound over time. The lack of predictable revenue makes it challenging to plan for both the short- and long-term. With the Ohio Legislature eliminating the possibility of replacement levies as of January 2026, this further reduces our options for additional revenue generation to fund services. Other federal and state actions also have the potential to affect ongoing funding for developmental disabilities services.

We are committed to working with all parties to find solutions to address the shortfall while minimizing the impacts to those served.



Serving Our Community: How We Help

Connecting people to critical services

Our agency **connects people to critical services in the community** and **coordinates services and funding**, including:

- Case management, also known as Service and Support Administration
- Transportation services
- Employment Support services
- Adult Day services
- Mental Health services linkage and referral
- Quality Improvement services to address abuse and neglect
- Residential services, including community rental homes and apartments, supportive housing (Section 811), and Intermediate Care Facilities

Supporting and advocating for community integration

We help ensure that individuals with developmental disabilities **have the chance to live freely in the community** by offering:

- Residential Placement services for those who wish to live in an integrated setting in the community
- Self-advocacy programming to develop confidence, assert independence, and support decision-making
- Crisis Intervention services to help people who have faced abuse or neglect or who have experienced the loss of a loved one

Strengthening families

We also offer a variety of **direct services to individuals** with developmental disabilities **that are locally funded through the Montgomery County shared Human Services levies**. These services are designed to help families who wish to continue to support their child in their home, including:

- Early Intervention services for children from birth up to age 3
- Behavior Support services
- Family Support services (FSS) focused on respite care
- Community Integration services

Because of our unique position as both a service *and* funding coordinator, we are able to leverage **\$146 million** in funding from the federal government and the State of Ohio for local services. This additional funding provides support for people with developmental disabilities in Montgomery County, creating countless jobs for local residents and supporting the local economy.

Our Financial Impact

Service Delivery 2024: By the Numbers

3,842
people served

1,273
families served through the MCBDDS Early Intervention Department

5,797
people impacted by our services

808
Major Unusual Incident investigations undertaken on behalf of people served

1,733
people who received funding for waiver services

481
activities offered through the MCBDDS Recreation program

50,981
hours of respite services for individuals receiving waiver services

14
community events made accessible where MCBDDS provided universal changing tables free of charge



Our many experienced staff members with 20+ years of dedication ensure that people with developmental disabilities in Montgomery County receive outstanding service and continuity.

Our Mandate and How We Are Funded

County boards of developmental disabilities are mandated by Ohio law to coordinate services and administer funding for people with developmental disabilities who meet state criteria for eligibility. Funding for those services comes from a combination of federal, state and local dollars.

The local portion of the funds is provided through a series of property tax levies, including the Montgomery County shared Human Services Levies and a 1-mill levy specifically for developmental disabilities established in 1977 that is still collecting at 1977 property values.

Waiver and Non-Waiver Services

Funding for services may be delivered through a waiver to live in the community, which relies on a combination of federal and local funds. Waivers are granted when an individual meets the criteria in the State's rule. When someone meets these qualifications, we are required to provide that waiver if they have an immediate need based on available resources. Once a person receives a waiver, they are eligible for this funding for their lifetime as long as they live in Ohio.

The Ohio county that granted the initial waiver funding is then responsible for continuing to provide the level of waiver funding originally authorized. In Montgomery County in 2024, 1,733 people with developmental disabilities received waiver funding. When people are not eligible for a waiver but qualify for county board services, MCBDDS provides services through local funds and resources.

Fiscal Challenges

In 2025, more than 63 percent of our annual operating budget came from the allocations MCBDDS received from the two Montgomery County Human Services levies. While Montgomery County leaders have consistently provided one-time funds to supplement our budget requests, this funding has not kept pace with the growth in people eligible for our services or the dramatic increases in the costs of doing business over time. Increasing state and federal mandates have also resulted in a need for more funding to continue legacy programs. An example of the cost increases we have faced: Between 2020 and 2025, our federal waiver match obligation nearly doubled, from \$13.6 million to \$24.8 million. For a more detailed picture of our financial situation, please see our Superintendent's message on pages 4 and 5.

Absent an increase in funding, we anticipate that resources may not be sufficient to meet the needs of all individuals who are eligible for Medicaid and non-Medicaid programs or services.

Our Commitment to Responsible Management of Resources

As an organization committed to supporting individuals with developmental disabilities, we understand the trust you place in us to manage resources responsibly while delivering high-quality services. In light of current financial challenges, we want to share the steps we are taking to ensure our programs remain both sustainable and impactful:

- Crafting an annual budget where resources and expenditures align
- Continually identifying areas for cost savings
- Analyzing expenses to determine the resources necessary to sustain essential services
- Exploring options for reimbursement to offset costs
- Maintaining open and transparent communication with stakeholders
- Temporarily suspending cost of living increases
- Evaluating staffing levels to identify opportunities for restructuring and efficiencies
- Implementing new systems to further streamline operations
- Exploring and expanding partnerships with community agencies to connect people with needed services and further support their integration into the community

2024 Revenues and Expenditures

The Montgomery County Board of Developmental Disabilities Services continually assesses its operational needs to ensure efficiencies for taxpayers while maintaining quality services and supports for County residents with developmental disabilities.

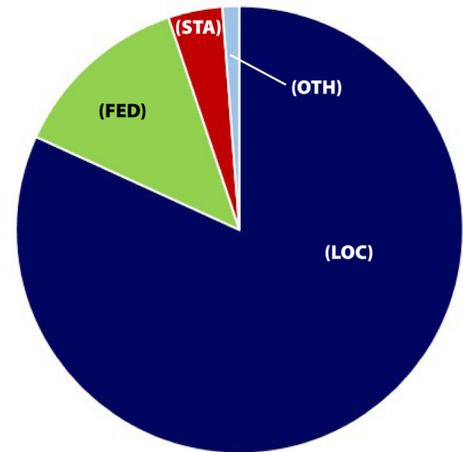
2024 Funding Sources: \$53,232,974

81.82% **Local funds (LOC)**, funded through property tax levies, including the Montgomery County shared Human Services levies and a 1-mill levy specific to the Montgomery County Board of Developmental Disabilities

13.04% **Federal funds (FED)**

3.92% **State funds (STA)**

1.22% **Other funding sources (OTH)**



2024 Expenditures by Program Area: \$60,580,985

41.64% **Waiver Match (WVM)**

30.70% **Service Coordination (SSA)**

11.15% **Early Intervention (EIN)**

3.16% **Family Support Services (FSS)**

2.26% **Inclusive Neighborhoods Housing Corporation (INHC)**

2.17% **Major Unusual Incidents (MUI)**

2.16% **Medicaid Administrative Fee (MAF)**

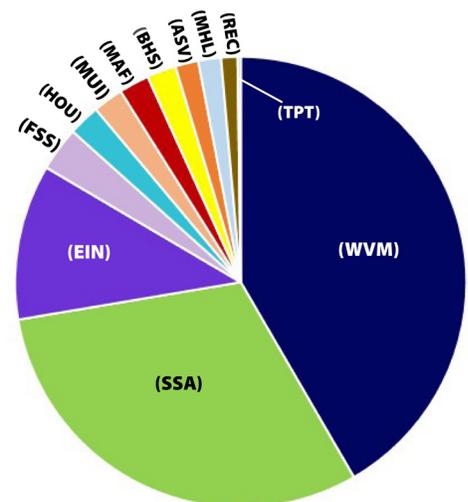
2.09% **Behavior Support (BHS)**

1.65% **Adult Services (ASV)**

1.63% **Mental Health (MHL)**

1.17% **Recreation (REC)**

0.22% **Transportation (TPT)**



Our Strategic Impact: Accomplishments

Our agency responded to challenges and furthered progress toward its strategic goals as follows:

- Hired new Superintendent/chief executive
- Gathered input from people served, families, guardians and providers about most pressing needs of people served via a Consumer Satisfaction Survey and a series of Recreation focus groups to support prioritization of supports and services
- Reduced \$9.3 million from annual operations budget in 2024/2025 to ensure that revenues and expenses remain in as close alignment as possible
- Constantly reconciling waiver funds to maximize cash on hand for services. During the second half of 2024, this effort freed up approximately \$9 million in funds allocated for waiver services, saving approximately \$3 million in waiver match payments due in Fiscal Year 2026
- Advocated for and secured additional state Early Intervention funding for prior support in local evaluations and assessments through collaborations with other counties for State Fiscal Year 2026
- Increased agency revenue by reassigning select Early Intervention staff to serve children ages 3 to 5, allowing for federal billing of eligible activities
- Reduced overhead costs by closing Southview facility and working with Montgomery County to shift ongoing maintenance and capital costs of Northview facility
- Reduced vehicle fleet by 50 percent
- Engaging in regular meetings and contacts with state and county leaders to discuss funding challenges and their impacts on service delivery
- Transitioned non-mandated Recreation program into Community Integration function to allow team to focus on the goals and integration needs of individuals served and leverage available state and federal funding
- Launched volunteer program to provide support for a limited number of long-standing recreation activities to meet the socialization needs of people served
- Providing volunteer staffing for limited number of after hours and weekend recreation activities to meet the socialization needs of people served
- Conducted 13 in-person or Zoom trainings on new MUI procedures for providers and staff, and conducted trainings specific to new MUI rule expectations
- Supporting specialized employment contract that offers document destruction services countywide, providing employment for people with developmental disabilities
- Strengthened IT infrastructure to enhance security and operational efficiency
- Achieved 100 percent compliance in all areas of early intervention, including timely service delivery and adherence to the 45-day guidelines
- Completed more than 1,074 initial and annual child evaluations/assessments
- Achieved higher than state average family satisfaction results in DODD annual early intervention survey
- Launched separate MUI reporting line to promote ease of reporting major unusual incidents
- Continued our sponsorship of the DSP University program, which graduated new Direct Support Professionals now employed in the field
 - Offered monthly crisis prevention trainings for provider staff through MCBDDS Behavior Support Team
 - Held two Residential Home tours to help individuals and families learn more about types of accessible housing available in Montgomery County
 - Undertook voter registration initiative to increase registration numbers of people served
 - Provided maintenance support for 150 residences of people with developmental disabilities
- Introduced Supported Business Ownership model for people with developmental disabilities to state leaders
- Continued our mobile changing table lending program to enhance accessibility at Montgomery County citizens' and organizations' events and launched Mobile Accessible Restroom (MAR); took tables or MAR to 14 major state and county events, community fairs and festivals
- Hosted a training for 10 local parks and recreation departments about working effectively with people with developmental disabilities
- Supported grant requests for Five Rivers MetroParks' efforts to improve accessibility at its parks, leading to implementation of accessible docks and kayak launches
- Hosted fifth annual Disability Pride Rally to celebrate the lives of people with developmental disabilities and provide a platform for them to express pride in their strengths, abilities, and contributions to our region
- Providing staffing to open and close Northview facility to support Special Olympics after-hour activities
- Developed open play model to provide school-age children with developmental disabilities scheduled access to Northview gymnasium
- Support provider education efforts by speaking at independent and agency provider activities and events





Faith Baptist Church is graciously allowing MCBDDS's volunteer community integration program to use its annex building free of charge for activities.

Developing Collaborations to Support Service Needs

When MCBDDS had to find a new way to deliver recreational activities after it closed its decades-long Recreation program, it needed a location that could accommodate several hundred people at no cost. Thankfully, the leaders of Faith Baptist Church in Beavercreek, near The Greene shopping complex, were interested in partnering to serve people with developmental disabilities, and made their Charles C. Lynn Hall available.

Our advocacy with local nonprofit organizations and government agencies has resulted in greater awareness of the needs and gifts of people with DD, and expanded opportunities for people served. Our friends at the Centerville-Washington Park District, the City of Vandalia, the Dayton Metro Library, and Five Rivers MetroParks have all launched initiatives that are opening up more accessible leisure activities and opportunities. These include the training of summer camp staff in disability awareness and support techniques; the installation of universal changing tables; a new, accessible playground; and support for the acquisition of funds for accessible docks and kayak launches.



MCBDDS provided consultation and support for the accessibility improvements at the City of Vandalia's Robinette Park.



Meet *Richard Conley* 2025 Disability Pride Rally Keynote Speaker

Richard Conley is dedicated to self-advocacy and uses his voice to help others.

As one of three individuals with disabilities chosen to speak at MCBDDS's Disability Pride Rally in July 2025, Richard believes strongly that people with disabilities deserve to have a seat at every table in the community where decisions are being made.

"Every time I speak out or participate in an event to advocate for people with disabilities, I feel like it has made people more aware and more open-minded," he says. "People with disabilities are often underestimated, and we are more than capable of contributing to decision making."

A long-time advocate, Richard has served on MCBDDS's Human Rights Committee, and was recognized by the Montgomery County Board of DD with its DD Hall of Fame Award for Advocacy in November 2016.



Meet *Tracie Ferrara*
DD Hall of Fame winner,
Community Service

Tracie Ferrara, 26, makes an outsized impact on her community through her service to others. Since high school, she has volunteered weekly at the Helping Hands Food Pantry in Mlamisburg, stocking shelves and loading carts for pickup for 8 years.

She has also spent four years as a Therapeutic Riding Institute volunteer, caring for horses, cleaning their stalls, and getting them ready for classes.

In addition to her volunteer activities, Tracie has spent the last 6 years working Monday through Friday at the Salvation Army, taking and sorting donations and preparing them for sale in their stores.

For her many contributions, the Montgomery County Board of DD recognized Tracie with its DD Hall of Fame Award for Community Service in November 2024.



2026 Annual Plan: Focus Areas

Service Delivery

- Build infrastructure and implement the new InterRAI assessment tool in accordance with DODD's waiver modernization process to better assess individuals' support and budgetary needs
- Provide waiver services in accordance with assessed need and based on available financial resources
- Use community and alternative supports to address service needs of individuals based on available community resources
- Conduct an agency-wide Consumer Satisfaction Survey annually, gathering input from individuals, family members and guardians for use in improving services/service delivery
- Continue to explore and advocate for increased funding opportunities for Early Intervention services
- Continue monthly Family Connections educational efforts and incorporate activities in community settings
- Provide behavior support services to help individuals with challenging behaviors learn strategies to reach their personal goals
- Increase individuals' participation in community initiatives to promote their community integration, mental well-being and resiliency
- Conduct annual MUI Stakeholder Committee meetings as mandated by the Ohio Administrative Code 5123-17-02 in March of 2024. Provide timely follow-up on any identified recommendations initiated by the committee
- Support individuals and families in efforts to learn more about day, employment, transportation and residential providers serving Montgomery County by continuing to highlight new providers
- Survey individuals whose services were interrupted due to the closure of mental health services program to assess their ability to access services and identify what obstacles may be impeding them from seeking needed support

2026 Annual Plan: Focus Areas

Resource Management

- Analyze expenses to determine the resources necessary to sustain essential services
- Explore options for reimbursement to offset costs
- Craft an annual budget aligning resources and expenditures
- Communicate with stakeholders about service priorities and need to evolve services to align with funding and resources
- Implement new systems to further streamline operations
- Evaluate staffing levels to identify opportunities for restructuring and efficiencies
- Evaluate ability to resume cost of living increases for staff
- Explore and expand partnerships with community agencies to connect people with needed services and further support their integration into the community
- Maintain sustainability to extent possible based on availability of local, state and federal funding

Technology Support

- Use technology to help individuals increase independence and safety
- Use technology to improve County Board business operations and make services more accessible
- Update plan to educate staff and families as to the benefits of technology related to independence and personal growth
- Explore and operationalize technology as a solution to meet the needs of families and providers when viable and cost effective
- Thread technology resources and services across individuals' life stages (early intervention, school-based, transition age, and adults)
- Increase awareness of Augmentative and Alternative Communication (AAC) options in Early Intervention Lending Library among staff and families
- Provide opportunities for individuals and families to learn about technology, including tech provider fairs and other resources

Person-Centered Planning & Self-Advocacy

- Help community-based self-advocacy group members develop self-advocacy skills by scheduling and making specific skill-related presentations at group meetings
- Work with community-based self-advocacy group members to develop disability awareness/sensitivity/customer service trainings for community groups
- Continue year-long multimedia campaign focused on explaining how the County Board works with people to create outcomes that improve their lives and make for a stronger and more inclusive community
- Continue to support individuals who receive services and their families in connecting with resources that can help them address their needs and improve their quality of life through social media, website updates, resource publications, and other tools
- Facilitate education among individuals about how to use and advocate for STABLE accounts

Community Integration

- Develop initiatives with at least two community organizations to promote greater understanding of developmental disabilities so they can better integrate people with such disabilities into their planning for everyday service delivery
- Facilitate exit waiver enrollment and corresponding residential placements in support of deinstitutionalization
- Continue to assist individuals served in making community connections with support from Board staff
- Continue to assist individuals in building personal networks to support pursuit of their goals
- Build volunteer program to address and support the recreational needs of individuals served, including recruitment, training and recognition elements. Recruit 20 volunteers by December 2026
- Continue educating high-traffic public venues in Montgomery County about universal changing tables to promote greater access to the community for people with disabilities
- Promote adoption of visitability and Universal Design as a building practice that helps people with disabilities access new construction
- Collaborate with mental health providers to educate their therapists about the needs of people with developmental disabilities

2026 Annual Plan: Focus Areas

Provider Compliance and Support

- Conduct outreach to self-advocates and families to identify areas of provider need
- Cultivate new providers to serve individuals with intense behavioral/mental health needs, as well as those returning to society after incarceration or institutionalization
- Support prospective providers in their efforts to become DODD certified and develop and establish programs in Montgomery County
- Continue to provide one-on-one support for existing providers through the recertification process
- Offer on-site technical support to providers
- Support independent providers through monthly one-on-one appointments with compliance team
- Promote sharing of training and other beneficial resources among providers
- Pursue collaborations to expand respite service offerings
- Promote connections among provider agencies to facilitate training opportunities and resources
- Help providers expand their knowledge of technology through regular communications and presentations on topics relevant to their needs
- Offer annual agency-wide MUI, UI and Rights training to County Board staff and Board members, and to residential and independent providers
- Conduct and facilitate trainings for providers that are beneficial to work tasks, including those related to provider responsibilities, documentation, billing, the Ohio Individual Service Plan (ISP), fraud, etc.
- Manage individuals' service requests through online portal and support providers in navigating the portal
- Continue to support Oakmont Education/Liberty High School in continuing the DSP U (Direct Support Professional education) program

Community Employment

- Connect 50 individuals to work with Opportunities for Ohioans with Disabilities and/or employment providers in preparation for pursuit of community employment
- Cultivate connections with local employers to facilitate jobs for individuals in community settings
- Enhance community awareness of employment of people with disabilities through promotion and educational efforts
- Track and follow individuals in community employment placements to assess success of provider placement efforts
- Continue to support Oakmont Education/Liberty High School in continuing the DSP U (Direct Support Professional education) program
- Share the agency's Supported Business Ownership model to help individuals served explore entrepreneurial opportunities

Residential Services

- Expand remote support and Shared Living placements
- Educate individuals, families and guardians about remote monitoring and support technologies to promote greater independence
- Explore integration of remote supports into shared residential settings to increase efficiencies and to redistribute Direct Support Professionals
- Seek collaborations with public and private entities to develop additional properties as needed to meet increased need for accessible community housing
- Continue partnership with Inclusive Neighborhoods Housing Corporation to provide affordable housing

Our blueprint for Home and Community-Based Services per ORC 5126.054

To meet the requirements of the Ohio Revised Code (ORC) in 2026, the Montgomery County Board of Developmental Disabilities:

- Has identified more than 70 individuals currently on the waiting list for waiver services with an immediate or current need. The projected annual cost per person to serve these individuals is \$74,554.
- With an ever-growing waiting list, the number of waivers that will be given will be strictly based on available resources.

Our greatest current challenge is addressing the budget shortfall. As a result, we are planning for minimal waiver growth and will provide home and community-based services for up to 1,871 eligible individuals. If resources are not available, MCBDDS will work with each eligible person and strive to connect them with the appropriate community resources.



2026–2029 Strategic Plan

Guiding Principles

- The health and welfare of people served, and the quality of services they receive, is of prime importance.
- Individuals have the right to make choices about how they live and work based on their resources.
- MCBDDS will develop, support, and assist providers to promote choices and quality services for individuals.
- MCBDDS is dedicated to educating and equipping the community to assist with the integration of people with developmental disabilities.
- MCBDDS will be a responsible steward of taxpayer dollars.

Focus Areas

- Advocate for—and deliver—effective services
- Promote person-centered planning and self-advocacy
- Expand community employment opportunities
- Support integration of people with developmental disabilities into the community
- Promote the use of technology to enhance the independence and improve the lives of people served
- Manage resources in a way that maintains effective services for eligible Montgomery County residents with developmental disabilities while ensuring sustainability



Meet

Felicia Appleberry
Dietary Aide
The Sanctuary

Felicia Appleberry is a Dietary Aide at The Sanctuary at Wilmington Place, an elder care facility in Dayton. She has been employed there for eight years, and served as an essential worker during the COVID-19 pandemic.

Trudy Woods, Felicia's MCBDDS Employment Navigator, has nothing but praise for Felicia's dedication. "Felicia has always had a love to serve the elderly. She has a good work ethic, and is loved and adored by management, co-workers and especially the residents she serves. She makes a very real difference in the lives of many."

2026–2029 Strategic Plan: Focus Areas

Service Delivery

- Conduct an agency-wide Consumer Satisfaction Survey annually, gathering input from individuals, family members and guardians for use in improving services/service delivery
- Utilize community and alternative supports to address service needs of individuals based on available community resources
- Support individuals and families in efforts to learn more about day, employment, transportation and residential providers serving Montgomery County by continuing to highlight new providers through communication tools
- Continue to seek input from individuals served, family members and other advocates around services and supports through regular meetings
- Provide behavior support services to help individuals with challenging behaviors learn strategies to reach their personal goals
- Collaborate with Mental Health providers to expand community-based services
- Collaborate with Montgomery County leadership to educate stakeholders about the value of the countywide Human Services network and how it is funded
- Conduct annual MUI Stakeholder Committee meetings as mandated in Ohio Administrative Code 5123-17-02 each March and provide timely follow-up on any identified recommendations initiated by the committee
- Continue implementing waiting list requirements per Ohio Administrative Code 5123-9-04 Home and Community-Based Services (HCBS) Waivers Waiting List
- Continue to explore and advocate for increased funding opportunities for Early Intervention services
- Enhance community awareness of MCBDDS Early Intervention program through promotion and educational efforts
- Enhance service provision to community by continuing to provide trainings that focus on issues of accessibility and inclusion

Resource Management

- Craft annual budgets aligning resources and expenditures
- Analyze expenses to determine the resources necessary to sustain essential services
- Explore options for reimbursement to offset costs
- Communicate with stakeholders about service priorities and need to evolve services to align with funding and resources
- Implement new systems to further streamline operations
- Evaluate staffing levels to identify opportunities for restructuring and efficiencies
- Evaluate ability to resume of cost of living increases for staff
- Explore and expand partnerships with community agencies to connect people with needed services and further support their integration into the community
- Maintain sustainability to extent possible based on availability of local, state and federal funding

Technology Support

- Use technology to help individuals increase independence and safety
- Educate staff and families as to the benefits of technology related to independence and personal growth
- Explore and operationalize technology as a solution to meet the needs of families and providers when viable and cost effective
- Use technology to improve County Board business operations and make services more accessible
- Thread technology resources and services across individuals' life stages (early intervention, school-based, transition age and adults)
- Promote Augmentative and Alternative Communication App (AAC) Project to help families become familiar with communication apps with their child before purchasing
- Provide training to help all staff communicate and deliver services in an accessible manner



Our Commitment to Respect for All

Respect, inclusion, equality and justice for all are cornerstones of the disability rights movement. As an organization that serves people with developmental disabilities, the Montgomery County Board of Developmental Disabilities values every life and works to ensure that people of all abilities are treated in accordance with these principles.

2026–2029 Strategic Plan: Focus Areas

Person-Centered Planning & Self-Advocacy

- Incorporate financial management and healthy lifestyle education into Individual Service Plan (ISP) process to assist individuals in making decisions
- Develop and present training that helps community-based self-advocacy group members learn how to advocate with elected officials that includes etiquette, talking points and follow up
- Help community-based self-advocacy group members develop self-advocacy skills by providing specific skill-related presentations at group meetings
- Work with community-based self-advocacy group members to develop disability awareness, sensitivity and customer service trainings for community groups. Schedule two community presentations a year
- Develop and implement initiative that helps interested and experienced self-advocates learn how to mentor others
- Increase support for individuals who receive services and their families in connecting with resources that can help them address their needs and improve their quality of life through social media, a resource publication, and other tools
- Create multi-year multimedia campaign focused on explaining how the County Board works with people to create outcomes that improve their lives and make for a stronger and more inclusive community
- Provide support that allows individuals to participate in collaborative programming, exploration and recreation with providers, MCBDDS staff and stakeholders as appropriate
- Facilitate education among individuals about how to use and advocate for STABLE accounts



Community Integration

- Develop and share stories about the contributions that people with intellectual and developmental disabilities make in the community through a variety of outlets
- Help members of countywide self-advocacy group identify priorities, secure self-advocacy training, and develop new plans of action
- Develop trainings—or support existing trainings offered in the community—designed to educate specific groups about intellectual and developmental disabilities, including healthcare workers, law enforcement and first responders
- Develop initiatives with at least two community agencies to promote greater understanding of developmental disabilities so they can better integrate people with such disabilities into their planning for everyday service delivery
- Facilitate exit waiver enrollment and corresponding residential placements in support of deinstitutionalization efforts
- Share the agency's Supported Business Ownership model to help individuals served explore entrepreneurial opportunities
- Expand the number of individuals using Shared Living services
- Expand the number of individuals using assistive technology
- Continue educating individuals about the importance of voting, and connect them with resources to promote their involvement in the electoral process
- Promote adoption of visitability and Universal Design as a building practice that helps people with disabilities access new construction
- Expand partnerships with private organizations operating recreational services to expand referral and linkage to activities that help connect individuals with community resources and technology programs
- Build volunteer program to address and support the recreational needs of individuals served, including recruitment, training and recognition elements. Recruit 25 new volunteers by 2029
- Collaborate with mental health providers to educate their therapists about the needs of people with developmental disabilities

2026–2029 Strategic Plan: Focus Areas

Provider Compliance and Support

- Support prospective agency and independent providers in their efforts to become DODD certified and develop and establish programs to serve individuals in Montgomery County
- Meet with newly-certified independent providers within 60 days of their selection by a person served to make sure the provider understands the person's Individual Service Plan, grasps their own responsibilities, and knows how to get in touch with staff from the Montgomery County Board of Developmental Disabilities
- Promote awareness of the Direct Support Professional career field through communication tools and supports
- Offer New Provider Training quarterly as well as quarterly Provider Portal Training
- Promote collaboration among providers and with County Board to improve service delivery for individuals by continuing to host 10 provider workgroup meetings annually to address issues of concern
- Support DSP U (Direct Support Professional education) program
- Offer both in-person and virtual annual agency-wide MUI, UI and Rights training to County Board staff and Board members and to agency and independent providers
- Host quarterly gatherings to allow independent providers to meet with County Board leaders and staff
- Provide supports that allow individuals to participate in collaborative programming, exploration and recreation with providers, MCBDDS staff and stakeholders as appropriate

Community Employment

- Participate with other employment agencies in the Miami Valley Job Development Collaboration initiative to support employers' workforce needs
- Place individuals in jobs through use of the Miami Valley Job Development Collaboration
- Prepare 50 individuals to work with Opportunities for Ohioans with Disabilities and/or employment providers in preparation for pursuit of community employment
- Track and follow individuals in community employment placements to assess success of provider placement efforts
- Cultivate connections with local employers to facilitate jobs for individuals in community settings
- Monitor DSP U (Direct Support Professional education) program in coordination with Oakmont Schools, Liberty High School, and local providers
- Continue to work with media and local business leaders to promote benefits of hiring and employing individuals with developmental disabilities

Residential Services

- Educate individuals, families and guardians about remote monitoring and support technologies to promote greater independence through communications
- Expand remote support and Shared Living placements
- Pursue collaborations to expand respite services offerings
- Leverage residential resources by maximizing current housing stock
- Explore integration of remote supports into shared residential settings to increase efficiencies and redistribute Direct Support Professionals

Check Out a Few of Our Highlights from 2025



Each year, MCBDDS hosts a series of events that individuals and staff alike look forward to: its annual **Disability Pride Rally**, a **Day with the Dayton Dragons**, and a **Trunk or Treat** celebration. Photos of some highlights follow.



2025 Table of Organization



Board of Developmental Disabilities Services

Executive Administrative Assistant

Superintendent

Director of Business & Operations

- Budgeting
- Cost Reporting
- Waiver Match projections
- Business Operations
- Finance
- Purchasing
- Contracts
- Fleet Management
- Facility Support

- Service & Support
- Transition/Employment
- Eligibility & Intake
- Family Support Services
- funding oversight
- Self-Determination
- Residential Placement
- Waiver Services
- Community Integration
- No Wrong Door
- Facility Management

- Medicaid Services Manager
- Respite
- Behavior Support Services
- Psychological Assessments
- Community Mental Health and Behavioral Health
- Provider Liaison
- Clinical consultations to internal and external stakeholders
- Inclusive Neighborhoods Housing Corporation liaison

Director of Human Resources

- Employee Relations
- Employee Recruitment and Retention
- Personnel Policies
- Employee Benefits
- Safety
- Staff Training

Director of Information Technology

- Network Security and Infrastructure
- Hardware and Peripherals
- Software
- Telecommunications
- Staff Support
- Training

Director of Communications

- Stakeholder Relations (individuals served, families, guardians, providers)
- Community Relations
- Media Relations
- Marketing Communications
- Internal Communications
- Corporate Communications
- Special Events
- Accessibility

Director of Early Intervention (EI)

- Eligibility & Intake (ages 0 to 5)
- Evaluation and Assessment (0 to 3)
- EI Service Provision (0 to 3)
- Family Training and Connections
- Early Childhood Transition Support (0 to 5)
- Waiting List Assessments (0 to 5)
- Service & Support Linkage (3 to 5)
- PLAY Project (Autism Support, 0 to 3)

Director of Major Unusual Incidents & Compliance

- Provider Recruitment
- Provider Relations
- Provider Compliance
- Provider Training
- Medicaid Compliance
- Ohio Administrative Code (OAC) investigations into alleged, suspected or actual occurrence when reason to believe health or safety of a person may be put at likely risk of harm

Agency Leadership, 2025



Board of Developmental Disabilities Services

Superintendent: Kamarr Gage

Executive Assistant to the Superintendent: Julie Nelson

Director of Business & Operations: Andrew Kinder

Director, Communications: Janice Saddler Rice

Director, Early Intervention: Esther Borders

Director, Human Resources: Danielle Dillon

Director, Information Technology: John Brown

Director, Major Unusual Incidents (MUI): Bonnie Demopoulos

Psychologist: Dr. Scott Kidd

Compliance Division Manager: Lauren Fritz

Finance and Payroll Manager: Rebecca Herzog

Service and Support Division Manager: Sherry Richards

Agency Board, 2025

President: John Serr

Vice President: Elizabeth Redmon

Secretary: Richard Schultze

Board Members: Ralonda Holt, Madeline Iseli, Valerie Jones, Heath MacAlpine



Board Members of county boards of developmental disabilities are appointed to their positions for four-year terms. Five members are appointed by the Montgomery County Commissioners, and two are appointed by the Montgomery County Probate Judge. All must be residents of Montgomery County, citizens of the United States, and interested and knowledgeable in the field of intellectual disabilities and other allied fields.

Of the members appointed by the Commissioners, at least one shall be an individual with developmental disabilities, and another shall be a family member of an individual with developmental disabilities. Of the two Probate Judge appointees, at least one shall be an immediate family member of a person eligible for residential services or supported living.

If you would like to contact a member of our Board, please [email our board](#). To reach a member of our Leadership Team, please [email our Community Relations Department](#) or [Superintendent](#).

Follow us on social:    

Montgomery County Board of Developmental Disabilities Services

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Main: 937-890-0730 • Agency After Hours: 937-457-2765 • MUI Reporting Line: 937-296-1235

Visit the [MCBDDS website](#)