



The Ability Center

Business Plan 2022-2025



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■ Overview

It began in 1920 when Toledo Rotary founded the Toledo Society for Crippled Children, one of the first organizations in the country to have service to children with disabilities as its mission. Their work locally gave birth to a national initiative to serve children with disabilities.

With 100 years in our past, we now look to the future. Today, the Ability Center is one of the leading Independent Centers in the country. Our work to make NW Ohio the most disability-friendly community in the nation focuses on the internal challenges that keep people with disabilities genuinely integrated into the community.

In addition, we provide the support necessary for people with disability to live independently in the community. Support services include Assistance Dogs, Home Modification, Peer Counseling, Youth Transition Services, Socialization Through Recreation activities, etc.

■ Mission

Together, we will work to make our community the most disability-friendly in the nation by increasing independence for PWD's, discovering true passions, and changing the community's perception of disability.

■ Executive Summary

In 2020, the Ability Center started a campaign to make NW Ohio the most disability-friendly community in the nation. While we will continue to address physical accommodations, our focus will be on the invisible barriers that prevent PWDs from fully integrating into society.

In July, we launched the "Think Differently, then ACT!" campaign, which features several new media efforts designed to raise society's expectations of those with disabilities and that those with disabilities have of themselves. We want people in our community to realize that PWDs are doctors and lawyers and that we are employees, employers, parents, and consumers.

Additionally, we plan to launch an interactive Disability Awareness Experience (DAE) that will aim to create an association with the word disability that is positive and to "normalize" disability for those who participate. Participants will have a chance to play with wheelchairs, white canes, and other assistive technology

while getting to know a wide variety of people with disabilities. In many cases, it may be the first-time participants have interacted with someone blind, deaf, or using a wheelchair.

We will work to build community and make working with the agency easier by adding new front-line staff, “Navigators,” that will be a one-stop entry point to services. The ACT Navigators will intake clients and organize support across all the agency’s programs. In addition, they will work with clients to ensure they are taking full advantage of ACT support services.

Moving into the coming three-year cycle, we will look to increase client participation across all our supports and services. We’ve set ambitious goals - 28 service dogs by 2024, doubling our home modification outcomes, new youth programming focused on socialization through recreation, and a push to better serve the rural communities.

Our advocacy team will continue to work towards significant policy changes. For example, we are currently putting effort towards ensuring PWDs are not discriminated against in custody cases, increasing wages for direct care workers, and making public government meetings accessible through live streaming.

A new Director of Operations will be added to oversee the HAP and DME programs as well as the new navigators, facilities and rural operations. This position will provide clear, cohesive operations across these areas to work and organize efforts together moving forward with coordinated structure and leadership.

Lastly, we are looking to add structure to our development efforts. A Development Director will be added to oversee high net worth individuals, major gifts and estate planning. Additionally, they will oversee targeted grant procurement and reduce our dependance on the S.O. in the future. This position will also create new revenue lines by commercializing our innovative programming. We are currently doing an extensive review of our existing donor database for donors who may have the ability to commit more considerable sums of money.

■ Market Analysis

We have yet to procure a comprehensive database that would allow us to analyze the seven-county catchment area and all the organizations offering

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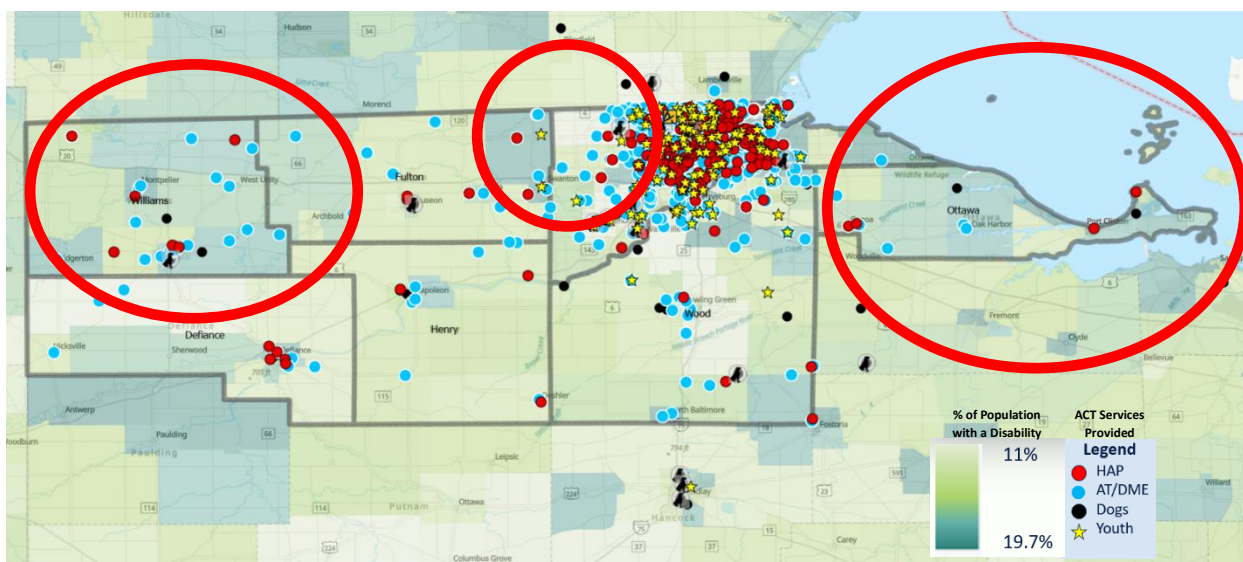
services across that territory. While we understand that some of our programs have competition, that competition typically focuses on serving one specific disability or does not operate under the Independent Living philosophy, which is an essential factor to consider.

The Ability Center is the largest organization serving the disability community in NW Ohio. We are also the only cross-disability organization in the region.

Backed by an endowment of over 50 million dollars, the Ability Center does not rely on federal Title VII dollars and is not beholden to regulatory requirements for federal funding. In addition, our Supporting Organization allows us the flexibility to innovate programming that meets the community's needs and adjust the allocation of funding, as necessary.

Challenges arise in meeting the needs of an economically diverse community stretching across a large geographic area. Traditionally we've focused our services in the Greater Toledo Area, but a quick look at Map 1.1 below shows that nearly 40% of our constituency live outside Lucas County. In addition, it's important to note that while the census provides the only official data, disability numbers are generally considered to be underreported.

Table 1.1 Demographics Ability Center Service Area:



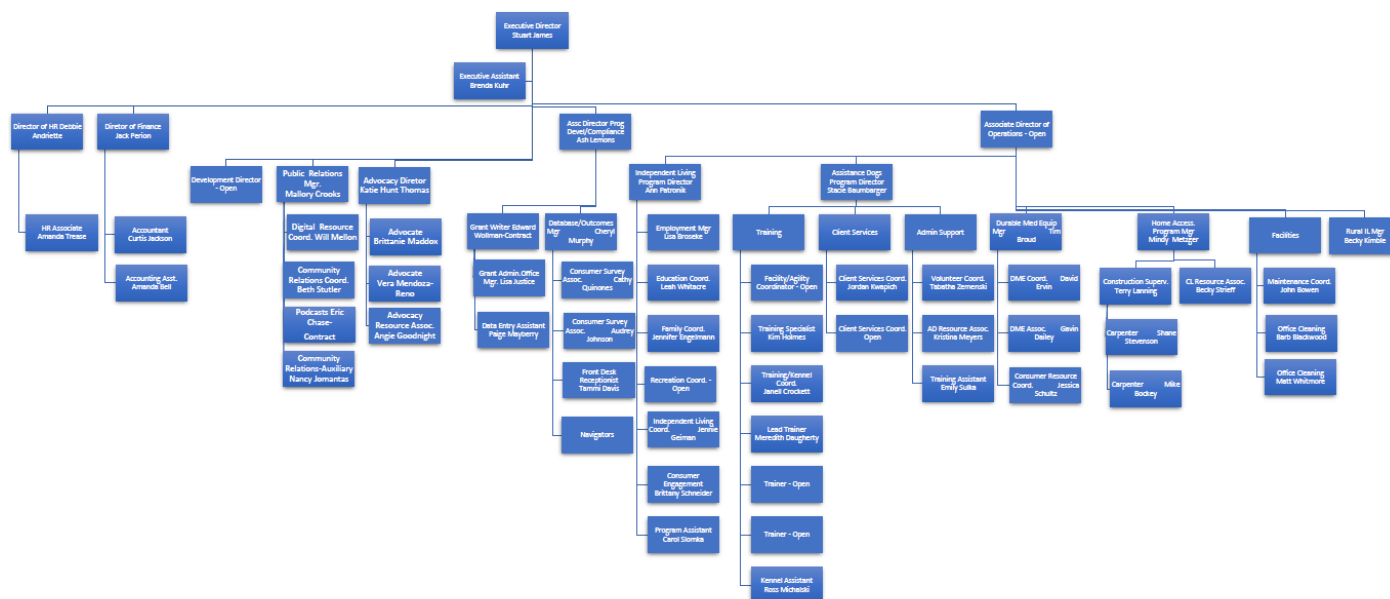
The red circles highlight areas where there is a large concentration of people with disabilities, but we have been offering limited services.

■ Organization & Management

The Ability Center is a 501c3 non-profit organization whose management team and staff, most of whom are people with disabilities, primarily work out of our

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headquarters in Sylvania, OH. We also maintain a satellite office in Bryan. Currently, there are four (4) directors overseeing the administration of the organization and four (4) Program Directors responsible for five (5) program verticals (see organization chart below and as a separate attachment).



■ Programs

Ability Center programs are central to life enhancements and are geared towards meeting both aspects of our mission: Providing physical and structural support to overcome physical or legal barriers to accessibility, and also providing the tools to change the attitudes and beliefs of consumers and parents as well as society as a whole.

A recent Ohio Statewide study of disability needs conducted by The Ability Center confirms that barriers to public access are both physical and educational in nature: physical for the obvious reasons, but educational in that nearly 65% of respondents cited a lack of awareness of how to interact with people with disabilities as a *real barrier to access*. Therefore, we place as much importance on education, relationships, and community perceptions as we do on advocacy, consumer supports, and material provisions.

Advocacy

Advocacy plays an integral part of our mission in providing support to consumers. Advocacy is a core service among every Center for Independent Living (CIL) with principles founded on consumer control, peer support, self-help, determination, equal access, and advocacy. For example, CILs do not provide housing, but they are dedicated to assisting people with finding homes through advocacy. **They are not part of the government**, but they will work with the government on *behalf of our consumers* to ensure the Americans with Disabilities Act is followed in governmental affairs.

At ACT, the Advocacy Program consists of Advocacy and Development, Rural Outreach, Law and Policy Division, and the establishment and oversight of a Legal Policy Institute.

Advocacy and Development may serve on committees, coalitions, boards, task forces, or other groups and participate in local, state, or federal projects relating to Health and Public Access, Housing and Transportation, Individual Advocacy, and as consultants for government improvement bills and mass transit operations. They serve wherever there is a need and consumer demand for aid.

Individual Advocacy is consumer-driven and can include benefit navigation and accommodation of requests for assistance when ADA laws are not honored as required. ACT also represents the interests of the independent living community and provides seminars and education for those seeking assistance, those providing assistance, and the community at large.

ACT Advocacy offers services and support for the urban communities of Lucas County and the Rural communities of Defiance, Fulton, Henry, Ottawa, Williams, and Wood County, Ohio. There will be ACT Board of Director representatives from each of these serviced counties.

Rural services will involve connecting with local community partners to navigate healthcare and public access, housing and transportation needs, and individual advocacy, connecting local consumers to services and helping navigate their requests by coordinating with local disability providers. ACT will collaborate with local community planners to provide recreational opportunities, peer-to-peer counseling, and strategies to connect within the CIL community and engage consumers in many community-wide activities.

To ensure that rural transportation services meet consumer needs specifically, research will be conducted to assess what is needed compared to what is currently available and work with LYFT, TARTA, and other local transit services to ensure those needs are accommodated adequately.

ACT will establish a Law and Policy Division that will educate caseworkers about the expanse of services and funds available so that critical needs are met with the best possible outcomes utilizing all available options. This division would also house staff of Disability Rights Advocates, two attorneys to cover case representation, and eventually, a Senior Accessibility and Engagement Specialist. There would also be a dedicated staff person to manage significant policy issues, another to assist with benefits navigation and accommodation, and others specifically to work one-on-one assisting individuals with their specific advocacy needs.

Finally, ACT will create and coordinate a Legal Policy Institute to tackle issues relevant to CIL interests. Options to consider are partnerships with local universities or healthcare providers and establishing a policy shop housed as a graduate school or law school level degree to prepare, plan for, and provide a voice of influence at the Federal level of government. This institute would equip individuals to work on large-scale community planning in an all-inclusive world.

Advocacy Goals

2023

1. Connect and train newly hired advocates in the advocacy areas of housing, public access, transportation, and health care.
2. Outline accessibility engagement specialist project and hire someone for that position.
3. Expand individual advocacy program by developing self-advocacy training videos and classes in collaboration with the adult peer support program.

2024

1. Implement accessibility engagement program.
2. Re-evaluate and pursue systemic advocacy project goals in housing, public access, transportation, and health care.
3. Continue to host self-advocacy training.

2025

1. Re-evaluate outcome measurement and project goals.
2. Continue to pursue systemic advocacy project goals in housing, public access, transportation, and health care.

Education/Marketing

The Public Relations Department is pivotal in creating messaging to unlock a new perspective to achieve our mission of changing the perception of disability

and independent living in the community and among consumer families. Research shows nearly 65% of respondents cite a lack of awareness of how to interact with people with disabilities as creating a *real barrier to access*. Because education and perception plays such a tangible role in independent living, it is considered as a program within The Ability Center. As a program, education and marketing is responsible for all event schedules, development of educational materials and efforts, website content, media content and coordination, event planning, communications, and volunteer recruitment.

The primary objective of this department is to coordinate all these tools and materials to both change the perception those without disabilities have towards those with disabilities and raise the expectations those with disabilities have of themselves.

This department maintains an editorial calendar that will track trends and educational opportunities and contains the themes for all educational materials and efforts. The theme has a new focus, featuring storytelling relating to the individual and their interests and successes. The person will have a disability, but the focal point will be how they live their lives entrenched within their community's activities and pursuing personal interests. The themes encourage the audience to think differently about what living with a disability can be and think differently about people with a disability, encompassing them as part of an entire diverse environment we all share and encouraging those with disabilities to get out and enjoy the community at large.

There will be a master communications calendar used to schedule and manage events for the entire year. It will track scheduled educational events, company presentations, third-party events, and our new Signature Event Series, which will feature performers, artists, athletes, and musicians from the disability community.

New Educational materials will move from available services to storytelling about our life enhancement and support tools, using print, digital media, video, and podcasts to convey the message encouraging our consumers to dream big and imagine greater opportunities with the Ability Center. Digital advertising will include new campaigns on Billboards, Social Graphics, Facebook, and monthly emails. Social media will be used to educate by featuring videos and content with actual consumers and clients in our community, with user-generated content showcasing disability influencers. Podcasts will expand people's disability perceptions and awareness to limitless possibilities, reframing what life can look like for them in northwest Ohio.

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The Ability Center's website features a contemporary design, and our new strategic plan's messaging. The landing page will have content that draws the viewer in and tells them the story of what is possible with the Independent Living model and an accessible community while containing the same helpful links to services, assistance, and necessary forms and applications. In addition, the website will have recent photos and videos of real customers with relatable and inspiring stories.

Education management includes efforts to plan, create, and distribute all social media content to increase social media reach by 10% from January 2020. There will be a monthly podcast by Eric Chase titled "68 Words", and our media will be branded with our new tag line to "Think Differently." ACT will work with Buckeye Cable to create authentic PSAs used within their programming. The PSAs will be modeled to change perceptions about what is possible with a disability, both for the disabled community and the general population. These clips will tell an exciting story about a person who happens to have a disability, but this is not the focal point of their story. Smaller 30-second clips of their story will be shown intermittently, branded as The Ability Center, but the primary PSA will not have any branding.

In addition to PSAs, there will be an outreach to build media relationships within the rural communities of the seven counties we serve through television, print ads, and local publications.

Events will also focus on changing the lens of the audience to think differently. PR will carefully develop scripts with speakers, PowerPoint presentations, video footage, press packets for media coverage, and arrange interviews and promotional materials that educate the viewer. The overall schedule and order of events are determined, and logistics planning is communicated to all parties hosting the event. Oversight and communication are discussed with the AV and event venue for the night of the event's sound and accessibility needs to ensure that they have the proper equipment for necessary physical accommodations.

All communications content is geared toward achieving our mission, uses education, and follows the new messaging to think differently. Operations toward this include assigning employees or volunteers to appear at various third-party speaking engagements. All consumer text and email content are developed in this department, internal event communications for staff and volunteers, and external for attendees. Print materials consist of sponsorship packages, postcards, pamphlets, newsletters, and other print needs. All communications will feature our new messaging of "Think Differently" and "No Power in Pity."

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Finally, the PR department is responsible for assisting in recruiting volunteers. There will be a different strategy to incentivize existing volunteers to recruit others and be ambassadors for The Ability Center and our initiatives to grow our volunteer group to 200 individuals by January 2023. Volunteers will be recruited for peer-to-peer counseling in schools, search for puppy raisers to use with the Assistance/Therapy Dog program, and recruit participants for our newly acquired Agility Angels Dog Agility, Competitive Dog Sports. Long-term, Agility will seek community partners and volunteers to expand the sport to new community clubs and eventually launch as a school sports activity. Our pool of volunteers can also be utilized for fresh video and social campaigns to support all the company's PR needs.

Our final item in the educational toolbox will be an apparel shop with JupMode. The new ACT gear will inform and inspire people to think differently about disabilities and see our community as one inclusive world to interact together. Customers will be able to order their awesome gear online, and it will be shipped from JupMode without the need for ACT to house and ship inventory.

The Public Relations objectives play a pivotal role in influencing how disability is viewed, perceived and accepted, and will focus on educating the public and our consumers and reshaping their vision and that of the community. Ultimately, universal accessible design and independent living will be the standard in the future as our strategic plan unfolds and we continue to make Northwest Ohio the most disability-friendly community in the country.

Education/Marketing Goals

2023

1. Articulate and implement new messaging to staff, consumers, donors, stakeholders, and partners.
 - a. Provide process materials and on-going support to all that speak about The Ability Center.
2. Grow social media followers by 10% from January 2020 benchmark
 - a. Better funnel and tracking of success stories.
 - b. Encouraging consumers to share our channels.
 - c. Provide more tangible tips and resources via our page

2024

1. Increase number to 200 volunteers by January 2023
 - a. Engagement with schools in therapy program
 - b. Recruit Agility dog sports partners

- c. Connect with local schools/groups completing volunteer hours
 - d. Turn donors into ambassadors for volunteering by educating and asking.
 - e. Use of more video and social campaigns.
 - f. Incentivize current volunteers to tap into other networks.
2. Increase website traffic by 5%
 - a. Oct 2019 – Oct 2022 – 55,456 users
 - b. Oct 2020 – Oct 2021 – 56, 037 users
 - i. Goal: 58,838 users

2025

1. Continue to build on editorial Calendar to guide marketing/PR efforts.
 - a. Utilize staff as subject experts:
 - How-to's
 - Case Studies
 - eBooks
 - Illustrations
 - Product Reviews
 - FAQ
 - Q&A
 - Webinars
 - Infographics
 - Interviews
 - Vlogs
 - Templates
 - Surveys
 - Polls
 - Timelines

Assistance Dogs

Assistance Dog support is a game changer in making our community more accessible on an individual level. It is about providing a dependable relationship that is life changing. The demand for Assistance Dogs is consistently growing every year in Northwest Ohio, and The Ability Center is preparing to take the Assistance Dogs into the future. Our dog support training consists of three areas of operations: Canine Services, Agility, and Client Services.

There are three types of dogs produced at The Ability Center. Service dogs are trained for individual clients to achieve independent assisted living and stay with that person exclusively and provide physical and emotional support. Therapy dogs offer emotional support and companionship to children and adults with

disabilities and are housed exclusively with one person, though they do not have a public access license. School facility dogs are trained for use in school settings to interact with hundreds of students each year in the group and individual settings and are housed with a specific school staff member.

Canine services oversee breeding and whelping to produce the necessary quantity of puppies each year. A volunteer coordinator secures volunteers to assist with whelping, puppy raisers who foster the dog for the first six months, and foster homes who oversee daily care for the next two years. Volunteers are also recruited and trained for in-facility care and short-term sitters. Plans are in development to establish community partnerships with other volunteer-centered organizations to expand the volunteer pool and offer assorted opportunities and quarterly meetings.

ACT also runs a prison-based training operation for puppies, which develops the contractual agreement with the screening and onboarding process for participating inmates. One facility, Gus Harrison Correctional, is currently participating, and expansion plans are in the works to add other facilities.

Kennel operations include training specialists responsible for working with puppies, fosters, and eventual owners to ensure every puppy is properly trained throughout the 2-year process. In addition, the staff is accountable for maintaining ADI compliance with an AD resource associate, and Kennel Assistants oversee the daily care and cleanliness.

Kennel care includes all vet care, administering vaccines, health screenings, and providing food for the dogs. Bulk food purchase and storage ensure securing the best prices to reduce expenses.

ACT has added a Canine Agility Sport called Agility Angels. The Agility Director will create the volunteer onboarding & training for team leaders and develop a national standard curriculum. Agility Angels is designated to help kids with disabilities integrate and serves as a sport and social interaction. It works well with those with cognitive challenges, but eventually it will expand to participants with all disabilities and also those with no disabilities. As we develop the sport and expand enrollment, the plan is to offer traveling camps with mobile equipment for rural outreach, summer camp activities, and sanctioned competitions.

Client Services is responsible for the placement of service and facility dogs. In addition, they oversee inquiry screening, manage the waiting list, vet applications, and train the recipients. This is achieved in part through database

management, including migrating all data to a single software program: Salesforce.

Client services also ensure that the facility operations maintain ADI accreditation and track the costs of producing a dog and analyze the fee structures to ensure ACT can properly fundraise and cover these expenses. They also offer guidelines and resources for those individuals needing help to pay for the cost of their dog.

After placement, follow-up support is provided through monthly surveys during the first year, 30-day home visits, one-year assessment, continuing education for the dog and host, and ongoing support as needed.

A strategic marketing plan is being created to increase awareness of our life enhancement services and support, gain applicants for service and facility dogs, create sponsorship opportunities for corporate donors, and educate the public to protect the brand by distinguishing a service dog from a facility dog. Plans will be utilized to train volunteers to advocate for service and facility dogs on behalf of The Ability Center and will have 'go kits' and printed materials provided for presentations and other public appearances.

Assistance dogs play a crucial role in independent living by providing physical and emotional support for individuals. About half of all puppies who begin the training will qualify to be service dogs. Those who do not qualify as a service dog may still be eligible and be placed as therapy dogs or as a school facility dog, provided they have the right temperament. The good news is that dogs as facilitators to better living are here to stay. The Ability Center is ready to expand operations to meet the ever-growing need here in Northwest Ohio.

Assistance Dogs Goals

2023

1. Review and revise all client services operations to include better customer service and transparency for ALL applicants.
 - a. Measurement: A new Client Services Policy and Procedures Manual will be finalized by fiscal 2023.
2. Increase our ability to place School Facility Dogs within ACT's 7 county service area by developing additional Canine Student Teacher Programs.
 - a. Measurement: Not less than two additional schools will be identified as new Canine Student Teacher Program sites for fiscal 2026.

2024

1. Expand the Agility Canine Sport program to offer opportunities for participation to those currently receiving services from ACT's Youth Department.
 - a. Measurement: Not less than 6 youth, who receive services from ACT's Youth Department will become active participants of Agility Dog Sport programming.
2. Explore and evaluate the feasibility of expanding ACT's dog training program within the prison system(s).
 - a. Measurement: A summary of findings, options and recommendations will be presented to ACT's Executive Director for consideration by the end of fiscal 2024.
3. Increase our ability to serve schools looking for Facility Dogs as well as our ability to serve individuals seeking Service or Therapy Dogs.
 - a. Measurement: Number of dogs placements will be no less than 24 dogs by end of fiscal 2024.

2025

1. Increase our ability to provide basic Veterinarian Services in-house and reduce ACT's 'per dog' veterinarian expenses.
 - a. Measurement: Fill a part-time Vet Tech position to administer basic veterinarian services and verify that the 'per dog' cost is reduced.

Home Accessibility Program

The Home Accessibility Program (HAP) is part of our basic services to assist individuals in returning to or staying in their own home, and essential to our mission toward accessible living. HAP services an assortment of projects, with funding from Grants (traditional, in-kind, private and donors), Waivers, Hospice, and ACTRP projects. These funders entail temporary and permanent ramps, steps, grab bars, handrails, stairlifts, Vertical Platform Lifts (VPL), bathroom modifications and small durable medical equipment. Additionally, we will also provide services on work from private individuals or by funds specific to individuals who do not qualify for traditional grants due to income levels or renters not connected to waivers.

Smaller projects are more profitable projects and can be secured regularly by maintaining relationships with caseworkers. Bathroom projects are only completed through Medicaid Waivers and are traditionally sent to outside contractors because the work requires a specialized crew, and the work takes longer to complete.

ACT will make the addition of a second construction truck and crew led by a licensed contractor, with certified workers. This second crew will allow for the

completion of more traditional HAP work as well as some for-fee projects. We can also add Ohio Home Care Waiver and DD Waiver work to bring in more projects and income.

The newly added second crew enables ACT to expand services in Rural counties and possibly assist workers in Lucas County.

ACT's grant writer will be available companywide to respond to urgent requests and holistically write grants that could cross departments and help consumers with all needs. This person will be available to connect with HAP and other departments in real time and will work to secure additional funding necessary to guarantee a steady demand that will keep both HAP crews operating at full capacity.

HAP Goals

2023

1. Schedule not less than 2 volunteer 'permanent ramp build' opportunities to include media coverage that helps convey the goals and outcomes of ACT services and celebrates community support.
2. Increase our presence as a partner to rehabilitation centers within our 7-county service area by meeting with each of them and establish a relationship and option to utilize our temporary ramp services.

2024

1. Add a second crew and truck/trailer/tools, and ensure a licensed carpenter is hired for continuity/transportation purposes.
2. Expand services to include other waiver providers as well as fee-for-service options for those not qualified for ACT programs by becoming an approved contractor for home modifications for at least one additional waiver provider.
3. Develop Fee-for-Service option to help subsidize the budget. Ensure paperwork, processes and marketing are developed by end of fiscal 2024.
4. Schedule not less than 4 volunteer 'permanent ramp build' opportunities to include media coverage that helps convey the goals and outcomes of ACT services and celebrates community support.

2025

1. Schedule not less than 6 volunteer 'permanent ramp build' opportunities to include media coverage that helps convey the goals and outcomes of ACT services and celebrates community support.
2. Reduce burden on endowment by securing corporate sponsorships for Rehab Transition and Hospice work. Increase revenue via waiver awards as well as private pay options.

DME/AT

Durable Medical Equipment and Assistive Technology (DME/AT) supports our mission tangibly and by encouraging interaction with the outside world. Technology can open the door for those with disabilities to interact with others, thereby removing a major barrier to public access. Lack of knowing how to interact with the disabled community was cited as an issue by 65% of respondents in recent research. Expanding interactions help those with disabilities integrate into their community. Adaptive technology is ever-evolving and can be a bridge that closes gaps consumers experience without the enhanced living these tools can provide.

DME provides medical equipment to people with disabilities. This field is continually evolving with new products and technologies, The Ability Center's DME/AT initiatives will evolve with the field, and share the latest advances with consumers, raising awareness and getting those products into the community.

ACT accepts donations of durable medical equipment. At this time the larger equipment, which helps with sustainability, are cleaned with the HubScrub. After being cleaned and sanitized the equipment is ready to be gifted to a consumer that is in need. Moving forward, smaller items will be donated to a third party for distribution. With the assistance of grants, the option of drop shipping smaller equipment to consumers. This will be particularly effective in rural counties and gives the DME/AT supports a way of helping these consumers in a timely and cost-effective manner.

The Ability Center will become the community resource for mobility and adaptive technology. The center will examine and demonstrate the newest technology coming to market, such as manual power assist add-ons and other devices to enhance adaptive equipment and host a video channel of independent third-party reviews, with product trials and ratings of mobility aids and adaptive technology.

This outreach to consumers will provide real-life demonstrations with a performance rating for products that most people cannot try before purchasing.

The Community Living Resources Associate manages housing calls and HAP calls. All other information and referral requests are handled by the Advocacy Information and Resource Associate.

DME/AT targeted marketing materials will be developed for distribution within rehabs, collaborating with the social workers, discharge planners, physical and occupational therapists, to have contact with the consumer when they are admitted to the facility. This is when the potential new customers can be introduced to ACT and the services that can be provided to them before they are discharged.

ACT will offer to local Universities with Physical and Occupational Therapy and Nursing Programs the ability to come to the campus for the opportunity to physically see and use DME under their instructor's supervision. This will build partner relationships, promote products and services for use, improve consumer interactions and also raise awareness of ACT in general.

DME/AT Goals

2023

1. Develop third party partnerships by increasing the number of organizations that we collaborate with (DME) by end of this year.
2. Increase number of generalized personal use (small bathroom items) being purchased new and delivered to consumer by utilizing drop shipping for these items.
3. Establish pickup and delivery service within our 7-county area by utilizing van purchased in 2022.
4. Obtain dealer status for Sunrise Quickie, Ki Mobility, TiLite, and Motion Composites products for wholesale opportunities.

2024

1. Coordinate with Education/Marketing to develop materials for Rehab centers to educate their consumers who will need ACT services as point of contact for next steps.
2. Coordinate with HAP to meet with Rehab centers in our 7-county area to establish referrals and point of contact for overlapping consumers.

3. Connect with not less than 5 Rehab centers per county.
4. Schedule quarterly AT product demonstrations at ACT with partners such as local universities, OTs, and Nursing schools to educate them on latest technologies.

2025

1. Host a video channel to demonstrate the latest Assistive Technology and to provide third party reviews, producing not less than 2 videos.
2. Coordinate with HAP to meet with Rehab centers in our 7-county area to establish referrals and point of contact for overlapping consumers.
3. Connect with not less than 5 Rehab centers per county.

Independent Living Dept

The Ability Center will combine previously known Consumer Engagement, Youth & Transitions, and Adult Services into one department, known as Independent Living. Independent living is at the crux of our mission. Not only are services provided that make independence possible, but here is where hearts and minds are geared to believing more is possible for themselves or a loved one. A new perspective is opened to the consumer.

This department will prepare youth, teens, transition-age young adults and adults to live their best life and be independent, active, and contributing members of society. We will provide robust activities focused on normalizing disability and independence through providing Support, Information and Referral, Inclusive Recreation opportunities, Independent Living Skills Training, and Employment Training. In addition, we will help to build a disability-friendly community through reverse inclusion and inclusive recreation experiences, partnerships, and training.

Services for Youth (Birth – middle school) will work to build a community that empowers families to dream big for all their children and promotes community inclusion. Activities will include community-based activities for the entire family and recreation experiences for youth ages 6 - 13, a parent-to-parent support group, and resources. In addition, to build our community with a focus on normalizing disability and setting high expectations, we will provide Disability Awareness and Sensitivity Training (DAST) for parents, schools, medical providers, and community recreation providers.

Our multiple initiatives to connect with and support families include 1). The development of a Parent Advisory Committee, 2). Monthly family recreation events in the community with a focus on “You are not alone! Celebrate Your Unique Family,” 3). A Peer-to-Peer (parent-to-parent) support group, 4). Provide Sib shops, 5). Provide access to adaptive toys and communication devices through our equipment loan services, and 6). Develop community-based recreation activities for youth ages 6-12 focusing on inclusion, friendship, and fun.

To support our larger community and build acceptance and inclusion for youth and families, we will work in the following ways: 1). Build partnerships with medical professionals and provide DAST to enhance the point of diagnosis experience for families, 2). Continue and build new partnerships with schools through the ongoing development of the DREAM project, 3). Build partnerships with community recreation providers and provide training and support using a best-practice inclusive recreation model.

Services for Teens, Transition Age Young Adults, and Adults will work to support teens and young adults (ages 13 – 24), and adults (aged 25+) through Community-based Independent Living Skills Training, Vocational Development, and Recreation as they continue to build their dream of living an independent life. Services will be segmented by ages 13 – 18, 19-24, and 25+. The focus of all services will be to “dream big and develop the skills needed to live your dream.” ACT will collaborate with community agencies and strive to provide unique services that augment but do not duplicate the services of other providers. All consumers will work individually with a coordinator(s) to work on their specific goals and dreams through the ILP process and access our skill-building classes and workshops. In addition, we will develop a “reverse inclusion” model for our skill-building and recreation experiences by using trained high school and college volunteers to participate in ACT classes, workshops, and activities. Adults will have programs based on individual needs assessment and establish relationships with them as volunteers and mentors for younger consumers.

Our *recreation initiatives* will build on our inclusive recreation experiences for youth, and adults, and include a full-inclusion model based on best practices. The goal will increase social opportunities and leisure skill development through community-based recreation for teens and adults with disabilities, focusing on inclusion, fun, and development. The inclusive program model will range from activities designed specifically for individuals with disabilities to full inclusion where people with disabilities access community recreation with minor support from ACT. This model is currently in the stages of conception and will be built over the upcoming year(s).

ACT will work with Washington Local Schools to develop an inclusive sports physical education series with activities such as wheelchair basketball and goalball team sport with visual impairment. WLS will launch a pilot series with Whitmer High School Personal Fitness class and incorporate the learnings from the pilot into launching the class with the younger grades.

In addition to developing an inclusive recreation experience model, specific activities for Recreation include 1). We partner with Agility Dogs and Service Dogs to provide unique and meaningful programming, 2). Offer 2-3 community-based activities per week for teens and adults segmented, and 3). Include volunteer peers.

Our *Independent Living Services* will empower teens and adult consumers to dream about living independently and help them to develop the skills to do so. All consumers will work individually with a coordinator(s) to work on their specific goals and dreams through the ILP process and access our skill-building classes and workshops.

Our goal is to rent an accessible apartment by 2025 on a bus line and close to shopping as a base for all ACT community-based Independent Living exercises. Activities may range from classes to “try it” weekends or longer for adults ready to start practicing living independently. An experience like this will empower teens and young adults to dream and build skills needed to live outside of their parent’s homes. In addition, exercises of this type may be the final push to get their apartment for other teens or young adults.

Initiatives for our *Independent Living Services* include:

- 1). Provide I & R services to families, professionals, and the community related to disability services and supports in our community and beyond,
- 2). Support consumers and Middle School/High schools through advocacy and transition planning,
- 3). Organize a College Fair (focused on the disability support departments at colleges around the state),
- 4). Provide consumers with college and/or Job Training preparation and support,
- 5). Design and implement an evidence-based hands-on curriculum for individualized independent skills training in the apartment,
- 6). Continue to provide Independent Living classes at local high schools,
- 7). Build an advisory team of consumers and adults living independent lives who can provide staff perspective and support,
- 8). With the help of adults with disabilities, build mentorship and peer-to-peer groups to provide mentorship and support to consumers as they develop their life plans.

The Independent Living department will offer *Employment Training*. This training will be focused on teens and adults. The focus will empower consumers to dream big, think about skills and interests, enroll in school programs to support learning, and teach soft skills required to secure and maintain a job. All consumers will work individually with a coordinator(s) to work on their specific goals and dreams through the ILP process and access our skill-building classes and workshops.

Initiatives for the *Employment Training* Include:

- 1). Work collectively with partner organizations in supporting young adults in Transition and older adults to connect consumers to community partners,
- 2). Provide vocational training and career mentorship to prepare consumers for work,
- 3). Develop and facilitate the YLF program,
- 4). Coordinate and support local school districts using the Hire Expectations curriculum,
- 5). Develop an intensive summer activities program focused on work skills,
- 6). Function as the ACT contact for Working Better Together,
- 7.) Plan and implement a reverse Job Fair.

Independent Living Goals

Youth and Family

Build a community of support with activities support and resources for families and children with a disability, with a focus on normalizing disability and setting high expectations.

2023

1. Develop 3 key partnerships with providers of services and early childhood education.
2. With support from a parent advisory committee, develop a comprehensive plan for building a supporting parent community through activities, educational sessions, and advocacy training.
3. Provide I&R services to families and professionals.
4. Develop Disability Awareness and Sensitivity Training (DAST) for professionals.
5. Continue development and expansion of DREAM project in all 6 rural counties within our service area and community agencies.

2024

1. Develop peer-to-peer support model for parents of a child with disability.

2. Provide DAST to at least 6 medical professionals who work with parents and young children with a disability.

2025

1. Implement peer-to-peer parent support model.
2. Expand programming to all 6 rural counties in our service area.

Transition Services

Includes Employment, Independent Living and Educational Services. Provide programming to prepare teens and adults to live their best life being independent, active, and contributing members of our community.

2023

1. Begin offering community-based functional life skill activities in addition to classroom style lessons.
2. Develop peer-to-peer support program.
3. Partner with 2 school districts to provide employment training through the Hire Expectations programming.
4. Develop and offer a Youth Leadership Forum.
5. Develop a Speakers-Series on topics related to transition to adulthood.
6. Develop a program to help teens and young adults dream of their future through mapping, dream boards and vision boards.
7. Partner with area agencies providing services to transition aged clients, including: OOD, LCBODD, Trio Program, Autism Provider Network.

2024

1. Investigate renting an accessible apartment on a bus line that would house all IL programming.
2. Plan a college fair focused on programs to support students with a disability.
3. Develop a volunteer program that would enable high school students to volunteer as a peer buddy in our transition programming.
4. Develop curriculum for teaching skills needed to live independently.
5. Develop a career mentor program that enables transition age youth to learn more about possible careers.

2025

1. Provide apartment-based programming focused on IL Skill building
2. Expand programming into all 6 rural counties in our service area.

Adult Navigation Services Goals

2023

1. Create a functioning adult Services Program by collaborating with Transition Services. Create a policy and procedures manual to guide the process.
2. Connect with no less than 50 'high risk' adult consumers who have received community living services within the past year and identify any additional needs they may have to remain independent.

2024

1. Verify demographics of adults participating in adult programming is representative of the disability community we serve through a demographic report comparison at the end of the year with latest census data.
2. Create a Peer Support Group comprised of a youth/adult combined group actively involved with a focus on building community.

2025

1. Establish a Peer Support Advisory Board consisting heavily of actively involved adults living with disabilities who can help in selecting events, groups, and class topics, and may be used as speakers at sessions.

Independent Living Recreation

Develop social opportunities and leisure skill development through community-based recreation for youth, teens, young adults, and adults with disabilities, with a focus on inclusion, fun and skill development.

2023

1. Develop an inclusive recreation model based on best practice that provides a continuum of services beginning with segregated programming to full inclusion in community-based activities.
2. Develop 2 new community recreation provider partnerships
3. Offer 2 recreation activities per week for youth, teens and young adults
4. Hire a Recreation Supervisor to oversee programming lead by Recreation Programmers and interns.

2024

1. Build and implement programming based on inclusive recreation model. Measure by inclusive community programming led or supported by ACT staff.
2. Develop working partnership and programming with Agility Dog Sports.
3. Include High School volunteers in level one (segregated) programming.
4. Include Adult volunteers in level one (segregated) programming
5. Establish adult and transition level mentorship programming activities

2025

1. Expand recreation activities to all 6 rural counties in our service area.

■ Development

All program verticals currently rely heavily on support from ACT's supporting organization to sustain themselves. No program at ACT is self-sufficient (see chart below). In the coming three years, our general approach to development will be to reduce each program's reliance on the SO and use revenue from the Supporting Organization to fund new, innovative programming that meets the needs of the communities we serve.

Assistance Dogs	\$ 563,498
DME	\$ 89,096
HAP	\$ 197,791
Youth	\$ 295,763
Adult Services	\$ 82,340
Marketing/Media	\$ 128,750
Total	1,357,248

ACT will take a systematic approach to increase revenues across the width of the organization by hiring a new major-gifts director to help cultivate long-term relationships with high-net-worth individuals and work with our aging donor database on estate planning.

ACT will develop corporate partnerships to help support the Assistance Dogs Program and fee-for-service initiatives to help expand HAP. In addition, we will look to copy-right and license new programming like the Adaptive Sports in PE program currently in development. As an example of the possibilities, this program would allow ACT to sell on the program curriculum and equipment necessary to school systems throughout the country while also providing ongoing technical assistance for a fee.

We will look to commercialize some programs like Agility Angels by focusing on corporate sponsorship and HAP by getting corporations involved in volunteer ramp building days. In addition, ACT will methodically approach grant funding opportunities and has initiated a campaign to introduce our services to new foundations.

While we are unlikely to reach a “no-loss” point in the coming three years, we do anticipate a significant reduction in program dependency on the Supporting Organization.

■ Capital Projects

Gym Conversion

The ACT gym is a large space with limited usage. We are considering converting the space into a general recreation facility, open to the public on fixed dates, with regular programming that encourages PWD’s as a first step to being active in their communities. The gym would potentially feature a driving simulator, movie day/nights, board games/cards, boxed lunches, etc. Plans are currently being developed with the assistance of architect Erin Curley.

Napoleon Property

The Ability Center is responsible for serving six counties outside of Lucas County. We have considered building a large complex in Napoleon that would house a large multi-use arena, a demonstration house, offices, storage for AT and HAP. Plans are currently being developed with the assistance of architect Erin Curley

Extension – Dog Complex

Although we recently added infrastructure to the Assistance Dog program, we still need additional space. For example, we want to add a whelping room, isolation kennels, and storage for bulk orders of supplies to reduce veterinary bills.

Toledo Rehab Facility

Many PWDs in NW Ohio require ongoing physical therapy to stay healthy and alive. Ohio is not a no-fault state meaning the burden of these costs for those who acquired their injuries later in life falls on the PWD. These costs can escalate to upwards of \$50,000 a year or more. We’d like to look at building a complex in Toledo could potentially reduce the costs and serve as a community center.

Mobile Truck – Rural Communities

Above, we discuss the possibility of building a complex in Napoleon to serve as a central site for clients to access our services. Another idea is to use a mobile unit that will travel across the rural communities on a set schedule. The mobile unit could also be used at county fairs and events and as a moving billboard (see appendix “3”).

AT/DME/Accessible Home

AT/DME/Accessible Home: Model/Showroom where customers can learn about, try out and purchase the latest AT/DME products. We can teach builders and developers how to build homes that work for everyone and have OT's, PT's, University students learn about accessible design and technology. ACT can demonstrate with this facility and review new products for a YouTube Channel. Youth in transition can stay overnight and experience independent living and individuals receiving assistance dogs can train and experience an overnight stay.

Goals – Summary page

Development

2023

1. Establish Development Director Position.

2024

1. 25% increase in private gifts year to year.

2025

2. 30% increase in private gifts year to year.

Advocacy

2023

1. Connect and train newly hired advocates in the advocacy areas of housing, public access, transportation, and health care.
2. Outline accessibility engagement specialist project and hire someone for that position.
3. Expand individual advocacy program by developing self-advocacy training videos and classes in collaboration with the adult peer support program.

2024

1. Implement accessibility engagement program.
2. Re-evaluate and pursue systemic advocacy project goals in housing, public access, transportation, and health care.
3. Continue to host self-advocacy training.

2025

1. Re-evaluate outcome measurement and project goals.
2. Continue to pursue systemic advocacy project goals in housing, public access, transportation, and health care.

Education/Marketing Goals

2023

1. Articulate and implement new messaging to staff, consumers, donors, stakeholders, and partners.
 - a. Provide process materials and on-going support to all that speak about The Ability Center.
2. Grow social media followers by 10% from January 2020 benchmark.
 1. Better funnel and tracking of success stories.
 2. Encouraging consumers to share our channels.
 3. Provide more tangible tips and resources via our page

2024

1. Increase number to 200 volunteers by January 2023.
 - a. Engagement with schools in therapy program.
 - b. Recruit Agility dog sports partners.
 - c. Connect with local schools/groups completing volunteer hours.
 - d. Turn donors into ambassadors for volunteering by educating and asking.
 - e. Use of more video and social campaigns.
 - f. Incentivize current volunteers to tap into other networks.
2. Increase website traffic by 5%.
 - a. Oct 2019 – Oct 2022 – 55,456 users.
 - b. Oct 2020 – Oct 2021 – 56,037 users.
 - i. Goal: 58,838 users.

2025

1. Continue to build on editorial Calendar to guide marketing/PR efforts.
 - a. Utilize staff as subject experts:
 - How-to's
 - Case Studies
 - eBooks
 - Illustrations
 - Product Reviews
 - FAQ
 - Q&A

- Webinars
- Infographics
- Interviews
- Vlogs
- Templates
- Surveys
- Polls
- Timelines

Assistance Dogs Goals

2023

1. Review and revise all client services operations to include better customer service and transparency for ALL applicants.
 - a. Measurement: A new Client Services Policy and Procedures Manual will be finalized by fiscal 2023.
2. Increase our ability to place School Facility Dogs within ACT's 7 county service area by developing additional Canine Student Teacher Programs.
 - a. Measurement: Not less than two additional schools will be identified as new Canine Student Teacher Program sites for fiscal 2026.

2024

1. Expand the Agility Canine Sport program to offer opportunities for participation to those currently receiving services from ACT's Youth Department.
 - a. Measurement: Not less than 6 youth, who receive services from ACT's Youth Department will become active participants of Agility Dog Sport programming.
2. Explore and evaluate the feasibility of expanding ACT's dog training program within the prison system(s).
 - a. Measurement: A summary of findings, options and recommendations will be presented to ACT's Executive Director for consideration by the end of fiscal 2024.
3. Increase our ability to serve schools looking for Facility Dogs as well as our ability to serve individuals seeking Service or Therapy Dogs.
 - a. Measurement: Number of dogs placements will be no less than 24 dogs by end of fiscal 2024.

2025

1. Increase our ability to provide basic Veterinarian Services in-house and reduce ACT's 'per dog' veterinarian expenses.
 - a. Measurement: Fill a part-time Vet Tech position to administer basic veterinarian services and verify that the 'per dog' cost is reduced.

HAP Goals

2023

1. Schedule not less than 2 volunteer 'permanent ramp build' opportunities to include media coverage that helps convey the goals and outcomes of ACT services and celebrates community support.
2. Increase our presence as a partner to rehabilitation centers within our 7-county service area by meeting with each of them and establish a relationship and option to utilize our temporary ramp services.

2024

1. Add a second crew and truck/trailer/tools, and ensure a licensed carpenter is hired for continuity/transportation purposes.
2. Expand services to include other waiver providers as well as fee-for-service options for those not qualified for ACT programs by becoming an approved contractor for home modifications for at least one additional waiver provider.
3. Develop Fee-for-Service option to help subsidize the budget. Ensure paperwork, processes and marketing are developed by end of fiscal 2024.
4. Schedule not less than 4 volunteer 'permanent ramp build' opportunities to include media coverage that helps convey the goals and outcomes of ACT services and celebrates community support.

2025

1. Schedule not less than 6 volunteer 'permanent ramp build' opportunities to include media coverage that helps convey the goals and outcomes of ACT services and celebrates community support.

2. Reduce burden on endowment by securing corporate sponsorships for Rehab Transition and Hospice work. Increase revenue via waiver awards as well as private pay options.

DME/AT Goals

2023

1. Develop third party partnerships by increasing the number of organizations that we collaborate with (DME) by end of this year.
2. Increase number of generalized personal use (small bathroom items) being purchased new and delivered to consumer by utilizing drop shipping for these items.
3. Establish pickup and delivery service within our 7-county area by utilizing van purchased in 2022.
4. Obtain dealer status for Sunrise Quickie, Ki Mobility, TiLite, and Motion Composites products for wholesale opportunities.

2024

1. Coordinate with Education/Marketing to develop materials for Rehab centers to educate their consumers who will need ACT services as point of contact for next steps.
2. Coordinate with HAP to meet with Rehab centers in our 7-county area to establish referrals and point of contact for overlapping consumers.
3. Connect with not less than 5 Rehab centers per county.
4. Schedule quarterly AT product demonstrations at ACT with partners such as local universities, OTs, and Nursing schools to educate them on latest technologies.

2025

1. Host a video channel to demonstrate the latest Assistive Technology and to provide third party reviews, producing not less than 2 videos.
2. Coordinate with HAP to meet with Rehab centers in our 7-county area to establish referrals and point of contact for overlapping consumers.
3. Connect with not less than 5 Rehab centers per county.

Human Resources Goals

2023, 2024, 2025

1. Diversity, Equity, Accessibility, and Inclusion: The goal of a diverse and inclusive workplace is to create the right environment where people feel comfortable working together both collaboratively and effectively in an environment without judgment.

a. Awareness

- Enhance employee's awareness of diversity and inclusion issues.
- Participate in trainings that would specifically enhance our cultural competency.
- Participate in activities that would increase experiences interacting with people from cultural backgrounds other than our own.
- Develop training schedule/activities for staff.

b. Recruitment and Hiring

- Develop effective strategies to recruit and attract a more diverse applicant pool for position vacancies.
- Track hiring percentages for underrepresented groups.
- Develop, improve and/or modify promotional materials so that they are culturally sensitive and accessible to all target groups.

c. Inclusion

- Promote diversity and inclusion by promoting the advancement of underrepresented groups through professional development courses and trainings.
- Create a productive work environment within my team that is free of harassment and bullying.
- Make sure that web pages, documents, forms, etc. are ADA compliant and accessible to all users.
- Assess whether current policies, practices, and procedures are inclusive.
- Promote policies, practices, and procedures that are inclusive and sensitive to various cultures.

2. Succession Planning: The most common goals and objectives for succession planning processes are in the following areas:

- Succession plan development
- Succession plan execution
- Top talent identification
- Top talent retention-training/development
- Internal promotions and success stories

3. Culture/Wellness: Create a more welcoming culture focused on wellness and team building activities on site and in the community.

- Culture surveys based on wellness, activities, interests.
- Comfortable spaces for employees to work and socialize.
- Utilizing space outside with provide more consistent access to wi-fi in all facilities.
- Planning and scheduling activities on a quarterly basis.
- Opportunities for all staff events, luncheons, cookouts, art, etc.

4. Predictive Index: Utilize the PI tool more all recruitment and development.

- Recruitment/Onboarding
- Team Building
- Coaching and Development
- Relationship Guide

5. Training and Development: Personal growth and professional development, required trainings.

- Create a development plan for employees eager to learn and grown within departments or have leadership potential in other areas.
- Utilize PI data to help create a plan.
- Create an organization training calendar for all required staff trainings.

6. Employee Recognition Program: Create a plan for how we recognize employees and reward them for success.

- Bonuses?
- Recognition based on the person, what motivates them?

Independent Living Goals

Youth and Family

Build a community of support with activities support and resources for families and children with a disability, with a focus on normalizing disability and setting high expectations.

2023

1. Develop 3 key partnerships with providers of services and early childhood education.
2. With support from a parent advisory committee, develop a comprehensive plan for building a supporting parent community through activities, educational sessions, and advocacy training.
3. Provide I&R services to families and professionals.
4. Develop DAST for professionals.

5. Continue development and expansion of DREAM project in rural counties and community agencies.

2024

1. Develop peer-to-peer support model for parents of a child with disability.
2. Provide DAST to at least 6 medical professionals who work with parents and young children with a disability.

2025

1. Implement peer-to-peer parent support model.
2. Expand programming to rural communities

Transition Services

Includes Employment, Independent Living and Educational Services. Provide programming to prepare teens and adults to live their best life being independent, active, and contributing members of our community.

2023

1. Begin offering community-based functional life skill activities in addition to classroom style lessons.
2. Develop peer-to-peer support program.
3. Partner with 2 school districts to provide employment training through the Hire Expectations programming
4. Develop and offer a Youth Leadership Forum
5. Develop a Speakers-Series on topics related to transition to adulthood.
6. Develop a program to help teens and young adults dream of their future through mapping, dream boards and vision boards.
7. Partner with area agencies providing services to transition aged clients, including: OOD, LCBODD, Trio Program, Autism Provider Network.

2024

1. Investigate renting an accessible apartment on a bus line that would house all IL programming.
2. Plan a college fair focused on programs to support students with a disability.
3. Develop a volunteer program that would enable high school students to volunteer as a peer buddy in our transition programming.
4. Develop curriculum for teaching skills needed to live independently.
5. Develop a career mentor program that enables transition age youth to learn more about possible careers.

2025

1. Provide apartment-based programming focused on IL Skill building.
2. Expand programming to rural communities.

Adult Navigation Services Goals

2023

1. Create a functioning adult Services Program by collaborating with Transition Services. Create a policy and procedures manual to guide the process.
2. Connect with no less than 50 'high risk' adult consumers who have received community living services within the past year and identify any additional needs they may have to remain independent.

2024

1. Verify demographics of adults participating in adult programming is representative of the disability community we serve through a demographic report comparison at the end of the year with latest census data.
2. Create a Peer Support Group comprised of a youth/adult combined group actively involved with a focus on building community.

2025

1. Establish a Peer Support Advisory Board consisting heavily of actively involved adults living with disabilities who can help in selecting events, groups, and class topics, and may be used as speakers at sessions.

Independent Living Recreation

Develop social opportunities and leisure skill development through community-based recreation for youth, teens, young adults, and adults with disabilities, with a focus on inclusion, fun and skill development.

2023

1. Develop an inclusive recreation model based on best practice that provides a continuum of services beginning with segregated programming to full inclusion in community-based activities.
2. Develop 2 new community recreation provider partnerships
3. Offer 2 recreation activities per week for youth, teens and young adults
4. Hire a Recreation Supervisor to oversee programming lead by Recreation Programmers and interns.

2024

Ability Center 2022-2025

1. Build and implement programming based on inclusive recreation model. Measure by inclusive community programming led or supported by ACT staff.
2. Develop working partnership and programming with Agility Dog Sports.
3. Include High School volunteers in level one (segregated) programming.
4. Include Adult volunteers in level one (segregated) programming
5. Establish adult and transition level mentorship programming activities

2025

1. Expand recreation activities to all 6 rural counties in our service area.

Rural Office Goals

2023

1. Establish 12 partnerships with wide variety of agencies in the 4-county area. Focus on DME and Assistive Technology programs initially. Nurture relationships to ensure strong buy-in and to build a solid network to funnel rehab and new DME and Assistive Technology Equipment to rural consumers more easily and with a definite connection to The Ability Center.
 - a. Meet with targeted agencies.
 - b. Determine gaps to be filled by ACT programming.
 - c. Increase awareness of programs and local presence of agency.
2. Increase number of consumers served within the 4-county service area by 150%
3. Identify and establish relationships with targeted partners.
 - a. Quarterly report will detail growth. Target number of corporate partnerships will be 4 (1 per county).
 - b. Year-end report will detail progress in partnership opportunities with programming unique to rural communities: Ohio AgrAbility & 4-H Youth Development: Dog Agility. The results of this discovery will inform goals/priorities for 2024 & 2025.
4. Create a professional and welcoming area office to portray The Ability center in the best light possible for potential partners, consumers, and agents of change.

2024

1. Goals based on information gathered in 2023.

2025

1. Goals based on information gathered in 2023.