



Ohio Developmental  
Disabilities Council

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## Unserved/Underserved Populations Outreach Outcomes Evaluation Report

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## Introduction

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The Outcomes Management Group, Ltd. conducted an Outreach Outcomes Evaluation on behalf of the Ohio Developmental Disabilities Council (ODDC). The purposes of this investigation were to:

- ❖ Identify the outcomes that had been achieved from 2002-2016 as a result of ODDC's focus on outreach to unserved/underserved individuals with developmental disabilities and their families in 10 targeted grants;
- ❖ Define operational best practices;
- ❖ Benchmark ODDC to other state councils; and
- ❖ Determine how best to move forward

An inclusive and comprehensive evaluation approach was utilized. Data was collected from the following data sources: grantee records, correspondence maintained by the Outreach staff liaison, Outreach Strategic Plans and Summaries, twenty interviews including five grantees, eight staff, and seven stakeholders, financial data provided by the Council's fiscal officer, surveys from twenty-four State DD Council executive directors, and eight Ohio DD Council members.

The data was reviewed and categorized based upon inputs, activities, outputs, and outcomes. Data analysis focused upon organizational effectiveness and efficiency, resulting in the identification of the following Outreach Impact Path.

### ODDC Outreach Impact Path



Specifically, ODDC's impact was determined based upon the organization having a clearly defined mandate, embraced by people who passionately pursued it, recognizing the need to have established priorities that guided its selection and management of grantees. Additionally, ODDC was benchmarked with other State DD Councils. Based upon the analysis, key findings and "best practices" were recognized.

This summary report documents the impact path, benchmarking, key findings, and best practices. It concludes with suggestions about how to elevate ODDC's work and effort that results in greater impact.

*A special thanks to all stakeholders who took time to participate in this investigation. Your thoughtful feedback was invaluable.*

## The Mandate

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**“The Goal is to target specific audiences and to increase their awareness of disability services. It is the Council’s wish to meet expectations by reaching out to the unserved/underserved as defined in P.L. 106-402.”**

In 2001, the Ohio Developmental Disabilities Council (ODDC) initiated its outreach to unserved/underserved individuals with developmental disabilities and their families. Utilizing strategies and approaches implemented by the Pennsylvania and Oregon Developmental Disabilities Council, ODDC began charting its course.

The impetus for ODDC’s outreach work was greater than the federal law (P.L.106-402). According to David A Zwyer, Executive Director charged with implementation of the law, the following three reasons indicated the importance of ODDC’s outreach to unserved and underserved populations.

“Outreach is important for reasons of equity. Despite all of our best efforts, certain populations continue to fall between the cracks. It is simply not fair for some people to have all the services they need- and sometime more- and others to have nothing.”

“Unless we reach out to unserved and underserved populations, their numbers will increase, as will the gravity of their situation.”

“When we reach out to populations who are unserved and underserved, we often find that there are barriers- some of which may be cultural, some of which may have other roots- that can be easily overcome. But if we never reach out, we will never find out how easy it is to include another segment of our population. And that is what the DD Act is all about- inclusion.”

Members of Council initially pursued (1) identifying organizations that already existed and were serving unserved/underserved populations for the purpose of pursuing opportunities to collaborate; (2) gathering census data for the purposes of understanding the profiles of these populations across Ohio; and (3) utilizing data from a Traumatic Brain Injury State Demo grant that identified agency level of cultural competence, opportunities and barriers.

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### **Definition per P.L., 106-402, the term “unserved and underserved” includes:**

- Populations such as individuals from racial and ethnic minority backgrounds;
- Disadvantaged individuals;
- Individuals with limited English proficiency;
- Individuals from underserved geographic areas (rural or urban); and
- Specific groups of individuals within the populations of individuals with developmental disabilities, including individuals who require assistive technology in order to participate in and contribute to community life.

## The Mandate

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In 2001, the Monitoring and Technical Assistance Review System (M-TARS) reviewed the operations of Council. This group was made up of Council members from around the country. As a result of their review, the team made the following observations.

- Council membership did not reflect the racial and ethnic diversity of the State of Ohio;
- Council needed to increase its targeting efforts to reach the unserved/underserved populations in the state

The team acknowledged the difficulties ODDC had encountered in achieving cultural diversity and recognized that it had made a sincere effort to provide cultural diversity in all of its efforts.

*At the end of the first year post P.L. 106-402, the Council was faced with two mandates:*

- *increasing the diversity of its membership*
- *increasing outreach efforts to unserved/underserved populations in the state*

## People with a Passion...Working Together

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**“The Ohio Developmental Disabilities Council is a diverse group of individuals who are passionate about moving the system forward.”**

**John Martin, Director, Ohio Department Developmental Disabilities**

ODDC led by *individuals at both the Council and Staff levels, who were passionate about its Mission* and recognized that more could be accomplished *working together*, moved the Ohio outreach to the un/underserved populations forward.

Initially, in 2002, a *partnership* was established with the Columbus Urban League and Ohio Legal Rights to launch a combined project, Triple Jeopardy-African American Women with Developmental Disabilities. The \$3,175 investment increased awareness of the needs of a targeted un/underserved population and the Council’s outreach work.

- Media outlets published articles (Perry County Tribune, Hannah News, This Week, Columbus Dispatch)
- State Legislators took notice  
.... “Raising awareness about the capabilities of developmentally delayed people is a big part of service delivery. I am sure your Grantees will do great work toward creating opportunities and greater independence for the people served.”

Ray Miller, State Senator (December 7, 2004)

In 2003, under the Council Chairmanship of Jerry Plassenthal, the Council established an *Outreach Sub-Committee*.

The Outreach Sub-Committee was charged to oversee the Council’s outreach efforts, provide guidance and support to concepts, ideas and processes that would supply technical assistance to council members, as well as council grantees in the area of outreach to the un/underserved populations. The following individuals led the charge.

*Chairperson:* Carolyn Knight

*Committee Members:* Mike Schroeder, Glenda Pope, Denise Kissel,  
Myrna Torres, Cynthia Walker, Mary Butler

*Staff:* Ken Latham (outreach programming)

Fatica Ayers (assist and contribute to outreach projects)

The Outreach Sub-Committee began its work investing in mini grants to encourage dialogue in minority communities as well as make them aware of the Council’s work. The initial investments were in the African American and Hispanic/Latino communities.

## People with a Passion...Working Together

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**“The persistent pursuit of diverse groups and development of collaborative alliances would not have happened without staff.”**

**Paula Rabidoux, Outreach Committee Chair**

Stepping into the position of Executive Director, after having served on the Council as well as first chair of the Outreach Sub-Committee, *Carolyn Knight* was able to leverage her knowledge and skills to build a collaborative staff team, each integrating outreach into their specific area of responsibility. Her capable leadership was acknowledged by her peers and staff during their interviews. Additionally, *Sheryl Matney, Director Technical Assistance, National Association Councils of Development Disabilities (NACDD)*, acknowledged that she could count on Knight to freely share her staff so that other State Councils could benefit from their knowledge and expertise.

*Ken Latham* was among the first staff to be assigned to outreach. In his first communication to the ODDC Executive Director and Sub-Committee Chair, Ken proposed a variety of strategies to accomplish the assigned work. His persistent commitment to the work led him to collaborate across state and county agencies, within communities, among diverse populations, with media outlets, and other state DD Councils.

“How do I intend to accomplish the task?  
phone calls, letters, personal contacts, knock on doors, and pound the pavement.”  
(Ken Latham, September 30, 2003)

As a result of Ken Latham’s diligent effort conducting research, attending community, advocacy and legislative events, hosting meetings, and conversing with stakeholders, the following occurred.

- Demographic data was compiled of minority populations being served by County MR DD Boards
- Identification of the number of students across the state with disabilities by minority populations
- Built trust among community leaders and organizations representing diverse un/underserved populations (e.g., African American, Asian American, Hispanic/Latino, Appalachian, Amish, Somali, Native American)
- Increased awareness of ODDC work among other state DD Councils
- Identified needs and expectations of individuals with disabilities and their families who represent un/underserved populations
- Identified community and political leaders, stakeholders, professionals, organizations engaged in work focused on serving the un/underserved populations
- Established a collaborative partnership with other State agencies and educational institutions

## People with a Passion...Working Together

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*Fatica Ayers, Policy Analyst*, was assigned to the initial subcommittee with the responsibility of supporting its outreach projects. Working with Carolyn Knight and Ken Latham, she played a major role in facilitating and documenting the subcommittee's initial strategic direction. Fatica has spearheaded integrating outreach documentation into governing documents, to include mission statement, by laws, philosophy, and position statement. Additionally, she ensures that appropriate documentation about outreach is included in grant applications, grantee training, and other appropriate DD Council documents.

Championing the effort to identify a more diverse representation of Council members is *Carla Cox, Program Administrator*. Carla monitors the Council's representation and manages the application process.

Determining Funding Allocation is integral to the Council's funding of outreach strategies. *Paul Jarvis, Policy Analyst* coordinates with *Kim Crishbaum, Electronic Design Specialist*, and *Fatica Ayers, Policy Analyst* the development and dissemination of the ODDC Survey to solicit input for the 2017-2021 State Plan. Paul analyzes the data and prepares funding recommendations to the Council.

*Gary Groom, Fiscal Officer* and *Robin Shipp, Grants Coordinator* are responsible for managing and monitoring grant funds. They ensure that Grantees receive funds, provide periodic reports, and comply with funding requirements.

## **Establishing Priorities**

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**“There is not enough money to solve all problems. We have to make the most of what we have and that comes as a result of establishing priorities.”**

**Bill Darling, Past Ohio DD Council Chair**

The Outreach Sub-Committee established as its initial priorities the following.

#1 Bring the Outreach activity in-house and hire a full time staff person to coordinate the outreach efforts.

#2 Bring together interested Council members who are concerned about the issue of un/underserved populations

#3 Advocate for funding to methodically provide seed grant funding to agencies that represent the un/underserved populations.

A discussion of each priority follows.

### **#1 Staff Hiring**

Ken Latham was hired as a full-time employee and charged with the responsibility of going out into the community statewide to provide training, support and conduct activities to assist neighborhoods and communities to offer such individuals and their families' access to and use of services, resources, and opportunities.

Based upon review of documents and feedback from persons interviewed, it appears that Ken was the right person for the position.

- “Many people know of the need for a service or outreach initiative but someone has to step forward and lead the way, Ken is obviously that person.” (Ray Miller, State Senator)
- “Ken was able to build trust in communities that are typically closed and don't want to know others.” (Sherry Steinman)
- “Ken is gracious with his time and knowledge.” (Sheryl Matney)
- “Ken has a gift of hospitality and is able to easily connect with others.”(Mike Schroeder)

### **#2 Bringing Together Council**

As part of the team effort, the Sub-Committee recognized the importance of providing education and technical assistance to Council members, staff, and grantees to facilitate a shared understanding of the needs of un/underserved populations and strategies necessary to address these needs. Subsequently, the Council approved this request and Professional Development Training was conducted for Council members and staff

## Establishing Priorities

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on June 3, 2005. The first outreach training for new grantees was conducted on September 14, 2005.

While the training was perceived successful, *Mike Schroeder (member of the Sub-Committee and Immediate Past Chair Outreach Committee)* during his interview, indicated that “there is a need to conduct the training again and think about intentionally integrating it as a part of on-boarding new Council members, staff, and grantees.”

Paula Rabidoux, Current Chair, Outreach Committee, during her interview indicated the “need for continuous Council education, given new un/underserved populations are continuously moving into Ohio and the numbers are growing.” There is a need to stay informed about the needs of these populations and how best to serve them.

Additionally, new people have joined the Council and staff since 2005 and they were not engaged in any formal outreach professional development training.

### #3 Advocacy for Funding

Persons with disabilities are already underserved; however, there are groups within the unserved/underserved that face additional challenges. For example, some individuals with disabilities also belong to cultural groups who view disabilities as a stigma and as such don't seek services that could facilitate their needs; are slow to trust others outside their cultural group; experience cultural and language barriers; encounter racial/ethnic bias and prejudice, etc. Additionally, providers of services often aren't aware of the diverse needs of people with disabilities within these un/underserved populations; they often work in silos and are not equipped to provide cultural and linguistically appropriate services.

Funding allocation has focused on:

- Identifying niches and targeted outreach
- Leveraging small successes
- Creating systems change

In addition to this targeted funding allocation, all grantees have been required to indicate in their grant application process how they will address the needs on unserved/underserved populations. These data are not systematically analyzed to determine population specific, community, and/or systems impact. Future analysis of these data (for example, type of disability, type of unserved/underserved population, location, needs addressed, outcomes, etc.) could prove useful in determining the extent to which greater impact can be achieved.

## Funding Grantees

**“Together, we did a lot with a little.”**

**Shari Cooper, Past Vice Chair ODDC and Outreach Committee Member**

The DD Council’s Fiscal Officer provided data about the funding allocation for the 10 targeted outreach grants\* reviewed for this evaluation, additional outreach grants, total grant funding from 2003-2016. These data are presented in Table1. The specific funding allocation for each of the10 targeted outreach grants is provided in the next section, Achieving Results, which describes each targeted grant’s outcomes.

**Table 1: Outreach Funding Allocation 2003-2016**

Year	Total Amount Targeted Outreach Grants	Total Amount Other Outreach Initiatives	Total Amount All Outreach Grants	Total All ODDC Grants
2003	\$3,175.00	-	\$3,175.00	\$2,052,671.00
2004	\$19,000.00	\$10,000.00	\$29,000.00	\$2,284,733.00
2005	\$5,200.00	\$31,500.00	\$36,700.00	\$1,713,646.00
2006	\$30,200.00	\$10,000.00	\$40,200.00	\$1,591,789.00
2007	\$85,419.00	\$36,400.00	\$121,819.00	\$1,557,497.00
2008	\$78,670.00	\$13,000.00	\$91,670.00	\$1,365,296.00
2009	\$151,725.00	\$15,575.00	\$167,300.00	\$1,654,193.00
2010	\$82,500.00	\$23,550.00	\$106,050.00	\$1,888,403.00
2011	\$77,500.00	\$12,500.00	\$90,000.00	\$1,843,703.00
2012	\$105,000.00	\$20,000.00	\$125,000.00	\$1,294,295.00
2013	\$105,000.00	-	\$105,000.00	\$1,418,716.00
2014	\$247,000.00	-	\$247,000.00	\$1,370,059.00
2015	\$247,000.00	-	\$247,000.00	\$1,554,691.00
2016	\$132,500.00	-	\$132,500.00	\$1,451,329.00
14 Years	\$1,369, 889.00	\$172,525.00	\$1,542,414.00	\$23,642,386.00

These data indicate that 6% of the total funds available for grants was allocated to outreach efforts over the fourteen year period. Given that Council did not have a presence nor was known in communities of the un/underserved populations, the initial investments were in grants to establish partnerships. These grants were utilized to increase awareness of Council and it work and create trust within these populations. The partnerships provided staff with the opportunity to identify community leaders and organizations that could potentially apply for competitive awards.

Decisions about the amount of allocation to Outreach are determined based upon data

**\*Note:** The following are the ten targeted Outreach Grants reviewed for this evaluation period: Triple Jeopardy, Brown Bag Lunch Series, Toledo Children’s Hospital, Amish Project, Somali Newsletter, Sickle Cell, Project R.E.A.C.H., A.V.E.R.T. Project, Ohio Supreme Court, Reach Out e-Diversity Newsletter

## Funding Grantees

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that was provided from a state-wide survey. Even though, a special attempt was made in the last planning cycle to increase participation from the un/underserved communities by going into some of these communities, the participation remained minimal. If the survey is going to be the primary vehicle by which the Council makes its funding decisions, then moving forward there needs to be a more intentional focus on ensuring a representative sample across un/underserved populations. This should include examining the format of the survey, location and timing of administration, determining who is trusted within the communities to communicate about the survey, etc. Additionally, based upon the needs identified, a more intentional effort needs to be made to connect these to all grants.

## Achieving Results that Make an Impact

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**“If even a small percentage of unserved/underserved populations are reached, it is an accomplishment overall for the Ohio Developmental Disability community.”**

**Sherry Steinman, Former Member of Outreach Sub-Committee**

This section highlights the following 10 Outreach Grants that were funded by the Ohio DD Council. These grants are categorized based upon the Committee’s established priorities.

### **Leverage Small Successes**

- Triple Jeopardy
- Brown Bag Lunch Series

### **Targeted Populations**

- Toledo Children’s Hospital
- Amish Project
- Somali Newsletter
- Sickle Cell
- Project R.E.A.C.H.

### **Systems Change**

- A.V.E.R.T. Project
- Ohio Supreme Court
- Reach Out e-Diversity Newsletter



For each grant, a description and profile is provided that includes the amount funded. The outcomes achieved and the impact derived from them are identified. Lessons learned and future opportunities are acknowledged.

## Achieving Results that Make an Impact

**Grantee:** Triple Jeopardy

**Date:** 2003- present



**Funding:** \$522,075

2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
3,175	12,000	5,200	17,200	15,000	18,000	40,000	-	-	25,000	25,000	167,000	167,000	27,500

### Description

This project is designed to give voice to African-American women with developmental disabilities between the ages of 18 and 60, who are unserved/underserved. The initial project started in Columbus in partnership with the Columbus Urban League and the Ohio Legal Rights Services. It is affectionately known as the “African Violet Project.” Women come together and discuss issues, identify resources needed, and barriers they face. They learn how to best meet their formal and informal community support needs. Women were engaged in all aspects of project from design to implementation. Partnerships have been established with local Urban Leagues.

### Outcomes

- Started with 1 city and grew to a 4-city network: Columbus, Lorrain County, Cincinnati, Dayton
- Trained participants in formal/informal community supports
- Developed Resource Guides
- Hosted statewide conference
- Increased awareness of available resources
- Increased awareness of ODDC in community and its commitment to outreach in un/underserved populations
- Increased awareness of ODDC among local and state legislators
- Increased service providers’ understanding of the needs and expectations of African American women with disabilities

### Impact

- Expanded supports (family and others)
- Increased capacity of women to advocate for the support they need
- Increased capacity of service providers to meet the needs of targeted population
- Built ODDC’s credibility in the African American community

### Future Opportunities

- Expand network to other Urban cities across state and potentially grow on-line groups
- Grow statewide conference and online training
- Utilize technology to expand resource guide and facilitate connections (e.g., create a Triple Jeopardy App)
- Utilize learning from initial marketing efforts to increase public relations

## Achieving Results that Make an Impact

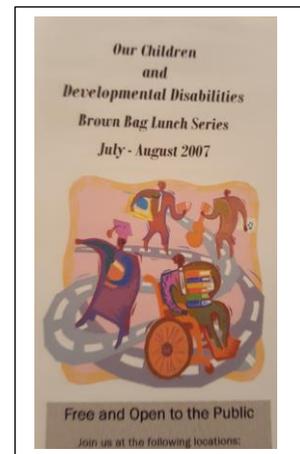
### Grantee: Brown Bag Lunch Series

**Date:** 2007

**Funding:** \$14,919

### Description

Partnering with five faith-based organizations, this grantee hosted a forum to inform parents and caregivers from low-income African American homes with children who have disabilities about services and resources that are available to assist them in meeting their children's daily needs and planning for their future. Thirty-six professionals representing Columbus Public Schools Early Intervention, Ohio Legal Services, Franklin County Board of Mental Retardation Developmental Disabilities, Home Health Care, Bureau of Rehabilitation Services, Columbus State, Workforce Development, and neighborhood-based organizations participated. Three-hundred twelve parents, caregivers, and family members participated.



### Outcomes

- Increased awareness of available services among un/underserved low income families with children who have disabilities, faith-based leaders, church members
- Increased understanding of how to access services
- Increased awareness of ODDC in community and its commitment to outreach in unserved/underserved populations
- Increased service providers' understanding of the needs and expectations of low-income African American parents with children who have disabilities
- Participants shared their learning about available services and how to access them with family members and neighbors

### Impact

- Expanded faith-based institution's capacity to support its members
- Strengthened the faith-based network
- Increased capacity of service providers to meet the needs of targeted population
- Built ODDC's credibility in the African American faith-based institution, neighborhoods, and professional networks

### Future Opportunities

- Create a Brown Bag Tool Kit
- Develop a replicable faith-based model that can be utilized across the state
- Utilized learning to provide training to service providers; consider online options

## Achieving Results that Make an Impact

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**Grantee:** Toledo Children's Hospital

**Date:** 2007 - 2011

**Funding:** \$65,575

2007	2008	2009	2010	2011
12,500	12,500	12,575	12,500	12,500



### Description

The booklet entitled "Safety Tips for Children with Special Health Care Needs" will be translated from English to Spanish so that it can be used by Spanish-speaking/reading families with children who have developmental disabilities. Over 12,000 copies of the booklet were printed and distributed. Posted booklet in pdf and html formats on web site. Parents were engaged in the design and layout of the booklet.

### Outcomes

- Spanish speaking/reading families were satisfied with the booklet
- Improved access to safety education for Spanish speaking/reading families
- Increased understanding of injury prevention strategies (best practices) for children living with developmental disabilities
- Increased awareness of ODDC and its commitment to outreach in un/underserved populations
- Increased awareness of available resource around the globe

### Impact

- Increased capacity of Spanish speaking/reading families to create a safe environment and prevent the likelihood of injuries
- Increased individuals involved in disaster planning capacity to meet the needs of children with disabilities
- Built ODDC's credibility in the Hispanic/Latino community

### Future Opportunities

- Increase marketing efforts to Spanish speaking/reading families
- Determine feasibility of leveraging product with other Children's Hospital Systems within the State

## Achieving Results that Make an Impact

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**Grantee:** Amish Community Project

**Date:** 2012 - 2016

**Funding:** \$100,000

2012	2013	2014	2015	2016
20,000	20,000	20,000	20,000	20,000



### Description

The project is designed to educate Council and other organizations in the DD community about how the Amish participation in research and treatment programs has benefit to their community. Over the five-year period, it is anticipated that Council will learn:

- What cultural and religious beliefs keep the Amish from participating and receiving social services that are available to them?
- How organizations develop relationships with the Amish community. What are or has been effective approaches and strategies to developing relationships with the Amish Community?
- When does the Amish Community view outsiders as friends?
- The creation of a DNA based panel will improve diagnosis, treatment, prevention and quality of life. The grantee will have access to over 5,000 Amish households and will tell council how many are at risk or have been detected by any prevalent, serious, and life threatening genetic diseases affecting this population. The test should expedite and reduce cost and add an early detection component.
- Through this project the gene mutation research in studying Autism in Amish children will create data that can tell us about impact of Autism in Amish children versus children who are not Amish.

### Outcomes

- Building trust amongst leaders in the Amish community
- Increasing understanding of the Amish community
- Increasing awareness of ODDC and its commitment to outreach in un/underserved populations

### Impact

- Improving capacity to conduct research
- Building ODDC's credibility in the Amish community

## Achieving Results that Make an Impact

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**Grantee:** Ohio Sickle Cell Project

**Date:** 2012 - 2016

**Funding:** \$100,000

2012	2013	2014	2015	2016
20,000	20,000	20,000	20,000	20,000



### Description

This statewide marketing campaign is designed to utilize a variety of mediums (radio, television, print) to gain support and change behaviors that will benefit the unserved population. Both individuals with sickle cell and their family members are targeted as well as the general public, health professionals, allied health professionals, and the legislative community.

### Outcomes

- Increased awareness among individuals with sickle cell of the benefits from both formal and informal community supports
- Increased health care and allied health professionals understanding of the needs and how to better serve chronically ill individuals
- More informed general public of the needs of individuals with sickle cell and available services/supports
- Increased awareness of ODDC and its commitment to outreach in un/underserved populations

### Impact

- Increased capacity of individuals with sickle cell and their family members/caregivers to advocate for services that meet their needs and expectations
- Increased service providers capacity to provide appropriate services to targeted population
- Increased public participation in Sickle Cell sponsored events and campaigns
- Build ODDC's credibility in the African American community

## Achieving Results that Make an Impact

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**Grantee:** Somalian Newsletter

**Date:** 2009 - 2016

**Funding:** \$120,000.00

2009	2010	2011	2012	2013	2014	2015	2016
15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000



### Description

The Somalian Newsletter is a monthly electronic publication produced in both English and Somali designed to provide information about policies and practices that are insensitive toward people with developmental disabilities and their families, highlight information on resources, employment prospects, and provide stories regarding culturally competent services. The newsletter is disseminated to 10,000 individuals in the Somalian community and 200 policy makers, service providers, county and local agencies. It is the first and only bilingual resource of its kind.

### Outcomes

- Increased awareness and conversations about developmental disabilities among the Somalian community
- Increased Somali Providers awareness of resources
- Increased awareness and understanding among service providers and policy makers of the needs and expectations of individuals with developmental disabilities within the Somalian community
- Increased awareness of ODDC and its commitment to outreach in un/underserved populations

### Impact

- Increased capacity of Somali Providers to connect individuals with developmental disabilities to appropriate resources
- Reduced barriers to resources and culturally competent services
- Increased early access to services
- Improved the quality of life and productivity within the Somalian community
- Built ODDC's credibility in the Somalian community

### Future Opportunities

- Collect stories from individuals within the Somalian community and use them to promote grant's outcomes
- Provide support to coordinate services by assisting individuals within the Somalian community in setting up appointments for services
- Promote ODDC's support of the only bilingual resource of its kind
- Engage Somalian leaders to participate on Council

## Achieving Results that Make an Impact

**Grantee:** Project R.E.A.C.H.

**Promoting Rehabilitation Employment Awareness for College and High Schools**

**Date:** 2009 - 2016

**Funding:** \$89,545.00

2004	2005	2006	2007	2008	2009	2010	2011
7,000	-	13,000	12,500	16,470	15,575	12,500	12,500



### Description

This project promoted employment opportunities targeting unserved/underserved populations in area colleges and high schools through information dissemination and workplace experiences. Created partnerships with Wilberforce University, the Ohio State University and Columbus State College, all of which have Rehabilitation and/or Social work undergraduate and graduate programs of study and similarly have a high representation of students from minority and other unserved/underserved populations. The high school partnerships included two urban college preparatory schools, Columbus Alternative High School and Eastmoor Academy.

### Outcomes

- Increased outreach to minority students and educated them about employment opportunities in the MRDD field
- Increased employers awareness of the need to engage minority students in job shadowing and internships
- Increased awareness of ODDC and its commitment to outreach in unserved/underserved populations

### Impact

- Increased number of students from minority populations interested in working in the MRDD field earlier
- Increased number of students from minority populations interning and job shadowing in the MRDD field
- Increased number of individuals from minority populations working in the MRDD field

### Future Opportunities

- Leverage model to target unserved/underserved populations in colleges and high school across the state that promotes employment opportunities with agencies that serve people with disabilities

## Achieving Results that Make an Impact

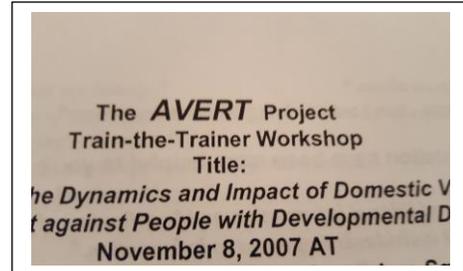
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**Grantee:** The A.V.E.R.T. Project

**Date:** 2009 - 2016

**Funding:** \$65,575.00

2007	2008	2009	2010	2011
12,500	12,500	15,575	12,500	12,500



### Description

This project is a formal community collaboration between Genesis House Domestic Violence Center, the Lorain County Board of Mental Retardation Developmental Disabilities, and Lorain County Rape Crisis Services. The purpose of the collaboration is to design a curriculum that educates individuals with mental retardation developmental disabilities, their parents, caregivers, and service providers about how to recognize and respond safely to abuse (emotional, physical, financial and sexual); and provide technical assistance to service providers as needed.

### Outcomes

- Increased awareness of service providers about how to recognize symptoms of abuse among the targeted population and respond appropriately
- Increased service providers capacity to teach individuals from the targeted group how to recognize and respond safely to abuse
- Increased awareness of ODDC and its commitment to outreach in un/underserved populations

### Impact

- Increased capacity of service providers to identify targeted population members who may be abused and facilitate connection to appropriate services
- Increased capacity of individuals within targeted group to recognize and respond safely to abuse

## Achieving Results that Make an Impact

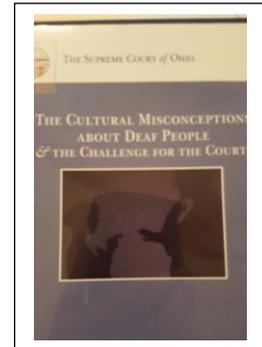
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**Grantee:** Ohio Supreme Court

**Date:** 2009

**Funding:** \$25,000

2009
25,000



### Description

A video presentation was designed to educate individuals in a court setting about the different degrees of deafness and the effective methods of communication, including how to recruit and use a certified sign language interpreter.

### Outcomes

- Increased court workers understanding of the different degrees of deafness and ability to recognize these difference in a court room environment
- Increased awareness of ODDC and its commitment to outreach in unserved/underserved populations

### Impact

- Increased court workers capacity to identify and select appropriate sign language interpreters
- Create systems change through promoting the delivery of culturally competent services
- Improved communication among people who are deaf and court room workers
- Facilitated compliance with ADA regarding due process and the use of sign language interpreters

### Future Opportunities

- Promote ODDC's product within the community of individuals who are deaf/hard of hearing, among court workers, and sign language interpreters
- Determine feasibility of leveraging product within the judicial system

## Achieving Results that Make an Impact

**Grantee:** Reach Out e-Diversity Newsletter

**Date:** 2007 - 2016

**Funding:** \$105,000

2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
18,000	19,200	25,000	30,000	25,000	25,000	25,000	25,000	25,000	50,000



### Description

This project is a collaborative development and dissemination of six electronic publications to key stakeholders including people with disabilities, legislators, advocates, community leaders, governmental agencies, faith based institutions, healthcare providers, etc. The content promotes inter-agency collaboration and coordination. Articles are solicited from representatives of all stakeholder groups and address current issues, opportunities and needs. Resources and tools are identified that can assist stakeholders in becoming more culturally competent. This newsletter has directly reached 125 policy makers and over 5,000 stakeholders. Indirectly over 40,000 stakeholders have been reached. The newsletter has been featured in the National Association of DD Councils news feed.

### Outcomes

- Increased awareness among stakeholders of the diverse needs and expectations of un/underserved populations and their family members, caregivers
- Increased understanding among stakeholders about the differences between diversity, cultural competency, and providing culturally competent services
- Increased awareness among stakeholders of new policies, resources, tools that impact providing culturally competent services
- Increased awareness of ODDC and its commitment to outreach in un/underserved populations among stakeholders and other state councils

### Impact

- Increased capacity of stakeholders to provide appropriate services and enhanced system's capacity to provide culturally competent services to un/underserved populations
- Created systems change through promoting the delivery of culturally competent services within Ohio and across other states
- Improved collaboration and coordination of appropriate services to un/underserved populations across state agencies statewide

### Future Opportunities

- Promote ODDC's focus on systems change

## **Achieving Results that Make an Impact**

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### **Overall Outcomes and Impact**

Based upon examination of outcomes and impact across the ten targeted grantees, the following overall outcomes and impact were identified.

#### **Outcomes**

- Increased awareness and conversations about developmental disabilities among and between unserved/underserved populations with disabilities, family members, caregivers, service providers, and other stakeholders
- Increased unserved/underserved populations with disabilities, family members and caregivers' awareness of resources
- Increased awareness and understanding among service providers and other stakeholders of the diverse needs and expectations of unserved/underserved populations and their family members, caregivers
- Increased awareness of ODDC and its commitment to outreach to unserved/underserved populations across the state of Ohio and among State DD Councils

#### **Impact**

- Reduced barriers to resources and culturally competent services
- Increased unserved/underserved populations' early access to services
- Increased capacity of service providers to connect with unserved/underserved populations and their family members, caregivers and provide culturally competent services
- ODDC built trust, credibility with community leaders and established partnerships with organizations providing services to unserved/underserved populations
- Improved collaboration across agencies locally and statewide
- Improved the quality of life and productivity of targeted unserved/underserved populations
- Created systems change through promoting the delivery of culturally competent services within Ohio and across other states

## Benchmarking

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**“Ohio is in the top tier of state councils recognized for its work in disability and cultural diversity.”**

**Sheryl Matney, Director Technical Assistance  
National Association Councils of Developmental Disabilities (NACDD)**

A survey was disseminated to the Executive Directors of fifty-five Councils that are members of the national association comprised of DD Councils across the United States and its territories. These Councils receive federal funding to support programs that promote self-determination, integration and inclusion for all people in the United States with developmental disabilities. The purpose of the survey was to understand how other State DD Councils were organized, determine their focus and outreach strategies to unserved/underserved populations, and benchmark Ohio to these Councils.

Twenty-four Councils (44%) responded and represented the following states:

Alaska, Arizona, Colorado, Connecticut, Delaware, Idaho, Indiana, Iowa, Kansas, Missouri, Montana, Maine, Massachusetts, New York, North Dakota, North Carolina, Oregon, Oklahoma, Puerto Rico, Rhode Island, South Dakota, Utah, Virginia, Wisconsin

### Organizational Structure

- **Does your Council have a committee that focuses solely on outreach to un/underserved populations? (n=24)**  
**Ohio: Yes            3 States: Yes (12.5%)    21 States: No (87.5%)**  
**Committee Names:** Ad hoc diversity committee, DDPC Cultural Competency & Language Access Workgroup, 3 committees tied to state plan goals, each charged with focusing on unserved/underserved populations.
- **Do you have a staff person whose focus is outreach to un/underserved populations? (n=24)**  
**Ohio: Yes            10 States: Yes (42%)    14 States: No (58%)**

While Ohio has one staff person who is totally focused on outreach to un/underserved populations, most of the states indicated that it was either a shared responsibility among staff and or between staff and Council members or was a staff persons who focused on outreach in addition to other work.

While the Ohio DD Council is among the minority of states who responded that have charged both a committee and staff person with focusing specifically on outreach to unserved/underserved populations, Ohio DD Council does at the same time require all of its Grantees to focus their outreach efforts on the unserved/underserved populations. Ohio DD Council has benefitted from its targeted focus in the following ways:

## Benchmarking

- **Built trust within targeted unserved/underserved communities**  
Trust is needed in many of these communities in order to get cooperation, participation, and follow-up
- **Identified community leaders**  
In some of the targeted unserved/underserved communities, the people within them do not engage in activities without the leaders' direction and/or engagement
- **Established partnerships within the community**  
Council was able to gain increased access to the individuals in need of services and their family members/caregivers because Council was working in collaboration with trusted community partners
- **Increased understanding of issues, needs, and expectations of targeted populations**  
Having a more comprehensive understanding of the targeted populations' culture as well as their issues, needs, and expectations facilitated Council's ability to establish outreach priorities

➤ **How would you rate the recruitment of Diverse Council Members? (n=20)**

Excellent	Good	Fair	Poor	Haven't Done
5% (1)	25% (5)	55% (11)	15% (3)	-

While all Councils that responded have engaged in activities to recruit diverse council members, like Ohio, most (70%) responses suggest that their efforts have not resulted in a more diverse Council

As a result of its outreach evaluation, there appear to be opportunities for Ohio DD Council to re-examine its criteria for Council members' selection and requirements of Council members to determine what revisions can be made that will facilitate a more diverse representation of Council members. For example, very few individuals from unserved and underserved populations will have served on other Councils and Commissions.

## Integration into Governance Documents

➤ **Inclusion of Outreach in Council's Mission (n=20)**

Excellent	Good	Fair	Poor	Haven't Done
10% (2)	45% (9)	40% (8)	-	5% (1)

➤ **Inclusion of Outreach in 5-Year State Plan (n=20)**

Excellent	Good	Fair	Poor	Haven't Done
20% (4)	70% (14)	10% (2)	-	-

➤ **Inclusion of Outreach in Grantee Applications (n=20)**

Excellent	Good	Fair	Poor	Haven't Done
10% (2)	55% (11)	10% (2)	10% (2)	15% (3)

## Benchmarking

➤ **Inclusion of Outreach in Grantee Application Review (n=20)**

Excellent	Good	Fair	Poor	Haven't Done
5% (1)	35% (7)	25% (5)	10% (2)	25% (5)

While the majority of respondents reported the integration of Outreach into their governance documents (excellent-good), 40% (8) reported integrating into their mission as “fair” and 5% (1) as “haven’t done”. There appeared to be less integration of outreach into the grantee application review 40%(8) “excellent- good” 35% (7) “fair-poor”, and 25% (5) “haven’t done.”

Ohio has integrated outreach into all of its governance documents. While there is targeted funding for specific outreach initiatives, all grantees are expected to engage in outreach. They must include their outreach effort in their grant application and their reports.

## Training

➤ **Training of Council Members about outreach (n=20)**

Excellent	Good	Fair	Poor	Haven't Done
5% (1)	15% (3)	45% (9)	15%(3)	20% (4)

➤ **Training of Staff about outreach (n=20)**

Excellent	Good	Fair	Poor	Haven't Done
5% (1)	25% (5)	55% (11)	-	15% (3)

➤ **Training of Grantees about outreach (n=20)**

Excellent	Good	Fair	Poor	Haven't Done
5% (1)	15% (3)	40% (8)	15% (3)	25% (5)

➤ **Developed training to be used to improve services to un/underserved (n=20)**

Excellent	Good	Fair	Poor	Haven't Done
-	25% (5)	15% (3)	15% (3)	40%( 8)

While most respondents had provided training to all stakeholders, it appeared that they felt that the training could be improved in that 30% -60% rated their training as fair-poor. Additionally, 40% had not developed training that could be used to improve services to the un/underserved, 25% had not provided their grantees with outreach training, and 20% had not provided training to Council members.

Ohio has provided training to its Council members, staff, and grantees; however, that training has not been consistent and /or taken into account onboarding of new Council members and staff.

## Benchmarking

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### Funding Allocation

➤ **Specifically targeting outreach (n=19)**

Excellent	Good	Fair	Poor	Haven't Done
10% (2)	42% (8)	21% (5)	10% (2)	16% (3)

While the majority (52%) thought their targeted outreach funding was good-excellent, 31% thought it to be fair-poor and 16% had not provided such funding.

Ohio has provided targeted funding over the past 14 years. See Funding Grantees section, page 11 for more details.

### Products

➤ **Developed products to improve services to un/underserved (n=20)**

Excellent	Good	Fair	Poor	Haven't Done
5% (1)	25% (5)	15% (3)	15% (3)	40% (8)

More than a fourth (30%) of the respondents thought the products they had developed were good-excellent as compared to the same amount (30%) who thought their products were fair-poor. Additionally, 40% had not yet developed products.

Ohio has developed a video product that is being used within the court system to ensure that all judges are capable of managing cases that involve individuals who are deaf.

### Communication

➤ **Sharing relevant, timely, outreach to un/underserved (n=20)**

Excellent	Good	Fair	Poor	Haven't Done
-	35% (7)	45% (9)	15% (3)	5% (1)

More than a fourth (35%) of the respondents reported their outreach communication to un/underserved populations to be relevant and timely, 60% thought it was fair-poor.

Ohio has developed and disseminated two newsletters designed to provide timely, relevant and current information to populations that are un/underserved as well as those who are stakeholders. Individuals with disabilities are engaged in writing some of the articles.

### States Accomplishments

The following are accomplishments that respondents identified as their greatest.

- Included individuals from un/underserved populations in the work
- Targeted grants to underserved populations (particularly rural). One resulted in significantly increased transportation services but several years post grant it was not sustained.

## Benchmarking

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- Included in the state plan a specific goal addressing targeted disparity
- Focused on ensuring council membership that has become increasingly geographically and culturally diverse over the past 4 years as members have cycled on and off the Council
- Increased diversity in several specific publications; web site is more accessible; increased communication range, engaging with leaders affiliated with underserved groups (e.g., Native American)
- Created training programs that target non-disability organizations, including security firms, emergency management personnel, and local NGOs. Reached out to them and shared our message that disability is everywhere in their communities resulted in very positive results and opened several doors.
- Hiring a cultural broker has made the biggest different in being able to better serve Spanish speaking families
- Diverse Council with a diverse general email list
- Hosted a project with the Navajo Nation and intentionally included DD services director, having them go to the project and learn about the issues and the area of the state. As a result, the DD services director hired two staff specifically to provide outreach to the Navajo and decided to consider how the simple act of making application for services needed to be adapted and changed to make it accessible to underserved populations
- Hosted listening sessions on reservations every year to hear from Native Americans
- Establishment of the Cultural Competency and Language Access Workgroup. It has facilitated solicitation of input from un/underserved populations and to start to develop research and grant projects that will more meaningfully address the needs of underserved communities.
- Made graduate inroads with Indian tribes and Hispanic population
- Provided voter training materials in 6 languages

## **Key Findings**

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### **Right People in Right Positions have facilitated productivity**

When people bring the passion, knowledge, and skills to their position, they are productive because they like what they do, know what needs to be done, and is capable of completing the work. Such is the case with those charged with leading the Outreach Council Committee over the years; the Executive Director charged with leading the staff; and Outreach Staff Liaison. Additionally, all staff responsible for other functions have integrated outreach objectives into their work.

### **Establishing Priorities have resulted in positive outcomes**

The Ohio DD Council has been intentional, targeted and consistent in its outreach work.. The Council recognized at the outset while there was much to be done, they couldn't do it all and subsequently prioritized their work. Consequently, they have been able to realize results that have positively impacted all stakeholders and the service delivery system

### **Continuity in Leadership and Staff positions has contributed to sustained performance**

Succession planning has led to performance being maintained consistently over time. The Chair of the Council Outreach Committee became the Executive Director and was able to align staff with Council's objectives. Similarly, individuals who served as Chair of the Outreach Committee moved from serving on the committee and being mentored by current chair prior to assuming leadership role. The staff person has been with the outreach work since inception. He has done an excellent job of maintaining documentation of his work.

### **Council does not reflect diversity of the State**

While the Council has been intentional in its outreach activities to recruit more diverse Council members, this goal has not been realized. It appears that the position requirements versus recruitment effort is the cause.

### **Funding Allocation has limited potential impact**

The Council has realized much with little. Leveraging the positive outcomes across the state requires additional allocation of funding. Hence, in order to have greater broader impact utilizing existing grants and at the same time target new un/underserved groups, additional funding is needed.

### **Training enhances shared understanding of expectations and needs to be consistent**

While the initial training of Council Staff, and Grantees created a shared understanding about outreach, new Council members, staff, and grantees have not been trained. Additionally, new populations have migrated to Ohio and are in need of targeted outreach. Consideration should be given to annual training and providing periodic opportunities throughout the year. Given the advances in technology, this should facilitate the opportunity to provide consistent training.

## Key Findings

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### **Integrating outreach that focuses on un/underserved populations into governance documents ensures sustained organizational focus**

Given governance documents provide direction for leaders and staff with regard to priorities and decision making, having outreach integrated into these documents ensures that the people who lead and serve, regardless to “who” comes and goes, will ensure that outreach continues to be one of the organization’s pillars.

### **Keeping score of all grantees performance regarding outreach to un/underserved populations is integral to ensuring outreach is integrated into all work that targets individuals with developmental disabilities**

While all grantees report outreach data, there has not been an intentional focus on analyzing the data from initiatives outside of the targeted outreach grantees. Attention to all grantee data should prove beneficial in enhancing the Council’s understanding of the needs of un/underserved populations, how they were met, lessons learned, and opportunities for replication.

### **Networks facilitate greater outreach**

As ODDC strengthened various networks such as urban leagues, healthcare system, judicial system, faith-based institutions, universities, these networks were able to increase the number of people reached both from the provider and consumer perspectives. The greater outreach also lead to greater outcomes and impact.

### **Established and documented systems and processes facilitates organizational effectiveness**

The consistent maintenance of documented systems and processes has ensured that Council members, staff, grantees, and partners understand expectations. Also, it facilitates creating organizational alignment, resulting in work getting done well, consistently, on time, resulting in satisfied stakeholders.

### **There has been limited focus on marketing and promoting awareness about the Outreach successes**

The Council has been intentionally focused on the work resulting in achieving positive outcomes that have a significant impact. There has been less intentional focus on promoting and sharing the outcomes. As the Council moves forward, it needs to make sure there is increased intentional focus on sharing its successes so that others can replicate the work and even greater outcomes and impact is realized.

### **ODDC is a national leader in outreach work among State DD Councils**

Benchmark data affirms that Ohio is in the top tier of State DD Councils in its outreach work. It has a structure in place that makes it possible for the Council to remain focused, be consistent, build trust and credibility in diverse communities, identify new and relevant outreach initiatives, engage in innovative strategies, develop models and products that can be replicated.

## Leveraging Best Practices

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**“Outreach is never ending. It is forever teachable.” Kenneth Latham**

This section identifies “best practices” **(BP)** and provides suggestions about how to leverage **(L)** them to continuously improve performance.

### TRAINING

**BP: Provides outreach training to Council members, staff, and grantees**

**L:** Develop plan that ensures consistent, ongoing training and integrates into onboarding of new Council members and staff

**BP: Utilizes web-based training format to train grantees**

**L:** Explore utilizing this format with Council members and stakeholders

### BUILDING PARTNERSHIPS

**BP:**

- **Collects and maintains data about demographic makeup of State**
- **Uses data to identify targeted unserved/underserved communities**
- **Identifies and attends community events**
- **Meets with community, organization and political leaders**
- **Spends time learning about cultures**

**L:** Document and share strategies and lessons learned from different cultural groups

### LEADERSHIP

**BP: Executive Director empowers Outreach Liaison to be innovative, collaborative, and relationship centered**

**L:** Document and share strategies and lessons learned

**BP: Executive Director integrates outreach across all employees’ responsibilities and expectations**

**L:** Move from integrated self-directed work to integrated team-directed work

### RECRUITMENT OF COUNCIL MEMBERS

**BP: Utilizes a Council matrix to monitor and track diverse composition of members across variables: areas of state, race/ethnicity, disability, gender, age, etc.**

**L:** Examine how criteria for selection needs to change so that the Council can become more inclusive. Examples of criteria to examine includes: when meetings occur, location, previous experience on boards and commissions, and how interviewed

## Leveraging Best Practices

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### **OUTREACH COMMITTEE**

**BP:** **Selects leader from existing membership and tenure, allowing for continuity and experience**

**L:** As outreach members rotate off committee, make sure members are placed on different committees so that their outreach background is integrated into other committees

### **GRANTEE SELECTION**

**BP:** **Includes in criteria for all grant applications the need to identify the un/underserved communities in the project areas, population the project will target for inclusion in activities, needs and barriers, community partners and organizations, identify how progress will be measured and reported**

**L:** Develop an intentional plan for analyzing data provided from all grantees that considers how all work is impacting un/underserved communities and is shared to increase state and system-wide impact.

### **FUNDING**

**BP:** **Documents financial practices, provides training to grantees, and provides a grants coordinator who works with grantees directly too ensure compliance**

**L:** Utilize web-based training as an opportunity to periodically send out reminders and tips to Grantees about important deadlines, requirements, etc.

## **Elevating Effort & Work**

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**“We have come a long way but not far enough!” Mike Schroeder**

As the DD Council moves forward, the following represent key priority areas of focus that will elevate the Council’s effort and work.

### **INFRASTRUCTURE**

The extent to which results are achieved is always influence by the organization’s infrastructure. There appears to be two areas that if addressed will facilitate the DD Council’s capacity to reach more and do more within the un/underserved communities; achieve more results with un/underserved people with disabilities, and have an even greater impact state and system-wide.

- **Increase attention to alliances across committees and networks**

There is an opportunity to enhance the integration of the lessons learned and outcomes achieved from the Outreach work into all committees and their work. A plan that intentionally focuses on how best to create alliances across committees as well as networks would increase Council’s capacity without bringing on additional staff. It will involve also ensuring that the staff are aligned and have a shared understanding about “how to” facilitate this interaction.

- **Re-examine funding allocation process**

The Outreach Committee has been a good steward of the dollars that it has invested. There is an opportunity to take what has been learned and use new technologies and innovative strategies to replicate the work and increase the impact statewide. At the same time, there are targeted un/underserved populations that need to be supported as Ohio continues to attract residents that represent diverse un/underserved populations. To that end, the Outreach committee needs to have adequate dollars to do both. The current funding allocation process will not facilitate obtaining the data that is needed to make informed decisions about these two components. Hence, the Council needs to examine this process prior to the next funding cycle.

### **MEASUREMENT**

“That which gets measured gets managed.” Increasingly, government funding allocation will be tied to results. It is essential that Council begins to focus on outcomes-driven decision making. In order to do that, a plan to intentionally examine, review, and use data to drive its decisions is paramount.

- **Intentionally keep score and use data to increase outcomes and impact**

## **Elevating Effort & Work**

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The Council collects data from all of its grantees about the un/underserved populations. Now is the time to develop a plan for how best to integrate this data into a meaningful format that allows Council members and staff to readily see how grants are performing, identify outcomes and impact, determine needs and priorities, celebrate successes.

### **PUBLIC AWARENESS**

To often organizations that do good work are the “best kept secret” because they have stayed more focused on their work than sharing their results. Moving forward it is essential that the Council does both. Focusing on its work will facilitate having more positive outcomes and consequently more stories to share. The Council needs to integrate Outreach into its public awareness activities. Additionally, staff needs to develop strategic activities with grantees that focuses on increasing public awareness. These activities can be beneficial to ensuring sustainability of effort and work.

- **Direct more focus on telling Outreach stories internally and externally**

Both Council and Staff need to develop a public awareness strategy that targets both internal and external stakeholders. This strategy should focus on consistently sharing timely, relevant, and culturally appropriate messages about the outreach work, outcomes, lessons learned, needs identified. In addition to increasing awareness, the strategy should focus on “how to” engage external stakeholders in such a way that the outreach work can be sustained.

## **Acknowledgement**

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### **Stakeholders**

- John Martin, Director Ohio Developmental Disabilities
- Paula Rabidoux, Outreach Committee Chair
- Bill Darling, Past Ohio DD Council Chair
- Shari Cooper, Past Vice Chair and Outreach Committee Member
- Sherry Steinman, Former Member Outreach Sub-Committee
- Michael Schroeder, Past Chair Outreach Committee
- Sheryl Matney, Director Technical Assistance, National Association Councils of Developmental Disabilities

### **Staff**

- Carolyn Knight, Executive Director
- Kenneth Latham, Policy Analyst and Outreach Liaison
- Fatica Ayers, Policy Analyst
- Carla Cox, Program Administrator
- Paul Jarvis, Policy Analyst
- Kim Crishbaum, Electronic Design Specialist
- Gary Groom, Fiscal Officer
- Robin Shipp, Grants Coordinator

### **Grantees**

- Cassandra Archie, Triple Jeopardy
- Andres Blake, Amish Project
- TyKiah Wright, Project Reach
- Jibril Mohamed, Somali Newsletter
- Patricia Hicks, Reach Out e-Diversity Newsletter