

# 2025 Annual Report



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# Message from the Superintendent

As I reflect on 2025, I am encouraged by the continued progress achieved through TuscBDD's strategic plan and the dedication of our staff, partners, and community. This year focused on strengthening accountability, expanding services, and improving internal systems to better support individuals with developmental disabilities and their families throughout Tuscarawas County.

Our work in 2025 remained centered on four key goal areas that guide our strategic direction:

- Improving Fiscal Accountability
- Serving Our Community with Excellence
- Investing in Innovative and Responsive Services
- Optimizing Agency Processes and Resources

Throughout the year, TuscBDD strengthened financial stewardship through shared funding partnerships, careful monitoring of service utilization, and conservative forecasting. These efforts supported fiscal sustainability while maintaining high quality services. We also expanded access to services, strengthened community outreach, and continued culturally responsive initiatives to meet evolving needs.

At the same time, we prioritized workforce development, employee engagement, and internal process improvements to support efficiency, accessibility, and innovation across the agency.

As you review this report, I hope you see the value of these efforts and the role they play in ensuring reliable, meaningful support for individuals with developmental disabilities across Tuscarawas County.

Nate Kamban  
Superintendent



Nate Kamban, Superintendent

# Financial Results

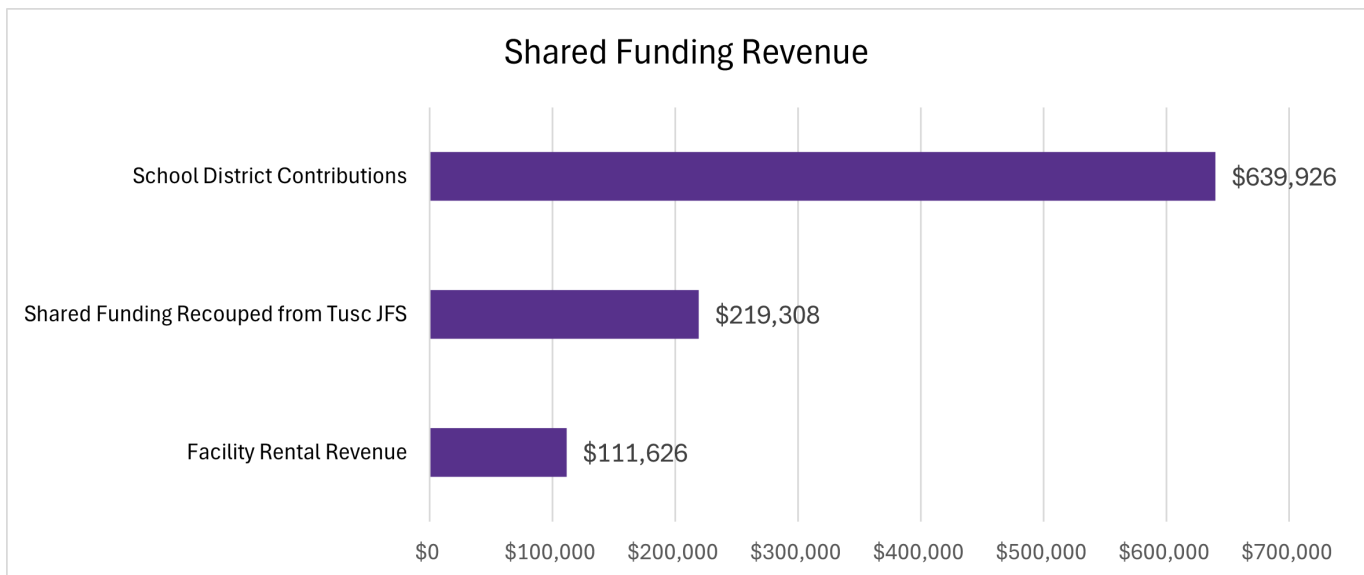
A major focus for 2025 was fiscal accountability by working towards a balanced financial perspective and fiscal sustainability. Below are some key action steps that were accomplished.

## Shared Funding Opportunities and Financial Risk Assessment

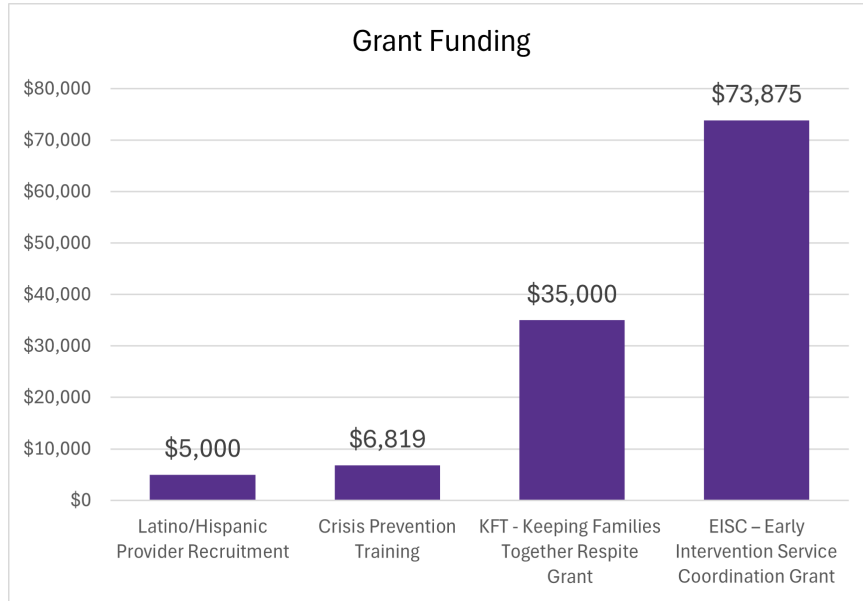
In 2025, TuscBDD strengthened financial sustainability by expanding shared funding partnerships, securing grants, and closely monitoring service utilization. The agency recouped \$219,308 through shared funding with Tusc JFS for jointly served youth and generated \$111,626 in facility rental revenue through strategic partnerships with multiple local organizations. TuscBDD also worked with six county partners to sustain the regional Youth Stabilization Homes and began exploring shared funding options to continue operating the Technology Home after grant funds were exhausted.

Starlight School remained heavily supported by shared funding, receiving \$639,926 from local school districts and benefiting from six shared staff positions with the ESC. The Early Intervention program expanded significantly with the addition of the EI Service Coordination grant, which funds three full-time coordinators and offsets administrative overhead.

Shared funding commitments have been secured with Tusc JFS for the next year. It is estimated that these shared funding agreements will contribute \$194,761 to the agency's 2026 budget.



While various grants funded numerous initiatives in 2025, the following examples highlight several of the more significant grants received.

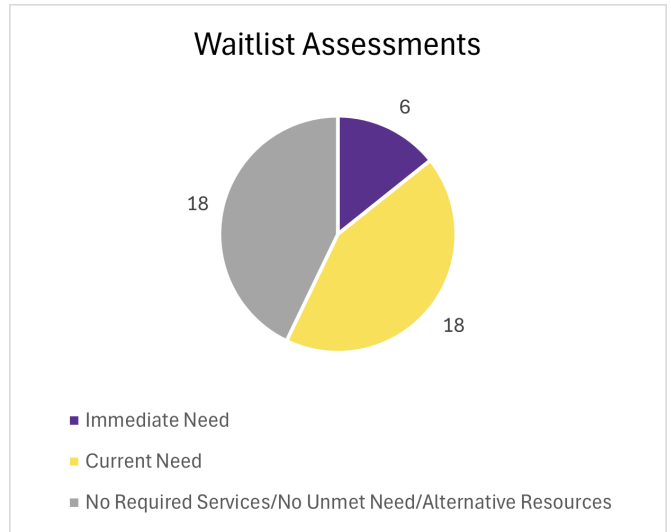
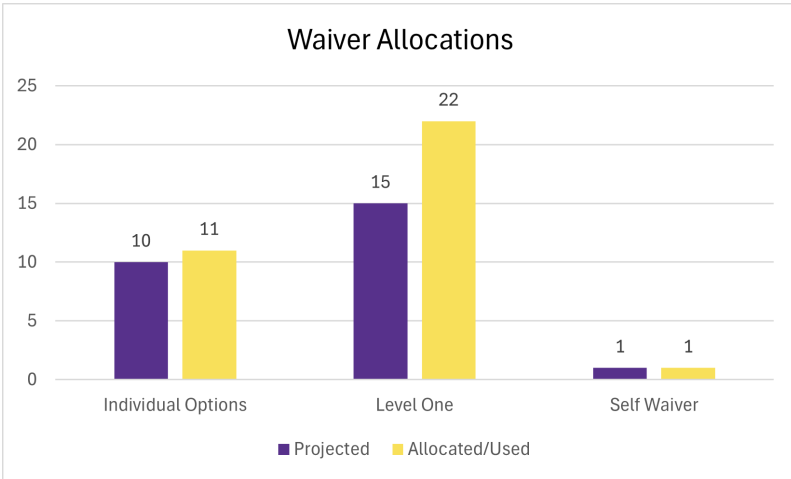


Overall, the agency achieved its 2025 financial goals by reducing expenditures by 3% and increasing revenue by 6.5%, supported by conservative forecasting, careful staffing reviews, and new processes to monitor Medicaid utilization and prevent unnecessary cost increases.

In 2025, TuscBDD strengthened its financial stewardship and advocacy efforts by working with state and local leaders to emphasize the importance of funding developmental disability services. The agency implemented new processes to monitor prior authorizations, waiver utilization, and spending trends through monthly leadership reviews and expanded use of Tableau analytics. A focused review of individuals receiving locally funded “grandfathered” services resulted in transitioning 8 of 15 people to waiver funding, reducing overall agency costs while maintaining support. TuscBDD also emphasized accurate long-term forecasting, presenting future levy scenarios to Board Members and County Commissioners. To promote transparency and shared understanding, financial presentations were provided to all departments, ensuring staff are informed about current results, future budgets, and long-range funding plans.

## Waitlist and Waiver Allocation

TuscBDD completed 42 Waitlist Assessments in 2025. Waiver allocations exceeded projected needs for individual options and level one waivers.



## Brand Awareness and Education

TuscBDD’s 2025 brand awareness and education efforts focused on strengthening community understanding of developmental disability services through clear communication, multimedia education, and strategic partnerships. The agency promoted key initiatives like the Blue Envelope Project, developed new family and technology resources, improved Starlight School facilities, and expanded outreach through events, media campaigns, and collaboration with local organizations. These efforts increased visibility, built community trust, and reinforced that support for individuals with developmental disabilities is essential.

**Support isn't extra.  
It's essential.**

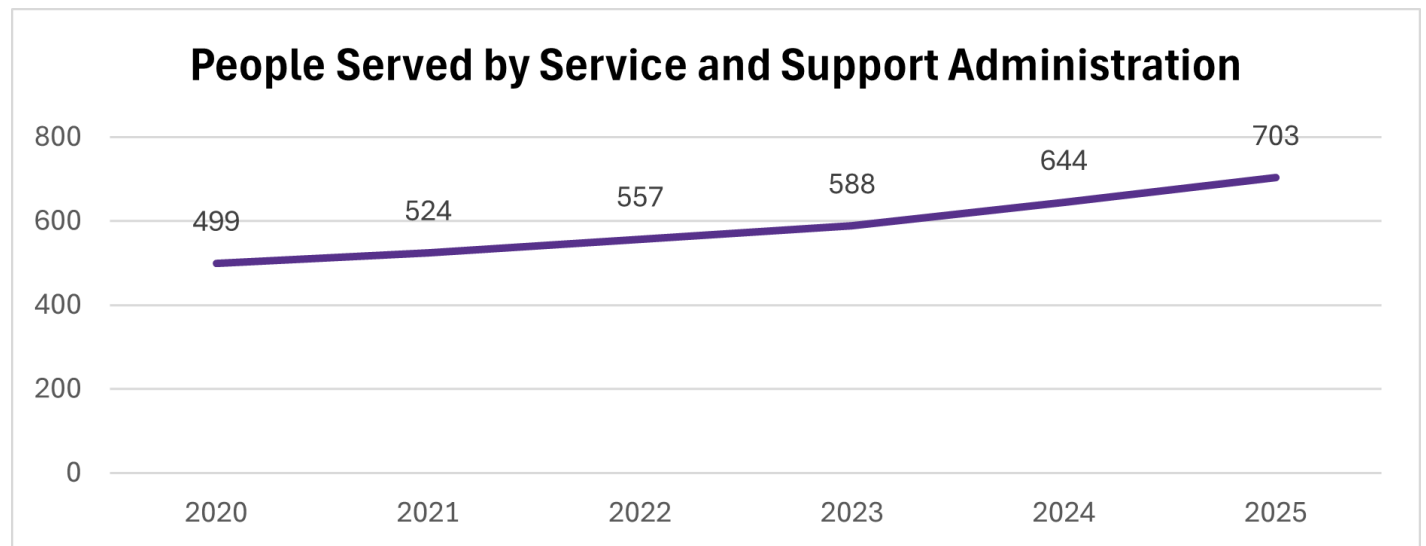
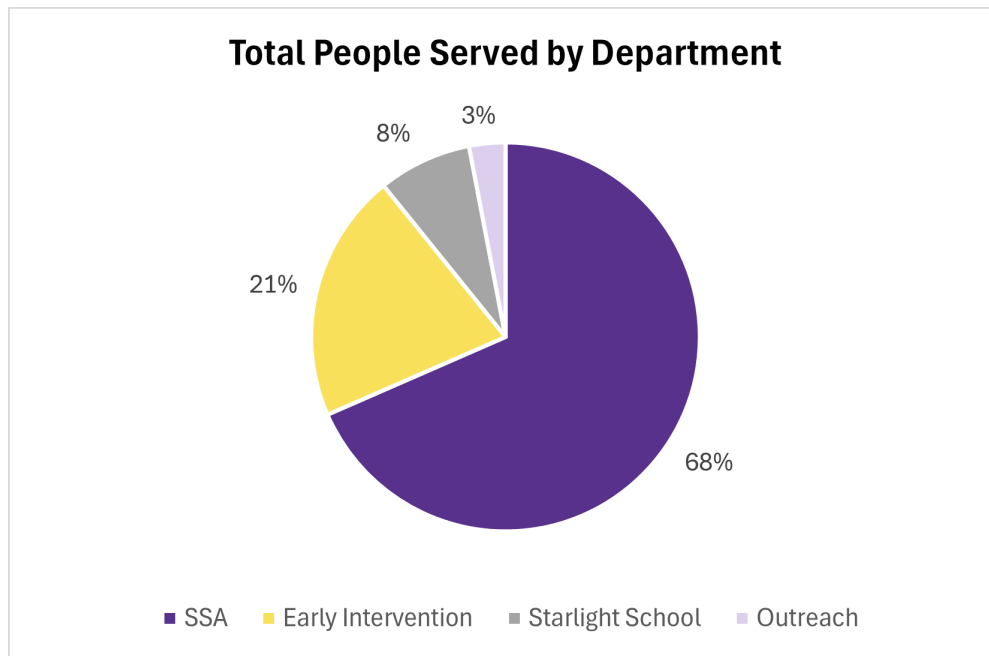


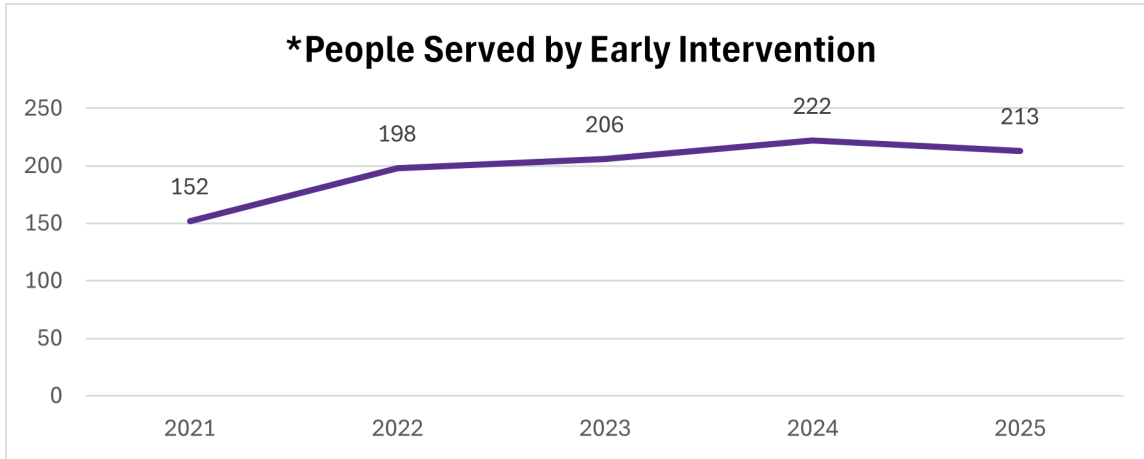


# Customer Results

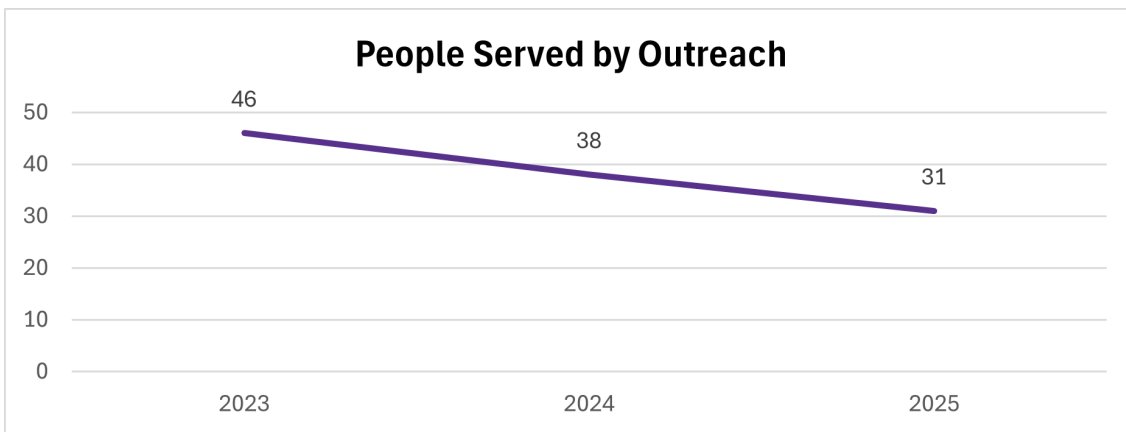
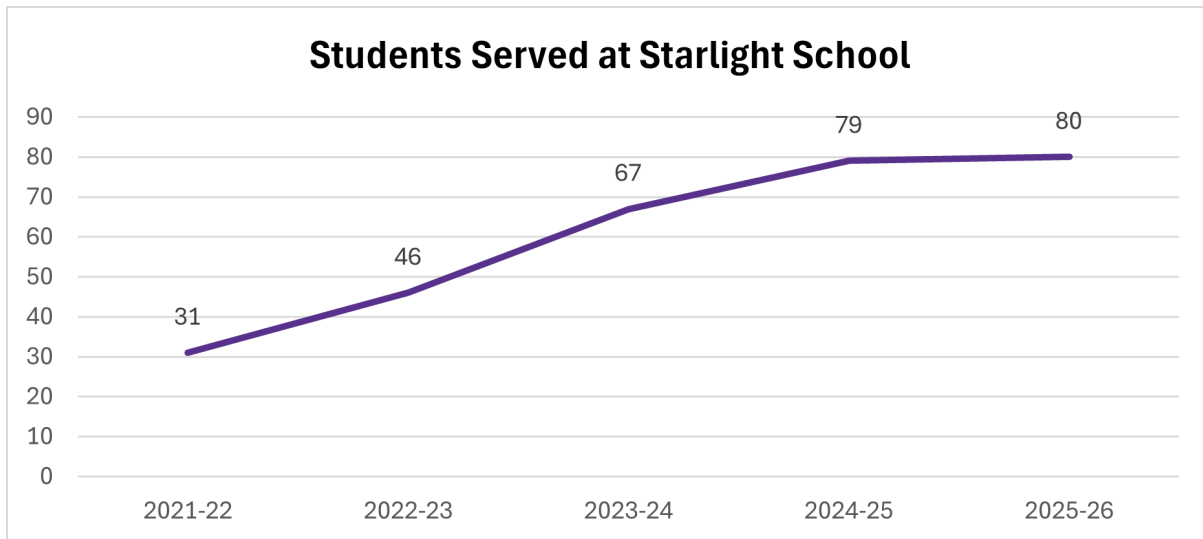
A major focus for 2025 was to serve the community well by expanding resources. Below are some key results and action steps that were accomplished.

## Customer Engagement





*\*Historical counts were updated in 2025 to reflect the most accurate data from the Ohio Department of Children & Youth.*



Outreach survey results show a 4.6 out of 5 on satisfaction with the behavior services and 4.3 out of 5 on satisfaction with communication by the outreach team.

## Community Outreach

TuscBDD expanded its community presence and strengthened partnerships throughout the year. An outreach survey showed overwhelmingly positive feedback from local school districts, highlighting the value of Behavioral Outreach Services provided to seven districts.



In partnership with the Tuscarawas County Public Library, TuscBDD co-hosted a community photo contest featuring images taken by or of people served. The photos were showcased in a month-long gallery exhibit during March, offering powerful visual representation for the DD community. The initiative received enthusiastic public feedback and included a recognition ceremony during DD Awareness Month, along with related events such as the

Wear Orange Inclusion Day, Better Together Awards, Community Partners Breakfast, Book Blast, and Proclamation Day.

TuscBDD also advanced accessibility and awareness through Tech Home marketing efforts, collaborating with Silfies Media to create high-resolution photography, a virtual tour, and a video advertisement—also integrated into VR headsets for expanded access.

Community-building remained a priority with a successful Summer Kick-Off Fellowship Event at Tuscora Park, bringing together individuals served, providers, and partners. Through family-approved storytelling, TuscBDD amplified real experiences that demonstrated the impact of services and supports.



Investments in workforce development included structured internships focused on communication, outreach, accessibility, and community engagement. Collaboration with the Muskingum Watershed Conservancy District further supported advocacy and inclusion by creating shared, accessible opportunities at Atwood Lake Park.

With a grant from the Autism Society of Ohio, The Fans Network donated a book about inclusion to every first-grade class in Tuscarawas County. In 2025, this program reached 74 classrooms.

Together, these efforts strengthened visibility, inclusion, and connection across Tuscarawas County.



## Service and Support Administration Satisfaction Survey

This year's satisfaction survey reflected strong confidence in TuscBDD services, with an overall rating of 4.7 out of 5. Most respondents—primarily family members, guardians, and individuals receiving services—reported the highest level of satisfaction. Feedback frequently highlighted the helpfulness, care, and support provided by TuscBDD staff, reinforcing our commitment to delivering meaningful, person-centered services.



## Community-Based Events

- Community Baby Shower
- Better Together Awards
- Community Partners Breakfast
- Rainbow Connection Telethon
- Monthly Advocacy Meetings and Activities
- Positive Behavior Celebrations at Starlight School
- Starlight School Carnival
- Starlight Back to School Night
- Starlight School Field Trips
- Starlight School Spirit Week
- TuscBDD Community Trunk-or-Treat
- Tech House Tours
- Art on the Ally
- Direct Support Professionals Week Celebrations
- All Staff in-service with panel presentations from people served and family members/guardians
- Proclamation and Advocacy Day with Commissioners and Advocates
- Wear Orange Inclusion Day
- Book Blast Week
- Free tickets to PAC Summer Movie Night Series
- Free Mini Golf for families of people with developmental disabilities at Tuscora Park
- Summer Kickoff Fellowship at Tuscora Park
- Photo Gallery Exhibit and Contest Recognition Ceremony at the Library
- Muskingum Watershed Conservancy District (MWCD) Advocacy Day



### Latino and Hispanic Growth

In 2025, TuscBDD advanced its Latino DSP Pilot Project, using grant funding to support providers in strengthening recruitment and training through culturally responsive outreach and translation services, including bilingual options for TuscBDD publications and playground signage. Additional funding from the Ohio DD Council enabled the continued expansion of this initiative, with a focused effort on increasing the hiring of Latino/Hispanic individuals as Direct Support Professionals within local provider agencies. TuscBDD and Advocates for Success (AFS) presented at the DODD Workforce Symposium, highlighting our ARPA grant initiatives aimed at addressing the DSP workforce shortage.

### Transportation and Respite Support

Youth Stabilization Homes served 11 youth for residential services and 3 youth for respite in 2025. A total of 43 youth were served at after school respite programs in Tuscarawas County. A weekend respite program was started by one provider and the goal is to expand this offering in 2026. These respite opportunities are funded by a combination of PRC funding secured in collaboration with Tusc JFS, Keeping Families Together Fund and/or Family Support Services funds.

### Community Employment

80 people were employed in the community with the average length of employment lasting 3 years.



### Provider Support

In 2025, the TuscBDD Provider Support Program was redesigned to focus on the benefits providers found most valuable, including fingerprinting, background checks, and support offered through the MEORC provider catalog services.

18 providers benefited from the TuscBDD Provider Support Program (PSP). This includes both agency and independent providers.



Throughout the year, Community Relations supported the FANS Network in delivering 117 community-based engagement opportunities, with multiple activities each week and participation ranging from small groups to larger gatherings of up to 50 people per event. Programming was adjusted in direct response to provider feedback.

# Internal Process Results

A major focus for 2025 was developing cutting edge services for customers by increasing internal efficiency and continued innovation. Below are some key action steps that were accomplished.

## Process Improvement

- Streamlined all surveys with MEORC's assistance and standardized questions for consistency.
- Strengthened internal web accessibility practices.
- Revamped stipend form.
- Formalized fundraising practices.
- Improved emergency and crisis planning.
- Provided all staff in-depth security training and implemented Breach Secure Now cybersecurity program.
- Combined 7 OSHA/PERRP policies into one safety program policy.
- Conducted nursing assessment with MEORC's assistance and began implementation of departmental changes.
- Broadened Early Intervention service scope.
- Updated waiting list policy to reflect the agency's use of DODD's web-based Waiting List Management System.
- Developed AI policy and began a focus group to utilize and test Microsoft Co-Pilot for increased efficiencies.
- Implemented Microsoft 365 training.
- Prepared for transition of finance/payroll system to county auditor system for launch on April 1, 2026.
- Improved Starlight School communication efforts.

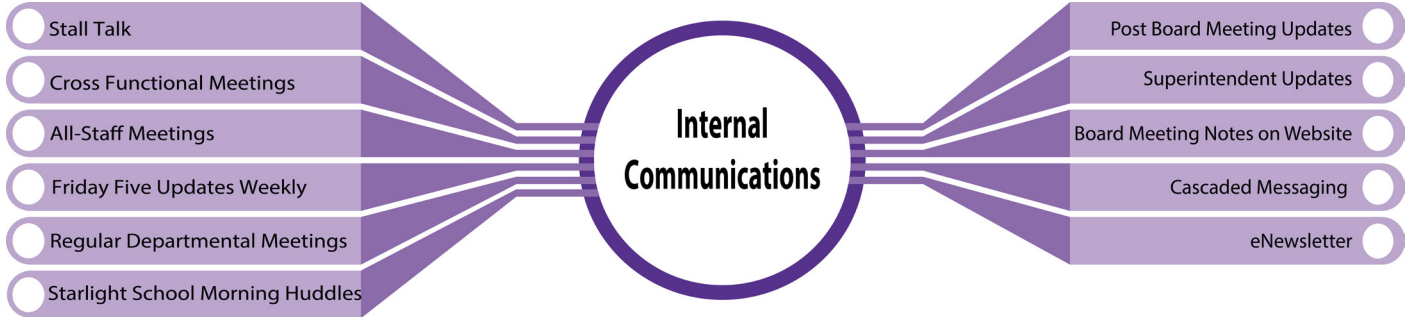


## Capacity Planning

TuscBDD aligned staffing levels with the agency's evolving needs by increasing departmental efficiency, streamlining roles, adjusting schedules, and combining positions where appropriate. These efforts allowed the organization to avoid unnecessary hires while maintaining high-quality services.

In 2025, TuscBDD added two full-time Early Intervention Service Coordinators and began recruiting a third. These positions are fully funded through the newly secured Early Intervention Service Coordination Grant, which also helps offset existing overhead costs within the Early Intervention Department.

### Internal Communication



### Creative Solutions

Future leaders in the field of DD participated in the following events:

- Bring-a-Buddy to Work Day: Held in conjunction with a local provider to provide inclusive opportunities for youth and people served
- Leadership Tusc. Project Collaboration with TuscBDD to support community accessibility
- 74 classrooms were reached with storytelling about inclusion
- Internship opportunities provided
- Leadership Tusc. employee participation
- Continuing higher education
- MEORC Virtual SSA training





The TuscBDD Tech Home hosted 16 tours and 3 people stayed overnight to try out technology solutions. As a result of the tours, we now have 30 people using assistive technology and 5 people using remote supports.



TuscBDD continued efforts to increase local childcare options.



To increase safety and create a welcoming aesthetic, Starlight School window security film clings were installed. These window clings showcase student art in vivid colors, Starlight School name, and TuscBDD logo. The art adds a cheerful vibe to the school as well as a nice welcome to outside visitors and students alike. It also provides a clear visual of TuscBDD presence with logos and increases student and staff safety and security.



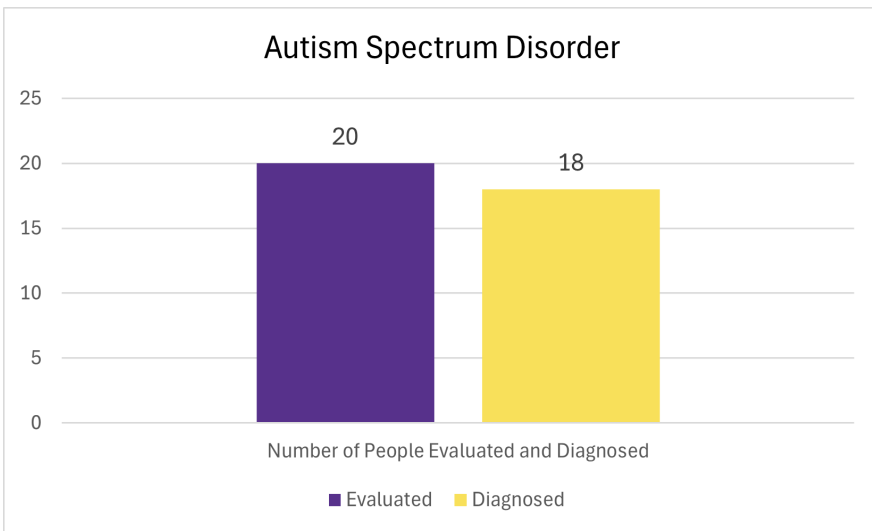
Continued field trips for Starlight School students, enhancing their educational experience through hands-on learning and exploration.



The Starlight School playground was enhanced with a large sign with the TuscBDD logo, and playground rules were added to the outside fencing of the playground in both English and Spanish.



The Autism Diagnosis Education Project (ADEP) continues to provide children in Early Intervention timely access to diagnostic autism evaluations. In 2025, 20 children were evaluated, and 18 received a diagnosis of Autism Spectrum Disorder.



TuscBDD, through a collaboration with BrightPath Evaluation Services, provided five qualifying children with Autism Diagnostic Observation Schedule Testing via limited local funding to meet service eligibility requirements.

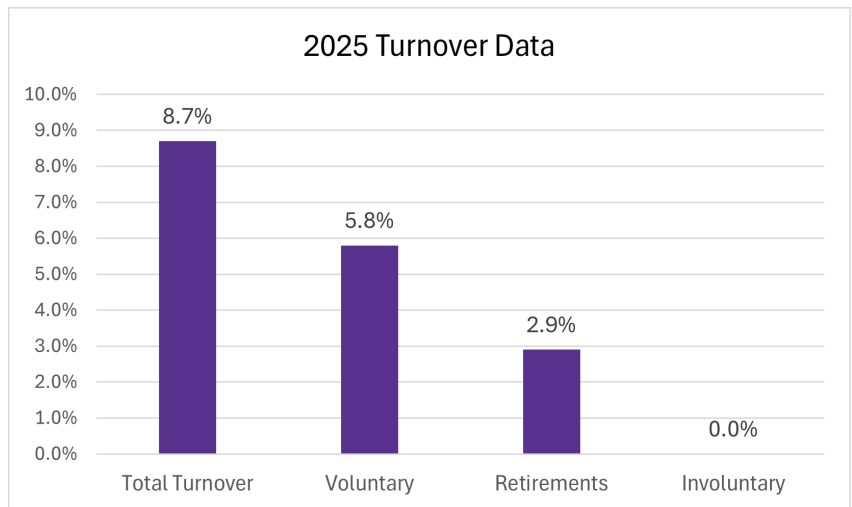
# Learning and Growth Results

A major focus for 2025 was agency optimization by maximizing allocation of resources and increasing employee engagement. Below are some key action steps that were accomplished.

## Career Development

In 2025, TuscBDD began participating in an HR metric pilot program. In future years, these new metrics will allow us to identify trends related to employee engagement and productivity.

Employee engagement and retention continued to be a key focus in 2025. TuscBDD started the year with 69 employees and ended with 71. One full-time position was eliminated in 2025 as a result of changes to the provider support program, but we were able to transition the employee into another position vacated by a resignation. We will continue to evaluate staffing levels against current agency needs as positions are vacated.



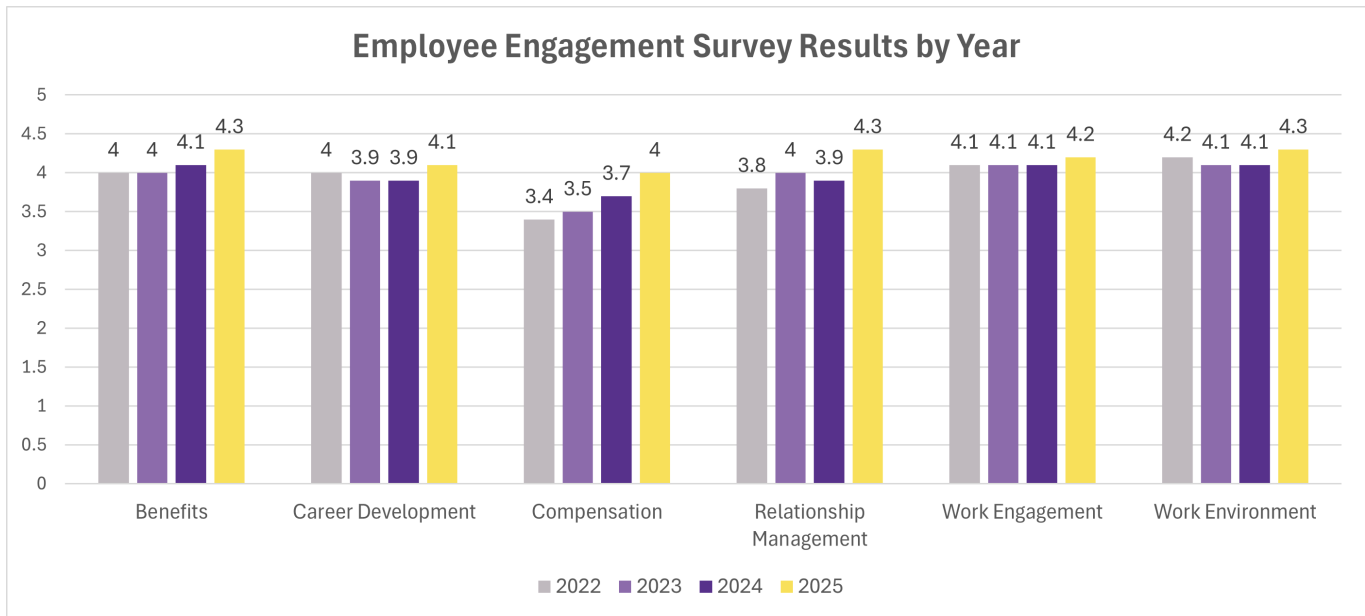
The annual leadership training brought our team together for a full day dedicated to professional development, leadership growth, and team-building activities. This focused investment strengthened skills, enhanced collaboration, and reinforced our commitment to career development.

Our new Business Manager will complete MEORC's SSA Training Program and participate in Leadership Tuscarawas to learn more about the field and our community.

TuscBDD facilitated panel presentations at the annual all-staff in-service with employees from different departments, people served, and family members of people served to help staff have a broader understanding of the agency overall.

To ensure equal, objective access to assistance for all eligible employees, TuscBDD refined the Employee Certification and Education Assistance Policy and form based on feedback from the employee engagement survey.

In 2025, 81% of the workforce completed the Employee Engagement Survey. Scores in all areas improved to be the highest in the last four years. When agreement is 10% higher than the national benchmark, it is considered a strength. Strengths were identified in all categories: Career Development, Work Engagement, Compensation, Relationship Management, Benefits, and Work Environment. Opportunities for improvement were identified in Work Environment.



## Rewards and Recognitions

TuscBDD continued the following reward and recognition initiatives:

- Provided staff members with customized holiday gifts and TuscBDD branded apparel.
- Employee Appreciation and Service Award Recognition sponsored by the Ruth Carlson Starlight Foundation.
- 35 employees earned rewards and improved their health by participating in TuscBDD’s 2025 Wellness Program.

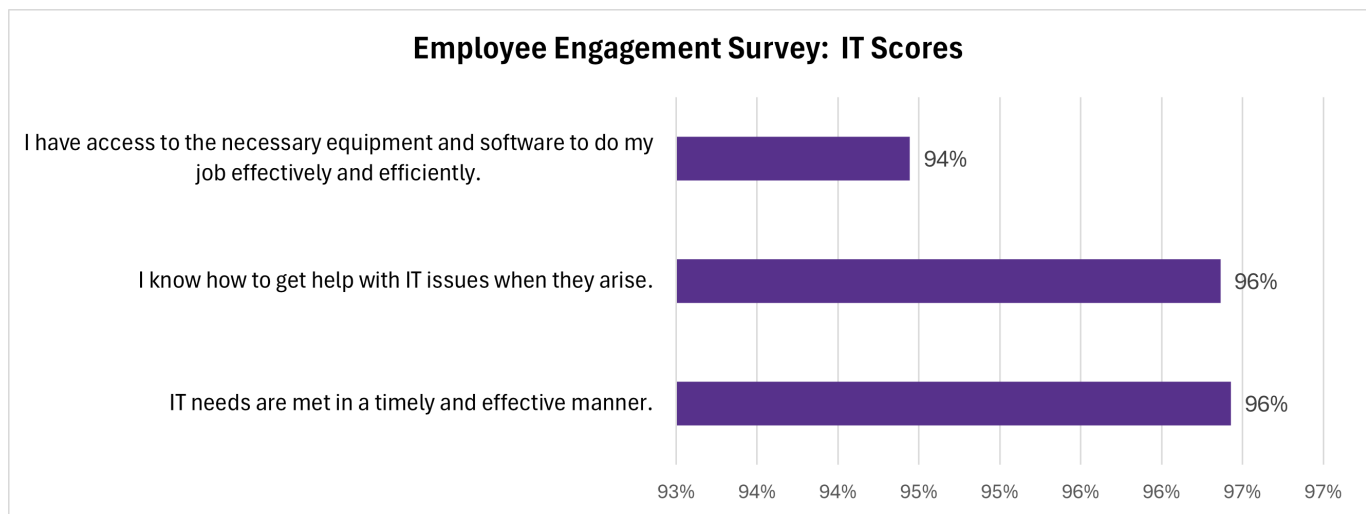


## Strategic IT Plan

In 2025, TuscBDD completed the transition to a three-year device replacement cycle for all employees. Early results show that devices purchased in the first year of this plan continue to perform well, and the organization will evaluate whether the replacement cycle can be extended to further maximize value.

Throughout the year, several cost-saving initiatives were pursued. Contracted IT services were reduced and transitioned in-house where appropriate, and service providers, including internet providers at multiple Board locations, were changed to achieve additional savings.

A comprehensive review of the phone system was also conducted, resulting in the selection of a new VOIP solution that will significantly reduce costs and enhance service reliability. Implementation of this upgraded system and related hardware will begin in early 2026.



## Facility Utilization

TuscBDD continues to make efficient use of its facilities by renting space to partner agencies when appropriate. In 2025, the organization welcomed a new tenant, New Philadelphia City Schools, which now rents a portion of the bus garage for bus-washing operations.

Starlight school is operating at full capacity during the school day. Evening use of the facility increased, with Special Olympics expanding its practice schedule in the gym. Basketball and cheerleading teams now hold practices several nights each week. Additionally, both TuscBDD and Cedar Ridge offered summer programs at the school in 2025, ensuring the space remained active and community-focused throughout the year.



