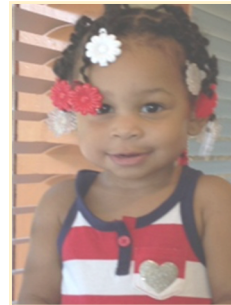


VALLEY MOUNTAIN REGIONAL CENTER



*Life with the power of choice
and possibilities*



Strategic Plan July 2021 – June 2024

At-a-Glance

Life with the power of choice and possibilities

Valley Mountain Regional Center:

- Opened its doors in 1974
- Serves 15,800+ individuals in Amador, Calaveras, San Joaquin, Stanislaus, and Tuolumne counties
- Employs more than 375 staff in three local offices
- Contracts with 2,000+ vendors
- Directed by a 21-member Board of Directors

Our Vision:

Life with the power of choice and possibilities.

Our Mission:

The mission of Valley Mountain Regional Center (VMRC) is to support people with developmental disabilities as they enrich their lives through choices and inclusion. VMRC is committed to securing quality, individualized services in collaboration with families and the community.

Values:

- Quality
- Respect
- Commitment
- Integrity
- Compassion
- Accountability
- Open Communication



Strategic Focus Areas July 2021 – June 2024:

- Training
- Consumer Health (Physical & Mental)
- Consumer Empowerment (& Support)
- Outreach, Connections & Engagement
- Organizational Culture

June 2021

Welcome to the Valley Mountain Regional Center!

Welcome to the Valley Mountain Regional Center! California Regional Centers were piloted in 1965 with two centers and in 1969 the regional center system was established to meet the needs of children and adults with intellectual and developmental disabilities in their communities as an alternative to state institutions and developmental centers. The Lanterman Act, as it has come to be known as, was authored by Assemblyman Frank D. Lanterman and established a nongovernmental community based nonprofit regional center system that would be responsive to a local board of directors and reflective of the needs of the communities within their catchment areas.

In 1974, Valley Mountain Regional Center's first Board of Directors was organized to serve the five counties of Amador, Calaveras, San Joaquin, Stanislaus, and Tuolumne and had a caseload of just 944. With the last addition of the Regional Center of the East Bay in 1976, there are 21 regional centers serving every county in the State. Today, Valley Mountain Regional Center (VMRC) serves over 15,800 people with a staff of more than 375 professionals and a team of more than 2,000 service providers. Valley Mountain Regional Center aims to be a partner in our greater communities and engage people and resources. In the following pages we present VMRC's roadmap to the future to guide our focus over the next three years. These focus areas are additional areas of concentration where VMRC would like to make a noticeable difference, they are in addition to areas VMRC focuses each day – on optimizing services and supports for each consumer and family we support.

It is our intention to be a true partner in the efforts to support people with intellectual and developmental disabilities in our region. While we are person-centered in our focus on the people we serve, we are also very clear that all partners are essential and equally important in ensuring people with disabilities are provided the choices they need to make to self-determine the lives they choose for themselves in our region. This plan will help guide us to ensuring all people, of all ages, cultures, backgrounds, especially people with intellectual and developmental disabilities, feel a sense of belonging in our communities.

Tony Anderson, Executive Director

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Life with the power of choice and possibilities

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*Available upon request.

Who we are

Vision:

Life with the power of choice and possibilities

Life with the power of choice and possibilities.

Mission:

The mission of Valley Mountain Regional Center (VMRC) is to support people with developmental disabilities as they enrich their lives through choices and inclusion. VMRC is committed to securing quality, individualized services in collaboration with families and the community.

Values:

- **Quality**

We meet the needs of the people we serve while simultaneously striving for excellence through ongoing self-examination and continuous improvement.

- **Respect**

We value and understand the uniqueness of each individual.

We exhibit compassion and concern in our communications.

We recognize that respect is noticeable when it leads to greater productivity, satisfaction and improved relationships.

- **Commitment**

We follow issues through to problem resolution.

We fulfill our promises to our constituents.

- **Integrity**

We consistently exhibit honesty and fairness.

- **Compassion**

We actively listen and genuinely empathize with our constituents' realities.

- **Accountability**

We are committed to efficient and effective stewardship of resources.

- **Open Communication**

We embrace a culture in which non-confidential information is actively and freely shared among stakeholders.

We engage all stakeholders in respectful dialogue to achieve the best results.

Who we are

Life with the power of choice and possibilities

Employee Code of Ethics:

The Code of Ethics is not intended to duplicate or paraphrase law, statute, or agency personnel policies, nor is it intended to qualify in any way an employee's obligation to comply with those authorities. It is instead a tool to be used in helping staff work through the often difficult ethical issues that confront them on a regular basis.

My first responsibility is to the people I serve. In working through ethical dilemmas, the best interests of a person with developmental disabilities are my first concern.

I will honor and respect all people as unique and valuable individuals. I recognize the danger of imposing my own priorities and values, and will seek to assist people in determining the course of their own lives and directing the means of achieving their own goals.

I will recognize and support the central importance of family and friends. Each person is the center of a support network composed of varying numbers of family and acquaintances, including those who have a close and long-term relationship and therefore know the individual better than any professional. Even though these relationships may not always seem wise or productive, I will recognize and honor their significance.

I will support the right of adults to exercise freedom of choice in personal relationships. I will provide information and resources in a positive and respectful manner, encouraging consumers to gain self-confidence and experience all aspects of life.

I will attempt to balance legitimate need for protection with the right to function as a member of the larger society. Through education and training, people must be empowered to deal with daily life in their neighborhood and avoid threats to health and safety. I also recognize that over-protection can harm persons with developmental disabilities by limiting their ability to grow and learn.

I will be cautious in making assumptions about developmental potential. I understand that behavior, appearance, and even test scores can cause professionals and family members to make hasty judgments about the ability of an individual to learn and apply new skills. I will focus as much as possible on what people can do and their potential, rather than solely on deficits and limitations.

I will support full integration of people with developmental disabilities. While many services and supports are necessarily unique to people with developmental disabilities, I will endeavor to assist and encourage people to exercise their right to use those services and supports that are available to all community members.

I will stay current in my field. People with developmental disabilities deserve my best effort to keep up with innovations in the field of developmental disabilities so that I can identify and present those service options that are most likely to produce positive results.

I will apply the principles of teamwork both within VMRC and without. The cornerstone of teamwork is mutual respect. While our roles are often separate, I will focus on common goals, sharing equally in the benefits and daily challenges of making difficult decisions.

I will respect the right to privacy of persons with developmental disabilities. I will follow the lead of the individual and use my best professional judgment in sharing information with family, friends, and people who provide support to the consumer.

Our History

Life with the power of choice and possibilities

1974-75: Board organized and policies established. ~. First Board of Directors ~ Office locations selected~ Staff hired and/ or transferred from Alta Regional Center. ~ Total caseload: 944

1976-77: VMRC became the first regional center in the state to be accredited by the Joint commission on Accreditation of Hospital. ~ Stockton office relocated to expanded space

1980-81: VMRC absorbed the staff and services of the Community Care Services Branch of the California Department of Social Services. ~ Bargaining unit organized and first union contract negotiated~ CLASP invited to appoint an ex-officio member to the VMRC Board of Directors

1983-84: Implemented statewide computerized and client data system. ~ Joint VMRC/Area VI Board Planning Committee formed ~ Vulnerable client settlement agreement negotiated with the Department of Social Services enabling VMRC to serve medically fragile consumers in community care facilities.

1984-85: Stockton office moved to new quarters on Murray Drive. ~Total caseload: 2822

1986-87: Expanded Stockton office

1987-88: Relocated branch office in San Andreas~. Initiated clinic for sight-impaired babies. ~. VMRC established as provider of continuing education credits for the Board of Registered Nursing

1988-89: Relocated branch office in Modesto. ~. First consumer elected to the VMRC Board of Directors ~ Psycho-sexual and interdisciplinary psychiatric clinics established

1989-99: Key intake documents translated into other languages including Spanish, Vietnamese, Cambodian and Laotian~ Quality circles instituted ~ Comprehensive Residential Policy Manual issued ~ Employee Assistance program established through St. Joseph's Medical Center ~ Electronic mail initiated internally ~. Parent Handbook completed

1992-93: Long Range Planning Committee formed. ~ Area VI Self Advocacy Council selected to be consumer advisory committee to the Board of Directors

Our History (cont.)

Life with the power of choice and possibilities

1993-94: Implemented California Early Start Program for 0-3 year olds ~ Coffelt Settlement Agreement implemented ~ Total Caseload: 5668, a 500% increase

1995-96: Occupied new building at 7109 Danny Drive ~ VMRC initiated Self-Directed Work Teams

1996-97: VMRC adopts Foster Grandparent/Senior Companion Program

1978: California creates the Department of Developmental Services. The administration of the developmental services programs is removed from the huge State Department of Health and placed in a much smaller department of state government.

1985: Serious state budget deficits cause the Department of Developmental Services to reduce funding for regional centers, and, in turn, cause some regional centers to implement cost-saving strategies such as waiting lists and categorical cuts in services.

In the Association for Retarded Citizens v. California Department of Developmental Services et al., the California Supreme Court rules that the Lanterman Act "defines a basic right and a corresponding basic obligation . . . [T]he right which it grants to the developmentally disabled person is to be provided with services that enable him to live a more independent and productive life in the community; the obligation which it imposes on the state is to provide such services." These services are to be determined through the individual program planning process and provided as an entitlement. The decision also states that the regional centers, not DDS, have wide discretion in determining how to implement the IPP, but no discretion at all in determining whether to implement it. The Court prohibits the use of cost-saving strategies such as those used by the defendant regional centers. At the same time, the court rules that this does not give regional centers the authority to overspend their budgets. If regional center budgets are not sufficient, DDS must inform the state legislature which must, in turn, either increase funding or statutorily change the entitlement.

1993: Through an out-of-court settlement (William Coffelt et. al. v. Department of Developmental Services, et. al.) more than 2,000 residents from the state-run developmental centers will be placed into the community over a five-year period.

2008 – 2009: While the country and the world experienced a major economic crisis, the developmental services system experienced the largest reductions in its history. There were over 50 different changes to the Lanterman Act to try to save money and these reductions reduced the regional center system's budget by about a half billion dollars.

Our History (cont.)

Life with the power of choice and possibilities

2011: Richard Jacobs retires as the 2nd Executive Director of VMRC and Paul Billodeau becomes the agency's 3rd Executive Director.

2013: The California Lanterman Act adds the Employment First Policy and the Self-Determination Program.

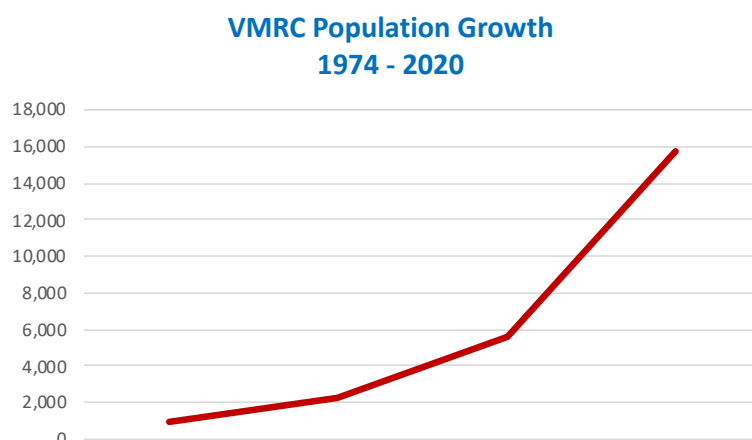
2012: Senate Bill 1381, by Senator Fran Pavley, a bill to remove the "R-word" (Retarded) from California state law was signed by Governor Jerry Brown, Jr. The "R-Word," known to be a form of hate speech towards people with Intellectual and developmental disabilities, was replaced in statute by the new nationally recognized clinical terminology, Intellectual Disability.

2016: The Legislature and Governor Jerry Brown, Jr. rescinded some of the changes in law made in 2008 and 2009 and made the first major funding commitment to developmental services in 20 years. Funding priorities provided rate increases to providers and allowed VMRC to hire 27 service coordinators to reduce the high caseload ratios.

2017: Tony Anderson becomes the 4th Executive Director of VMRC. ~ VMRC holds it's first annual Cultural Fair celebrating the diverse community it serves and showcases it's providers and resources in it's region.

2019: The first consumer fully participating in their Self-Determination program (legislation passed in 2013 creating Self-Determination in the Lanterman Act).

2020: Global Pandemic of COVID-19 forces all regional center to work remotely...



The Strategic Planning Process

Life with the power of choice and possibilities



The Strategic Planning Process, was an in-depth, multi-year investment by the Board of Directors and the hundreds of voices represented. A complete description of The Planning Process can be found at the end of this document.

Our Goals

Life with the power of choice and possibilities

After hearing from Consumers/Families, the staff, our providers, and our community, the Board of Directors, has determined the areas most critical for VMRC to focus on to drive and achieve our vision are:

- **Training** – Through training and education VMRC will provide consumers and families, staff, and providers with the knowledge they need.
- **Consumer Health (Physical & Emotional)** – VMRC actively seeks to support Consumer physical, emotional and mental wellness.
- **Consumers Feel Empowered (& Supported)** - Individuals feel fully informed of life's possibilities through empowerment and are supported by a strong circle of support to pursue their dreams.
- **Outreach, Connection, & Engagement** – Consumers/families, staff, and providers engage in clear, meaningful exchanges of information to facilitate strong relationships and shared understanding in order to achieve high quality, person-centered service.
- **Organizational Culture** – VMRC fosters a philosophy that is inclusive and supports staff to thrive.

Our Goals

Life with the power of choice and possibilities

Valley Mountain Regional Center has many goals, hopes and aspirations. Balancing the requirements we have today, with the vision we have for the future can be a challenge. VMRC and its Board of Directors are committed to meeting the needs of people served today, as well as helping achieve our vision, in part through this Strategic Plan. This Strategic Plan was developed through an intensive feedback process with several stakeholders including our consumers and their families, our staff, and our local service providers. The plan will help our regional center in being responsive to the stated needs and concerns of all stakeholders and maintain a balanced focus on where we want to go and how best to get there.

Strategic planning is the organizational activity we use to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes and results, assess, and adjust the organization's direction in response to a changing environment and build alignment and accountability into our efforts. Finally, the Strategic Plan allows VMRC to intentionally plan for improvement, maximize the impact of our efforts and ensure the regional center is staying true to its values.

Training



Training

Defined:

Through training and education VMRC will provide consumers and families, staff, and providers with the knowledge they need.

The Goal:

Through training, VMRC ensures:

- Consumers/families have information to achieve the best possible experiences in the community,
- Providers are empowered to deliver optimal services, and
- Staff have the skills and knowledge to work most effectively and efficiently.



Training

Specific Strategies

1. VMRC will create trainings for all stakeholders that meet the different platform needs, offering trainings through a number of different platforms depending on which platform(s) are most effective and accessible for the topic and audience, platforms may include in person, Zoom or other virtual medium, Quillo, video, EAP, Paylocity, Tik-Tok, or other.
2. VMRC will work to ensure all materials are culturally relevant and linguistically appropriate and available.
3. VMRC will support the Consumer Health Focus by creating and offering trainings in Preventative Health for consumers, families, service providers, and direct care workers.
4. VMRC will support the Consumer Health Focus by creating and offering trainings for Service Coordinators in tracking COVID-19 information, designing and offering trainings in Preventative Health, Autism Spectrum, and Legal Decision-Making Avenues.
5. VMRC will support the Consumers are Supported and Empowered focus area by creating and offering trainings in Life Trajectory, Strength-based Decision Making, Advocating, Community Building, Inclusion, Employment, and the Your Rights in Your Own Home for consumers, families, service providers, service coordinators, and direct care workers.
6. VMRC will work to cultivate and foster a culture of belonging, diversity and inclusion including a number of trainings developed and offered to Staff.
7. VMRC will work to support and build an award-winning staff by identifying training and development needs and providing training for development of the workforce.

Training

Outcome Deliverables and Measures

Throughout the three-year, July 2021- June 2024, term for which this Strategic Plan addresses, Valley Mountain Regional Center will work specifically on the Strategies referenced on the previous page, as well as systemic efforts already in place to help address this focus area. While the end measure of our success is for the people we serve to truly live have the powers of choice and possibility, VMRC will assess our progress of our efforts to address community living and the specific strategies outlined based on the below measures, which will be reported to the Board of Directors and our community annually.

Outcome Deliverables and Measures are broken out into two categories: Outcome Measures (show on the following page) and Outcome Deliverables (contained in the Appendix: In-Depth Focus Area Strategies). For the following Outcome Measures and Deliverables, measurements are collected from a variety of sources and noted as assessed at:

Outcome Measures are provided for:

- Baseline – As of June 1st, Fiscal Year 2020-21, or the most recent relevant time period measured
- 2022 – Close of Fiscal Year 2021-22 (June 2022)
- 2023 – Close of Fiscal Year 2022-23 (June 2023)
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Measures existing prior to the Strategic Plan have a baseline measure, new measures that will be developed specifically to assess progress in this focus area do not have a baseline metric noted.

Selected measures pertain only to the specific Strategic Plan Focus Area Strategies outlined in this roadmap. These measures represent only a small portion of VMRC's ongoing efforts and assessments, which are reported in area relevant documents.

Training

Outcome Deliverables and Measures

Outcome Measure	Baseline	2022	2023	2024
Number of training offered to Consumers/Families covering Preventative Health topics	----			
Number of training offered to Consumers/Families covering Life Trajectory and Strength-based Decision Making topics	----			
Number of training offered to Consumers/Families covering Advocacy topics	----			
Number of training offered to Consumers/Families covering Community Building and Employment topics	----			
Number of training offered to Consumers/Families covering Rights in Your Home topics	----			
Number of training offered to Service Coordinators covering Preventative Health topics	----			
Number of training offered to Service Coordinators covering Autism Spectrum topics	----			
Number of training offered to Service Coordinators covering Life Trajectory topics	----			
Number of training offered to Service Coordinators covering Community Building topics	----			
Number of training offered to Staff covering Belonging, Diversity and Inclusion topics	----			
Number of training offered to Staff covering Professional Development topics	----			
Number of training offered to Service Providers covering Preventative Health topics	----			
Number of training offered to Service Providers covering Autism Spectrum topics	----			
Number of training offered to Service Providers covering Life Trajectory topics	----			
Number of training offered to Service Providers covering Community Building topics	----			
Number of training offered to Service Providers covering Consumer Rights in their Home topics	----			

Consumer Health (Physical & Emotional)

Consumer Health

Defined:

Through training and education VMRC will provide consumers and families, staff, and providers with the knowledge they need.

The Goal:

VMRC proactively supports and empowers consumers to be healthy - physically, emotionally and mentally.



Consumer Health

Specific Strategies:

1. VMRC will support Consumers/Families and Providers with COVID information and supports (Testing, Personal Protection Equipment (PPE) distribution, vaccine information, webinars, and info session).
2. VMRC will promote awareness of Consumer health (physical and emotional factors), VMRC will engage in increased education and training campaign.
3. VMRC will promote optimal Consumer health by promoting preventative health strategies: diet/lifestyle eating, exercise, health screenings, vaccines, health disparities and equity.
4. VMRC will promote Consumer/Family Mental Health and Wellbeing, VMRC will proactively address issues of isolation, depression and emotional issues, as well as stress and anxiety.
5. VMRC will support Consumers through identifying and addressing potential behavioral concerns, such as Autism Spectrum related behaviors and addiction, and related legal issues.
6. VMRC will help optimally support children and families in our community, VMRC will monitor Child Find data and utilize data to help identify and target communities where children who are potentially at risk of developing a delay are not entering the regional center through Intake/Early Start.

Consumer Health

Outcome Deliverables and Measures

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Consumer Health

Outcome Deliverables and Measures

Outcome Measure	Baseline	2022	2023	2024
Number of COVID Testing Events	3			
Number of PPE Events	25			
Number of COVID positive cases	540			
Number of COVID-19 Vaccinated Consumers (1 Dose)	376			
Number of COVID-19 Health Advisory Newsletters, Info Sessions	49			
Number of Mental Health related events hosted or advertised	4			
Number of Child Find intakes	187			
Number of flyers provided to community for outreach	1800			
Number of Preventative Health related events hosted or advertised	1			
Number of Social Media hits for Mental Health related postings	166			
Number of people download Mental Health Tips, Resources	---	Baseline		
Number of people who request Mental Health Tools	---	Baseline		
Number of Behavioral Health related trainings and events	1			
Referrals for BIS, LSRT (monthly average)	5.33			
Number of Available Resources for Addiction Issues	---	Baseline		

Consumers Feel Empowered (& Supported)

Consumers Feel Empowered

Defined:

Individuals feel fully informed of life's possibilities through empowerment and are supported by a strong circle of support to pursue their dreams.

The Goal:

Individuals are empowered and supported in all aspects of life to define, lead and succeed in their own lives.



Consumers Feel Empowered

Specific Strategies.

1. VMRC will empower consumers to define and pursue life on their own terms. VMRC will promote and engage consumers (and families) in envisioning and planning **Life Trajectory**.
2. VMRC will support individual consumer empowerment. VMRC will promote strength-based decision making and supported decision making.
3. VMRC will improve Service Coordinators' ability to support Consumers/Families, VMRC will work to help lower Service Coordinator caseloads.
4. VMRC will continue building and developing community support for Consumers/Families.
5. VMRC will support individual engagement and ownership of their own lives, VMRC will work to ensure Consumers have a home.
6. VMRC will support the unique characteristics, culture, ethnicity, language, and sexual and gender identification of each Consumer/Family, VMRC will seek to develop and deepen diverse and culturally competent services both provided and purchased by the regional center.

Consumers Feel Empowered

Outcome Deliverables and Measures

Throughout the three-year, July 2021- June 2024, term for which this Strategic Plan addresses, Valley Mountain Regional Center will work specifically on the Strategies referenced on the previous page, as well as systemic efforts already in place to help address this focus area. While the end measure of our success is for the people we serve to truly live have the powers of choice and possibility, VMRC will assess our progress of our efforts to address community living and the specific strategies outlined based on the below measures, which will be reported to the Board of Directors and our community annually.

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Consumers Feel Empowered

Outcome Deliverables and Measures

Outcome Measure	Baseline	2022	2023	2024
Service Coordinator treating you with dignity and respect (Consumer Satisfaction Survey)	4.01		---	
Your relationship with your service coordinator. (Consumer Satisfaction Survey)	3.80		---	
VMRC staff listening to you. (Consumer Satisfaction Survey)	3.79		---	
The IPP/IFSP planning process in focusing on you (your family's) unique needs and wants. (Consumer Satisfaction Survey)	3.64		---	
Your service coordinator taking into account your (your family's) languages, traditions, and background when helping you design your plan. (Consumer Satisfaction Survey)	3.83		---	
Consumers/Families feel Empowered. (Consumer Satisfaction Survey, new metric)	----	baseline		
Consumers/Families feel Supported. (Consumer Satisfaction Survey, new metric)	----	baseline		
Consumers/Families Feel Supported by completing Personal Profiles (Consumer Satisfaction Survey, new metric)	----	baseline		
Consumers/Families have the ability to make life decisions. (Consumer Satisfaction Survey, new metric)	----	baseline		
Consumers/Families are encouraged and supported to envision a future of their choosing/a life of their own design. (Consumer Satisfaction Survey, new metric)	----	baseline		
Number of SCs receive training on Person-Centered Thinking	Staff – 90% Vendors-10%			
Service Coordinator Case Load Ratios	1:83			

Consumers Feel Empowered

Outcome Deliverables and Measures

Outcome Measure (cont.)	Baseline	2022	2023	2024
Number of Consumers with Person-Centered Plans	----	baseline		
Number of Participants attending Self-Determination Program Orientations	----	baseline		
Number enrolled in Self-Determination Program	60			
The IPP/IFSP planning process in focusing on you (your family's) unique needs and wants. (Consumer Satisfaction Survey)	----	baseline		

Outreach, Connection, & Engagement

Outreach, Connection & Engagement

Defined:

Consumers/families, staff, and providers engage in clear, meaningful exchanges of information to facilitate strong relationships and shared understanding in order to achieve high quality, person-centered service.

The Goal:

Consumers/families, providers, staff, and community stakeholders are valued, heard, and engaged in conversations that:

- Value people's ideas and concerns,
- Are knowledgeable and informative, and
- Are accessible, person-centered, and plain language exchanges.

These exchanges ensure:

- A common understanding of policies,
- Timely, clear information about events, webinars, and other opportunities that enhance their lives, and that
- Help people connect to each other and the regional center.



Outreach, Connection & Engagement

Specific Strategies

1. VMRC will work to improve the effectiveness, consistency, clarity of reach of communications to and from consumers and families. VMRC will continue to evolve technologically and utilized multiple platforms, while ensuring communications use plain language, are consistent and timely. VMRC will be sensitive to the differences in communication styles by language and culture and seek to utilize all mediums of communication so as to be inclusive.
2. VMRC will work to improve the effectiveness, consistency, clarity of reach of communications to and from staff. VMRC will continue to evolve technologically and utilized multiple platforms, while ensuring communications is concise, consistent and timely and that staff have access to the information they need.
3. VMRC will work to improve the effectiveness, consistency, clarity of reach of communications to and from service providers. VMRC will continue to evolve technologically and utilized multiple platforms, while ensuring communications use plain language, are consistent and timely. VMRC will be sensitive to the differences in communication styles by language and culture and seek to utilize all mediums of communication so as to be inclusive.
4. VMRC will work to build community awareness and engagement.

Outreach, Connection & Engagement

Outcome Deliverables and Measures

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Outreach, Connection & Engagement

Outcome Deliverables and Measures

Outcome Measure	Baseline	2022	2023	2024
Staff reaching out with information about community events, regional center news or other resources (Consumer Satisfaction Survey)	3.44		---	
The regional center in communicating with you (Consumer Satisfaction Survey)	3.50		---	
Opt-In - Number of social media followers (FB, Twitter, Linked-In, TikTok, Instagram YouTube.)	5,724			
Access - Number of residential settings that provide Wi-Fi access for adult consumers to receive email	---			
Push Contacts - Number of direct contact/constant contact/Everbridge push contacts (Wellness)	26,119			
Outreach – Number of calls, Zoom Meetings/ Trainings/Townhall Meetings, Listening Sessions, etc., and In-Person touchpoints.	----	baseline		
Management effectively communicates information, process changes and procedures (Employee Satisfaction Survey)	56%		---	
Policies & procedures in my work unit are clearly stated and allow me to do my job effectively (Employee Satisfaction Survey)	65%		---	
There is a way for me to provide recommendations for process improvements. (Employee Satisfaction Survey)	48%		---	
Communication across organizational boundaries enables us to perform our jobs effectively (Employee Satisfaction Survey)	40%		---	
I have sufficient information to do my job. (Employee Satisfaction Survey)	75%		---	
Management has clearly communicated to me the behavior that is expected of me. (Employee Satisfaction Survey)	82%		---	

Outreach, Connection & Engagement

Outcome Deliverables and Measures

Outcome Measure (continued)	Baseline	2022	2023	2024
VMRC staff communicates with your agency regarding legislative and regulation changes. (Provider Satisfaction Survey)	3.35		---	
How well VMRC staff communicates with your agency regarding issues related to your agency's contract or services. (Provider Satisfaction Survey)	3.36		---	
VMRC staff's level of respect for your input as a service provider? (Provider Satisfaction Survey)	3.68		---	
Number of community events VMRC staff attend	190			
Attendance (#) at business and organization engagements, events, meetings	80			
Number of Presentations given to Community organizations (Speaker's Bureau)	3			

Social Media Profile

Social Media Outlet Usage	Baseline	2022	2023	2024
Facebook, followers	2898			
Linked-In, followers	362			
Instagram, followers	1560			
Twitter, followers	371			
YouTube, followers	44			
TikTok, followers	20			
Constant Contact, followers	10,774			
Everbridge (Wellness Check-in)	15,345			
VMRC Website, Sessions (monthly average)	7,213			

Organizational Culture

A faint, stylized background graphic in light blue and purple. It depicts a mountain range with a jagged peak on the left and a star on the right. The lines are thick and hand-drawn in style.

Organizational Culture

Defined:

VMRC fosters a philosophy that is inclusive and supports staff to thrive.

VMRC will strive to create an internal environment that values cultural competence and diversity and supports the emotional well-being, health, and morale of all staff.

The Goal:

VMRC will continue to promote a healthy, supportive, inclusive, and diverse internal philosophy, where employees feel valued, respected, and empowered to support Consumer/families.



Organizational Culture

Specific Strategies

1. VMRC will cultivate and foster a culture of belonging, diversity, and inclusion.
 - *We recognize, value, and appreciate each person.*
 - *We are aware of our own judgements, values, morals, and egos.*
 - *We seek to understand and learn and improve.*
 - *We encourage learning and understanding.*
 - *We work to create a community where everyone belongs and is accepted.*
 - *We hold ourselves, each other and the organization accountable for honoring each person.*
 - *We value and appreciate our diversity, it makes us better, it makes VMRC stronger.*
2. VMRC will create and promote a culture of trust and unity between and across all staff, units, offices, and management.
 - *All staff, independent of title, position, office, department or unit, will honor interpersonal communications, engaging each other humbly and respectfully.*
 - *VMRC, as an organization, and all staff recognize the equal value and input of each office, team and management level.*
3. VMRC will create and promote a culture of support, so staff have the tools and are empowered to succeed.
4. VMRC will cultivate and foster a culture of Wellness.

Organizational Culture

Outcome Deliverables and Measures

Throughout the three-year, July 2021- June 2024, term for which this Strategic Plan addresses, Valley Mountain Regional Center will work specifically on the Strategies referenced on the previous page, as well as systemic efforts already in place to help address this focus area. While the end measure of our success is for the people we serve to truly live have the powers of choice and possibility, VMRC will assess our progress of our efforts to address community living and the specific strategies outlined based on the below measures, which will be reported to the Board of Directors and our community annually.

Outcome Deliverables and Measures are broken out into two categories: Outcome Measures (show on the following page) and Outcome Deliverables (contained in the Appendix: In-Depth Focus Area Strategies). For the following Outcome Measures and Deliverables, measurements are collected from a variety of sources and noted as assessed at:

Outcome Measures are provided for:

- Baseline – As of June 1st, Fiscal Year 2020-21, or the most recent relevant time period measured
- 2022 – Close of Fiscal Year 2021-22 (June 2022)
- 2023 – Close of Fiscal Year 2022-23 (June 2023)
- 2024 – Close of Fiscal Year 2023-24 (June 2024)

Measures existing prior to the Strategic Plan have a baseline measure, new measures that will be developed specifically to assess progress in this focus area do not have a baseline metric noted.

Selected measures pertain only to the specific Strategic Plan Focus Area Strategies outlined in this roadmap. These measures represent only a small portion of VMRC's ongoing efforts and assessments, which are reported in area relevant documents.

Organizational Culture

Outcome Deliverables and Measures

Outcome Measure	Baseline	2022	2023	2024
Staff feel that VMRC honors and celebrates diverse cultures	77%		---	
There is a culture of trust at the regional center.	44%		---	
I feel comfortable asking for help when I need it.	85%		---	
I feel empowered to take initiatives to solve problems.	80%		---	
Staff Survey: Added metric specific to culture of trust and unity. (TBD)	----	baseline		
I know what is expected of me at work.	96%		---	
My job description matches my job.	79%		---	
I feel like I am effective in my role within the regional center.	86%		---	
I am accountable for defined, measurable objectives.	77%		---	
The objectives and goals of my work unit are reasonable and attainable.	57%		---	
In my unit, we identify barriers and obstacles and resolve issues that could impact achievement of objectives.	69%		---	
Staff Metric: Assessment of Staff work-related stress level (TBD)	----	baseline		
Staff Metric: Assessment of Overall Wellness (TBD)	----	baseline		
Number of Diversity/Cultural Competence Trainings, Attendees	----	baseline		
Number of Human Resource Complaints re discrimination	2			
Staff demographics vs Community demographics	pending			
Number of Recognitions/Celebrations each year	5			

Acronyms

Supporting Lives of Liberty and Opportunity

ACEs – Adverse Childhood Event(s)
ARCA – Association of Regional Center Agencies
CAC – Consumer Advisory Committee
CMS – Centers for Medicare and Medicaid Services
DDS – Department of Developmental Services
DOR – Department of Rehabilitation
ED – Executive Director
FRN – Family Resource Network
HCBS – Home and Community Based Services
HOBPT – Hands-on Behavioral Parent Training
IDD – Intellectual and/or Developmental Disability
IEP – Individualized Education Plan
IFSP – Individualized Family Service Plan
ILS – Independent Living Services
IPP – Individual Program Plan
LSRT – Legal Services Review Team
NCI – National Core Indicators
OCRA – Office of Clients’ Rights Advocacy
PCT – Person Centered Thinking
PPE – Personal Protective Equipment
PNA – Pneumonia
POS – Purchase of Services
RCS – Regional Center Services
SAC6 – Self-Advocacy Council 6
SCs – Service Coordinators
SCDD – State Council on Developmental Disabilities
SLS – Supported Living Services
STI – Sexually Transmitted Infection
UC Davis – University of California, Davis
VMRC – Valley Mountain Regional Center