

# Strategic Performance Plan 2019 - 2021



Mid-Year 2019 Report



**Tri-Counties  
Regional Center**



Strategic Focus Areas				Operational Focus Areas	
Family Support	Cultural Proficiency	Employment	Community Outreach	Performance Contract Measures	Fiscal Compliance

## Strategic Focus Area 1 - Family Support

### Defined As:

TCRC partners with families to explore creative services and resources at time of eligibility and throughout all of life's changes.

### Strategic Issues:

- Families want support in navigating systems and processes for generic, local and TCRC resources, such as housing, Medi-Cal, IHSS, etc.
- Families and persons served seek guidance throughout their life to access services and supports needed to live, work and recreate in their community.

- Families and persons served seek to build a relationship with their Service Coordinator and with the regional center as a way to develop a trusted partnership that will provide needed guidance.
- Implementation of Self-Determination will provide opportunity to explore creative services.

### Desired Outcomes: What does TCRC want to achieve?

- TCRC supports individuals and families by strengthening relationships, providing increased opportunity to better access generic resources and develop creative services.



*Kamryn poses with her family*

How will we know we are making progress? Objectives	Baseline (Mid Year 2018)	2019	2019 Mid Year	2019 State Average	2019 Desired Direction	Target Met
a. Establish strategies for navigating and accessing different service systems and generic resources.	Information learned from the initial work of the Promotoras	Research, and develop strategies.	Researched and gathered information.	N/A	N/A	On Track
b. Maintain the number of children living at home (P)	98-100%	98-100%	99.61%	99.42%	^	On Track

Note: (P) = DDS Performance Contract Measure. Goal for (P) measure is met when current TCRC # 1) meets or exceeds state average; 2) is better than TCRC baseline; 3) meets DDS Standard.



Strategic Focus Areas				Operational Focus Areas	
Family Support	Cultural Proficiency	Employment	Community Outreach	Performance Contract Measures	Fiscal Compliance

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### Strategic Actions:

Topic	Description	Current Progress
1. Strategies to support families to navigate and access different service systems and generic resources.	<p>Convene a planning team with representation from TCRC, Family Resource Centers, Promotora network and others to gather input about family needs and barriers to accessing generic services and supports.</p> <p>Research strategies used by other regional centers and evaluate for potential development in the TCRC area.</p> <p>Draft a plan to develop the identified strategies and implement according to the plan and available resources.</p> <p>Evaluate effectiveness and report on results during quarterly focus area reports to the TCRC Operations (OPS) Committee. Recommend revisions based on data and input from families.</p>	<p>Information about families' unmet needs and barriers to accessing service and supports was collected at six (6) 2019 Purchase of Services meetings.</p> <p>Strategies used by other regional centers to address unmet needs and potential barriers to services continue to be gathered and evaluated to help inform the focus area group on alternative and effective implementation of service planning for individuals and families.</p> <p>A survey is being developed to be sent to families who have attended TCRC orientations to identify potential barriers to services and unmet needs.</p>
2 Support families so that children continue to reside at home. (P)	Continue to use a person centered approach to discover, understand and support families' needs.	<p>Service Coordinators continue to develop their person centered skills to better understand and learn more about families' needs.</p> <p>Transition managers have identified a need for Transition Service Coordinators to receive training on Person Centered Employment to develop more effective conversations around employment wants and needs. The annual Transition Day, August 29, 2019 will include exercises for Service Coordinators to practice their person centered skills and apply them to conversation about employment.</p>



### Strategic Focus Areas

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## Strategic Focus Area 2 - Cultural Proficiency

### Defined As:

TCRC's person-centered behaviors, attitudes, and policies come together to enable staff and service providers to work effectively in cross-cultural situations.

### Strategic Issues:

- TCRC recognizes the need to explore different ways to engage families and persons served to build a trusting partnership.
- There is a continuing need to provide clear, effective and easy to understand information about TCRC services and supports.

- TCRC and community members remain committed to ensuring equal opportunity to access culturally and linguistically appropriate services and supports.

### Desired Outcome: What does TCRC want to achieve?

- TCRC uses person centered practices to increase the capacity of regional center staff and service providers to provide culturally proficient services and supports.



*Cynthia & Jose with their family*

How will we know we are making progress? <b>Objectives</b>	Baseline (Mid Year 2018)	2019 Desired Outcome	2019 Mid Year	2019 State Average	2019 Desired Direction	Target Met
a. Develop and implement person centered strategies to continue to build capacity to deliver culturally proficient supports and services.	Gathered input on Continuum of Cultural Proficiency from FY1718 trainings.	Use input gathered from FY1718 initiatives to develop and implement plan to build capacity.	Input from FY1718 trainings was reviewed. Plan is being drafted.	N/A	N/A	On Track
b. Number of trainings offered by TCRC.	Delivered one (1) training in each office annually.	Deliver one (1) training in each office. Develop two (2) Cultural proficiency trainers in each county.	Secured grant funding and contract for Train -the-Trainer program for Fall 2019.	N/A	N/A	On Track
c. Complete two (2) POS Expenditure Data Information meetings in each county annually.	Two (2) POS meetings in each county.	Two (2) POS meetings in each county.	Two (2) POS meeting held in each county in Spring 2019.	N/A	N/A	Met





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How will we know we  
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Objectives

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Objectives	Baseline (Mid Year 2018)	2019 Desired Outcome	2019 Mid Year	2019 State Average	2019 Desired Direction	Target Met
<p>Monitor purchase of services (POS) expenditures over time to inform efforts that ensure equitable access to services using the following two measures.</p> <p>d1. Percent of total annual POS expenditures by individual's ethnicity and age: (P)</p> <ul style="list-style-type: none"> <li>• Birth to age two, inclusive.</li> <li>• Age three to 21, inclusive.</li> <li>• Twenty-two and older</li> </ul>	See Table D1	Preserve baseline and/or exceed State average.	Table D1 (see page 6)	N/A	^	On Track
<p>d2. Number and percent of individuals receiving only case management services by age and ethnicity: (P)</p> <ul style="list-style-type: none"> <li>• Birth to age two, inclusive.</li> <li>• Age three to 21, inclusive.</li> <li>• Age 22 and older.</li> </ul>	See Table D2	Preserve baseline and/or exceed State average.	Table D2 (see page 6)	N/A	v	On Track

Note: (P) = DDS Performance Contract Measure. Goal for (P) measure is met when current TCRC #1) meets or exceeds state average; 2) is better than TCRC baseline; 3) meets DDS Standard. Table data is retrieved from the TCRC 2018 PC year end report.



**Table D1**

Age Group		Measure- Annual POS expenditures by ethnicity & age.		American Indian or Alaska Native		Asian		Black/African American		Hispanic		Native Hawaiian or Other Pacific Islander		White		Other Ethnicity or Race	
		2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018		
Birth to 2	Individuals	0%	0%	2%	1%	1%	0%	61%	61%	0%	0%	27%	28%	9%	9%		
	Expenditures	0%	0%	2%	1%	1%	0%	66%	65%	0%	0%	24%	26%	7%	8%		
3 to 21	Individuals	0%	0%	4%	4%	2%	1%	48%	50%	0%	0%	38%	36%	8%	8%		
	Expenditures	0%	0%	4%	4%	2%	2%	46%	48%	0%	0%	41%	38%	8%	8%		
22 and older	Individuals	0%	0%	3%	3%	3%	3%	30%	30%	0%	0%	58%	57%	6%	6%		
	Expenditures	0%	0%	3%	3%	3%	3%	22%	22%	0%	0%	66%	66%	5%	6%		

**Table D2**

Measure	Year	Number of Eligible Individuals Receiving Case Management Only			Percent of Eligible Individuals Receiving Case Management Only		
		Birth to 2	3 to 21	22 and Older	Birth to 2	3 to 21	22 and Older
American Indian or Alaska Native	2017	0	2	4	0%	33%	27%
	2018	0	1	3	0%	11%	20%
Asian	2017	3	67	20	3%	26%	11%
	2018	2	57	19	3%	21%	10%
Black/African American	2017	0	33	8	0%	31%	4%
	2018	0	28	11	0%	28%	6%
Hispanic	2017	36	578	179	1%	18%	11%
	2018	44	600	188	0%	18%	11%
Native Hawaiian or Other Pacific Islander	2017	0	4	0	0%	44%	0%
	2018	0	2	1	1%	18%	9%
White	2017	36	584	284	3%	23%	9%
	2018	18	551	260	1%	22%	8%
Other Ethnicity or Race	2017	8	98	34	2%	18%	10%
	2018	10	108	42	2%	19%	12%
Total	2017	82	1366	529	2%	21%	9%
	2018	74	1347	524	2%	20%	9%



Strategic Focus Areas				Operational Focus Areas	
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### Strategic Actions:

Topic	Description	Current Progress
1. Plan to build capacity for cultural proficiency.	<p>Use input gathered from Cultural Proficiency training in FY1718, Service Coordinator Training, and community input from POS Expenditure Information meetings to develop and implement a plan to continue to build capacity for cultural proficiency. Elements of the plan will include strategies for:</p> <p><b>Organizational assessment</b> – to develop and administer an internal organizational assessment that aligns with the National Culturally and Linguistically Appropriate Services (CLAS) standards.</p> <p><b>Community assessment</b> – to continue to gather feedback from the community through POS Expenditure Information meetings and explore use of surveys and POS data to inform priorities and actions.</p> <p><b>Training and development</b> – to provide training to regional center staff and service providers.</p> <p><b>Service Coordinator Support</b>- The multicultural specialist will visit teams periodically to discuss culturally appropriate ways of building rapport with families of diverse backgrounds, issues related to cultural diversity and proficiency, what's working and not working, and share ideas and resources.</p> <p><b>Service Provider Support</b> - to share input about service needs to Resource Development to increase awareness about creative solutions to developing culturally and linguistically appropriate services.</p> <p>Resource Development will update contract language to clarify expectations related to CLAS standards.</p> <p>Continue to align with CLAS standard.</p> <p>Continue to provide information in an understandable manner and through preferred media channels.</p>	<p>TCRC contracted with JUST Communities to provide train the trainer program in September and October 2019.</p> <p>Based on our POS Data Info meeting feedback, TCRC continues to develop strategies to address the recommendations for enhancements to our Person Centered Practices which include:</p> <ul style="list-style-type: none"> <li>Workshops being offered to families in FY1920 that include Charting the Life Course, and One Page Profiles to support and empower them through all stages of planning.</li> <li>Service Coordinator trainings and Service Provider trainings being assessed to ensure alignment of Person Centered Practices and Cultural Proficiency.</li> </ul> <p>Cultural Proficiency training is being provided in Service Coordinator Training (SCT) three (3) times a year. It continues to be modified to reflect the ongoing needs of the community and the organization.</p> <p>Multicultural Specialist is supporting teams during staff meetings and team retreats facilitating activities that invite participants to explore their own cultural awareness in a safe and supportive environment.</p>



Strategic Focus Areas				Operational Focus Areas	
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Topic	Description	Current Progress
2. Training provided to staff, service providers and families.	<p>Implement a train the trainer program to provide sustainability for delivering training in cultural proficiency in our community. Identify two (2) trainers in each county.</p> <p>Work with Family Resource Centers to offer topical workshops on understanding and accessing valued services such as respite. Partner with Family Resource Centers to deliver workshops for individuals served by the regional center and their families, to inform about various services and supports and how to access them.</p> <p>Provide at least one (1) training on cultural proficiency in each office annually.</p>	<p>TCRC has contracted with JUST Communities to provide Cultural Proficiency - Train the Trainer Program to be offered FY1920.</p> <p>Planning is underway with Family Resource Centers to provide collaborative workshops for families in 2020.</p>
3. POS Expenditure Data meetings.	Develop and execute plan for Purchase of Services (POS) Expenditure Data Information Meetings to provide two (2) meetings in each county that takes into account feedback from prior year attendees and presenters.	<p>Six (6) POS Expenditure Information meetings held February and March of 2019. Over 360 comments were received from staff and community members.</p> <p>The Focus Area Workgroup reviewed the input and prepared recommendations that were shared with the Directors team for additional input. A final set of recommendations was included in a report to DDS.</p>
4. Percent of total annual purchase of service expenditures by individual's ethnicity and age.	Review information annually and share with Service Coordinators for follow up when appropriate to better understand families' needs and reasons for not utilizing authorized POS.	Baseline data has been gathered and will be used to inform Cultural Proficiency objectives.
5. Number and percent of individuals receiving only case management services by age and ethnicity.	Review information annually and share with Service Coordinators for follow up when appropriate to better understand reasons for only receiving case management services.	Baseline data has been gathered and will be used to inform Cultural Proficiency objectives.





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## Strategic Focus Area 3 - Employment

### Defined As:

TCRC partners with current and future job seekers to maximize opportunities for competitive employment in community settings.

### Strategic Issues:

- Persons served by the regional center desire consistent access to job development and employment support including internships, transportation, workforce readiness skills, and meaningful job opportunities.
- More can be done to educate and empower families to prepare children and young adults with developmental disabilities to become active members of the work force.
- There is an ongoing need for community employers to learn about the benefits of hiring individuals with developmental disabilities.

### Desired Outcome: What does TCRC want to achieve?

- TCRC will realize an increase in the number of people competitively employed in community settings.



Chuck at work

### How will we know we are making progress?

#### Objectives

	Baseline (Mid Year 2018)	2019 Desired Outcome	2019 Mid Year	2019 State Average	2019 Desired Direction	Target Met
a. Number of people competitively employed in community settings		Establish baseline and annual targets	Developing process to gather data.		^	On Track
b. Number and percent of people served by the regional center, ages 16-64, with earned income. (EDD)(P)	983 (14.9%) Jan-Jun 2017	x (15.5%)	1,142 (17%) Jan - Dec 2017 (DDS)	17%	^	On Track
c. Average annual wages for people served by the regional center ages 16-64 (EDD)(P)	\$8,534 Jan-Jun 2017	5% over baseline	\$9,934 (16% over baseline)	\$9,033	^	On Track
d. Annual earnings of people served by the regional center, ages 16-64 compared to people with all disabilities in CA. (EDD)(P)	\$9,934/\$47,500 (20.9%) EOY 2018	Establish baseline and annual targets.	Established baseline and developing targets.	\$9,033/\$47,500 (19%) EOY 2018	^	On Track



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	Baseline (Mid Year 2018)	2019 Desired Outcome	2019 Mid Year	2019 State Average	2019 Desired Direction	Target Met
e. Number and percent of adults who were placed in competitive, integrated employment following participation in a Paid Internship Program.(P)	3/24 (12.5%) FY1617	15/55 (27.27%) FY1718	16 (38%) FY1718	6 (18%) FY1718	^	On Track
f. Average hourly or salaried wages and hours worked per week for adults who participated in a Paid Internship Program during the prior fiscal year. (Based on DDS TCRC PIP Report Oct 1 annually – post internship)(P)	\$13.01/hr 19.3 hrs/wk FY1617	At or above minimum wage	\$11.39/hr 19 hrs/wk FY1718	\$11.64/hr 18 hrs/wk FY1718	^	On Track
g. Average wages and hours worked for adults engaged in competitive, integrated employment, on behalf of whom incentive payments have been made. (Based on DDS TCRC CIE-IP Report Oct 1 annually)(P)	\$10.84/hr 19.86 hrs/wk FY1617	At or above minimum wage	\$11.51 20 hrs/wk FY1718	\$11.93 22 hrs/wk FY1718	^	On Track
h. Total number of \$1000, \$1250 and \$1500 incentive payments made for the fiscal year. (Based on DDS TCRC PIP Report Oct 1 annually)(P)	32 @ \$1000 10 @ \$1250 1 @ \$1500 FY1617	Conduct outreach and continuing education about availability of incentive payments 15% - 20% above baseline	35 @ \$1000 33 @ \$1250 19 @ \$1500 FY1718	29 @ \$1000 21 @ \$1250 13 @ \$1500 FY1718	^	On Track
i. Percentage of adults who reported having integrated employment as a goal in their IPP. (NCI – 3 year cycle)(P)	17% NCI ACS FY1415	Meet or exceed statewide average	31% FY1415	27% FY1415	^	On Track

Note: (P) = DDS Performance Contract Measure. Goal for (P) measure is met when current TCRC # 1) meets or exceeds state average; 2) is better than TCRC baseline; 3) meets DDS Standard.

\* Competitive employment is employment for which a person earns at least minimum wage and receives benefits that are the same as those of other employees in a comparable position. Integrated employment is employment in which a person served works alongside people without disabilities, excluding supervisors and service providers, and interacts with other individuals to the same extent as co-workers without disabilities in a comparable position.



#### Strategic Focus Areas

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#### Strategic Actions:

Topic	Description	Current Progress
1. Implement elements of Employment Infrastructure Plan with emphasis on outreach, employer engagement, and training.	<p><b>In Year 1 TCRC will...</b></p> <ul style="list-style-type: none"> <li>Develop an employment communication and outreach plan that is aligned with results from TCRC Communications Survey. This may include strategies such as print media, radio, social media, fairs and presentations. Formalize 2-min, 10-min, and 30 min presentations to be shared with different audiences – to include handouts, and outreach strategy for where presentations can be made (in-person, video for website).</li> <li>Continue to participate in inter-agency meetings including Special Education Local Plan Area (SELPA), Department of Rehabilitation (DOR), Inter-agency Transition Coordinating Council (ITCC) and Employment Collaborative.</li> <li>Share website page with workgroup for input.</li> <li>Continue and enhance transition and resource fairs in each county.</li> <li>Video – determine purpose and intended audience. Research existing videos that can be linked to our website.</li> <li>Review/update Employment First brochure.</li> <li>Develop presentations and communication strategies including a focus on families/younger children (explore DOR job exploration)</li> <li>Share presentations at CA Gathering.</li> </ul>	<p><b>OUTREACH</b></p> <ul style="list-style-type: none"> <li>Shared information about employment services, inclusive settings, informed choice, benefits planning, community workforce services for transition-age youth and the paid internship program with individuals served by TCRC and their families at six community events and job and transition fairs in San Luis Obispo, Santa Barbara and Ventura counties.</li> <li>Updated Employment section of TCRC's website to include videos on competitive integrated employment and work readiness training for individuals served by TCRC.</li> </ul> <p><b>EMPLOYER ENGAGEMENT</b></p> <ul style="list-style-type: none"> <li>Partnered with a film editing company in Ventura County to develop paid internship opportunities for individuals with Autism Spectrum Disorder (ASD) who want to work in the technology industry.</li> <li>Shared information about the Paid Internship Program with a company that trains business owners in Ventura County on hiring and training employees with disabilities.</li> <li>Updated Employment section of TCRC's website to include information for business owners and employers on inclusive hiring, the Paid Internship Program and tax incentives.</li> <li>Created a form on the TCRC website for employers to request an intern.</li> </ul>



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**Strategic Actions:**

Topic	Description	Current Progress
1. Implement elements of Employment Infrastructure Plan with emphasis on outreach, employer engagement, and training.	<p><b>In Year 2 TCRC will...</b></p> <ul style="list-style-type: none"> <li>Implement column in TriLine for Employment.</li> <li>Begin planning Employment First Conference/Summit.</li> <li>Coordinate training with FRCs to deliver training to families about benefits planning and resources.</li> </ul> <p><b>In Year 3 TCRC will...</b></p> <ul style="list-style-type: none"> <li>Cultivate relationships with Workforce Development Boards.</li> <li>Implement Employment First Conference/Summit.</li> </ul>	<p><b>TRAINING</b></p> <p>Trained approximately 50 service coordinators on employment services and supports and person centered employment planning.</p> <p>Coordinated 14 employment collaborative meetings and 4 vendor meetings to encourage discussion among providers about ways to increase competitive integrated employment.</p> <p>Partnered with the California Department of Rehabilitation and the Independent Living Resource Center to train 30 collaborative partners in Santa Barbara County on Work Incentives and Benefits Planning for Employment.</p> <p>Coordinated a training by a local community college and adult school for 40 collaborative members in Santa Maria on how individuals served by TCRC can access post-secondary education and vocation programs, including Career and Technical Education (CTE).</p> <p>Employment First summit is on hold due to limited funding.</p> <p><b>COMMUNITY PARTNERSHIPS</b></p> <p>Represented TCRC at three America's Job Center of California partner meetings in San Luis Obispo County to increase access of individuals served by TCRC to community employment services.</p> <p>Partnered with the California Department of Rehabilitation (DOR) to cross-train staff of TCRC and DOR on sequencing of employment services and supports.</p> <p>Shared information on the Paid Internship Program with approximately 70 special education teachers in Santa Barbara and Ventura counties.</p> <p>Ongoing development and revision of Local Partnership Agreements (LPAs) in San Luis Obispo, Santa Barbara and Ventura counties.</p>



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## Strategic Focus Area 4 - Community Outreach

### Defined As:

TCRC's presence in the community and the delivery of information to the people we serve in an effective, culturally relevant and collaborative way through community events, partnerships, technology and face to face interactions.

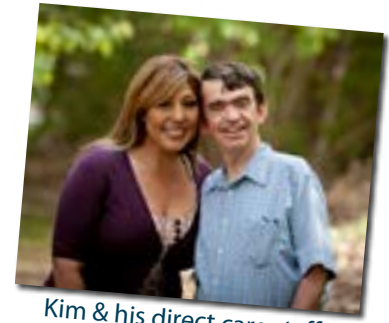
### Strategic Issues:

- Service Coordinators continue to focus on identifying and providing thorough and understandable information to individuals and families, and clarify information as needed.
- Families and individuals have expressed a desire to receive information through additional channels including radio, community events, familiar places such as churches, text messaging, social media and video.

- To ensure equal opportunity to access services and supports there is an ongoing need to increase TCRC's presence in underserved communities.
- Families and individuals want to feel confident that TCRC is keeping them fully informed about the services provided by the regional center.

### Desired Outcomes: What does TCRC want to achieve?

- TCRC will have a greater presence in the community to increase awareness about TCRC services and supports and how to access them.



*Kim & his direct care staff*

How will we know we  
are making progress?

### Objectives

Objectives	Baseline (Mid Year 2018)	2019 Desired Outcome	2019 Mid Year	2019 State Average	2019 Desired Direction	Target Met
a. Develop and implement a Community Outreach strategy and guidelines.	Many outreach activities occurring in each county.	Draft outreach strategy and guidelines for approval.	Information gathered. Strategy guidelines being drafted.	N/A	N/A	On Track





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#### Strategic Actions:

Topic	Description	Current Progress
1. Develop and implement a Community Outreach strategy that is responsive to the local needs of each county.	<p><b>In Year 1 TCRC will...</b></p> <ul style="list-style-type: none"> <li>Research and identify objectives of TCRC's outreach strategy and draft guidelines by November 2019.</li> <li>Research outreach plans, including what other regional centers have in place, to identify components important to TCRC.</li> <li>Review the TCRC Communication Plan – review for areas of cross-over</li> <li>Review historical data on event tracking gather input from staff about existing outreach efforts.</li> <li>Develop decision making guidelines to support local offices in prioritizing outreach activities.</li> <li>Define outreach activities that can be operationalized and sustained with existing resources.</li> </ul> <p><b>In Year 2 TCRC will...</b></p> <p>Implement outreach strategy and gather feedback according to approved guidelines.</p> <ul style="list-style-type: none"> <li>Develop mechanisms to gather feedback and monitor trends over time.</li> <li>Use input to develop recommended revisions to strategy and guidelines.</li> </ul> <p><b>In Year 3 TCRC will...</b></p> <p>Implement revisions to outreach strategy and guidelines based on feedback.</p>	<p>TCRC's existing communication plan was evaluated and used as a guide to identify what areas need attention to improve community outreach efforts. The communication plan was used to develop a survey that was sent to all staff to gather information about outreach opportunities in their communities, including events, agency collaboration and alternative communication channels.</p> <p>A search for outreach plans from other Regional Centers was done and according to the information we were able to obtain, no other California Regional Center has an outreach plan in place.</p> <p>Information was collected from TCRC specialists about outreach events they have been attending to better understand target audience, cost, staff needs and how to track and prioritize.</p> <p>Subgroups have been developed and are preparing recommendations regarding:</p> <ul style="list-style-type: none"> <li>Event approval, tracking and organization</li> <li>Targeted outreach to organizations and businesses that might serve individuals with disabilities and their families</li> <li>Collaboration and strategic partnerships in the community</li> <li>Process and flow of internal communications pertinent to successful outreach</li> </ul>



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## Operational Focus Area 1 - Performance Contract Measures

### Defined As:

Measures that demonstrate TCRC's performance around quality of life issues compared with the state average.

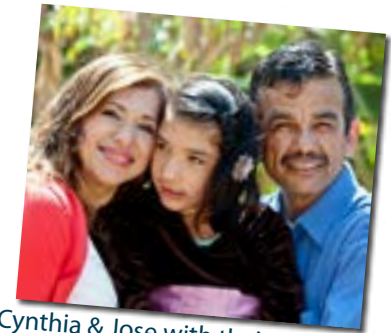
### Strategic Issues:

- Number and percentage of total population caseload in Developmental Centers.

- Adults Residing in Home Settings, (including Own Home, Parent Home, Adult Family Home Agency, Independent Living, and Supported Living)
- Children Residing in Facilities with Seven or More Beds.
- Adults Residing in Facilities with Seven or More Beds.
- Duration in Intake Status for Individuals Ages 3 and Over.

### Desired Outcome: What does TCRC want to achieve?

- Meets or exceeds statewide average, better than baseline, or meets DDS standard.



Cynthia & Jose with their daughter

How will we know we are making progress?						
Outcome Measures	Baseline (Dec. 2017)	2019 Desired Outcome	2019 Mid Year	2019 State Average	2019 Desired Direction	Target Met
a. Number and % of total population caseload in Developmental Centers (P)	0.21% (27)	.x % (24)	.12 % (18)	.10 %	v	On Track
b. Adults Residing in Home Settings (P)	79.44% (4,873)	80.00% (x)	81.95% (5,680)	80.54%	^	On Track
c. Children Residing in Facilities with Seven (7) or More Beds (P)	0.02% (1)	.x % ( < or =12)	.01 % (1)	.04 %	v	On Track
d. Adults Residing in Facilities with Seven (7) or More Beds (P)	4.09% (251)	4.0% (x)	2.94% (204)	2.24%	v	On Track
e. Duration in Intake Status for Individuals 0-2 years of age Intake Status (P) <142 days 143-240 days over 240 days	100.00% 0.00% 0.00%	98.00% - 100.00% (x%) (x%)	N/A	N/A	^ v v	N/A
f. Duration in Intake Status for Individuals Ages 3 and Over Intake Status (P) <142 days 143-240 days over 240 days	100.00% 0.00% 0.00%	98.00% - 100.00% (x%) (x%)	98.37% 1.63% 0%	89.84% 6.05% 4.11%	^ v v	On Track

Note: (P) = DDS Performance Contract Measure. Goal for (P) measure is met when current TCRC # 1) meets or exceeds state average; 2) is better than TCRC baseline; 3) meets DDS Standard. For Children Residing with Families data, see Strategic Focus Area 1 - Family Support, Objective d.



#### Strategic Focus Areas

Family Support

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Proficiency

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#### Operational Focus Areas

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#### Strategic Actions:

Topic	Description	Current Progress
1. Individuals moving from Developmental Centers.	Implementation of the CPP Plan for the current fiscal year.	Since January 1st, 2019, two (2) people served by TCRC moved from Developmental Centers into the community for a total of four (4). Ten (10) individuals currently reside in Developmental Centers.
2. Adults live in home like settings.	Residential settings are developed within the capacity of the Purchase of Services allocation and response to Request for Proposals.	<p>Since January 1, 2019 five (5) adult residential facilities have been vendored across our catchment area, creating resources for twenty (20) individuals. The new developments include the following:</p> <p>Four (4) level 4a - 4i homes supporting persons with deficits in self-help skills, and/or severe impairment in physical coordination and mobility, and/or severely disruptive or self-injurious behavior.</p> <ul style="list-style-type: none"> <li>One (1) level 4i home in Oxnard</li> <li>One (1) level 4i home in Simi Valley</li> <li>One (1) level 4i home in Santa Maria</li> <li>One (1) level 4g home in Santa Maria</li> </ul> <p>One (1) level 2 home in Simi Valley supporting persons with some self-care skills and no major behavior problems.</p> <p>Homes in the process of vendorization include:</p> <ul style="list-style-type: none"> <li>Two (2) level 4i homes in Simi Valley</li> <li>One (1) Level 3 Residential Care Facility for the Elderly (RCFE) in Santa Barbara supporting persons with significant deficits in self-help skills, and/or some limitations in physical coordination and mobility, and/or disruptive or self-injurious behavior.</li> </ul> <p>Completed a request for proposal (RFP) for additional Level 4 adult residential homes across the catchment area for which interviews are currently underway.</p>



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#### Strategic Actions:

Topic	Description	Current Progress
4. Adults are not living in large facilities.	TCRC continues to support downsizing of large congregate residential settings in the TCRC catchment area.	TCRC continues to partner with residential agencies within the TCRC catchment area interested in downsizing. The partnership includes exploring alternative service delivery models as well as supporting community outreach efforts.
5. Intake process	Each intake is monitored for a timely eligibility decision.	TCRC continues to focus on meeting all eligibility timelines. Results for MY 2019 were 100% of all intakes were completed within the required timelines.



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## Operational Focus Area 2 - Fiscal Compliance

### Defined As:

Audits, Budget, Client Development Evaluation Report (CDER)/Early Start Report (ESR), and Intake.

### Desired Outcome:

- Compliance with outcomes expected from DDS.

How will we know we are making progress? Outcome Measures	Baseline (Dec. 2017)	2019 Desired Outcome	2019 Mid Year	2019 State Average	2019 Desired Direction	Target Met
a. Internal compliance audit of implementation of new TBL	Yes	Yes	Yes	Yes	Yes	Yes
b. Unqualified independent audit with no material findings (P)	Yes	Yes	Yes	Yes	Yes	Yes
c. Substantial compliance with DDS fiscal audit (conducted within the prior 12 months) (P)	Yes	Yes	Yes	Yes	Yes	Yes
d. Accuracy of POS fiscal projections (P)	Yes	Yes	Yes	Yes	Yes	Yes
e. Operates within OPS budget (P)	Yes	Yes	Yes	Yes	Yes	Yes
f. Certified to participate in the Medicaid Home and Community-Based Services (HCBS) Waiver	Yes	Yes	Yes	Yes	Yes	Yes
g. Compliance with Vendor Audit Requirements per contract, Article III, Section 10 (within prior 12 months) (P)	Yes	Yes	Yes	Yes	Yes	Yes
h. Client Development Evaluation Report (CDER)/Early Start Report (ESR) currency	Yes	Yes	Yes	Yes	Yes	Yes
i. Individual Program Plan (IPP) Development*	99.42% (2018 DDS Review)	Not measured.*	N/A	N/A	^	N/A
j. Individualized Family Services Plan (IFSP) Development*	96.9% (2017 DDS Review)	Exceed baseline or state average.	N/A	N/A	^	On Track

Note: (P) = DDS Performance Contract Measure. Goal for (P) measure is met when current TCRC # 1) meets or exceeds state average; 2) is better than TCRC baseline; 3) meets DDS Standard.

\*DDS Audits ES Fall 2016 (every three years) and HCBS Waiver Winter 2018 (every two years). Methodology for IFSP development will be reviewed by DDS in 2020.





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**Strategic Actions:**

Topic	Description	Current Progress
1. Implementation of new Trailer Bill Language (TBL).	Internal compliance review of implementation of new TBL.	TCRC complied with new TBL and continues to monitor TBL activities. FYs 17/18 and 18/19 included minimum wage provider rate increases, competitive integrated employment and internship programs, five (5) contracts with Family Resource Centers and Promotoras to reduce Purchase of Services disparities, multiple contracts for DDS approved provider proposals to comply with HCBS regulations, and temporary bridge funding rate increases. TBL review for FY 19/20 is in process.
2. CPA Audit Corrective Action Plan.	Develop corrective action plan from prior CPA audit and implement.	No findings from FY 17/18 CPA audit. TCADD Audit Committee met in January 2019 to review. Board approved at February 2019 meeting. FY 18/19 CPA audit started in August.
3. Review CPA and DDS Audit Findings.	Review CPA and DDS audit findings from past 5 years and ensure recommendations are being followed.	Review of CPA and DDS audits from prior years was completed. DDS fiscal audit of FYs 15/16 and 16/17 conducted in May 2018. Final DDS audit report received in August and will be reviewed with TCADD Audit Committee. No significant findings have been reported.
4. POS projections.	Submit monthly POS projections to DDS in accordance with instructions and current data.	The monthly POS projection was submitted timely to DDS and in accordance with DDS instructions. No discrepancies noted.
5. Monitoring of OPS.	Monthly monitoring. Continue cost savings measures. Contribute to PERS at year end to maintain employer rate and consider contribution to post-retirement health trust.	The OPS budget is monitored closely each month. Savings in FY 18/19 primarily in salaries, workers compensation, utilities, and legal fees allowed for \$800,000 contribution towards PERS unfunded liability made from OPS at year end.
6. Participation in Medicaid HCBS Waiver	Monthly peer reviews and internal case record reviews ensure TCRC remains in compliance with documentation requirements for HCBS Waiver.	Peer reviews and internal case record reviews continue. Federal Programs team continues to monitor all required documentation. HCBS Waiver Audit completed in January 2018, it went very well. With the addition of the 1915i SPA, 70% of people who are status 2 are on the waiver or the SPA.



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**Strategic Actions:**

Topic	Description	Current Progress
7. Audit Plan for current fiscal year.	Establish and implement audit plan for current fiscal year. Periodic meetings with auditors to monitor performance against plan and adjust as needed.	Met FY 18/19 vendor audit requirements. Completed eleven (11) audits: seven (7) billing audits and four (4) staffing ratio. One of these audits was of an Early Start program, as required. Audit plan for FY 19/20 in process. Audit Team meets every two (2) months or sooner, as needed.
8. Monitoring CDER/ESR reports.	Federal Programs team sends reports of coming due CDER/ESR to the Service Coordinators (SCs). SCs complete these as IPP or IFSP meetings are held. Managers monitor compliance.	MY 2019 CDER Currency for TCRC was 99.47%, the second highest performance in the state.
9. Individual Program Plan (IPP) Development.	Agency-wide tracking system for IPPs is implemented by support staff and monitored by managers for PCT practices and timeliness.	The results from TCRC's Medicaid Waiver audit held in January 2018 by DDS/DHCS, reflected 99.42% compliance in IPP development.
10. Individualized Family Services Plan (IFSP) Development.	Agency-wide tracking system for IFSPs implemented by support staff and monitored by ES managers for PCT practices and timeliness.	2018 DDS Early Start Review/Audit results were 96.9% for IFSP development.