



Tri-Counties Regional Center

SAN LUIS OBISPO • SANTA BARBARA • VENTURA

Strategic Performance Plan 2010 - 2012



TCRC Strategic Performance Plan
2010–2012

FROM THE PRESIDENT AND EXECUTIVE DIRECTOR

November 2009

Dear Friends of TCRC,

On behalf of the TCADD Board of Directors (TCADD) and Tri-Counties Regional Center (TCRC), we wish to thank all those who participated in the development of the TCRC Strategic Performance Plan 2010-2012. We appreciate the advice and knowledge of our many stakeholders who contributed to development of a plan for the next three years. Our vision of ensuring that persons with developmental disabilities live fully and safely as active and independent members of our community is of utmost importance. Thoughtful consideration of the message we heard from our stakeholders in combination with the need to purposely allocate resources for the 2010-2012 Strategic Performance Plan in a difficult fiscal environment culminated in a plan that is innovative and exciting!

The TCRC Strategic Performance Plan 2010-2012 was developed with comprehensive input from all stakeholders including persons served, family members, service providers, TCADD Board of Directors, Area Board 9, TCRC staff, and community partners. The learning from the work and results of the TCRC 2007-2009 Strategic and Performance Plan and the premises of person centered thinking practices formed a basis for all dialogue among stakeholders and guided decisions of the TCADD Strategic Planning Sub-Committee. With the benefit of virtual and in-person discussions, Focus Areas were recommended to the Sub-Committee. Tools of technology were also used to incorporate input from staff to develop strategic actions for each area to be considered by the Sub-Committee as well.

The cornerstone of this three year Plan is information and collaboration. Activities supporting the Desired Outcome of each Focus Area in the Plan will result in research for and distribution of information that will support persons served and their families. We are committed to the development of these resources, primarily through our web site, in light of and because of the changes in our system. We are very enthusiastic about the plans to pursue these opportunities and know that we have set particularly high challenges for TCRC staff to get to the goals defined by the Plan.

To the best of our ability, we will deliver on our promises made through our vision and mission statements as well as follow our strategic objectives to achieve positive outcomes on behalf of persons with developmental disabilities in our communities.

With warm regards,

Robyn Adkins
President

Tri-Counties Association
for the Developmentally Disabled, Inc.

Omar Noorzad, Ph.D.
Executive Director

Tri-Counties Regional Center



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Vision: Persons with developmental disabilities live fully and safely as active and independent members of their community.

Mission: TCRC provides person and family centered planning, services and supports for individuals with developmental disabilities to maximize opportunities and choices for living, working, learning and recreating in the community.

Core Values:

- Trustworthiness
- Respect
- Responsibility
- Fairness
- Caring
- Civic Responsibility

Operating Principles:

- Choice, Freedom and Independence
- Quality of Life
- Family and Community
- Teamwork and Collaboration
- Organizational Excellence



Tri-Counties Regional Center (TCRC) engages in a planning process every three years, using a full calendar year to develop a Strategic Performance Plan that is approved by the Tri-Counties Association for the Developmentally Disabled Inc. (TCADD) Board of Directors in November. This work is directed by the TCADD Board of Directors Strategic Planning Sub-Committee. This Sub Committee reports information and decisions for final approval by the TCADD Executive Committee.

The Phases of TCRC's Strategic Planning Process

The TCRC Strategic Performance Plan must reflect the priorities deemed most important by the stakeholders, given available resources, to meet the needs of persons with developmental disabilities in San Luis Obispo, Santa Barbara and Ventura Counties.

The phases of the process include Information Gathering through an internal and external environmental scan, Analysis with the benefit of decision-making criteria, and Action Planning. Approval is sought through the direction of the Strategic Planning Sub-Committee as well as consideration of the direction of the plan from the TCADD Board in the fall leading to approval at the November TCADD meeting.

Implementation of the Process for the 2010-2012 Strategic Performance Plan

Information Gathering In April 2009, TCRC staff was invited to participate in a survey for their input regarding what had worked and not worked for the implementation of the 2007-2009 Strategic Performance Plan. Staff rated each Focus Area of the TCRC 2007-2009 Strategic and Performance Plan according to positive impact on TCRC's performance in this area, indicating the factors contributing to effectiveness. Survey participants also recommended whether the Focus Area should continue to have strategic focus in the next planning cycle.

In May 2009, over seventy stakeholders were brought together to review the results of the internal survey, conduct an environmental scan, review the 2007-2009 Strategic Focus Areas, consider any possible new Focus Areas and finally select Strategic Focus Areas for 2010-2012.

Analysis The Strategic Planning Sub-Committee reviewed input from the internal survey and the work of the stakeholders. The committee determined recommendations for Focus Areas and with the benefit of all input, described the strategic issues and developed desired outcomes for the Plan. TCRC Directors drafted recommendations for the outcome measures for Committee review. In September 2009, the TCADD Board approved the direction of the plan.

Action Planning Strategic Actions were developed by TCRC staff teams using the PATH approach, taking into consideration strengths and opportunities, barriers to success, and a vision of the desired outcome for each Focus Area at the end of the three year Plan.

Approval TCRC staff and the TCADD Strategic Planning Sub-Committee reported accomplishments and information to the Executive Committee for recommendation to the TCADD Board for approval throughout the planning process. The TCADD Board reviewed and approved drafts of the Plan at the September 2009 and October 2009 meetings. The Plan was adopted by the TCADD Board at the November 2009 meeting.



What was important to Tri-Counties Regional Center in developing the Plan?

Assumptions, Tools and Processes utilized throughout the planning process were based on TCRC's Mission, Vision, Core Values and Operating Principles.

The **Assumptions** were:

- Transparency of Information
- Inclusiveness
- Person Centered Thinking
- Alignment with Department of Developmental Services (DDS) Performance Measures

The **Tools** were:

Criteria for Decision Making

- An Issue Represents an Urgent Need - According to Severity, Size, Cost Impact
- Significant Progress can be made within the next three years with Current Resources of Staff, Money and Tools
- Potential Outcomes are Meaningful and can be Appropriately Measured
- Cost Effectiveness

Utilization of Interactive Technology

- An online survey to record input from TCRC staff
- Stakeholder meeting using technological brainstorming and voting tools to view the input of all participants
- Webinar meetings of staff to develop Strategic Actions

The **Processes** were:

- Use of results of information gathering throughout construction of the Plan
- Strategic Planning Sub-Committee approval of all recommendations from stakeholders and staff
- TCADD Board feedback to the Strategic Planning Sub-Committee at all phases of development of the Plan
- TCRC Director team recommendation of
 - outcome measures to the Strategic Planning Sub-Committee
 - annual targets for outcome measures to the Strategic Planning Sub-Committee



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1 Healthcare

Defined As:

- TCRC facilitates preventative, primary, and specialized medical, dental and psychiatric services for persons who receive services.

Strategic Issues:

- Health maintenance matters are often deferred when budgets or financial means are reduced.
- Maintaining wellness is a lifetime issue.
- Access to services and the responsibility to utilize services is essential.



Desired Outcome: What does TCRC want to achieve?

- People will have and be encouraged to use information about available healthcare services.

Outcome Measures: How will we know we are making progress?

Outcome Measures	Baseline	2010	2011	2012
a. Presentations are made to stakeholders that address preventative, medical, dental and psychiatric services.	3	3 Current efforts continue with concurrent development of Outreach Plan for 2011, 2012	# and Target Audience TBD by Outreach Plan	# and Target Audience TBD by Outreach Plan
b. Information about generic healthcare resources is available to all stakeholders on-line (TCRC web site).		Phase 1 Content focus topics regarding generic healthcare resources identified and methodology for uploading and tracking information on web site piloted	Phase 2 Subject Matter Experts posting and updating content areas monthly	Phase 3 Content areas evaluated with web site exit polls; changes implemented
c. Resource materials about healthcare for families are available to service coordinators on-line with printing capabilities.		Phase 1 Healthcare Resource Packet available on-line or in print on demand utilized by Service Coordinators	Phase 2 Healthcare Resource Packet may be customized based on intended audience	Phase 3 Implement changes based on stakeholder input
d. Persons served visit a physician annually.	89 % (2008)	maintain 89 % and analyze new CDER data	maintain 89 % and analyze new CDER data	maintain 89 % and analyze new CDER data
e. Persons served visit a dentist annually.	64 % (2008)	maintain 64 % and analyze new CDER data	maintain 64 % and analyze new CDER data	maintain 64 % and analyze new CDER data

Outcome measures in bold denote alignment with implementation of Trailer Bill Language.

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. ▲ Indicates that a higher value is better and ▼ indicates a lower value is better.



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Strategic Actions: Where are we now?

Topic	Description	Staff Resource	TBL
1. Service Coordinator Education	Increase availability of accurate information about generic resources for preventive healthcare over the lifespan for service coordinators.	Organizational Development Services and Supports	Maximizing Generic Resources TBL Section 15: Welfare and Institutions Code section 4659(c)
2. Initial Contact and Outreach for Families and Individuals Served	Develop Healthcare Resource Packet to support consistent practices used to initially inform families and persons served about accessing and receiving healthcare information and services, including preventative as well as treatment options.	Services and Supports	Maximizing Generic Resources TBL Section 15: Welfare and Institutions Code section 4659(c)
3. Web Site and Publication Access to Healthcare Information	In collaboration with Focus Area #4 activities, utilize the TriLine or existing publications to direct persons served and their families to available generic healthcare resources. Utilize links to resources on TCRC web site such as American Medical Association (AMA).	Organizational Development Subject Matter Experts	Maximizing Generic Resources TBL Section 15: Welfare and Institutions Code section 4659(c)



2 Autism & Behavioral Support

Defined As:

- TCRC facilitates diagnoses of autism, provision of evidence based practices and supports interagency collaboration using a person-centered approach.

Strategic Issues:

- Autism is the fastest growing area of life-long disability among people served, which places substantial and growing demands on resources for services and supports funded by Tri-Counties Regional Center.
- Funding is being reduced for behavioral support services that are often needed for the entire spectrum of people served, including persons with autism.
- Services are intensive, expensive and many not evidence-based. Services through TCRC are available only if beyond those provided by generic resources.



Desired Outcome: What does TCRC want to achieve?

- TCRC is responsive to families in facilitating the availability of services, including diagnoses, behavioral support and evidence-based practices.

Outcome Measures: How will we know we are making progress?

Outcome Measures	Baseline	2010	2011	2012
a. Timelines for intake and eligibility assessment for children ages 3 and over are met according to requirements of the DDS Performance Contract. (This measure also exists in the Compliance section of this Plan)	1000.00 % (2008)	98.00%	98.00%	98.00%
b. Families are informed of the behavioral services available through orientation classes for all pertinent diagnoses. (Satisfaction surveys administered by trainers for internal QI).	Orientation is ready to be launched in 2010	Need met 100%	Need met 100%	Need met 100%
c. Families are offered training about behavioral services for implementation of home intervention as measured by group trainings held.	Group training Request for Proposal distributed and vendors contracted	Need met 100%	Need met 100%	Need met 100%

Outcome measures in bold denote alignment with implementation of Trailer Bill Language.

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Strategic Actions: Where are we now?

Topic	Description	Staff Resource	TBL
1. Orientation Class	Deliver regularly scheduled Orientation to Behavior Services for families with pertinent diagnoses.	Clinical Team Organizational Development	Behavioral Services Standards TBL Sections 4 and 19: Section 95021 was added to the Government Code and Section 4686.2 was added to the Welfare and Institutions Code
2. Group Parent Training	Create and deliver regularly scheduled group parent training on behavior intervention techniques, including applied behavior analysis (ABA).	Clinical Team Resource Development Organizational Development	Group Training for Parents on Behavioral Intervention Techniques TBL Sections 3 & 17: Government Code section 95020 and Welfare and Institutions Code section 4685 were amended.
3. Semi-Annual Review	Develop a monitoring protocol for Intensive Behavioral Intervention.	Clinical Team	Behavioral Services Standards TBL Sections 4 and 19: Section 95021 was added to the Government Code and Section 4686.2 (5) was added to the Welfare and Institutions Code



3 Family Services

Defined As:

TCRC facilitates and arranges for family support services for children or transition-age young adults residing with family.

Strategic Issues:

- Respite, among other services, for family support will remain an important resource since these services are integral to the lives of people served and their community.
- Parent education and other services reflect our intent to deliver behavioral services not only directly to people served, but also indirectly through family support services.
- Information for parents about home programs as well as parent-to-parent mentoring can carry-over the training initially provided by professionals.
- We recognize that the need and importance of behavioral support services are not limited to those with autism.
- Continued collaboration between the regional center and its housing corporation (Tri-Counties Community Housing Corporation) is important to support funding and cost-effective property acquisition opportunities.



Desired Outcome: What does TCRC want to achieve?

- Families care for their child/children or transition-age young adults in the family home. TCRC provides supports to persons served and their families experiencing age appropriate transitions with a person centered approach to meet individual needs.

Outcome Measures: How will we know we are making progress?

Outcome Measures	Baseline	2010	2011	2012
a. Children live at home, either in the family home or if needed, foster care. (According to Performance Contract Measure (P): Number and percent of minors living at home - in foster and family homes)	98.61% (EOY 08) (5,329)	98.00% (xx)	98.00% (xx)	98.00% (xx)
b. If children live outside of the home, they are in a facility serving six children or less. (According to Performance Contract Measure (P): Number and percent of minors living in facilities serving >6)	0.17% (EOY 08) (9)	0.x % (12 or less)	0.x % (12 or less)	0.x % (12 or less)
c. Parents are informed about community supports related to age appropriate transitions through TCRC web site content.	Current information on web site	Phase 1 Subject Matter Experts (SME) post enhanced content; FRC staff receive training for new architecture of web site.	Phase 2 SMEs update information monthly 1 Focus Group per County for input about content	Phase 3 Content revisions made. SMEs update information monthly
d. Training is provided to families about person centered thinking practices through collaboration with Special Education Local Plan Area (SELPA), Family Resource Centers (FRC) and school districts.		Phase 1 Provide one PCT training in collaboration with SELPA and Family Resource Center for family members in Ventura County	Phase 2 Provide one PCT training in collaboration with SELPA and Family Resource Center for family members in San Luis Obispo County	Phase 3 Provide one PCT training in collaboration with SELPA and Family Resource Center for family members in Santa Barbara County

Outcome measures in bold denote alignment with implementation of Trailer Bill Language.

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Strategic Actions: Where are we now?

Topic	Description	Staff Resource	TBL
1. Strengthen Behavioral Supports through Parent Education	Develop orientation to services as well as education about how parents need and/or can be involved to maximize opportunities for their child.	Clinical Team Services and Supports Organizational Development	Behavioral Services Standards TBL Sections 4 and 19: Section 95021 was added to the Government Code and Section 4686.2 was added to the Welfare and Institutions Code
2. Content for Web Site Postings	Develop content for web site related to community based supports around age – appropriate transitions.	Organizational Development Subject Matter Experts Services and Supports Resource Development	Maximizing Generic Resources TBL Section 15: Welfare and Institutions Code section 4659(c)
3. Support Age Aligned Transitions through Collaboration with Special Education Local Plan Areas (SELPA), Service Providers, Family Resource Centers (FRC) and Tri-Counties Community Housing Corporation (TCCHC)	Draft master plan and implement according to phases for protocols, emphasizing TCRC's roles and responsibilities to collaborate with SELPAS and Service Providers for age-aligned transitions.	Organizational Development Services and Supports	
4. Guidelines for Respite	Clarify guidelines for utilization of respite.	Services and Supports Finance and Administration	Respite Program - Temporary Service Standards TBL Sections 20: Section 4686.5 was added to the Welfare and Institutions Code
5. Neighborhood Preschool Model Reported in Yr 2	Research models of Neighborhood Preschool utilization for Early Start Services.	Services and Supports Resource Development	Neighborhood Preschools TBL Sections 3 and 17: Government Code section 95020 and Welfare and Institutions Code section 4685 were amended



4 Community Collaboration & Information Sharing

Defined As:

- TCRC collaborates with the community in providing services, information and training so that stakeholders can make informed decisions.

Strategic Issues:

- It is important that Tri-Counties Regional Center continue to develop collaborative relationships with partner agencies, to improve efficiencies of delivery of service.
- Access to information by all stakeholders enhances the quality and work of important relationships.
- Methods for all stakeholders to learn about the services and supports available and stay informed about TCRC and the regional center system can be created through technology and other communication venues.
- Stakeholders desire information regarding contingency planning as well as opportunity for input.



Desired Outcome: What does TCRC want to achieve?

- Stakeholders are provided with information are publicly available through multiple venues including Town Hall meetings, the TriLine newsletter, the Annual Report, and enhanced web site resources and are given the opportunity to collaborate with the regional center regarding issues that impact our system and services provided.

Outcome Measures: How will we know we are making progress?

Outcome Measures	Baseline	2010	2011	2012
a. Renovation of the current web environment supports new and relevant content creation.		Phase 1 Current web site content placed in new architecture	Phase 2 Updated or enhanced content for Healthcare, Autism, Behavioral Supports, Generic Resources, Age Related Transition is delivered through new architecture	Phase 3 Analyze exit poll data and begin design process for version 3
b. Evergreen informational materials are available electronically including listing of services and service providers.		A List of Services and Providers are posted on the web site	Updated monthly	Updated monthly
c. Informational materials with special focus on healthcare, autism and behavioral supports, generic resources, and age-related transitions are available electronically.	Convene a Technology Content Advisory Group, define scope of work and purpose, roles and responsibilities; Develop model for selection of Subject Matter Experts	Phase 1 Subject Matter Experts (SME) training is complete, processes are defined and existing content posted	Phase 2 SMEs are posting or updating monthly and monitoring content according to established criteria	Phase 3 SMEs are posting or updating monthly. Focus Group convened for feedback

Outcome measures in bold denote alignment with implementation of Trailer Bill Language.

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Strategic Actions: Where are we now?

Topic	Description	Staff Resource	TBL
1. Agency Wide Communications	Implement an agency wide communications effort supporting Town Hall meetings, agency publications, web site posting.	Organizational Development Subject Matter Experts	Maximizing Generic Resources TBL Section 15: Welfare and Institutions Code section 4659(c)
2. List of Services Funded by TCRC	Create list of services along with service providers for each type.	Organizational Development Resource Development Information Systems	
3. Renovate Web Environment	Create web architecture to support new resources which will enhance communication.	Information Systems Organizational Development	
4. Collect, Manage and Disseminate Information Important to our Stakeholders	Convene Advisory Group to define editorial processes and criteria for content creation regarding healthcare, autism behavioral supports, age related transitions and generic resources.	Focus Area Leaders Organizational Development Subject Matter Experts	Maximizing Generic Resources TBL Section 15: Welfare and Institutions Code section 4659(c)



5 Changes in Statute

Defined As:

- TCRC will implement the changes in all categories of services as required by the Trailer Bill Language adopted by the California Legislature and signed by the Governor on July 28, 2009.

Strategic Issues:

- TCRC must ensure that all changes required by law are implemented.
- TCRC will strive to utilize a person centered approach whenever possible.

Desired Outcome: What does TCRC want to achieve?

- TCRC will implement the changes and adhere to the law with the least negative impact on persons served.

Outcome Measures: How will we know we are making progress?

Strategic Actions: Where are we now?

Compliance Measures (TBL Implementation)	Baseline 2008	2010	2011	2012
a. Travel assessments are provided for the purpose of access to public transportation. SBCAG funds to be utilized.	# of assessments in 2009	Increase # of assessments over baseline (targets TBD)	Increase # of assessments over baseline (targets TBD)	Increase # of assessments over baseline (targets TBD)
b. The Prevention Program case management model for providing access to generic resources for infants formerly served in Early Start is implemented.	Program implemented, serving 115 children 10/09	Message developed and distributed to all potential referral sources	Chart audits to ensure 100% regulation compliance	Chart audits to ensure 100% regulation compliance
c. Service Coordinator Training around information about program designs and availability of services for Senior Programs and Custom Endeavor Options is implemented.		Module for Adult Service Coordinators by Q4	-	-
d. Service Providers are trained regarding "Presence to Contribution", moving persons from paid support to bridging to the community with friends.	Determine fiscal resources for consulting time	Training provided as possible with fiscal resources	Training provided as possible with fiscal resources	Training provided as possible with fiscal resources
e. TCADD Board Policies and TCRC Procedures are revised to reflect all changes in the law.	Current Policies and Guidelines	All revisions completed	-	-
f. Capacity is developed for housing for those persons formerly living in large facilities affected by changes in the law.	Audit by DDS August 09	No action required	No action required	Ensure reimbursement continues for 3 (three) Ventura County facilities
g. The Individual Choice Budget is implemented when approved by DDS with attention to availability of resources and accounting procedures.		Pending direction from DDS	Pending direction from DDS	Pending direction from DDS



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Topic	Staff Resource	TBL
a. Travel Assessments	Services and Supports Resource Development	Least Costly Vendor TBL Section 10: Welfare and Institutions Code Section 4648 (a) (6) (D) was amended Transportation Reform TBL Section 12: Section 4648.35 was added to the Welfare and Institutions Code
b. Prevention Program	Services and Supports Resource Development Finance and Administration	Prevention Program TBL Section 6: Section 4435 was added to the Welfare and Institutions Code
c. Service Coordinator Training	Organizational Development Resource Development	Implementation of Senior Programs and Custom Endeavor Options TBL Section 21: Section 4688.1 and Section 22: Section 4688.2 were added to the Welfare and Institutions Code
d. Service Provider Training	Organizational Development Services and Supports Resource Development	Supported Living Services (SLS) TBL Section 24: Welfare and Institutions Section 4689 was amended
e. Revise TCADD Board Policies and TCRC Procedures	Services and Supports Resource Development Finance and Administration	TBL language adopted July 28, 2009
f. Explore and Develop Capacity for Housing for those Persons Formerly Living in Large Facilities Affected by Changes in the Law	Services and Supports Resource Development	Large Facilities TBL Section 10: Welfare and Institutions Code 4648 (a)(3)(E) was amended
g. Implement Individual Choice Budget	Services and Supports Resource Development Organizational Development Finance and Administration Information Systems	Individual Choice Budget TBL Section 14: Section 4648.6 was added to the Welfare and Institutions Code



Compliance (Performance Contract)

Defined As:

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

Desired Outcome: What does TCRC want to achieve?

- Compliance with outcomes expected from DDS

Outcome Measures: How will we know we are making progress?

Compliance Measures (P)	Baseline 2008	2010	2011	2012	
a. Internal compliance audit of implementation of TBL	NA	Yes	Yes	Yes	
b. Unqualified independent audit with no material finding(s) (P)	Yes	Yes	Yes	Yes	
c. Substantial compliance with DDS fiscal audit (conducted within the prior 12 months) (P)	Yes	Yes	Yes	Yes	
d. Accuracy of POS fiscal projections (P)	Yes	Yes	Yes	Yes	
e. Operates within OPS budget (P)	Yes	Yes	Yes	Yes	
f. Certified to participate in the Medicaid Home and Community-Based Services (HCBS) Waiver (P)	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	
h. Client Development Evaluation Report (CDER)/ Early Start Report (ESR) currency	NA	Yes	Yes	Yes	
i. Intake Status (P)	<142 days 143-240 days over 240 days	100.00 % 0.00% 0.00% (2008)	98.00%	98.00%	98.00%
j. Individual Program Plan (IPP) Development	99.41%	99.00%	99.00%	99.00%	
k. Individualized Family Services Plan (IFSP) Development	84.90%	90.00%	90.00%	90.00%	

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Strategic Actions

1. Develop corrective action plan from prior CPA audit and implement. (DOFA)
2. Review CPA and DDS audit findings from past 5 years and ensure recommendations are being followed. (DOFA)
3. Submit monthly POS projections to DDS in accordance with instructions and current data. (DOFA)
4. Monthly monitoring. Continue cost savings measures. Contribute to PERS at year end to maintain employer rate and contribute to post-retirement health trust. (DOFA)
5. Complete audits from prior fiscal year. Establish and implement audit plan for current fiscal year. Periodic meetings with auditors to monitor performance against plan and adjust as needed. (DOFA)
6. 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. (SS)
7. A tracking system is used in each office to "cue" SCs and clinicians regarding intake timelines. (SS)



Desired Outcome	<p>A statement of the intended results of strategic actions developed as a result of the identification of strategic issues for a Focus Area.</p>
Focus Area	<p>A category developed for strategic activity utilizing input from stakeholders. Themes or trends that have emerged through input from the community and other data resources contribute to the identification of a Focus Area for the Plan. The content of each area is the basis for initiatives and actions aligned with realizing the Desired Outcome.</p>
Mission Statement	<p>The reason for an organization's existence is identified according to what the organization does, why, and for whom.</p>
Outcome Measure	<p>The unit of measure used to evaluate the success of a desired outcome over time.</p>
Stakeholder	<p>Persons or organizations with a vested interest in the outcomes of the work of the organization. TCRC Stakeholders include employees, service providers, persons receiving TCRC services and their family members, California Department of Developmental Services, members of the TCADD Board of Directors, Area Board 9 and community partners.</p>
Strategic Issues	<p>Factors contributing to the identification of trends or themes around the needs of persons with developmental disabilities.</p>
Strategic Plan	<p>A document that describes goals of the organization over a particular time period developed through data collection and analysis intended to focus the actions and guide the organization (e.g. TCRC under direction of the Executive Director and TCADD) toward reaching desired outcomes.</p>
SWOT	<p>SWOT is a commonly used term in strategic planning referring to the identification of an organization's Strengths, Weaknesses, Opportunities, and Threats (or external risk factors). Result of a SWOT analysis assists with development of quantifiable and measurable objectives to achieve an organization's strategic goals.</p>
Transition-Age Young Adult	<p>A person served who is 16-22 years of age.</p>
Vision Statement	<p>The ideal outcome of the mission-driven activities of an organization is described.</p>