



# North Los Angeles County Regional Center (NLACRC)



## 2022 - 2026 Strategic Plan

*-- Where we want to go, Where we want to grow --*



*NLACRC empowers people  
with developmental disabilities  
to have opportunities to achieve their fullest potential  
in all aspects of life.*



*Dignity and Respect*

*Inclusion and Belonging*

*Equity*

*Empowerment*

*Creativity and Innovation*



# North Los Angeles County Regional Center

## Welcome to your Regional Center!

- Opened its doors in 1974
- Serves 30,000+ individuals in the San Fernando, Santa Clarita and Antelope Valleys of Los Angeles County
- Evaluates, Plans, Supports, and Purchases Services for people at risk of developing developmental disabilities, or who have a developmental disability (Autism, Cerebral Palsy, Epilepsy, Intellectual Disabilities and/or a condition closely related to, or requires treatment similar to that required by an individual with an Intellectual Disability), and their families
- Employs more than 600 staff in three offices
- Contracts with 1200+ vendors
- Governed by a 20-member Board of Trustees

## Our Values

*– the beliefs that guide our work and relationships:*

- Dignity and Respect
- Inclusion and Belonging
- Equity
- Empowerment
- Creativity and Innovation

## Our Vision

*– the difference we would like to make in our world:*

NLACRC empowers people  
with developmental disabilities  
to have opportunities to achieve their fullest potential  
in all aspects of life.

## Our Mission

*– what we do and for whom:*

NLACRC's mission is to create a community (including families)  
where each individual with a developmental disability  
has the opportunity to live  
a healthy, productive and inclusive life.



# Our Strategic Plan

North Los Angeles County Regional Center's (NLACRC)

2022-26 Strategic Plan!

A **Strategic Plan is a roadmap** – it helps guide the organization to identify:

- where they want to go (provides direction);
- the best way to get there (provides instruction);
- what they will need to get where they want to go (identifies resources);
- milestones or outcomes – like mile markers in the road, helping us identify if we are making progress – impacting the lives of those we serve to the best of our abilities and resources; and
- when – the plan starts July 1, 2022, and ends June 30, 2026, based on the fiscal year.

The Strategic Plan has been **shaped from the input of people served and their families, the Board of Trustees, the Regional Center staff, service providers, community partners, and advocacy groups.** The Strategic Plan was adopted by Board of Trustees in June 2022. Each year Regional Center staff will present to the Board of Trustees, and the community, the progress on the Plan.

Based on the needs of our community, the Strategic Plan includes special focus on five key areas. **These areas are additional areas of focus where we would like to see a change; they are in addition to areas NLACRC focuses on each day – supporting each person served and family to the best of our ability.**



## *A Note to our Community*

*During the Fall of 2021, NLACRC's Board of Trustees, and the Center's Executive Leadership Team decided to establish a strategic plan that would direct our focus.*

*The NLACRC Strategic Plan 2022-2026 is a result of a collaborative planning effort that included people served, families, service providers, NLACRC staff and community members. In the following pages we present NLACRC's roadmap to the future to guide our focus over the next four years.*

*Our mutual commitment will ensure the success of the plan and will allow for needed adjustments along the way to respond to changing funding levels, human resources availability, and emerging needs.*

*In the plan, we identified five focus areas where NLACRC would like to make a noticeable difference 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 with the choices they need to self-determine the lives they choose for themselves. This plan will guide us to ensuring all people with intellectual and developmental disabilities of all ages, cultures, and backgrounds feel a sense of belonging in our communities.*

*Together we are Stronger.*

*Leticia Garcia, President, Board of Trustees*

*Ruth Janka, Executive Director*



# Recognizing the importance to our community, the plan focuses on:

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- 5.1 Training, Education and Awareness
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- 5.3 Innovation



# How we measure our progress:

The North Los Angeles County Regional Center Board of Trustees has a standing Strategic Planning Committee, appointed by the Board President, that meets on a regular basis and will help monitor the 2022-26 Strategic Plan's ongoing implementation.

Additionally, the Board of Trustees will evaluate the 2022-26 Strategic Plan on an annual basis. Regional Center Leadership will present to the Board updates on the Outcome Measures, Achievements under each focus area and any challenges with implementation for each focus area.

The Outcome Measures have been chosen for each focus area that would reflect the implementation of strategic planning activities, and the impact of those activities. Outcome Measures are pulled from a variety of sources and represent a number of different types of data. Furthermore, not all of the proposed Outcome Measures are currently in existence (at the writing of this report), such as the Department of Developmental Services Performance Measures, the NLACRC Individual and Family Satisfaction Survey, the NLACRC Employee Survey, and training self-assessments/evaluations, which will be used for assessment once they are fully developed. For internal Regional Center measurements, a process will have to be developed to create and monitor those measurements.

NLACRC will conduct the Individual and Family Satisfaction Survey in years 2023 and 2025, and the NLACRC Employee Survey in years 2024 and 2026.

Please note that some Strategies are multi-step and a number precursory steps may need to be addressed first, such as developing and hiring a new staff position, creating a training module, or developing new relationships. While Outcome Measures are important milestones, a Strategic Plan is about progress, intentional development and moving in a specific chosen direction. Progress and improvement will continue throughout the life of this Strategic Plan, as well as beyond.

Please note that not all strategies or actions in the Strategic Plan will automatically occur or launch when the Strategic Plan is approved and adopted. Some activities may take 1-2 years to start, especially when additional staffing is needed or when positions need to be created and staffed.



# Definitions

Before diving into the Plan, here are some words and abbreviations (initials) that are used throughout this report:

- ADU – Additional Dwelling Unit
- CAPE – California Awards for Performance Excellence
- CCL – Community Care Licensing
- CDER – Client Development Evaluation Report
- CSC – Consumer Service Coordinator
- DDS – Department of Developmental Services
- DEIB – Diversity, Equity, Inclusion and Belonging
- FHA – Family Home Agency
- FMLA – Family and Medical Leave Act
- Generic – Community resources that are not paid for by the Regional Center
- HUD – Housing and Urban Development Department
- IFSP – Individualized Family Service Plan
- IHSS – In-Home Supportive Service Program
- IPP – Individual Program Plan
- LA – Los Angeles
- NLACRC – North Los Angeles County Regional Center
- Person-Centered Planning (PCP)
- POS – Purchase of services – the money Regional Centers spend to buy services or supports for individual/families (i.e., speech therapy, employment coach)
- POS Expenditures – the total amount of Purchase of Service monies spent by a Regional Center in different categories
- POS Variance – the difference in total Purchase of Service monies that are spent on different demographic groups – the gap in Purchase of Service spending where monies do not appear to be equally spent
- QA – Quality Assurance
- Regional Center – North Los Angeles County Regional Center
- SCDD – State Council on Developmental Disabilities
- Stakeholders – people with an interest in NLACRC or with a relationship with the Regional Center such as people served and their families, the Board of Trustees, staff, service providers, advocacy and support groups,
- TBD – To Be Determined – items on which a baseline measurement is not yet available



# Diversity, Equity, Inclusion and Belonging

(Individuals Served/Families, Staff, Provider, Community,  
Focus)





# What is Diversity, Equity, Inclusion and Belonging (DEIB)?

**Diversity** includes but is not limited to race, color, ethnicity, nationality, religion, socioeconomic status, veteran status, education, marital status, language, age, gender, gender expression, gender identity, sexual orientation, mental or physical ability, genetic information, and learning styles.



**Equity** includes providing the necessary supports and services to address unbalanced systemic conditions that hinder equal access.

An **inclusive environment** requires mutual respect, effective relationships, clear communication, explicit understandings about expectations and critical self-reflection. We value each other's contributions and hold the conviction that only from diverse backgrounds and divergent points of view can we find the best solutions.

**Belonging** is an emotional state that is the goal of Diversity, Equity, and Inclusion. It is feeling comfortable without having to check any part of yourself at the door consciously or unconsciously.



*References for the data above can be found under "Resources" in this Plan.*



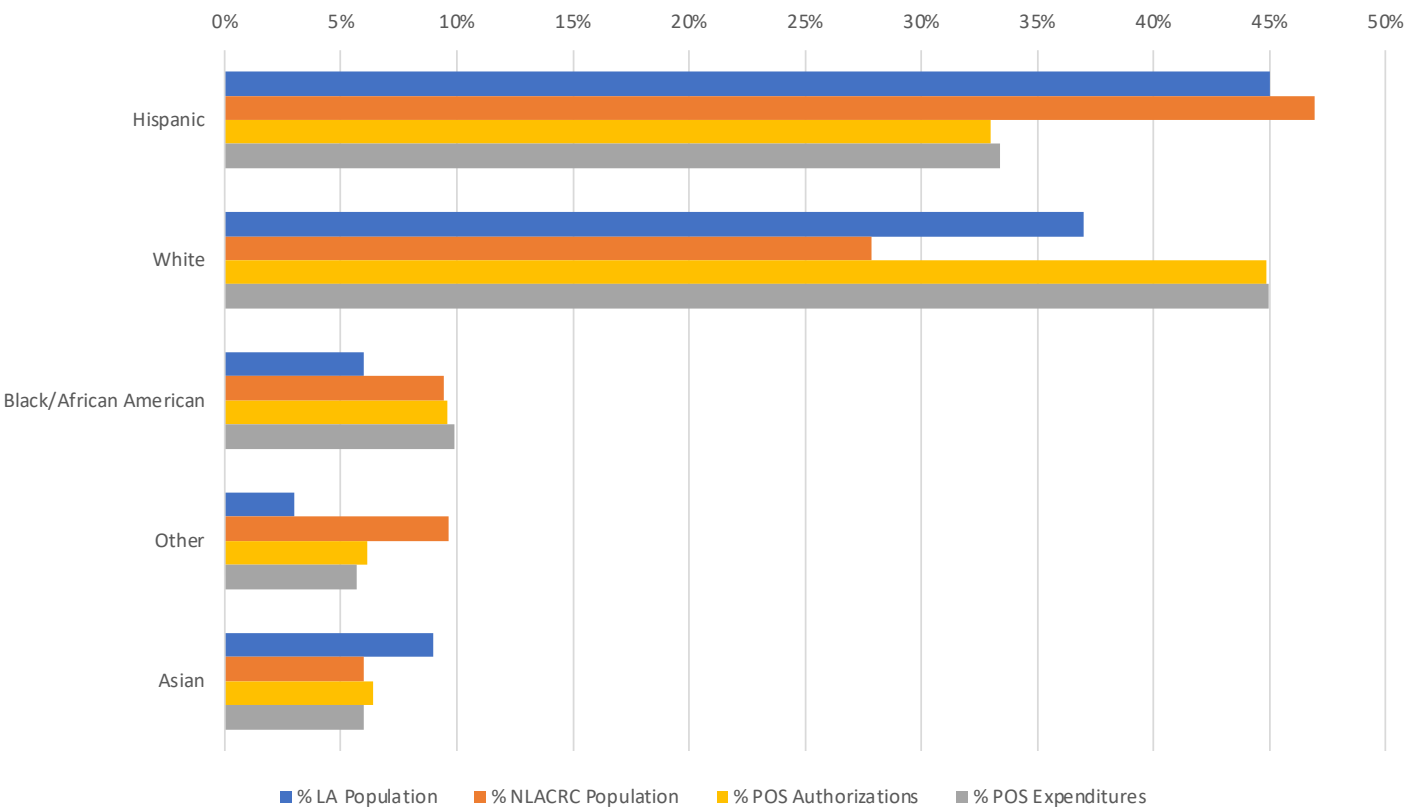
# Why Diversity, Equity, Inclusion and Belonging (DEIB)?

Los Angeles is one of California's most diverse counties.

Within NLACRC catchment areas, individuals and families of Hispanic/Latino descent make up 47% of the population served, yet they only receive 33% of the Purchase of Service Expenditures.



Purchase of Service Expenditures for NLACRC, 2021





# Why Diversity, Equity, Inclusion and Belonging (DEIB)?

These inequities extend beyond the Regional Center, but impact people served by the Regional Centers, their families, staff and other stakeholders on a daily basis and may impact every aspect of people's lives.



- According to the U.S. Bureau of Labor Statistics, in 2019, only 19.3% of people living with disabilities were employed. Those who are working are often only able to obtain part time and/or temporary work which does not usually include access to health care benefits
- People with disabilities are twice as likely to live in poverty and earn a median income one-third less than those who do not have a disability
- In Los Angeles County, COVID-19 rates for the Latino/Hispanic population were at 46.4%, while White was 23.7%, Asian 11.5%, and African American 8.3%
- Median household income for White households are \$87,393, Asian households are \$78,972, Hispanic household income is \$57,125, and African-American household income is \$48,519 in Los Angeles County
- Poverty rates range from 20.7% for Black/African American individuals, to 16.8% for Hispanic individuals, 10.6% for Asian individuals and 9.7% for White individuals in Los Angeles County
- Higher education rates in Los Angeles County range from 52.5% for Asian individuals and 50.5% for White individuals, to 27.3% for Black individuals, and 12.9% for Hispanic individuals
- Hispanic/Latino individuals in Los Angeles County are at least two times more likely to lack health insurance at 13.1% without health insurance to 6.5% for Black/African Americans, 5.5% for Asians and 4.7% for Whites
- Inequities in pay per hour exist for people of color who on average make substantially less than the minimum wage



# How do we impact DEIB?

## *North Los Angeles County Regional Center*

*...is committed to building and cultivating a culture that embraces diversity, equity, inclusion, and a sense of belonging. NLACRC is committed to continually expand and improve this community and culture with effective plans, metrics, and timelines.*



## Strategies:

### 1.1 Inclusion

✓ *ensuring everyone is welcome and represented.*

### 1.2 Training, Education and Awareness: Service Access and Equity

✓ *ensure people served are fully aware of all service options and experience true individualized person-centered planning.*

### 1.3 Providing Access to Information

✓ *ensuring all information and communications are equally and meaningfully available.*

## *Our Goal:*

*NLACRC values and nurtures a culture in which staff, clients, families, and community partners experience a sense of belonging with consideration and appreciation for differences.*



# 1.1 - Inclusion

*North Los Angeles County Regional Center will work:*

*...to ensure all people including marginalized populations are welcome, involved, have representation, a role, and ownership in their local Regional Center, that the Regional Center engages in outreach to all people, and that the Regional Center meets people's service/support needs.*



## Specific Strategies:

In increasing the impact of DEIB, NLACRC will follow a number of strategies, which include, but are not limited to:

- 1.1.1 Review** existing and upcoming policies and guidelines to ensure they are reflective of the DEIB values and are culturally inclusive, as well as develop – where needed – new policies and guidelines that support the goal of creating a true culture of diversity, equity inclusion, and belonging at the Regional Center and for all of those who interact with the Regional Center.
- 1.1.2 Review** policies and practices for inclusion with regards to the composition of the Board of Trustees and Board Committees to ensure all views are represented and help serve to inform decision making in policies.
- 1.1.3 Establish** focus groups to reflect on what is working, what is needed, and future actions in regard to DEIB, as well as, work to better understand the POS expenditure variance and unmet needs; analyzing data to understand and work towards a data-driven solution with clear objectives, metrics and timelines.
- 1.1.4 Advocate** at the state level for updated approaches to services and service delivery, system level equity, diversity, culturally competent planning, and POS Variance.
- 1.1.5 Explore** Leadership Training for Self-Advocates/Family Advocates and Board Members to build stronger, diverse self-advocacy base to continually educate community and state leaders.
- 1.1.6 Work** to ensure the diversity of NLACRC's workforce is reflective of the community.



# 1.2 - Training, Education and Awareness

*North Los Angeles County Regional Center will:*

*...work to provide equal access and equitable purchase of services for all individuals/families, which starts with the awareness of service options, and true person-centered, individualized planning, creating a culture of openness and choice – optimal and advantageous.*



## Specific Strategies:

In increasing the impact of DEIB, NLACRC will follow a number of strategies, which include, but are not limited to:

- 1.2.1 Expand** training for people served/families that support their education, their rights, and determining their role and relationship with the Regional Center.
- 1.2.2 Train/provide** New Orientation training for adults/consumers when an individual transitions to managing their own services/supports, including major milestones, including reaching 18 years of age, transitioning from high school, and reaching retirement.
- 1.2.3 Create** an understandable Personal Plan tailored to each client that they can keep and review regularly and which documents their progress as a metric. **Train** CSCs to use Personal Plans with each person served.
- 1.2.4 Develop** best practices training and training methods, including training assessments, for staff that builds trust and long-standing relationships between Regional Center staff and consumers with measurable results.
- 1.2.5 Partner** with diverse organizations in our community to help raise awareness of the Regional Center and its services and supports to ensure equal access and opportunity for those that may be eligible for Regional Center services. Outreach may include medical and maternity community and local clinics, school districts and early education programs, Los Angeles LGBT Center, and others.
- 1.2.6 Develop** outreach materials and efforts:
  - Early Start Outreach Postcards
  - Early Start and School-age educational and testimonial video
  - Explore creation of a Parents Speaker Bureau to act as community liaison



# 1.3 - Providing Access to Information

*North Los Angeles County Regional Center will:*

*...work to ensure all information is available to all people served that is linguistically, culturally, socio-economically, and technologically diverse to ensure information is equally available and accessible, ensuring we do not leave behind those who do not have or use technology.*



## **Specific Strategies:**

In increasing the impact of DEIB Goals, NLACRC will follow a number of strategies, which will include, but are not limited to:

**1.3.1 Define** a Multi-cultural Communication Plan that embraces target audiences.

**1.3.2 Ensure** all staff have access to Multi-Cultural Communication Plan training and supports, including bilingual supports to ensure all communications use the most appropriate language and culturally aligned terms and definitions.

**1.3.3. Create** focus groups to review and evaluate major communication efforts for individuals and families to ensure materials are meeting the Multi-cultural Communication Plan.

**1.3.4 Conduct** quality assurance using a sampling of Individual Program Plans for training opportunities.





# How to measure our impact?

North Los Angeles County Regional Center will assess our impact on **DEIB** (Individuals Served/Families, Staff, Provider, Community Focus) by looking at a number of Outcome Measures:



Outcome Measure	2022	2023	2024	2025	2026
Inclusion: Number of Policies/Guidelines Reviewed for DEIB (Strategy 1.1.1) (Source – NLACRC: HR/DEIB Supervisor)	n/a				
Inclusion: Board Composition is Reflective of Community (Strategy 1.1.2) (Y/N) (DDS Board Composition Survey)	N				
Inclusion: POS data by Age Band, Location, Primary Language, Primary Ethnicity (Strategies 1.1.3, 1.1.4, 1.1.6) (NLACRC Date – Eff. June 30)	Link				
Training: Communication (Strategy 1.2.4) (Individual/Family Satisfaction Survey)	3.53/5		-----		-----
Training: Overall Services & Supports Rating (Strategy 1.2.4) (Individual/Family Satisfaction Survey)	3.33/5		-----		-----
Training: Goals Met (Strategy 1.2.3, 1.2.4) (Individual/Family Satisfaction Survey)	n/a		-----		-----
Training: Person-Centered (Strategy 1.2.3, 1.2.4) (Individual/Family Satisfaction Survey)	n/a		-----		-----
Training: Number of Individual/Family Empowerment Trainings (Strategy 1.2.1) (Source – NLACRC: Public Information Unit)	n/a				
Training: Per/Post Testing with 70% or higher scores for all Individual, Family, Provider trainings (Strategy 1.2.1, 1.2.2) (Source – NLACRC: Public Information Unit)	n/a				



# How to measure our impact?

North Los Angeles County Regional Center will assess our impact on **DEIB** (Individuals Served/Families, Staff, Provider, Community Focus) by looking at a number of Outcome Measures:



Outcome Measure	2022	2023	2024	2025	2026
Access: Speak Primary Language (Strategy 1.3.1, 1.3.2, 1.3.3) (Individual/Family Satisfaction Survey)	n/a				
Access: Culturally-Appropriate and Integrative (Strategy 1.3.1, 1.3.2, 1.3.3, 1.3.4) (Individual/Family Satisfaction Survey)	n/a		-----		-----
Access: Quality Assurance Review of 100 random sample of IPPs. (Strategy 1.3.4) (Source – NLACRC: Quality Improvement Manager)	n/a				

**Notes:**

- A scaled-down, baseline Individual/Family Satisfaction Survey was conducted in 2022, the full survey with pending metrics will be conducted in 2023, 2025.
- Strategy 1.1.5 is not assessed in the above Outcome Metrics as the execution of this strategy is dependent on external resources (individuals/families served) and is not solely a regional center activity.
- Strategy 1.2.5 is not assessed in the above Outcome Metrics as the execution of this strategy is dependent on external resources (individuals/families served) and is not solely a regional center activity.
- Strategy 1.2.6 is not assessed in the above Outcome Metrics as the assessment of the **impact** of this activity would necessitate a costly community-wide survey, which would remove funds from the operational support of existing base of people/families served.
- Outcome – Access: Quality Assurance Review of 100 random sample of IPPs will include the following criteria for the quality review:
  - IPP reflects CDER information? (Y/N)
  - All needs are identified? (Y/N)
  - Consumer Needs (Specify)
  - IPP lists unique needs from last IPP/Review?
  - Each need has a corresponding goal?
  - Consumer’s Goals (Specify)
  - IPP lists unique goals from last IPP?
  - CSC included service/resource recommendations for identified deficit/goal?
  - IPP includes appropriate assessment and/or service options, including generic, to achieve the goals?
  - Did the IPP have appropriate target dates for starting services?
  - IPP is written in Consumer’s voice?

Compliance Items include review for Annual Review and Quarterly Reviews, if applicable.

- Baseline (2022) Outcome Metrics with a “n/a” (Not Available) are metrics that were not tracked prior to June 30, 2022 and were developed specifically for this Strategic Plan; metrics will be reported starting 2023 reporting year.

# Development & Growth of an Engaged Workforce

(Staff Focus)





# Why Development & Growth of an Engaged Workforce?

North Los Angeles County Regional Center supports nearly 30,000 individuals with developmental disabilities or at risk of developing developmental disabilities, and their families, through the efforts of 560 staff in eight (8) different departments and three (3) locations. However, due to the current labor shortage, relatively low staff pay/benefits packages, high workloads, and poorly developed career paths, the Regional Center currently has more than 70 open positions, a 12-15% monthly turn-over rate and additional open positions coming from budgetary reliefs.



Not only have these factors contributed to relatively low staff morale and additional turnover, but the end result is the ability of staff, due to the demands of their jobs, to provide high levels of internal and external customer service (returned phone calls or emails, in-depth planning and follow-through, etc.

With regards to NLACRC staff:

- Only 23% of staff feel they are fairly compensated
- Fewer than half of all staff (44%) feel they had the opportunity to learn and grow in the past year
- Monthly turn-over is averaging 13%
- There are currently 70 open positions + growth positions due to State budget changes
- In the past 18 months, 132 employees have left NLACRC
- Client satisfaction drops drastically when CSCs turn-over frequently, as do client outcomes
- More than 1 million employees left California's workforce with an additional 1.7 million people taking early retirement due to COVID-19 pandemic
- Since January 1, 2022 (until May 2022), NLACRC has brought on 83 new staff



# How do we address Development & Growth of an Engaged Workforce?

*North Los Angeles County Regional Center will:*

*...become an employer of choice for employees who desire a rewarding, challenging and long-term career.*

*...provide a healthy work/life balance, growth and development opportunities to staff, developing a supportive, rewarding and collaborative work environment to promote full engagement and retention.*



## Strategies:

### 2.1 Training and Development

- ✓ *training for all staff on skills to help their workload be consistently accurate, more efficient, provide growth development paths.*

### 2.2 Healthy Work/Life Balance

- ✓ *exploring options for remote work, reducing work/case load and improving hiring practices.*

### 2.3 Promoting Teams and Teambuilding

- ✓ *training on team building and empowering teams to better balance workloads and provide support.*

### Our Goal:

*NLACRC is developing a deeply rooted community and organizational culture that results in employee engagement, collaboration, and satisfaction where high quality staff feel supported, valued, and respected.*



# 2.1 - Training and Development

*North Los Angeles County Regional Center will:*

*...work to support staff to develop and grow within the Regional Center by creating expanded training and mentoring opportunities in order to develop consistent accuracy and messaging to individuals and families, develop knowledge and skill sets, and work with staff to identify and develop individual career paths.*



## **Specific Strategies:**

In working to meet the Retention of Staff goals, NLACRC will follow a number of strategies, which include, but are not limited to:

- 2.1.1 Provide** formal training within each department – initial & ongoing training in skill development, education and system knowledge, etc. ensuring accuracy in communicating with individuals, families, and other key stakeholders regarding services and supports policies, procedures and changes to policies, as well as reflecting the organization’s core values.
- 2.1.2 Develop** consistency in onboarding procedures across departments.
- 2.1.3 Create, provide and market** pathways for career advancement and professional development.
- 2.1.4 Align** employee selection, onboarding, training, and evaluations with organizational values.
- 2.1.5 Explore and pursue** certification for the Human Resource Department by California Awards for Performance Excellence (CAPE).



## 2.2 - Healthy Work/Life Balance

*North Los Angeles County Regional Center will:*

*...work to create balanced, accomplishable workloads to allow staff to better maintain a healthy work life balance that allows more time to learn, grow and develop, as well as promotes higher employee engagement and retention.*

*...work to and maximize the use of the staff time and decrease manual intense workloads to better support staff in all areas.*



### Specific Strategies:

In working to meet the Retention of Staff goals, NLACRC will follow a number of strategies, which include, but are not limited to:

- 2.2.1 Examine** the impact of Healthy Work/Life Balance including remote and hybrid work options on job satisfaction and retention.
- 2.2.2 Review** technology to provide quantitative data metrics.
- 2.2.3 Interview** staff to find manual-intense workload areas that can be streamlined.
- 2.2.4 Support** Supervisors to do their job more efficiently by eliminating manual labor.
- 2.2.5 Practice** quality hiring practices.
- 2.2.6 Examine** Exit Interviews in depth and create Action Plans from feedback, when possible.
- 2.2.7 Re-launch** an annual Employee celebration to share successes and accomplishments.



## 2.3 - Promoting Teams and Teambuilding

*North Los Angeles County Regional Center will:*

*...work to connect and empower teams to work together to facilitate a connected, empowered team culture and facilitate creative problem solving and resolution, creating greater efficiencies*



### **Specific Strategies:**

In working to meet the Retention of Staff goals, NLACRC will follow a number of strategies, which include, but are not limited to:

- 2.3.1 Assess** workload issues by job classifications and address workload imbalance.
- 2.3.2 Explore** team structure by areas of expertise, knowledge, skill-base, and/or experience.
- 2.3.3 Utilize** Information Technology to help build/support team structures.
- 2.3.4 Create** training tools database to support supervisors in training their teams.
- 2.3.5 Create** opportunities for staff to be involved in cross-departmental efforts.





# How to measure our impact?

*North Los Angeles County Regional Center will assess our impact on **Development & Growth of an Engaged Workforce (Staff Focus)** by looking at a number of Outcome Measures:*



Outcome Measure	2022	2023	2024	2025	2026
Training: Overall CSC Relationship (Strategy 2.1.1, 2.1.4) (Individual/Family Satisfaction Survey)	3.43/5	-----		-----	
Training: Culture of Mutual Respect (Employee Satisfaction Survey)	3.49/5	-----		-----	
Training: Benefit from Training (Strategy 2.1.1, 2.1.2) (Employee Satisfaction Survey)	3.76/5	-----		-----	
Training: Had an Opportunity to Learn & Grow (Strategy 2.1.1, 2.1.3) (Employee Satisfaction Survey)	3.27/5	-----		-----	
Training: Employee pre and post skills tests with passing of 70% or higher for all employee training (Strategy 2.1.1) (Source – NLACRC: HR)	n/a				
Training: Human Resource Department certification by CAPE (Y/N) (Strategy 2.1.5) (Source: CAPE)	-----				
Work/Life: Turn-over Rate (Strategy 2.1.1 – 2.1.4, 2.2.1 – 2.2.7, 2.3.1 – 2.3.5) (NLACRC – Human Resources)	14%				
Work/Life: Caseload Ratios (by team/unit) (Strategy 2.1.3, 2.1.4, 2.2.3, 2.2.5, 2.2.6) (NLACRC Data: Eff. June 30, 2022 Caseload Ratio Report)	Link				
Work/Life: Workload (Strategy 2.1.3, 2.1.4, 2.2.3, 2.2.4, 2.2.5, 2.3.1, 2.3.2, 2.3.3, 2.3.4) (Employee Satisfaction Survey)	n/a	-----		-----	
Work/Life: Most Days I Really Like My Job. (Strategy 2.1.1, 2.1.3, 2.1.4, 2.2.1 – 2.2.7, 2.3.1 – 2.3.5) (Employee Satisfaction Survey)	3.91/5	-----		-----	
Work/Life: Employee Engagement Scores (Strategy 2.1.1, 2.1.3, 2.1.4, 2.2.1 – 2.2.7, 2.3.1 – 2.3.5) (Employee Satisfaction Survey)	n/a	-----		-----	



# How to measure our impact?

*North Los Angeles County Regional Center will assess our impact on **Development & Growth of an Engaged Workforce (Staff focus)** by looking at a number of Outcome Measures:*



Outcome Measure (cont.)	2022	2023	2024	2025	2026
Teams: My Department Works Effectively as a Team (Strategy 2.1.1, 2.1.2, 2.2.4, 2.3.2, 2.3.3, 2.3.4) (Employee Satisfaction Survey)	n/a	-----		-----	
Teams: Have Well-Functioning Computer/Information Systems (Strategy 2.2.2, 2.3.3) (Employee Satisfaction Survey)	4.28/5	-----		-----	
Teams: Number of Open Positions (Strategy 2.1.1 – 2.1.4, 2.2.1 – 2.2.7, 2.3.1 – 2.3.5) (NLACRC – Human Resources)	78.75				

**Notes:**

- A scaled-down, baseline Employee Satisfaction Survey was conducted in 2022, the full survey with pending metrics will be conducted in 2024, 2026.
- Baseline (2022) Outcome Metrics with a “n/a” (Not Available) are metrics that were not tracked prior to June 30, 2022 and were developed specifically for this Strategic Plan; metrics will be reported starting 2023 reporting year.

# Employment and Day Programs

(Individual Served Focus)





# Why Employment and Day Programs?

North Los Angeles County Regional Center holds the belief that all adults who are capable and want to contribute to their communities should have an opportunity to do so. Furthermore, having a contributing, meaningful and engaging form of employment or a day activity creates a sense of purpose and connection, as well as, providing a valuable piece of mental wellness.



- Currently, of the 15,633 adults with developmental disabilities served by NLACRC, 13.4% (2,096) have jobs or are employed
- An additional 4,337 (27.7%) people served are supported to participate in Day Programs
- While some adults served by the Regional Center have outside work, volunteer positions, or other meaningful day activities, NLACRC together supports only 6,433 (41.1%) to have jobs or participate in day activities; many adults are without a meaningful, contributing day activity



NLACRC data was pulled from the SANDIS/POS Expenditure Data; External References for the data above can be found under "Resources" in this Plan.



# How do we impact Employment and Day Programs?

*North Los Angeles County Regional Center will:*

*...provide services and supports based on that individual's needs and goals. NLACRC will support individuals by planning, helping to find training, employment or other skill or work-related needs, for any individual that wants to pursue meaningful day pursuits.*



## Strategies:

### 3.1 Training, Education and Awareness

✓ *working to educate our community on what meaningful employment is and how to sustain it.*

### 3.2 Developing Employer and Community

✓ *working to increase employment options by increasing the employer pool.*

### 3.3 Improve Information and Needs Assessment

✓ *working to provide information to ensure people have opportunities for independent employment options.*

### 3.4. Resource and Fund Development

✓ *working to increase independent employment options.*

*Our Goal:*

*NLACRC will ensure that every individual served has the opportunity to obtain preferred and desired employment or participate in meaningful activities.*

*Ensuring everyone who wants to be employed has a chance to do so.*



# 3.1 - Training, Education and Awareness

## *North Los Angeles County Regional Center will:*

*...help our community understand that competitive employment can mean different things – different types of employment, different hours, etc. Communicating that employment is a much more expansive realm that first comes to mind as a “job”.*

*...provide education and training to all stakeholders to help awareness of job options, including different fields, types of work, work programs, and will connect individuals to providers who can best fit them to the jobs they desire.*



### **Specific Strategies:**

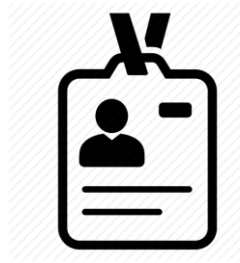
In working to impact Employment and Day Program goals, NLACRC will follow a number of strategies, which include, but are not limited to:

- 3.1.1 Ensure** individuals and families know what their employment and meaningful day opportunities are. Support individuals and families to think creatively about what employment might mean to them.
- 3.1.2 Support** individuals to sustain employment once achieved, including helping individuals understand the benefit of employment support/service to help individuals succeed.
- 3.1.3 Continue** to train staff on employment/day opportunities, assessing of employment goals, creative planning and personal growth (life skills, vocational skills, education, job development and growth) for each individual - transition age youth (approximately at 14 years of age) through retirement.



## 3.2 - Developing Employer and Community Connections

*North Los Angeles County Regional Center will:  
...work to increase employment options by increasing the employer pool.*



### Specific Strategies:

In working to impact Employment and Day Program goals, NLACRC will follow a number of strategies, which include, but are not limited to:

- 3.2.1 Gather** information about employment opportunities in our catchment and collaborate with community partners to educate local businesses regarding the availability of a pool of prospective employees in our system.
- 3.2.2 Help** connect the Regional Center with employers in our local communities and educate employers on how NLACRC and people served can benefit their company and their workforce.
- 3.2.3 Utilize** the 1-year workforce grant to hire a specialist level position to do outreach activities in the business community about the benefits of hiring individuals with developmental disabilities and support development of relationships between providers and community employers.
- 3.2.4 Increase utilization** of incentives to promote employment and vocational outcome.



## 3.3 - Improve Information and Needs Assessment

*North Los Angeles County Regional Center will:  
...work to increase awareness of existing employment options.*



### **Specific Strategies:**

In working to impact Employment and Day Program goals, NLACRC will follow a number of strategies, which include, but are not limited to:

- 3.3.1 Host** annual “Meeting of the Minds” employment resources – potential partner agencies, providers, and other potential employment partners to share resources, brainstorm job creation and development.
- 3.3.2. Explore** utilization of the 1-year workforce employment grant staff to develop and implement an employment “hotline”.





# 3.4 - Resource and Fund Development

*North Los Angeles County Regional Center will:  
...work to increase employment options through the creation of new options.*



## **Specific Strategies:**

In working to impact Employment and Day Program goals, NLACRC will follow a number of strategies, which include, but are not limited to:

- 3.4.1 Connect** people served/families with Small Business Administration (SBA), Los Angeles County (or other vendors) workshops on starting your own business.
- 3.4.2 Collaborate** with service providers and partners to increase independent employment by supporting, where possible, providers to explore grant opportunities for Micro Enterprises.



# How to measure our impact?

North Los Angeles County Regional Center will assess our impact on **Employment and Day Programs (Individual Served Focus)** by looking at a number of Outcome Measures:



Outcome Measure	2022	2023	2024	2025	2026
Training: Number of people in Competitive Employment (Strategy 3.1.1, 3.1.2, 3.1.3) (NLACRC Employment Report)	2114				
Training: Number of people in Incentive Employment (Strategy 3.1.1, 3.1.2, 3.1.3) (NLACRC Employment Report - DFPDINTAUT, FY22 EMPP, EMP6, EMP12 per UCI)	23				
Training: Number of people in Paid Internships ( NLACRC Employment Report - DFPDINTAUT, FY22 PIPW per UCI)	32				
Training: Number of people in Day Services (Strategy 3.1.1, 3.1.2, 3.1.3) (POS Expenditure per service code, FY22)	3,175				
028: socialization training program	028: 721				
055: community integration training program	055: 116				
063: community activities support services	063: 11				
475:participant-directed community-based training	475:2				
505: Activity Center	505: 235				
510:1,Adult Development Center	510:1,269				
515: behavior management program	515: 123				
702: ADHC/CBAS	702: 168				
855: day care	855: 161				
950: SEP-group	950:148				
952: SEP-individual	952: 77				
954: WAP	954: 144				
Training: IPP in addressing your needs (Strategy 3.1.1, 3.1.3) (Individual/Family Satisfaction Survey, age 14+)	3.35/5		-----		-----



# How to measure our impact?

North Los Angeles County Regional Center will assess our impact on **Employment and Day Programs (Individual Served Focus)** by looking at a number of **Outcome Measures**:



Outcome Measure (cont.)	2022	2023	2024	2025	2026
Connections: Number of Vendors who receive CEI Incentives (Strategy 3.2.1 – 3.2.4) (Source: DFPDINTAUT, FY22 EMPP, EMP6, EMP12 per vendor number)	4				
Connections: Number of Organizations NLACRC partners or connects with around employment (Strategy 3.2.1, 3.2.2, 3.2.3) (Source – NLACRC: Workforce Specialist)	4				
Information: Number of Employment Meetings Hosted (Strategy 3.3.1) (Source –NLACRC: Workforce Specialist)	n/a				
Resources: Number of Providers Partnered with to explore independent employment for people served (Strategy 3.4.2) (Source – NLACRC: Workforce Specialist)	12				

Notes:

- A scaled-down, baseline Individual/Family Satisfaction Survey was conducted in 2022, the full survey with pending metrics will be conducted in 2023, 2025.
- Strategy 3.3.2 is not assessed in the above Outcome Measures as this is a process-oriented, operational Strategy, please refer to the internal Strategy Plan Matrix or staff for an update of activities.
- Strategy 3.4.1 is not assessed in the above Outcome Metrics as the execution of this strategy is dependent on external resources (individuals/families served) and is not solely a regional center activity.
- Baseline (2022) Outcome Metrics with a “n/a” (Not Available) are metrics that were not tracked prior to June 30, 2022, and were developed specifically for this Strategic Plan; metrics will be reported starting 2023 reporting year.

# Health and Wellness

(Individuals Served/Families, Staff, Provider Focus)





# Why Health and Wellness?

North Los Angeles County Regional Center recognizes the great importance of health and wellness – physical, mental and emotional. Stress, anxiety, depression are experienced by at least 80% of all adults and is listed as the number one concern of high school students. Additionally, people who tend to experience particularly high rates of stress are: ethnic minorities, women, single parents, and people who act as family health caregivers. That stress has been exacerbated by the COVID-19 pandemic/epidemic over the past two years. Additionally, Among adults who need mental health or substance use care, some groups are more likely to face barriers to accessing care, including uninsured people, underinsured people, and communities of color.



- About 33 percent of people report feeling extreme stress
- 77 percent of people experience stress that affects their physical health
- 73 percent of people have stress that impacts their mental health
- 48 percent of people have trouble sleeping because of stress
- 80 percent of people feel stress at work
- More than three in ten adults in the U.S. have reported symptoms of anxiety and/or depressive disorder since May 2020
- Among adults in California who reported experiencing symptoms of anxiety and/or depressive disorder, 29.9% reported needing counseling or therapy but not receiving it in the past four weeks, compared to the U.S. average of 26.9%
- In California, 71.0% (2,061,000) of adults with mild mental illness, 64.6% (1,023,000) of adults with moderate mental illness, and 39.1% (533,000) of adults with serious mental illness in the past year, did not receive mental health treatment



# How do we address Health and Wellness?

*North Los Angeles County Regional Center will:*

*...foster a healthy environment - physical, mental, and emotional - promoting Mental Wellbeing and connections for all stakeholders by working to expand awareness in our communities of what resources are available and promoting use of those resources.*



## Strategies:

### 4.1 Training, Education and Awareness

In working to impact Health and Wellness goals, NLACRC will follow a number of strategies, which include, but are not limited to:

- 4.1.1 Provide** training on general mental health conditions, generic resources and crisis services to individuals and families, Regional Center staff, providers and other community stakeholders and partners.
- 4.1.2 Engage** individuals/families in mental health discussions through expanding support groups with additional support provided, if requested, via guest speaker or other.
- 4.1.3 Connect** with Family Focus Resource Center (CSUN), State Council on Developmental Disabilities (SCDD), others on existing Health & Wellness resources that can be used in communications for *News You Can Use*, social media, townhalls, Cafecito or other training opportunities.
- 4.1.4 Develop** a taskforce/committee on mental health or explore existing taskforces and resources.
- 4.1.5 Explore** the feasibility of creating a staff position of mental health specialist position to facilitate engagement with case management to help raise awareness of mental health issues, early warning signs/needs, etc.
- 4.1.6 Promote** use of Human Resource Employee Assistance Program (EAP) services to support employee health and wellness.

### *Our Goal:*

*NLACRC recognizes the importance of health, physical, mental and emotional wellbeing, and openly promotes a healthy, balanced lifestyle and culture for all stakeholders.*



# How to measure our impact?

North Los Angeles County Regional Center will assess our impact on **Health and Wellness** (Individuals Served/Families, Staff, Provider Focus) by looking at a number of Outcome Measures:



Outcome Measure	2022	2023	2024	2025	2026
Training: Number of trainings/ attendees (Strategy 4.1.1) (Source – NLACRC: Mental Health Specialist)	n/a				
Training: Number of Newsletter/Social Media mentions addressing Health and Wellness (Strategy 4.1.3, 4.1.4) (Source – NLACRC: Mental Health Specialist)	n/a				
Training/Promote: Utilization of EAP (Strategy 4.1.6) (Source – EAP Usage, HR)	23				

**Notes:**

- Strategy 4.1.2 is not assessed in the above Outcome Metrics as the execution of this strategy is dependent on external resources (individuals/families served) and is not solely a regional center activity.
- Strategy 4.1.5 is not assessed in the above Outcome Measures as this is a process-oriented, operational Strategy, please refer to the internal Strategy Plan Matrix or staff for an update of activities.
- Baseline (2022) Outcome Metrics with a “n/a” (Not Available) are metrics that were not tracked prior to June 30, 2022 and were developed specifically for this Strategic Plan; metrics will be reported starting 2023 reporting year.

# Safe, Affordable, and Accessible Housing

(Individuals Served Focus)







# Why Housing?

North Los Angeles County Regional Center holds the belief that housing – safe, affordable and accessible housing - is one of the most basic needs for any person. It is the foundation of stability, mental wellness, community, and a springboard for employment and relationships. However, people with developmental disabilities are often without true housing options and may find their only option a more restrictive group home, skilled nursing facility, or remaining in their family’s home.



People with developmental disabilities, and their families, residing in the San Fernando, Santa Clarita and Antelope Valleys face daily realities that include:

- The median home price for San Fernando Valley was \$964,928; \$775,828 for homes in Santa Clarita; and \$481,817 in the Antelope Valley
- Rental prices average from \$2,368 in the Santa Clarita Valley to \$2,192 in the San Fernando Valley and \$1,753 in the Antelope Valley
- Meanwhile, HUD (Housing and Urban Development) vouchers typically provide allowances of \$1,500 per month for rent
- While Section 8 housing vouchers may pay as much as \$3,231 for a three-bedroom apartment, the list for Section 8 housing now sits at 11 years



References for the data above can be found under  
“Resources” in this Plan.



# How do we impact Housing?

*North Los Angeles County Regional Center will:*

*...work to provide services, support and tools to help each person served achieve their housing goals to the best of our abilities.*



## Strategies:

### 5.1 Training, Education and Awareness

- ✓ *training for all stakeholders on housing options and related generic supports.*

### 5.2 Impacting the Availability of Housing

- ✓ *advocating for legislation and changes to requirements that impact housing availability for people served.*

### 5.3. Innovation

- ✓ *exploring creative messaging, staffing, and partnerships that further increase housing options.*

## *Our Goal:*

*NLACRC is meeting the various needs for housing for all people served to promote positive life outcomes for individuals.*



# 5.1 - Training, Education and Awareness

## *North Los Angeles County Regional Center will:*

*...work to raise awareness and educate people served, and their families, Regional Center staff, and interested stakeholders about all housing options, the role of generic services in supporting housing goals and all available resources.*



### **Specific Strategies:**

In working to impact Housing goals, NLACRC will follow a number of strategies, which include, but are not limited to:

**5.1.1. Train** people served/families of all housing options and generic services.

**5.1.2 Train** CSCs to ensure staff are aware of all housing options and generic services that support housing choices; and that CSCs engage in milestone planning that supports people served as they increase their independence. Milestone planning may include identifying needed resources, skill development, financial considerations, different housing options, and milestones.

**5.1.3. Utilize** outreach – brochures, NLACRC.org or other platforms – to increase awareness of information on housing options and generic supports for pursuing housing goals.



# 5.2 - Impacting the Availability of Housing

*North Los Angeles County Regional Center will:  
...work to increase housing options for people served, and their families.*



## **Specific Strategies:**

In working to impact Housing goals, NLACRC will follow a number of strategies, which include, but are not limited to:

- 5.2.1 Support and work** with ARCA to support legislation that provides for greater housing options , including Additional Dwelling Units (ADUs), for people we serve.
- 5.2.2 Advocate** for updates for Community Care Licensing through Department of Social Services to increase the advantage of housing options.
- 5.2.3 Continue to apply** for housing development funding through the Department of Developmental Services (DDS), including for use of development of Family Home Agencies (FHA)s, as needed and available.



## 5.3 - Innovation

*North Los Angeles County Regional Center will:  
...work creatively with providers to find solutions to housing options and  
available financial models.*



### **Specific Strategies:**

In working to impact Housing goals, NLACRC will follow a number of strategies, which include, but are not limited to:

- 5.3.1 Explore** creating a position for a Community Housing Liaison to be a bridge between our community, housing experts and internal needs.
- 5.3.2 Collaborate** creatively with providers to find solutions to housing options and financial availability.
- 5.3.3 Collaborate** with providers to create provider succession planning and retain housing options within our community.
- 5.3.4 Develop** and promote knowledge and awareness of housing trusts, housing endowments and other.



# How to measure our impact?

North Los Angeles County Regional Center will assess our impact on **Housing** (Individuals Served focus) by looking at a number of Outcome Measures:



Outcome Measure	2022	2023	2024	2025	2026
Training: Number of Individuals/Families trained in Housing Options (Strategy 5.1.1) (Source – NLACRC: Housing Specialist)	n/a				
Training: Number of CSCs trained in Housing Options (Strategy 5.1.2) (Source – NLACRC: Housing Specialist)	n/a				
Training: IPP Discussed Housing Options (Strategy 5.1.1, 5.1.2, 5.1.3) (Individual/Family Satisfaction Survey, ages 22+)	n/a				
Impacting: Number of Legislative Efforts/Contributions (Strategy 5.2.1, 5.2.2, 5.2.3) (Source – NLACRC: Public Information)	n/a				
Impacting: Quarterly Meeting with CCL (Strategy 5.2.2) (Y/N, Source – NLACRC: Community Services)	Yes				
Impacting: Number of Foster Home Agencies (Strategy 5.2.3) (Source – NLACRC: Community Services)					
Family Home Agencies (FHA)	2				
Certified Homes	33				



# How to measure our impact?

North Los Angeles County Regional Center will assess our impact on **Housing** (Individuals Served focus) by looking at a number of Outcome Measures:



Outcome Measure (cont.)	2022	2023	2024	2025	2026
Innovation: Number of Housing Trusts, Endowments (Strategy 5.3.4) (Source - TBD)	TBD				
Innovation: Number of Providers with a Succession Plan (Strategy 5.3.3) (Provider Survey)	TBD				
Innovation: Number of Times a Person Moved (Strategy 5.1.1, 5.1.2, 5.1.3, 5.3.1, 5.3.2) (CDER, Q12, # positive)	7,014				
MOVED	4,595				
ONCE	1,824				
TWICE	177				
THREE TIMES OR MORE	418				
Innovation: Do you want to keep living at (Strategy 5.1.1, 5.1.2, 5.1.3, 5.3.1, 5.3.2) (CDER, Q19, # Positive)	7,509				
Ambivalent or Mixed Response	533				
Consumer chooses not to answer	104				
Consumer is not sure or does not understand	1,721				
Negative Response	163				
Positive Response	4,988				

**Notes:**

- Strategy 5.3.1 is not assessed in the above Outcome Measures as this is a process-oriented, operational Strategy, please refer to the internal Strategy Plan Matrix or staff for an update of activities.
- Baseline (2022) Outcome Metrics with a “n/a” (Not Available) are metrics that were not tracked prior to June 30, 2022 and were developed specifically for this Strategic Plan; metrics will be reported starting 2023 reporting year.



# Resources

## Diversity, Equity, Inclusion and Belonging:

- <http://publichealth.lacounty.gov/docs/RacialEthnicSocioeconomicDataCOVID19.pdf>
- <http://www.laalmanac.com/social/so722.php>
- <https://www.nami.org/Your-Journey/Identity-and-Cultural-Dimensions/People-with-Disabilities>

## Retention of Staff:

- <https://calmatters.org/newsletters/whatmatters/2022/01/california-unemployment-worker-shortage/>
- <https://spectrumnews1.com/ca/la-west/business/2021/09/27/california-s-labor-shortage-isn-t-temporary--economist-says>

## Health and Wellbeing:

- <https://www.kff.org/statedata/mental-health-and-substance-use-state-fact-sheets/california/>
- <https://www.therecoveryvillage.com/mental-health/stress/related/stress-statistics/#:~:text=According%20to%20The%20American%20Institute,that%20impacts%20their%20mental%20health>

## Housing:

- <https://www.zillow.com/san-fernando-ca/home-values/>
- <https://www.zillow.com/santa-clarita-ca/home-values/>
- <https://www.zillow.com/palmdale-ca/home-values/>
- <https://www.rentcafe.com/average-rent-market-trends/us/ca/santa-clarita/>
- <https://www.rentcafe.com/apartments-for-rent/us/ca/los-angeles/san-fernando-valley/>
- <https://www.rentcafe.com/average-rent-market-trends/us/ca/palmdale/>
- <https://laist.com/news/section-8-waiting-list>