



# Golden Gate Regional Center

*Supporting Lives of Liberty and Opportunity*

## 2022-25 Strategic Plan



## Building a Bridge to a Better Future



# Who we are, What we do

*Supporting Lives of Liberty and Opportunity*

## Golden Gate Regional Center:

- Opened its doors in 1966 as a pilot for the eventual Lanterman Mental Retardation Services Act (Lanterman Act, 1969)
- Serves 10,200 individuals in Marin, San Francisco and San Mateo counties
- Employs more than 250 staff in three local offices
- Contracts with 1,000+ vendors
- Directed by a 9-15 member Board of Directors

## Our Vision:

People with intellectual and developmental disabilities lead lives of liberty and opportunity, lives in which they not only contribute and thrive in their chosen communities but are valued and embraced members of those communities.

## Our Mission:

To build inclusive communities by connecting and developing innovative services and supports responsive to the needs and aspirations of individuals with intellectual and developmental disabilities, and their families while educating and informing all community members about the rights, value and potential of human diversity.

## Values:

- Partnership
- Honor
- Person Centered Thinking
- A Commitment to Learning and Reflecting
- Innovation

## Our Commitments:

- Person Centered Approach
- Solid Partnerships
- Supporting Progress
- A Commitment to Quality and Impact
- Diversity, Equity, Inclusion and Belonging

## Strategic Focus Areas 2022-25:

- Investment in Staff
- Community Living
- Community Education and Engagement
- Organizational Agility and Impact

*Supporting  
Lives of  
Liberty and  
Opportunity*



## **Welcome to Golden Gate Regional Center!**

*The past few years have brought a tremendous amount of change, both in our regional center system and in our world. In order to be responsive to the challenges and opportunities presented by our current climate, we offer a Strategic Plan that is responsive to the transitional period we are in.*

*In examining the necessary changes that come with growth, we are called to build a plan that intentionally creates the kind of organizational culture that provides excellent support to the people we serve. To accomplish that, GGRC Staff must be well supported by the agency in terms of workload and recognition.*

*Currently, our resources and capacity to respond (to the individuals we serve and the larger community) have been stressed to the max. The current workload for each position is too heavy. And everyone – the people we serve, families, providers and staff- are suffering from this situation.*

*The Plan focuses on us optimizing the lessons learned over the past 2 ½ years, while integrating the coming investments in our system. Increases in funding will add additional social workers at GGRC and rates for GGRC providers are rising. Though regional center funding is still inadequate, these long-overdue investments from the state can help GGRC become a more person-centered and responsive agency. This Strategic Plan will be a “bridge” to developing the kind of regional center the Lanterman Act describes – one that effectively meets the needs and aspirations of the people we serve and one the individuals we serve, and their families, deserve.*

*We envision a three-year plan that prepares our agency to partner with community agencies and entities supporting the greater connection and community participation of the people we serve. It is the intention of Golden Gate Regional Center to be a leader by engaging people served and community resources as a catalyst for social justice and equity-for the individuals and families we serve.*

*With our deepest appreciation for the people we serve, our staff and our provider community,*

*Jacy Cohen, Board Chair  
Eric Zigman, Executive Director*

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*Supporting Lives of Liberty and Opportunity*

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# Centered on Supporting our Community

*Supporting Lives of Liberty and Opportunity*

## Vision:

People with intellectual and developmental disabilities lead lives of liberty and opportunity, lives in which they not only contribute and thrive in their chosen communities but are valued and embraced members of those communities.

## Mission:

To build inclusive communities by connecting and developing innovative services and supports responsive to the needs and aspirations of individuals with intellectual and developmental disabilities and their families, while educating and informing all community members about the rights, value and potential of human diversity.

## Values:

- **Partnership** – We practice and value mutually respectful partnerships with every person and organization we connect with. We strive for diversity, understanding and equity – communicating, learning and growing together as we achieve our mutual and united goals for the individuals and families we serve
- **Honor** - We demonstrate honor by actively listening to others and ourselves, respecting and valuing each other's unique abilities and strengths, experiences and diverse life experiences. The work we have chosen is honorable work and recognizes the rich tapestry of the contributions and potentials of all those we work with and all those we serve and support.
- **Person Centered Thinking and Action** – We value each person as a full, robust and unique, diverse individual and interact with each person in a manner that is respectful and responsive. We approach each person as an expert on his, her or their own life and identity, listening to what is important to, as well as important for, that person (whether coworker or person-served, family member or other stakeholder).
- **A Commitment to Learning and Reflecting** – We are committed to continual and intentional learning, development, and growth; to be self-aware and consciously work together to develop and create the type of organization that thrives and helps our community thrive. We strive to offer support to our staff in growing their knowledge, skills and careers here at GGRC.
- **Innovation** – We are committed to creating and nurturing an environment that values and promotes creativity, ingenuity, originality, and inspired thinking in developing new models of service and support, creating effective/efficient processes and procedures to best meet the needs of the people we serve, our staff, our service providers, and our community.

# GGRC remains Committed to:

*Supporting Lives of Liberty and Opportunity*

## Diversity, Equity, Inclusion and Belonging

The Bay Area has an incredibly rich and diverse community that helps make us who we are as a community. GGRC believes it is critical to ensure that each member of our diverse community is equally welcome, respected and valued. But beyond that, we must ensure the regional center itself provides equal and open access, support, and opportunities for all the people we serve, and all those serving them. In each and every part of GGRC, we must examine structures, policies and work processes to reduce and eliminate implicit bias and remove barriers to access and equity for underserved communities.

## A Person Centered Approach

Moving from a professional-focus to person-focus means GGRC has become more responsive to the individuals served and their families. GGRC applies the tools of person centered thinking to support and ensure decision-making addresses not only what people need, but also what people aspire to. Whether in the regional center Individual Family Service Plan (IFSP) or the Individual Program Plan (IPP), or the Individual Service Plans (ISP) developed by providers with those they serve, GGRC promotes self-advocacy and self-determination, giving individuals greater control over their lives. And we strive to continuously learn from those we serve. Included in this approach is a deep commitment to support leadership development – and to champion already-developed leadership – in the people we serve.

## With Solid Partnerships

Not only have the professional social workers and staff of GGRC built partnerships with the individuals served and their families but also with the provider community that serves them and with generic community services that help support all people. This includes partners who provide expertise in transportation, health advocacy, housing services, clients' rights advocacy, employment, and day programs. Without these partnerships, GGRC could not do its work. It is only through real partnerships with others in the community that we can contribute to social justice efforts and develop stronger community recognition of the value of people with I/DD bring as whole, equal community members.

## A Commitment to Quality & Impact

Meaningful life planning and service delivery requires ongoing measurement of the quality and efficiency of services, including the services our agency directly provides. Quality assurance and improvement are multidimensional and include processes, measurable outcomes, and satisfaction of those receiving services. GGRC assesses our quality and impact through a number of efforts and will continue to put measurable quality at the forefront.

GGRC welcomes statewide efforts to measure the performance of our support system when those measures include providers, regional centers and the Department of Developmental Services– and when those measures are meaningful to the people we serve.

# Our Goals

*Supporting Lives of Liberty and Opportunity*

Our goals were created during a strategic planning process. Strategic planning is an organizational activity used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess then adjust the organization's direction in response to a changing environment. Additionally, the Strategic Plan allows GGRC to intentionally plan for improvement, maximize the impact of our efforts and ensure the regional center is staying true to its values.

After hearing from the people we serve, the staff, our service providers, and our community, the Golden Gate Regional Center Strategic Planning Steering Committee, and the Board of Directors, GGRC remains determined to grow and create change in the following four areas most critical to driving and achieving our vision:

- **Investment in Staff** – Golden Gate Regional Center’s ability to serve our community rests primarily on the shoulders of our staff members. We are committed to creating an organization where each GGRC staff member can do their best work, and to accomplish this we must reduce heavy workloads throughout the agency. At the same time, we will increase the recognition of staff’s efforts and of their expertise.
- **Community Living** – Golden Gate Regional Center is committed to people served having equal access to homes and quality supports in their chosen communities.
- **Community Education and Engagement** – Golden Gate Regional Center believes that clear, comprehensive, accessible information about the regional center, and the people it serves, is key to helping our greater community value, respect and support the people we serve.
- **Organizational Agility and Impact** – Golden Gate Regional Center believes that as an organization, we must be flexible and nimble, allowing for efficient and effective responses to challenges and opportunities as they arise.

Golden Gate Regional Center has many goals, hopes and aspirations. Integrating the ever-increasing legal requirements we have with GGRC’s vision for the future can be a challenge. GGRC and its Board of Directors are committed to meeting the needs of people served today, as well as helping achieve our vision, in part through this Strategic Plan. This Strategic Plan will help the regional center maintain a balanced focus on where we want to go and how best to get there. Our guiding focus will be on supporting staff, repairing the regional center’s infrastructure, and strengthening partnerships, while building alignment and accountability into our efforts.



# Investment in Staff

*Golden Gate Regional Center will work to help recruit, grow, and develop a diverse and representative leadership and employee base.*



# Investment in Staff

Following the adoption of the 2018-2021 Strategic Plan, Golden Gate Regional Center made some forward progress in addressing Investment in Staff, but also encountered a number of challenges:

## 2018-21 Successes. Golden Gate Regional Center...

- Advisory Committee of Employees (ACE) has a larger voice in the leadership of the agency
- Provided staff quarterly Employee Assistance Program trainings around stress management, resiliency, time management, etc.
- Provided management staff two series of leadership and management training with nationally-recognized Dale Carnegie and Associates
- Met with 60-100 provider representatives weekly for 18 months via Zoom for COVID related issues, as well as staffing and hiring issues

## 2018-2021 Challenges. At Golden Gate Regional Center...

- Decades of Operations and Provider Rate underfunding continues to be an issue, especially coupled with the Bay Area cost of living
- Staff's staggering workload given the severe underfunding of the "core staffing formula" methodology continues to hinder our ability to hire, retain and support staff adequately

## And due to the COVID-19 pandemic and related State policies...

- GGRC shifted 95% of staff to remote working, including impacting technology demands, staff's life patterns, regional center team dynamics, among other impacts.
- The Department of Developmental Services (DDS) issued 54 directives, many of which greatly increased the workload of all regional center staff
- Additional workload, anxiety and stress were created for both GGRC and provider staff



# Investment in Staff

## Our Focuses and Strategies

### We will work to increase staff compensation and recognition:

- ✓ **How:** GGRC will continue to advocate for additional funding to improve wages for regional center staff, as well as find ways of honoring and compensating the work of GGRC staff.

### We will support staff development and growth:

- ✓ **How:** GGRC will create expanded training and mentoring opportunities, developing knowledge and skill sets, and working with staff to identify and develop individual career paths.
- ✓ **How:** GGRC will work to create a trained, stable supervisory/management level that can support existing staff, as well as mentor and train new staff, as new hires are brought on.

### We will work to create a positive, supportive workplace and increase staff's sense of belonging and engagement:

- ✓ **How:** GGRC will work to recognize staff, increase staff input into the design and function of work environment and work processes, and work to create a positive, supportive work environment, where each staff member feels they belong and can bring forth their best work.

### We will build an engaged and culturally responsive organization:

- ✓ **How:** GGRC will work to retain talented staff members and encourage their continuous learning and development. We will work to ensure all positions are staffed by raising awareness of regional center career opportunities, working with local colleges and job advisor services, as well as using online platforms and enhanced recruiting techniques.

# Investment in Staff

## Measures and Outcomes

Throughout the three-year, 2022-25 Strategic Plan term, Golden Gate Regional Center will work specifically on the Strategies referenced on the previous page, as well as systemic efforts already in place to help address this focus area. While the ultimate measure of our success is for the people we serve to truly belong, contribute and thrive in their home communities, this goal can only be attained by developing and supporting a healthy and talented workforce. GGRC will assess our progress of our efforts to address investment in staff and the specific strategies outlined based on the below measures, which will be reported to the Board of Directors and our community annually.

Measure*	Baseline	FY2023	FY2024	FY2025
Regional Center Turn-Over	16%			
Percentage of RC Staff Engaged (Staff Satisfaction Survey)	16%			
Satisfaction of Staff with Training/ Information	62%			
# of Trainings offered to GGRC Staff	29			
# of GGRC Staff supported to get Degrees	2			
# of GGRC Staff supported to get LCSW	7			
Utilization of Educational Leave Hours	579			

\*Outcome Measures are provided for:

- Baseline – As of June 1<sup>st</sup>, Fiscal Year 2021-22
- FY2023 –Close of Fiscal Year 2022-23
- FY2024 – Close of Fiscal Year 2023-24
- FY2025 – Close of Fiscal Year 2024-25



# Community Living

*Golden Gate Regional Center will support safe, affordable,  
accessible, housing for people served.*

# Community Living

Following the adoption of the 2018-2021 Strategic Plan, Golden Gate Regional Center made some forward progress in addressing Community Living, but also encountered a number of challenges:

## 2018-21 Successes. Golden Gate Regional Center...

- Create over 60 “set aside” apartments in San Mateo and San Francisco Counties through partnerships with Housing Choices, The Kelsey and others.
- Received funding for – and hired – GGRC’s first Housing Specialist
- Entered into partnership with AbilityPath and PARCA to develop two “Co-Op” model homes in San Mateo (5 individuals supported in each home)
- Supported Housing Choices’ advocacy for inclusion of the I/DD community in Housing Element plans in 21 cities within San Mateo County

## 2018-2021 Challenges. At Golden Gate Regional Center...

- Bay Area Cost of Living makes home and housing development very difficult
- DDS’ delay in responding to CRDP proposals makes implementation of awards challenging

## And due to the COVID-19 pandemic and related State policies...

- Workload hindered mobility and efforts in this area in both provider and GGRC activities.



# Community Living

## Our Focuses and Strategies

### We will work to retain existing housing held by aging caregivers and providers:

- ✓ **How:** GGRC will support providers and aging care givers to keep existing housing available to individuals with developmental disabilities, now and for generations to come.

### We will encourage residential providers to support expressions of personal identity and choice for people served:

- ✓ **How:** GGRC will facilitate and encourage home environments that respect and reflect the identity and choices of those who live there, that are consistent with the exercise of increased individual choice, and in meeting the Centers for Medicare and Medicaid Services' (CMS) Home & Community Based Waiver (HCBS) Final Rule regulations. (This "Final Rule" essentially states that individual choice, employment and community engagement desires be respected.)

### We will create new capacity for people living on their own (Supported Living, Independent Living and Family Home Agency Services):

- ✓ **How:** GGRC will collaborate with providers to re-assess capacity within SLS, ILS and FHAs and exploring SLS, ILS and FHA needs as enhanced service models.

### We will identify, develop, and educate supports for later life transitions:

- ✓ **How:** GGRC will identify long-term planning tools for aging parents, provide training for social workers, providers, and families on existing resources, aging, housing transition planning, and supports for long-term planning.

# Community Living

## Our Focuses and Strategies *(continued)*

### We will work to expand the current housing through advocacy and collaboration:

- ✓ **How:** GGRC will advocate for greater housing funding and set-aside units and explore innovative housing models within our community.
- ✓ **How:** GGRC will work with a variety of partners including reaching out to new and established affordable housing groups, local and state government officials and entities making connections in our greater community, offer training, advocacy, support and in order to increase housing options, when and wherever possible.

### We will look for new ways to work together to support, create, and maintain a wide array of housing:

- ✓ **How:** GGRC will explore operational opportunities in finance, vendorization, social work, and training (internal and external) to further the availability of affordable and accessible homes.

### We will help ensure people we serve are prepared and supported during natural disasters and emergencies:

- ✓ **How:** GGRC will work ensure that individuals living independently and in supported living services that reside in high threat fire areas are prepared and supported during emergencies.

# Community Living

## Measures and Outcomes

Throughout the three-year, 2022-25 Strategic Plan term, Golden Gate Regional Center will work specifically on the Strategies referenced on the previous page, as well as systemic efforts already in place to help address this focus area. While the end measure of our success is for the people we serve to truly belong, contribute and thrive in their home communities, GGRC will assess our progress of our efforts to address community living and the specific strategies outlined based on the below measures, which will be reported to the Board of Directors and our community annually.

Measure*	Baseline	FY2023	FY2024	FY2025
# of People Served by FHAs	162			
# of People Served by SLS	410			
# of Individuals Served by ILS	465			
# of Individuals residing in homes with five or more beds	706			
#of individuals residing in homes with three or four beds	50			
Decrease Individuals experiencing homelessness	22			
Number of Rent-Set-Aside Units GGRC has helped develop	pending			

\*Outcome Measures are provided for:

- Baseline – As of June 1<sup>st</sup>, Fiscal Year 2021-22
- FY2023 –Close of Fiscal Year 2022-23
- FY2024 – Close of Fiscal Year 2023-24
- FY2025 – Close of Fiscal Year 2024-25





# Community Education and Engagement

*Golden Gate Regional Center will work to help ensure  
people we serve are valued as responsible members of  
our greater community.*

# Community Education & Engagement

Following the adoption of the 2018-2021 Strategic Plan, Golden Gate Regional Center made some forward progress in addressing Community Education and Engagement, but also encountered a number of challenges:

## 2018-21 Successes. Golden Gate Regional Center...

- Pivoted from in person Congresito for Marin County to distribution of laptops and internet connection to increase training and access to remote services for underserved community.
- Expanded annual POS disparity meetings to hold multiple meetings per year with opportunity for community feedback (with language and ASL interpretation)
- Driven by GGRC and co-led by ICS, the “All in for Equitable Care” Project made great strides in bringing together Marin County behavioral health system representatives to improve response and service to those we serve.
- Continued to partner with UCSF, Stanford, and UOP
- Added considerable volumes of COVID-related materials and resources on GGRC website (including PPE Portal). Distributed about 3,000,000 pieces of PPE by partnering with transportation and day program providers.
- Partnered with Safeway Pharmacy to produce COVID Vaccine Clinic in February and March 2021 (1100 people vaccinated)
- Partnered with University of the Pacific Dental School for two COVID Vaccine Clinics (several hundred people vaccinated)



# Community Education & Engagement

Following the adoption of the 2018-2021 Strategic Plan, Golden Gate Regional Center made some forward progress in addressing Community Education and Engagement, but also encountered a number of challenges:

## 2018-2021 Challenges. At Golden Gate Regional Center...

- No dedicated staff for communications and marketing to community, partners, stakeholders, etc. (We receive no funding for such a critical staff role)
- No dedicated funding for social change or social justice initiatives in current Lanterman Act system
- System struggles to portray the value of regional center services in the lives of the individuals and families we serve
- Fragmented nature of local human service systems make education and coordination challenging
- Limited staff and management capacity in underfunded regional center operations meant clinic preparation and execution reduced time for other essential work

## And due to the COVID-19 pandemic and related State policies...

- Workload hindered efforts like in-person Forums, Congresitos and Listening Sessions.
- Community partners focused on COVID relief efforts, have not always been available for other initiatives or are at times not available for other initiatives.

# Community Education & Engagement

## Our Focuses and Strategies

**We will support and encourage people served to be leaders within the regional center, locally and at a state level:**

- ✓ **How:** GGRC will directly support people served to be advocates and leaders in our system, through training, hiring practices, political awareness, community organizing, developing voting campaigns, and promoting leadership opportunities throughout our communities.

**We will develop and connect individual and families support bases:**

- ✓ **How:** GGRC will increase connections and support for individuals and families to help educate and empower one another, by connecting with Community Based Organizations, and existing support groups, fostering advocacy groups and individual/family support groups, building stronger foundational supports.

**We will increase our understanding of all people served, or who may be served in our community:**

- ✓ **How:** GGRC will work to understand diverse cultural differences and commonalities in service usage and methods for best connecting with these communities. These differences may include, but are not limited to, individual identities built upon ethnic, language, geographic, sexual orientation, gender, and disability(ies).

# Community Education & Engagement

## Our Focuses and Strategies *(continued)*

### We will make it easier for people to digitally learn about the regional center and what we do:

- ✓ **How:** GGRC will work to create easier access to a user-friendly website, with increased information flow (including printed materials), so that individuals and families can better navigate the service system.
- ✓ **How:** GGRC will maintain a commitment to speak and write in “plain language,” that is accessible to the greatest number of individuals we serve, their families, and allies.

### We will help our community better know who we are, who we serve and what people served are capable of:

- ✓ **How:** GGRC will celebrate examples of people expressing their uniqueness and their own story, including and in addition to their experience of disability.
- ✓ **How:** GGRC will work with local officials, departments, healthcare organizations, and service organizations (First Responders, etc.) to improve inclusion.

### We will help our community first responders know who we are and how to best support the people we serve:

- ✓ **How:** GGRC will build relationships with our community first responders to help our community better understand and support the people we serve.

# Community Education & Engagement

## Our Focuses and Strategies *(continued)*

**We will advocate for people served and help our community better understand, connect to, and support the people we serve:**

- ✓ **How:** GGRC will act as supporters and consultants to community partners and resources, connecting them to information about developmental disabilities, assisting in communicating and promoting engagement with those we serve.
- ✓ **How:** GGRC will continue to develop relationships with community partners in health care delivery to improve and increase access to necessary health care resources, and to help the medical community in understanding the needs of people served.
- ✓ **How:** GGRC will dedicate resources to help shape public policy about the support system and those we serve.
- ✓ **How:** GGRC will work to more effectively identify, respond, support, and advocate for the unmet needs, aspirations and capabilities of the people we serve, their families and their circles of supporters.

# Community Education & Engagement

## Measures and Outcomes

Throughout the three-year, 2022-25 Strategic Plan term, Golden Gate Regional Center will work specifically on the Strategies referenced on the previous page, as well as systemic efforts already in place to help address this focus area. While the ultimate measure of our success is for the people we serve to truly belong, contribute and thrive in their home communities, GGRC will assess our progress of our efforts to address community education and engagement. Specific strategies and results based on the following measures will be reported to the Board of Directors and our community annually.

Measure*	Baseline	FY2023	FY2024	FY2025
Percentage of people served receiving wages (2016, 13.7% DDS)	16.36%			
Average wages of people served employed Source: GGRC Performance Contract , Annual Earnings Age Group 16-64 (Statewide 2015, \$666/month)	\$1347 / monthly			
Number of community trainings/outreach activities by GGRC	30			
Number and percentage of bilingual/bicultural social workers @ GGRC	53 / 41%			

\*Outcome Measures are provided for:

- Baseline – As of June 1<sup>st</sup>, Fiscal Year 2021-22
- FY2023 –Close of Fiscal Year 2022-23
- FY2024 – Close of Fiscal Year 2023-24
- FY2025 – Close of Fiscal Year 2024-25



# Organizational Agility and Impact

*Golden Gate Regional Center will be a leader, employing philosophies and business practices of innovation, agility, empowerment, and effectiveness into its culture.*



# Organizational Agility and Impact

Following the adoption of the 2018-2021 Strategic Plan, Golden Gate Regional Center made some forward progress in addressing Organizational Agility, but also encountered a number of challenges:

## 2018-21 Successes. Golden Gate Regional Center...

- Created GGRC All-Management meetings (meeting weekly through first 18 months of the pandemic)
- Self Determination Process Mapping Group (cross departmental team)
- Created a significant number of new processes throughout GGRC in response to Covid-19 pandemic in order to respond to individuals served, families and services providers (e.g., PPE distributions, Health and Safety funding and additional residential staff support, tracking of DAILY COVID positive test results in staff and people served, Tracking vaccine status of people served, special POS process for Alternative Day Services, etc.)

## 2018-2021 Challenges. At Golden Gate Regional Center...

- Underfunding of GGRC Operations makes cross-department project teams very challenging because staff lack the bandwidth to participate in these kinds of projects.

## And due to the COVID-19 pandemic and related State policies...

- COVID-19 response activities, stretching the capacity of staff and leadership in attending to the Strategic Plan activities
- On top of the increased workload associated the response to the pandemic, more than 54 DDS Covid-related Directives created significant documentation and activity workload increases (without significant relief from ongoing requirements and expectations)



# Organizational Agility and Impact

## Our Focuses and Strategies

### We will intentionally pursue improved access to the regional center by underserved communities:

- ✓ How: GGRC will work to better understand the diversity of the people we serve and our workforce, and work to ensure the diversity of our staff reflects the diversity of our community.
- ✓ How: GGRC will review our communication styles and methods to ensure we are accessible to the greatest number of people possible. We will provide internal and external trainings (and other organizational improvement strategies) to reduce implicit bias and eliminate barriers to accessing our services.

### We will support each department to become better experts and be better equipped to fulfill their role:

- ✓ How: GGRC will encourage each department to develop staff's knowledge, skill sets and strengths, as well as cross-train within each department to develop independent experts and empower self-directed teams.
- ✓ How: GGRC will support employees to harness their strengths and support their efficiencies by improving Information Technology resources and solutions, as well as support employee wellness through remote working solutions, office reorganization and reconstruction, ensure pandemic safety parameters, and office equipment support.

### We will empower our internal leaders and build stronger leadership:

- ✓ How: GGRC will continue to work to create a dynamic, thriving management team, including using cross-departmental project teams, intentional mentoring, management training and problem solving to create a culture in which the management team is supported to develop excellent leadership and management skills.
- ✓ How: GGRC will work to intentionally cultivate leaders with diverse identities and experiences at all levels of the agency.

# Organizational Agility and Impact

## Our Focuses and Strategies *(continued)*

### We will increase our internal consistency and efficiency:

- ✓ **How:** GGRC will continue to work in cross-departmental teams to study and streamline processes and practices – and make these work processes consistent across units, departments and offices. GGRC will explore and champion utilization of tools like design thinking, process mapping and workflow analysis will be used to reduce workload and increase collaboration, efficiency and impact.

### We will strengthen our regional center's emergency preparedness and emergency responsiveness across the agency and in each office:

- ✓ **How:** GGRC will continue to learn from our, and our communities', experience during the COVID-19 pandemic and wildfires to help best support people served, our providers and our staff during emergency events.

# Organizational Agility and Impact

## Measures and Outcomes

Throughout the three-year, 2022-25 Strategic Plan term, Golden Gate Regional Center will work specifically on the Strategies referenced on the previous page, as well as systemic efforts already in place to help address this focus area. While the ultimate measure of our success is for the people we serve to truly belong, contribute and thrive in their home communities, GGRC will assess our progress of our efforts to address community education and engagement. Specific strategies and results based on the following measures will be reported to the Board of Directors and our community annually.

Measure	Baseline	FY2023	FY2024	FY2025
Percentage of Staff Engaged (Staff Satisfaction Survey)	16%			
Trainings for Emergency Preparedness	0			

\*Outcome Measures are provided for:

- Baseline – As of June 1<sup>st</sup>, Fiscal Year 2021-22
- FY2023 –Close of Fiscal Year 2022-23
- FY2024 – Close of Fiscal Year 2023-24
- FY2025 – Close of Fiscal Year 2024-25

# Acronyms

*Supporting Lives of Liberty and Opportunity*

ACE - Advisory Committee of Employees  
CDER - Client Development Evaluation Report  
CIE - Competitive Integrated Employment  
CMS - Centers for Medicare and Medicaid  
CPP - Community Placement Plan  
DDS - Department of Developmental Services  
EZ - Eric Zigman  
FHA - Foster Home Agency  
GGRC -Golden Gate Regional Center  
HCBS - Home and Community Based Waiver  
I/DD - Intellectual and/or Developmental Disability  
IFSP - Individualized Family Service Plan  
IHSS - In-home Support Services  
ILS - Independent Living Services  
IPP - Individual Program Plan  
ISP - Individual Service Plan  
MAC - Management Advisory Group  
MSW - Masters of Social Work  
NCI - National Core Indicators  
OPS -Operational Budget  
PCT - Person Centered Thinking  
PIP - Paid Internship Programs  
RCS - Regional Center Services  
SW - Social Worker  
SCDD - State Council on Developmental Disabilities  
SFHA - San Francisco Housing Authority  
SLS - Supported Living Services