

# STRATEGIC PLAN

July 2021 – June 2024  
Update April 2023

## A. Introduction

This strategic plan has been developed to provide the organization with a roadmap for achieving agency goals and objectives.

## B. The purpose of Pleasantview Industries, Inc. is to:

1. Provide work services, supported employment, and other support services for adults with disabilities.
2. Develop, maintain and/or maximize skills and capabilities to assist program participants in gaining their maximum potential vocationally, psychologically and socially and greater independence within the community.

## C. The following is a brief summary of strengths, weaknesses, opportunities and threats affecting or potentially affect our organization:

### 1. Strengths:

Established over 50 years ago, Pleasantview Industries, Inc has developed strong and stable internal characteristics, qualities and capabilities that indicate an ability to continue to provide services for years to come. The organization has demonstrated the ability to consistently provide quality services to support individuals with disabilities in living a full life within their community. The employees and direct service professionals are committed and dedicated to ensuring the participants receive the services they need.

The organization has successfully maintained its maximum three year CARF Accreditation for many years.

Pleasantview has maintained a good reputation in the community among those individuals and businesses with whom the agency has worked. In addition, surveys among stakeholders, including persons served, support providers and funding sources, frequently garner positive feedback.

The organization has shown a strong ability to adapt to new requirements by creating new programs or modifying existing programs in an effort to ensure that the clients have more opportunities available to them.

Update April 2023- The agency continues to grow and adapt to the ongoing changes and requirements within the industry as well as successfully integrate new opportunities available to our agency, such as the paid internship program. Pleasantview again was awarded the three year accreditation by CARF in November 2022 and was commended on meeting nearly all of the requirements, only receiving recommendations in three areas of review.

## 2. Weaknesses

As a state funded entity, Pleasantview's ability to offer competitive wages to employees is difficult. Across all levels of the organization, staff salaries are low, particularly among the direct service professionals. This combined with minimum wage increases with no rate adjustments to match continues to impact the organization's ability to pay employees at a rate that supports retention. Wage compression exacerbates the issue when new employees are hired at similar wages of long term employees because of required minimum wage increases and particularly impacts the morale of longer term employees.

While Pleasantview and the services the organization offers is familiar to those who receive services or work with the organization, it is not a known entity in the broader community. Wider exposure to the broader community could benefit in increased financial support through business or personal donations or participation in fundraising events in the form of sponsorships.

Update June 2022- DDS and the State Legislature have approved an implementation of the rate modifications over the next 3 fiscal years. It is hoped that this will allow for the agency's income to better support increased wages for employees at all levels. Additionally, there continues to be advocacy work around ensuring that agencies are supported by minimum wage increases with automatic rate adjustments to allow agencies to remain competitive with wages.

Update April 2023- The rate adjustments approved in the prior fiscal year have been implemented and are proving to be beneficial to support long term stability for the agency. A key feature of the adjustments was a requirement for a percentage of the rate changes to directly impact wages for direct service professionals. As such, the agency did create a wage structure that incorporates adjustments for long term employees as well as newer employees who may be motivated by benchmarks for raises. While this has resulted in some recent hires, the agency continues to have difficulty gaining the attention of new applicants and potential hires. Several of the employees hired in the past year were personal referrals from current employees, reflecting satisfaction in employment for employees.

### 3. Opportunities

The structure of services for individuals with developmental disabilities is changing from a medical model to a person centered model through the creation of the Self Determination Program. This program allows the individual served to identify services and supports necessary without the requirement of utilizing a Regional Center vendored organization. With this new model, individuals can identify a company or individual to partner with to provide services according to the parameters of the individual rather than a universal program design. Organizations seeking to support individuals through the Self Determination Program are having to take a more business minded approach of seek clients to serve rather than relying on state agency referrals. This new model allows for Pleasantview to identify services that may be needed to offer those in the Self Determination Program. The organization will continue to evaluate any unmet needs for individuals in this geographic area to determine if it can develop a program of support to meet the needs.

Update June 2022- As of this update, the agency has not pursued seeking out individuals who are participating in the Self Determination program. While this is a very person centered option for consumers, it also continues to have limitations with application and implementation. The agency will continue to communicate with other agencies who have provided services through the SDP and determine if it is beneficial for the agency.

Update April 2023- As of this update, the agency has decided not to actively seek out engaging individuals who are in the Self Determination Program. Based on the information known about the experiences of other agencies across the state, there continues to be some challenges that are hoping to be addressed and resolved to provide more consistent support to the agencies providing the services. It is an opportunity this agency will engage in the future, but at this time is not a focus.

### 4. Threats

While there were state and federal regulations enacted in the past 10 years, such as the Employment First Initiative and the CMS Final Rule, that may have impacted the ability for individuals to continue to receive services in the organization's site based program, the Governor of the State of California signed legislation ending the use of the 14(c) sub-minimum wage certificates by 2025 which will most certainly impact the services at the site based program. The organization has been in communication with all participants of the site based program to provide information with them about the available options to them when the program changes. Pleasantview also continues to consider alternative ways of meeting all of the requirements (integrated work environment, competitive wages, etc) while providing the services needed to the individuals in the program.

Update June 2022- The agency's current 14(c) certificate will expire on March 31, 2024 and a renewal will not be submitted. At this time, the work activity program team has created a plan for informing clients of their choices and identifying those

who are interested in pursuing internship opportunities, competitive employment or volunteer opportunities and supporting a transition to the community integration program. Clients will also be informed of their option to identify another agency or to seek retirement as the agency serves many seniors.

The impact of the SARS-COV-2 (COVID) on Pleasantview's income is apparent. This infectious disease has resulted in business closures, reduced staffing needs and reduced services hours, all of which have impacted our clients working in competitive employment. Many individuals lost their jobs or have had a reduction in work hours. The site based program also had a 50% reduction of attendance due to COVID. This combined with increased expenditures for cleaning and sanitization requirements has resulted in financial losses overall. It is hoped that these losses can be recouped as business returns to normal.

The new lease agreement with the land owner will also create increased expense the organization has not experienced previously.

Update June 2022- The agency submitted documentation to the IRS for the Employee Retention Credit that was created through the CARES Act which resulted in a significant financial benefit. This provided offset to the losses that the agency experienced and will allow for the agency to remain solvent for many years to come.

Update April 2023- The Work Activity Program and the Community Integration Programs have done an excellent job working together to create transition plans for the individuals who have expressed an interest in transitioning from the WAP to the CIP. They continue to successfully transition individuals who expressed interest in participating in the paid internship program. There are also individuals who would like to transition into a more retirement focused community integration program offering opportunities to engage in activities similar to those of their age in the greater community. The

The receipt of the CARES Act Employee Retention Credit was hugely beneficial in offsetting the expenses that were incurred since the COVID pandemic began.

#### D. Goal Areas:

##### 1. Service Delivery:

a. Quality: Maintain CARF Accreditation

b. Services:

Identify and develop services which may be valuable to individuals in the Self Determination Program. - Continue

Modify existing programs as needed to ensure compliance with state and federal requirements. - Met and ongoing

Utilize current association memberships to identify potential opportunities and monitor industry trends in service provision. - Met and ongoing

c. Work Activity Program:

Create a roadmap for the transition of existing clients and for the reduced acceptance of new clients. - Met and ongoing

Consider the benefits and challenges to seeking methods for modifying the on site program to meet state and federal requirements rather than ending the program as it currently functions. - Continue

Continue to provide support around informed choice and the options clients have available. - Met and ongoing

d. Community Integration Program:

Identify subpopulations within the developmentally disabled community who have limited service options, such as senior citizens or highly impacted individuals, who may benefit from specialized services that are unique and more tailored to their wants, needs and limitations. - Continue

Create partnerships with local businesses that can become opportunities for internships for program participants. - Met and ongoing

e. Supported Employment Program:

Identify local businesses not yet working with Pleasantview that are interested in working with Pleasantview to identify excellent employee candidates. - Continue

Support the skill growth and professional development of those individuals transitioning from the Work Activity Program or the Community Integration Program.- Met and ongoing

2. Resource Development:

a. Identify grants, fundraising and other income generating opportunities by considering third- party grant writing services and an annual giving campaign. -Continue

b. Improve communication with the stakeholders and general community about the organization's programs, services and successes to generate interest and involvement. - Continue

3. Human Resources:

- a. Identifying ways to highlight the value of the services provided to those served and those serving. - Continue
- b. Developing a stable, qualified and motivated workforce that actively delivers the organization's mission. - Met and ongoing
- c. Supporting continued education and training opportunities for employees to support personal and professional growth. - Met and ongoing