

Multicultural Community Services  
of the  
Pioneer Valley, Inc.

# MULTICULTURAL COMMUNITY SERVICES OF THE PIONEER VALLEY, INC.

## Strategic Plan: FY 2021-2026

### Introduction:

MCS continues to be a vital partner with those supported, their families, the community labor force, and with its funding agencies. MCS will remain true to its mission while responding to changes anticipated over the next 5 years. The Strategic Plan for the period of January 2021- January 2026 is a result of widespread input, feedback, and analysis from 10 focus groups and surveys. It is designed to be dynamic and fluid, and for this reason will be reviewed each year by the Strategic Planning Team. Specific operational objectives will emanate from the Goals enumerated in each section.

### Process:

MCS continues to be committed to widespread input and feedback from as many stakeholders as possible. Frankness was not only sought, but also encouraged. As a first order of focus, the Strategic Planning Team then sought to address whatever areas were perceived as weakness, build on current strengths, as well as to prepare for issues that were perceived as threats.

The Strategic Planning Team split into teams to interview the various focus groups. The latter were comprised of individuals supported, families, staff at all levels, board members, and the principal funding source--DDS. In all over 125 individuals participated in this process. Each focus group, especially those comprised of individuals, families, and staff, included a diverse cross-section of representatives to remain true to a central theme of the MCS mission. The Plan was presented to the Board of Directors for approval in January 2021.

# Multicultural Community Services of the Pioneer Valley, Inc.

## Mission Statement

Multicultural Community Services of the Pioneer Valley is committed to providing diverse, culturally and ethnically responsive supports to individuals with disabilities and their families across the life span in a variety of living situations. These supports seek to enhance the capacities of individuals with disabilities and their families, to maximize their quality of life, and support them as members of the larger community.

## Belief Statements

MCS is committed to:

- Promoting diversity, equity, and inclusion in all its services;
- Excellence in the provision of individualized services that promote self-determination, individual control, and independence;
- Promoting and upholding the human rights and dignity of all people;
- Strengthening communities by supporting inclusion of all of its members;
- Being a responsive, accessible, and flexible resource for individuals and families;
- Maintaining an environment that values the contributions of staff;
- Providing an environment that encourages learning and teaching;
- Managing resources in a prudent and accountable manner; and,
- Promoting community awareness of MCS and its mission.

## STRATEGIC DIRECTIONS & GOALS

### 1. SERVICE EXCELLENCE & ADVOCACY

MCS recognizes that the number one focus is always on those who currently receive supports from the agency. To this end, MCS also recognizes the critical importance of its workforce and the need to make every effort to maximize the work environment both in terms of material benefit and of job satisfaction.

The Strategic Planning Committee and the Board of Directors also recognize that its commitment to excellence must be an ongoing one, and that the agency must continually seek better ways to offer supports while preserving its values and principles. MCS will remain a committed advocate for those receiving its supports and will ensure that these supports are offered in the most culturally sensitive manner desired. MCS will continue to preserve, protect, and advance the progress individuals and families have made in areas of self-advocacy and self-direction.

In order to preserve and advance MCS' commitment to quality supports to each person and family served by the agency, the Strategic Planning Committee has established the following goals:

- A. MCS will strive to maintain the highest certification standards for each of the supports it provides. Current certifying/licensing organizations include the Social Security Administration, Department of Developmental Services (QUEST), Department of Public Health, Massachusetts Behavioral Health Partnership and CARF.
- B. MCS will develop a cross agency Clinical Team to address the unique needs of each program, drawing on established practices in each program to achieve an effective and efficient Clinical Team.
- C. MCS will foster and develop an environment that is conducive to teaching and learning for individuals, families, and staff using a cross disciplinary approach.

## 11. MISSION & VALUES-BASED GROWTH

MCS remains committed to addressing community needs based on its mission and strengths. MCS recognizes that future growth must be judicious, disciplined, and preserve agency principles and values, and should give due consideration to the needs of staff and to the changing funding and/or regulatory parameters. MCS will continue to make every effort to nurture and preserve its role in the service system as a strong partner with capacity for quick to responses to referral source needs across all services.

The following Strategic Goals have been established in order to enhance the agency vitality:

- A. MCS will determine the optimal growth of each of its programs and establish organizational structures that support interdisciplinary collaboration. Services will be efficient, effective, and economical, promote excellence and share common goals.
- B. MCS will plan for changes to the role of traditional residential services and work in partnership with DDS to determine how best to meet the needs of newly referred individuals whose needs are significantly more acute than those currently served.
- C. MCS will continue to develop its capacity to support individuals with ABI, Autism, medical fragility, and seniors.

## 111. MANAGEMENT & ADMINISTRATION

MCS' organizational structure, its governance, and its leadership must ensure the most optimal environment possible in order to enhance the lives of those supported. Resources need to be maximized and apportioned cost effectively. Staff need to feel appreciated and well supported in their work environment. Communication needs to be streamlined, efficient, and effective.

The following Strategic Goals have been established to enhance the agency's management infrastructure, resource deployment, and human resource support and development:

- A. MCS will resolve its office space needs and will network its computer systems to better facilitate databased management and communication.
- B. MCS' technological infrastructure will be updated with a website that will be conducive to all levels of communication, internally and externally, and which will help in the sharing of internal expertise.
- C. MCS will update its personnel policies with an eye towards promoting greater interaction and feedback, staff mentoring, and supervisory training. In addition, the update will address recruitment and retention needs.
- D. MCS will review its current management structure and its ability to respond to external changes.
- E. MCS will establish a Quality Assurance Department to oversee licensing, certification, and on-going monitoring of program quality and requirements through the Human Rights Committee, satisfaction surveys, critical incident reports, and ongoing internal program audits. MCS will strive for the highest certification standards in each of the supports it offers.
- F. Celebrate MCS's diverse workforce and endeavor to further strengthen it by providing ongoing trainings and forums.

#### IV. RESOURCES & COMMUNITY AWARENESS

MCS will continue to devote its efforts to community engagement that promotes the understanding that everyone, regardless of disability, should have a fulfilling life and that individuals and families are empowered as decision-makers and contributors to society.

The following Strategic Goals have been established to better inform the broader community of the role MCS plays in supporting individuals with disabilities and contributing to the vibrancy of communities across its service area.

- A. MCS will establish a Development Office that will conduct outreach to local government, media, and community organizations to promote its reputation as an exemplary organization with a long history of service and community participation.
- B. The Development Office will take the lead on fund raising efforts to promote its mission and strategic goals including strategic collaborations, grant applications, and identifying additional sources of revenue.
- C. MCS will seek out opportunities to network with other organizations, establish strategic partnerships and develop collaborative relationships geared towards promoting its mission.

## The Strategic Planning Committee:

Mary Beattie: Director of Springfield/Westfield Family Supports

Shemeka Browne – Pohlman: Secretary, of Board of Directors

Paul Conlon: Executive Director

Wendy Dagle: Director of Adult Foster Care and Shared Living

Debbi Davignon, R.N.: Clinical Nursing Administrator

Larry Flatley: Treasurer, Board of Director

Karen Fletcher: Director of Holyoke/Chicopee Family Supports

Robin Harmatz: Facilitator

Jessica Jordan: Director of Information Technologies

Karl Krueger: Director of Residential Services

Darlene Montgomery: Assistant Director of Residential Services

Brenda Norton: Director of Individual Supports and ABI

Carlos Resto: Director of Human Resources

Michael Romanovitch: Assistant Executive Director and Director of Family Supports

Venice Skinner: Assistant Director of Residential Services