



HARBOR
REGIONAL
CENTER

Strategic Plan

July 1, 2023 to
June 30, 2026



From the Executive Director & Board President

Dear Harbor Regional Center Community,

We are pleased to present Harbor Regional Center's Strategic Plan for the next three fiscal years. We believe this strategic plan is essential for several reasons. First, and foremost, the plan provides direction for our future and serves as a public statement of our priorities in supporting the individuals and families we serve and our community as a whole. It also serves as a declaration of the values we stand on and the vision and mission that guide Harbor Regional Center. Equally important, the plan holds us accountable. We expect the individuals and families we serve, our service providers and other stakeholders to join us in evaluating our progress in achieving our goals and objectives.

In addition to updating Harbor Regional Center's vision, mission, and guiding values, the strategic plan outlines the following four areas of emphasis with stated goals and objectives.

- Improving individual and family experience and satisfaction,
- Enhancing service coordination,
- Increasing resource development, and
- Strengthening community engagement.

The strategic plan is a living document. It will be revisited frequently in the coming years to prioritize projects and resources, and assess and report on the progress we are making. We encourage all of you to review the information in our strategic plan, envision the regional center we are striving to become, and reflect on your role in helping us achieve these goals to make Harbor Regional Center the best it can be!

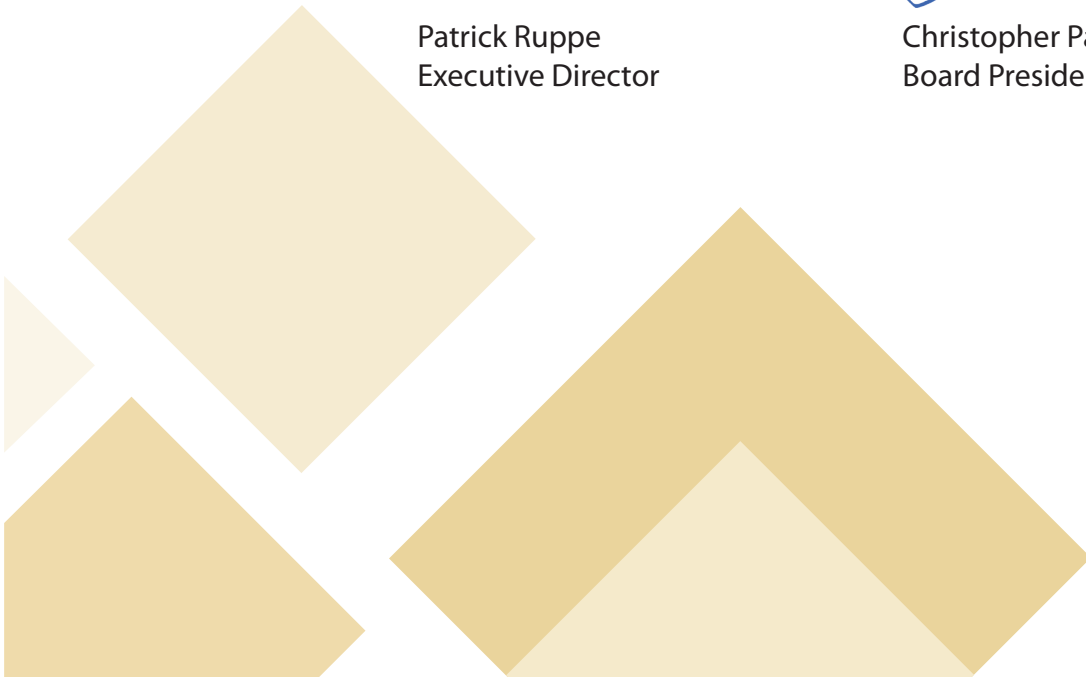
Sincerely,



Patrick Ruppe
Executive Director



Christopher Patay
Board President



Harbor Regional Center's History and Current Status

In 1965, the California Legislature determined that the best way to provide community-based services to citizens with developmental disabilities and their families was through partnerships with local private sector organizations. These local organizations are known as regional centers. The legislation that created the regional center system is called the Lanterman Developmental Disabilities Services Act. It is named after Mr. Frank Lanterman, a California legislator with vision who first conceived this unique and progressive government-private sector partnership. The Lanterman Act sets forth in detail the mandates under which regional centers operate. The Lanterman Act is available on line at <http://www.dds.ca.gov/>.

Harbor Regional Center (HRC) is one of 21 such centers in California operating under contract with the California Department of Developmental Services. Our center opened its doors in 1973 and served 397 individuals with a budget of \$753,565. We currently serve over 17,000 individuals with developmental disabilities, developmental delays and/or who are at high risk for developmental disabilities in the South Bay, Harbor, Long Beach, and southeast areas of Los Angeles County with a budget of approximately \$384 million. Our major source of funding is a combination of state and federal government programs and, we also receive funding for specific projects or purposes from foundations, businesses, and individuals.

Since 1973, the communities we serve have grown in both number and in cultural and linguistic diversity. Currently, 45.1% of the individuals we serve identify as Hispanic, 20.7% White, 13.4% Asian, 12.3% African American and 8.5% are multicultural, other, or unknown. Many languages are spoken by the individuals and families we serve. The primary languages in which individuals and families want to be contacted or receive information from HRC are English (79.6%) and Spanish (17.4%) The remaining 3% of individuals and families request contact and information in an array of languages. Over time, we have also seen changes in the eligible diagnoses of the individuals we serve. Currently, 33.8% are diagnosed with an intellectual disability, 44.5% with autism spectrum disorder, 6.5% with epilepsy, 5.3% with cerebral palsy and 9.9% with other conditions similar to an intellectual disability. It is important to note that the individuals we serve may have more than one eligible diagnosis.

To meet the changing demographics and needs of our communities, HRC employs a diverse group of 381 individuals, 264 of whom are service coordinators. The diversity of our staff reflects the diversity of the communities we serve with approximately 69% identifying as Hispanic, 11% White, 9% Asian, 8% African American and 3% two or more, or other ethnicities. Of our 381 employees, 246 (65%) speak at least one language in addition to English. While the majority of our bilingual or multilingual staff speak Spanish, a total of 13 languages are spoken by our employees.

Since its inception, HRC has been committed to providing innovative and person-centered services, support, and information that empowers individuals with developmental disabilities and their circles of support to live their best lives in their culturally diverse communities.

Harbor Regional Center's History and Current Status (Continued)

Ms. Patricia Del Monico worked at HRC from the start and served for 42 years as Executive Director. She led the organization through significant growth, and at times significant challenges, within our communities and within California's developmental services system. Upon Ms. Del Monico's retirement in 2020, Mr. Patrick Ruppe assumed the Executive Director role. Mr. Ruppe is now leading the organization through the challenges presented by the recurring waves of the COVID-19 pandemic, the growing and changing communities we serve, and the shifts within the developmental services system.

With a new Executive Director at the helm, and in light of the changes within our communities and within California's developmental services system, HRC's Board of Trustees recognized the importance of strategic planning to move the organization forward in realizing its vision, living its mission and representing its guiding values. The strategic planning process began in July 2022 and resulted in the strategic focus areas, goals and objectives set forth in this document.

Strategic Planning Process

The ultimate goal of the strategic planning process was to create a living document that provided clear direction for HRC. We wanted the plan to be easy to understand. We wanted it to align with our mission and with the shared priorities of the Board of Trustees, Executive Director, staff, the individuals we serve and their families, our service providers, and other relevant community stakeholders. We wanted a plan that would hold us accountable to ourselves and to our communities. To that end, the following strategic planning process was implemented.

The strategic planning process began with the Board of Trustees' review of HRC's vision, mission and guiding values. In line with HRC's Bylaws, the Board Planning Committee was charged with this first step in the planning process. The review started in July 2022 and ended in September 2022 with recommended revisions for the full Board's consideration. The recommended revisions were presented to HRC's Board of Trustees at the September 20, 2022, meeting where the Board voted to adopt the revised vision, mission, and guiding values. The newly adopted vision, mission, and guiding values are below.

During the review, the Board Planning Committee considered input from various sources (i.e., the Board of Trustees, HRC's staff, providers, information gathered at various stakeholder meetings with individuals receiving services and their families). This input not only informed the review and revision of the vision, mission, and guiding values, but also informed other phases of the strategic planning process, including, but not limited to,

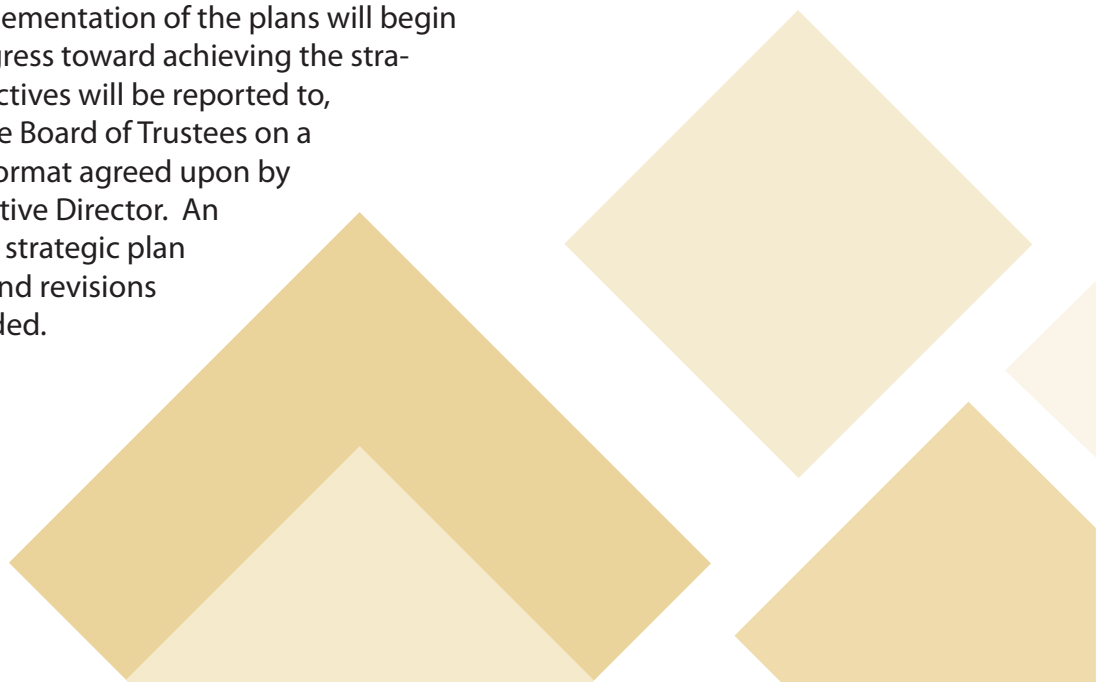
identifying HRC's strengths, challenges and opportunities, and developing strategic focus areas and goals.

After adopting the updated vision, mission, and guiding values, the Board of Trustees held a Strategic Planning Retreat in October 2022 that included Mr. Ruppe, the executive leadership team and a contracted facilitator. The purpose of the retreat was to continue the strategic planning process by identifying the focus areas and goals HRC wanted to prioritize for the next three fiscal years (i.e., fiscal years 2023/24 to 2025/26). Four strategic focus areas with one to five draft goals for each area were drafted by the end of the retreat.

Mr. Ruppe, the executive leadership team and the Board's Executive Committee then worked together through February 2023 to fine-tune the goals and develop measurable objectives for each. The objectives were then broken down to establish the deliverables for the three fiscal years included in the strategic plan.

A second Strategic Planning Retreat was held in February 2023 to continue the planning process. The purpose of the second retreat was to review the strategic focus areas, goals and objectives with an eye toward their alignment with HRC's vision, mission, and guiding values. After a focused discussion, the Board agreed that the chosen focus areas, goals, and objectives reflected the desired outcomes for HRC over the next three fiscal years. With that, the Executive Committee was charged with a final review of the strategic plan document and with putting the plan forward to the Board of Trustees for approval at the March 2023 Board meeting.

Upon approval of the strategic plan by the Board of Trustees, Mr. Ruppe and the executive leadership team will develop the operational/work plans that outline the specific projects and activities aimed at achieving the plan's focus areas, goals, and objectives. Implementation of the plans will begin by July 1, 2023. Progress toward achieving the strategic goals and objectives will be reported to, and evaluated by, the Board of Trustees on a quarterly basis in a format agreed upon by the Board and Executive Director. An annual review of the strategic plan will also take place and revisions will be made as needed.



HRC's Vision, Mission and Guiding Values

Vision

Harbor Regional Center envisions a world where people with developmental disabilities...

...live, learn, work, play and have meaningful relationships in their communities.

...are respected and empowered with early, consistent, culturally sensitive, and personalized services and supports.

...are informed knowledgeable partners, along with their circles of support, with Harbor Regional Center, and take joint responsibility in advocating for a thriving service delivery system.

...and their circles of support have the information, resources and assistance needed to help reach their highest potential at all stages of life.

Guiding Values

Person Centered Philosophy

- We recognize everyone's unique strengths, gifts, talents, skills, and contributions.
- We treat everyone with dignity and respect.
- We support the individuals we serve, and their circles of support, in having opportunities to make informed decisions and to have self-direction of their own lives.

Diversity, Equity & Inclusion

- We believe everyone should be seen, heard, valued, and empowered to succeed.
- We promote a culture of inclusion and belonging that strengthens open, honest, and meaningful relationships.
- We listen and engage without judgment and collaborate effectively with people of diverse backgrounds and cultures.
- We embrace differing perspectives to make better decisions.

Partnership

We believe success is best achieved by collaborating and growing with our partners, including the people we serve, their circles of support, our staff, our service providers, community leaders, local, and state legislators, & others who share our commitment to the vision of the Lanterman Act.

Innovation

- We dare to challenge the status quo and try new things.
- We learn from our past, we stay current, we advance our future.
- We focus on outcomes to ensure the people we serve live their best lives.

Accountability & Transparency

- We are dedicated to listening and receiving feedback from our community.
- We provide timely, accurate, and comprehensive information to our community.
- We value fiscal responsibility and the effective use of resources.

Mission

Harbor Regional Center provides innovative and person-centered services, support, and information that empower people with developmental disabilities and their circles of support to live their best lives in their culturally diverse communities.

Summary of Strengths, Challenges & Opportunities

The following is a list of HRC's strengths, challenges, and opportunities based on input from various sources, including the Board of Trustees, HRC's staff, service providers, and information gathered at various stakeholder meetings with individuals receiving services and their families. This is not an exhaustive list and is presented alphabetically.

Strengths

- Adopting person-centered practices
- Diverse, caring and knowledgeable leadership and staff
- Engaged and cohesive Board of Trustees
- Fiscally responsible
- History of forward thinking & innovation
- Organizational commitment to excellence
- Recognizing we can always do better
- Strong advocacy on behalf of the individuals and families HRC serves

Challenges

- Community visibility, image, and reputation (e.g., lack of trust with the individuals we serve and their families)
- Existing disparities across ethnicities in purchase of services
- Limited affordable housing options within our community
- Maintaining provider capacity as current providers retire or close their agencies
- Meeting the most urgent needs of individuals who have complex medical, behavioral, and mental health issues
- New requirements set forth in statute, regulation, and/or the regional center/Department of Developmental Services contract
- Offering an array of providers to meet the geographic, cultural, and linguistic needs of our community
- Perceived and existing lack of transparency and accountability to the community
- Perceived and existing resistance to organizational change
- Perceived lack of cultural competence and sensitivity
- Staying current with technology trends
- Workforce changes and challenges (e.g., turnover, recruitment) within the regional center and the provider community

Opportunities

- Build more strategic partnerships within our community
- Expand person-centered philosophy and service planning
- Improve cultural competence to better address diversity, equity, inclusion & belonging
- Improve open and transparent communication with the individuals and families we serve, our service providers and other relevant community stakeholders
- Increase communication and advocacy with local and state legislative representatives
- Increase service options and provider options
- Increase community engagement and outreach
- Modernize technology and internal processes
- Support individuals with the greatest and most urgent needs, especially with behavioral and mental health needs

With a fresh perspective on our vision, mission, and guiding values, as well as an understanding of what HRC does well, and the environment in which we operate, the Board of Trustees is pursuing the following strategic focus areas, goals and objectives over the next three fiscal years.

Strategic Focus Areas, Goals and Objectives



Improve Individual and Family Experience and Satisfaction

Goal 1: Increase availability of information and communications to be more responsive and accessible to all individuals and families.

Objective 1: Deliver high quality, responsive and accessible information to individuals and families through June 30, 2026.

Year 1: Develop and implement a three-year plan with timelines for: (a) reviewing and revising existing information and communications; (b) incorporating person-centered language into all information and communications; (c) increasing accessibility of information and communications; (d) platforms for sharing information (e.g., social media, public service announcements, brochures, print and digital, audio and video); (e) developing guidelines for how new information and communications will be created and delivered.

Year 2: Ongoing implementation of three-year plan and revisions made as needed.

Year 3: Ongoing implementation of three-year plan and revisions made as needed.

Objective 2: Increase the percentage of individuals and families reporting satisfaction with HRC's delivery of information, including its accessibility and responsiveness, by June 30, 2026.

Year 1: Identify measures that provide input on HRC's information sharing and communication, gather baseline data from NCI surveys and set targets for improvement; develop and conduct new HRC surveys and begin evaluating results, identifying the baseline and setting targets for improvement for the new surveys.

Year 2: Continue conducting and evaluating surveys to gather information from individuals and families about their satisfaction with HRC's customer service; identify areas of low satisfaction, set targets and identify strategies for improving low satisfaction, as appropriate.

Year 3: Continue conducting and evaluating surveys to gather information from individuals and families about their satisfaction with HRC's customer service; identify areas of low satisfaction, set targets and identify strategies for improving low satisfaction, as appropriate. Revise HRC surveys as needed.

Goal 2: Optimize individuals' and families' active engagement in the planning process to provide the best individualized services and supports.

Objective 1: Build infrastructure for HRC to become a more person-centered organization through June 30, 2026.

Year 1: Develop and implement a three-year plan for embedding person centered practices throughout HRC that includes, but is not limited to: (a) identifying and training internal Person-Centered Thinking (PCT) trainers; (b) All HRC staff complete the two-day PCT conceptual training. New employees complete the two-day PCT training within three months of their hire date. HRC is an active participant in ARCA's and DDS' discussions regarding Regional Center Performance Measures and incorporates recommended person-centered practices into HRC's infrastructure as appropriate.

Year 2: Ongoing implementation of three-year plan and revisions made to plan as needed. Internal PCT trainers are all certified. Internal Person-Centered Service Plan Facilitation Trainers are identified, trained and certified in alignment with DDS' Regional Center Performance Measure criteria. Case management staff begin training in person-centered service plan facilitation. New case management staff are trained in person-centered service plan facilitation within six months of their hire date. HRC continues to be an active participant in ARCA's and DDS' discussions regarding Regional Center Performance Measures and incorporates recommended person-centered plans. Begin offering two-day PCT training for individuals, families and service providers.

Year 3: Ongoing implementation of three-year plan, including a Community of Practice on person-centered practices. Revisions made to three-year plan as needed.

Objective 2: Increase percentage of individuals and families whose feedback indicates HRC's case management staff were skilled in developing their person-centered service plan, and agree their plans are person-centered and meet their needs, by June 30, 2026.

Year 1: Identify measures that provide input on HRC's person-centered practices, especially person-centered service planning, and gather baseline data from NCI surveys and set targets for improvement; develop and conduct new HRC surveys and/or implement new surveys put forward by ARCA and/or DDS in this area and begin evaluating results, identifying the baseline and setting targets for improvement for the new surveys.

Year 2: Continue conducting and evaluating surveys to gather information from individuals and families about HRC's person-centered practices; identify areas of low satisfaction, set targets and identify strategies for improving low satisfaction, as appropriate.

Strategic Focus Areas, Goals and Objectives

(Continued)

Year 3: Continue conducting and evaluating surveys to gather information from individuals and families about HRC's person-centered practices; identify areas of low satisfaction, set targets and identify strategies for improving low satisfaction, as appropriate. Revise HRC surveys as needed.



Enhance Service Coordination

Goal 1: Maintain customer-focused culture.

Objective 1: HRC staff will enhance and/or acquire new customer service skills through a formal customer service training program with a standard set of competencies through June 30, 2026.

Year 1: Identify standard set of competencies and develop training program; start training staff and including as part of new staff onboarding.

Year 2: Finish training staff; continue including as part of new staff onboarding; evaluate feedback on training and revise as needed.

Year 3: Continue including as part of new staff onboarding; start biennial refresher training; evaluate feedback on training and revise as needed.

Objective 2: Increase the percentage of individuals and families reporting satisfaction with HRC's customer service by June 30, 2026.

Year 1: Identify measures/indicators that reflect HRC's customer service, gather baseline data from NCI surveys and set targets for improvement; develop and conduct new HRC surveys and begin evaluating results, identifying the baseline and setting targets for improvement for the new surveys.

Year 2: Depending on when new HRC surveys were implemented in Year 1, ongoing evaluation of new surveys results and set targets for improvement; continue conducting and evaluating all surveys to gather information on satisfaction with HRC's customer service; identify areas of low satisfaction, set targets and identify strategies for improving low satisfaction, as appropriate.

Year 3: Continue conducting and evaluating all surveys to gather information on satisfaction with HRC's customer service; identify areas of low satisfaction, set targets and identify strategies for improving low satisfaction, as appropriate. Revise HRC surveys as needed.

Goal 2: HRC will enhance its organizational knowledge and adopt new best practices as needed.

Objective 1: Ensure ongoing learning opportunities for HRC staff to increase their knowledge, skills and abilities and enhance their job performance through June 30, 2026.

Year 1: Conduct a structured survey with staff about possible training topics for personal and professional growth (include a list and add space for other topics - critical thinking, conflict resolution, problem solving, organizational skills, time management, resources for people served); develop a plan for prioritizing the creation and implementation of new training opportunities, develop small work/discussion groups around special topics of interest for ongoing learning as desired by individual departments.

Year 2: Continue developing and offering new training opportunities, monitor small work/discussion groups and modify topics and groups as desired by individual departments.

Year 3: Continue developing and offering new training opportunities; conduct biennial structured surveys with staff about other possible training topics; continue to monitor small work/discussion groups and modify topics and groups as desired by individual departments. Revise organizational training plan as needed.

Objective 2: Build a Community of Practice (CoP) for supporting individuals with developmental disabilities and their families, and incorporate new learning into the organization as appropriate through June 30, 2026.

Year 1: Determine the mission and goals of the CoP; build the core team and clearly delineate their main roles (i.e., program manager, manager, core team, members), identify members internal and external to HRC; create structure for engaging in regular communication and building the community; have a kick-off meeting by the end of Year 1.

Year 2: CoP meets as planned throughout the year to share and gain knowledge as per its identified mission and goals; identify best practices that may impact HRC's services and supports to its community.

Year 3: HRC to incorporate new learning into the organization (e.g., policies, procedures, trainings) to ensure adoption of best practices. HRC to promote the spread of best practices within its community (e.g., to service providers, individuals and families, community partners). Review mission and goals of CoP and revise as needed.

Strategic Focus Areas, Goals and Objectives

(Continued)

Increase Resource Development

Goal 1: Provide individuals and families with an array of innovative service delivery options that meet their cultural, linguistic and geographic needs.

Objective 1: Utilize existing individual and family surveys and needs assessments and, as needed, conduct additional needs assessments to identify potential gaps in service delivery options that meet cultural, linguistic and geographic needs by December 31, 2023.

Objective 2: Develop an infrastructure for collecting and analyzing information about HRC's service providers and identifying potential gaps in cultural, linguistic and geographic needs by June 30, 2024.

Objective 3: Develop targeted resources that increase service delivery options to meet cultural, linguistic and geographic needs through June 30, 2026.

Year 1: Develop a total of ten new residential, day, employment, and/or ancillary support services to increase capacity.

Year 2: To be determined based on relevant needs assessments, gap analyses, and in alignment with DDS' Regional Center Performance Measures.

Year 3: To be determined based on relevant needs assessments, gap analyses, and in alignment with DDS' Regional Center Performance Measures.

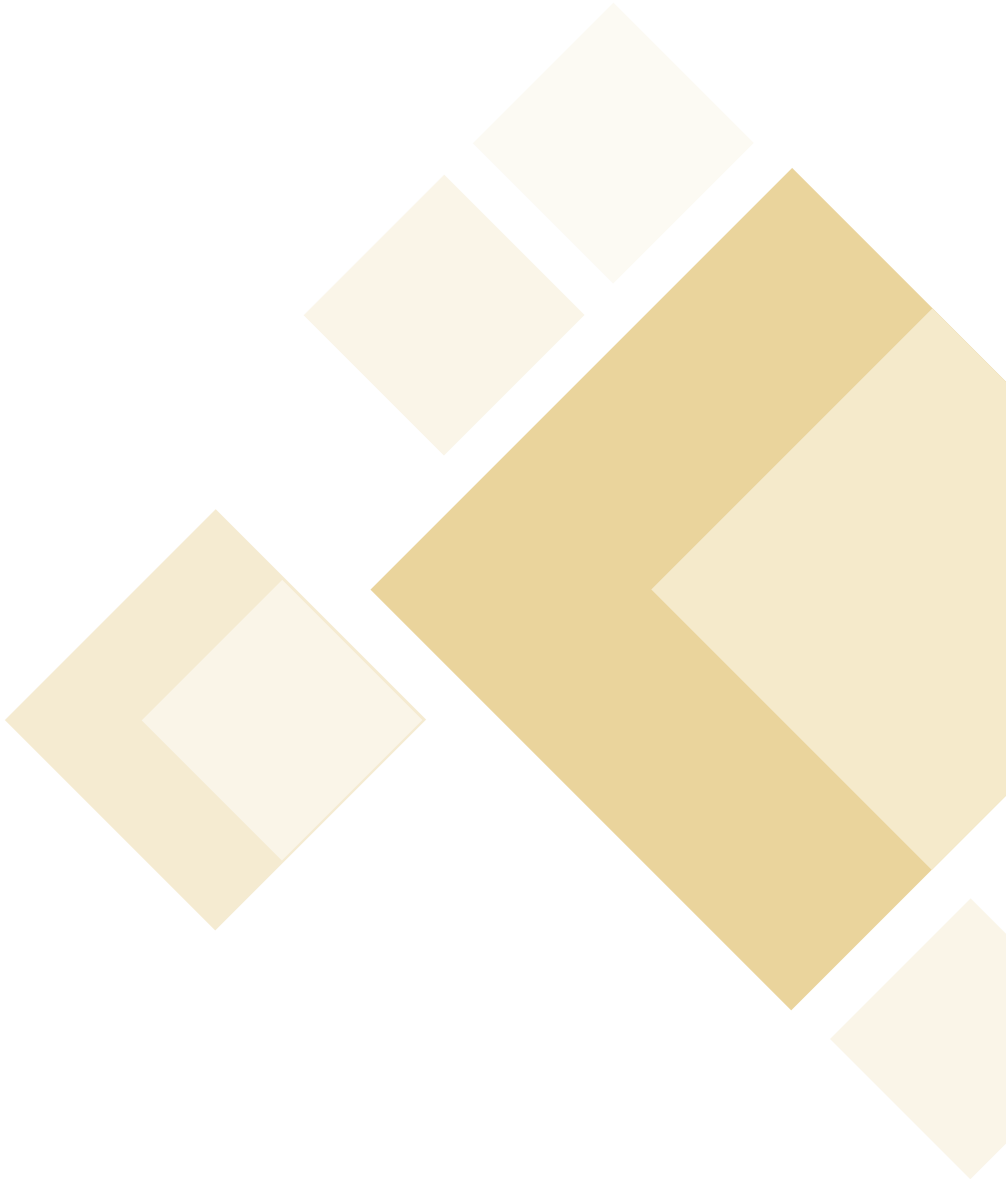
Objective 4: Increase the percentage of individuals and families reporting satisfaction with the cultural diversity of HRC's service providers by June 30, 2026.

Year 1: Identify measures that provide input on cultural diversity of HRC's service providers, gather baseline data from NCI surveys and set targets for improvement; develop and conduct new HRC surveys and/or implement new surveys put forward by ARCA and/or DDS in this area and begin evaluating results, identifying the baseline and setting targets for improvement for the new surveys.

Year 2: Continue conducting and evaluating surveys to gather information from individuals and families about their satisfaction with the cultural diversity of HRC's service providers; identify areas of low satisfaction, set targets, and identify strategies for improving low satisfaction, as appropriate.

Year 3: Continue conducting and evaluating surveys to gather information from individuals and families about their satisfaction with the cultural diversity of HRC's service providers; identify areas of low satisfaction, set targets and identify strategies for improving low satisfaction, as appropriate. Revise HRC surveys as needed.





Strategic Focus Areas, Goals and Objectives

(Continued)

Strengthen Community Engagement

Goal 1: Facilitate individual and family collaboration and partnership with HRC.

Goal 2: Build trust with individuals, families, providers and the surrounding community.

Goal 3: Develop and maintain meaningful partnerships and connections.

Goal 4: Increase awareness of HRC's unique value.

Goal 5: Advocate for flexible and sustainable personalized services and supports.

Objective 1: Develop, implement and evaluate a comprehensive community engagement plan through June 30, 2026.

Year 1: Develop a comprehensive community engagement plan that includes, at minimum: (a) the definition and identification of mission-driven models for effective engagement; (b) desired characteristics of strategic, mutually beneficial partnerships; (c) how HRC's vision, mission and guiding values are embedded in all activities related to HRC's community engagement; (d) strategies and timelines for facilitating collaboration and partnership with the individuals and families served by HRC; (e) strategies and timelines for increasing the number and impact of opportunities that engage existing community partners; (f) strategies and timelines for increasing the number of new partnerships and impact of those partnerships; (g) strategies and timelines for increasing the community's awareness about HRC and building trust; (h) strategies and timelines for legislative advocacy; and (i) criteria for evaluating the success of the multi-component plan. Begin implementing the plan.

Year 2: Continue implementing the community engagement plan, evaluating its success and revising as needed.

Year 3: Continue implementing the community engagement plan, evaluating its success and revising as needed.



Evaluation of Progress

Upon the Board of Trustees' approval of this strategic plan, separately created operational/work plans will outline specific projects and activities aimed at achieving the strategic goals and objectives. These yearly operational/work plans are the responsibility of the Executive Director and executive leadership team. Progress toward achieving the strategic goals and objectives will be reported to, and evaluated by, the Board of Trustees on a quarterly basis in a format agreed upon by the Board and Executive Director. An annual review of the strategic plan will also take place and revisions will be made as needed.





HARBOR
REGIONAL
CENTER



June 2023
www.harborrc.org