



Harbor Developmental Disabilities Foundation



Board of Trustees Meeting

March 17, 2026



MARCH MEETING OF THE BOARD OF TRUSTEES
TUESDAY, March 17, 2026 @ 6:00 pm
Torrance Location | 21309 Main Board Room

A G E N D A

- 1. CALL TO ORDER & INTRODUCTIONS..... LAVELLE GATES, President**
- 2. PUBLIC COMMENT**
- 3. BOARD DEVELOPMENT COMMITTEE REPORT* (moved forward)**
 - Re-Election Board Member Ballot
- 4. MINUTES OF THE JANUARY 20, 2026 MEETING DR. JAMES FLORES, Secretary**
- 5. TREASURER'S REPORT FU-TIEN CHIOU, Treasurer**
- 6. EXECUTIVE REPORT* PATRICK RUPPE, Executive Director**
 - State Budget *update*
 - Fiscal Year 2026-27 Proposed Trailer Bill Language (TBL) *updates*
 - Regional Center Performance Measures (RCPMs) *report card*
 - Board Approval: Harbor Operations Contract | Professional Services | D'Escoto West
 - Board Approval: Harbor Operations Contract | Landscape Services | GS Brothers Inc. & Gaudenti & Sons
 - Board Approval: 2026-2031 Strategic Plan *draft*
 - Strategic Planning *update*: Executive Summary & Progress Report
 - Harbor Annual Purchase of Service Meetings | March 25th & 26th *flyer*
 - Community Engagement *highlights*
 - Presentation: Board Governance & Executive Director Relationship | Conflict of Interest, by Tammy Carter, Director of Human Resources & Patrick Ruppe, Executive Director
- 7. COMMITTEE REPORTS:**
 - a) RETIREMENT FU-TIEN CHIOU, CHAIRPERSON**
 - b) SELF DETERMINATION ADVISORY ANTOINETTE PEREZ, LIAISON**
 - c) SERVICE PROVIDER ADVISORY... ANGELA RODRIGUEZ, CHAIRPERSON**
- 8. ADJOURNMENT: 8:00 PM**

*indicates action



MINUTES

**Dr. James Flores,
Secretary**





MINUTES OF THE JANUARY 20, 2026 MEETING OF THE BOARD OF TRUSTEES OF THE HARBOR DEVELOPMENTAL DISABILITIES FOUNDATION

BOARD PRESENT:

Mr. Gordon Cardona, Board Member
Mr. Fu-Tien Chiou, *Treasurer*
Mr. LaVelle Gates, *President*
Mr. Jeffrey Herrera, Board Member
Ms. Ann Lee, Ph.D, Board Member
Ms. Patricia Jordan, Board Member
Mr. Chris Patay, Board Member
Ms. Angela Rodriguez, Board Member
Ms. Laurie Zaleski, Board Member

BOARD ABSENT:

Mr. Ron Bergmann, Board Member
Mr. Joe Czarske, *Vice-President*
Dr. James Flores, *Secretary*
Mr. David Gauthier, Board Member
Mr. Ramon Gonzalez, Board Member

STAFF PRESENT:

Mr. Patrick Ruppe, Executive Director
Ms. Judy Wada, Chief Financial Officer
Ms. Elizabeth Garcia-Moya, Director of Community Services
Ms. Mary Hernandez, Director of Case Management Support Services
Ms. Eun Kim, Director of Intake & Clinical Services
Ms. LaWanna Blair, Director of Early Childhood Services
Ms. Antoinette Perez, Director of Children's Services
Ms. Judy Samana Taimi, Director of Adult Services
Ms. Thao Mailloux, Director of Strategic Communications & Engagement
Mr. Jesus Jimenez, Executive Office Department Assistant

STAFF ABSENT:

Jennifer Lauro, Executive Assistant

INTERPRETER:

Mr. Fernando Nunez, LRA Spanish Interpreter

GUESTS:

Mr. Tom Huey, Windes, Inc.
Ms. Monserrat Palacios, DDS
Mr. Paul Quiroz, Service Provider
Mr. Brian Carrillo, HRC Provider Relations Specialist
Ms. Bing Tayag, HRC Controller
Ms. Tess Castillo, HRC Assistant Controller

CALL TO ORDER

Mr. Gates called the Board to order at 6:00 p.m.

PRESIDENT'S REPORT

Mr. Gates welcomed Board members, guests and staff, then led in the Pledge of Allegiance.

Mr. Gates took roll call of Board members and a quorum was established.

Mr. Gates reminded Board members that our next meeting will be a training, closed to the public, on February 17, 2026.

Mr. Gates informed the Board that our next regular business meeting will be on March 17, 2026.

Mr. Gates called on Board member Ms. Angela Rodriguez to read Harbor's Mission, Vision and Guiding Values Statement.

AUDIT REPORT

Ms. Wada, Chief Financial Officer, advised that the Audit Committee met with the independent auditors to review the draft report and then introduced Mr. Tom Huey to the Board. Mr. Huey of Windes presented to the Board the results of their audit of the Harbor Developmental Disabilities Foundation for the fiscal year ending June 30, 2025. The Board took the following action:

Mr. Chiou moved to approve the Auditor's Report for Harbor Developmental Disabilities Foundation and Ms. Lee seconded the motions, which was unanimously approved by the Board.

CLOSED SESSION - OPEN 6:28 PM

Mr. Gates announced that we will have a Closed Session tonight to discuss: 1) Labor Negotiations; and 2) Litigation. At this time Mr. Gates made a motion to ask the Board to close the public Board meeting and go into closed session.

Mr. Chiou moved to close the public board meeting and go into Closed Session and Ms. Lee seconded the motion. The full Board adjourned to the Executive Dining Room at 6:28 pm.

CLOSED SESSION - ADJOURN 6:46 pm

Mr. Gates made a motion to ask the Board to conclude Closed Session on: 1) Labor Negotiations; and 2) Litigation and return to the public Board meeting.

Ms. Rodriguez moved to close the Closed Session and return to the public Board meeting and Ms. Lee seconded the motion. The full Board adjourned to the main Board room to continue the public Board meeting at 6:46 pm.

PUBLIC COMMENT

Mr. Gates advised that public input was next on the agenda. Mr. Gates stated that he will call upon each person who submitted a Public Comment Request form to address the Board and requested that he or she limit their comments to two minutes in order to accommodate everyone. Mr. Gates indicated that we had received one (1) Public Comment Request form.

PRESENTATION OF MINUTES

In Dr. Flores absence, Mr. Gates presented the draft minutes of the November 18, 2025 meeting of our Board which were included in the Board packet and posted for the general public on the Harbor website. **The MINUTES OF THE NOVEMBER 18, 2025 BOARD MEETING were received and filed.**

PRESENTATION OF FINANCIALS

Mr. Chiou reviewed the following financial statements, which were received and filed:

- Harbor Regional Center Monthly Financial Report Fiscal Year 2025-26, dated September 2025
- Harbor Regional Center Purchase of Service Line Item Report, dated September 2025
- Harbor Regional Center POS Contract Summary, dated September 2025
- Harbor Regional Center Operations Line Item Report, dated September 2025
- Harbor Regional Center Monthly Financial Report Fiscal Year 2025-26, dated October 2025
- Harbor Regional Center Purchase of Service Line Item Report, dated October 2025
- Harbor Regional Center POS Contract Summary, dated October 2025
- Harbor Regional Center Operations Line Item Report, dated October 2025
- Harbor Regional Center Monthly Financial Report Fiscal Year 2025-26, dated November 2025
- Harbor Regional Center Purchase of Service Line Item Report, dated November 2025
- Harbor Regional Center POS Contract Summary, dated November 2025
- Harbor Regional Center Operations Line Item Report, dated November 2025

EXECUTIVE REPORT

1. BUDGET UPDATE:

Mr. Ruppe provided the Board with a detailed summary of the Governor's budget for fiscal year 2026-27.

2. FOR BOARD APPROVAL | NEW HARBOR OPERATIONS POLICY | DOCUMENTATION RETENTION & DESTRUCTION:

Mr. Ruppe referred the Board to a new Harbor Operations Policy that establishes how Harbor retains, stores and lawfully destroys corporate records to comply with legal, contractual and DDS requirements where the Board will be designated to delegate authority to the Executive Director to maintain retention schedules, implement supporting systems and issue litigation holds to ensure compliance and reduce organizational risk. A motion to approve is required by the Board.

Mr. Chiou moved to approve the new Harbor Documentation Retention and Destruction Policy and Ms. Rodriguez seconded the motion, which was unanimously approved by the Board with no opposition or abstention.

3. 24-25 HCBS AUDIT RESULTS:

Mr. Ruppe called the Boards attention to the 24-25 HCBS Audit results provided in their Board packets and explained areas identified for improvement.

4. 2026-2031 STRATEGIC PLAN DRAFT:

Mr. Ruppe referred the Board to the draft 2026-2031 Strategic Plan, which included the four focus areas of (1) Individual & Family Experience, (2) Service Coordination and Service Delivery, (3) Community Engagement and Partnerships and (4) Organizational Excellence and Sustainability. Mr. Ruppe informed that the draft reflects the direction the Board, along with additional staff and stakeholder input, provided during the October 2025 retreat. Mr. Ruppe wished

to confirm that the draft 2026-2031 plan captures the priorities and overall direction for Harbor as we look ahead to the next five years. Discussion followed and Board input will be added and an updated draft will be presented at the March meeting for Board approval.

5. HABOR ANNUAL PURCHASE OF SERVICE MEETINGS:

Mr. Ruppe reminded the Board to save the date for our annual Purchase of Service Expenditure meetings that will be held on March 25th and 26th via Zoom. The March 25th meeting will be conducted in English with Spanish translation and the March 26th meeting will be held in Spanish with English translation. Mr. Ruppe referred the Board to the flyer that was included in their Board packets where they may register to attend and encouraged Board member participation.

6. COMMUNITY ENGAGEMENT HIGHLIGHTS:

Mr. Ruppe called on Ms. Mailloux, Director of Strategic Communications and Engagement who shared photos and information of the various community engagements Harbor hosted over the 2025 Holidays, specifically Harbor's Hearts for the Holidays, Rock for Tots, Winter Wonderland, Capitol Tree Lighting and our Gift-Giving Resource Fair. Additionally, Ms. Mailloux invited Board members to celebrate the Lunar New Year on February 21, 2026 from noon to 3:00 pm occurring at Harbor. Special thanks was given to our many partners and Harbor Help Fund Donors.

COMMITTEE REPORTS

A. CLIENT ADVISORY

Ms. Taimi reported that the Committee met on November 12, 2025 and reviewed presentations on Independent Living Services (ILS) and Supported Living Services (SLS). The next meeting is scheduled for February 11, 2026.

B. CLIENT SERVICES

Ms. Taimi reported that the Committee met on November 25, 2025 and participated in training discussion on the current Independent Living Services and Supported Living Services begin accessed by individuals that have exited the school district based on their assessed needs through Harbor. The next meeting is scheduled for January 28, 2026.

C. SELF-DETERMINATION ADVISORY

Ms. Perez, Committee Liaison, advised the Board that the Self-Determination Advisory Committee continues to meet monthly and provided an update on the November 5, 2025 meeting.

D. SERVICE PROVIDER ADVISORY

Ms. Rodriguez, Chair of the Committee, informed that the Committee met on December 2, 2025 and were shown a presentation on Community of Practice (COP) by Ms. Daisy Bejarano, Manager of Person Centered Practices. The Committee also were shown a presentation on Workplace Violence Prevention by Mr. Vincente Miles, Manager of Emergency Services. Lastly, the Committee received updates on HCBS, rate reform, standardized vendorization and the quality incentive program (QIP) for fiscal year 2026-27. The next meeting is scheduled for February 3, 2026.

ADJOURNMENT 7:52 p.m.

Mr. Gates thanked all those who participated in our Board meeting tonight.

Submitted by: _____

Dr. James Flores, Secretary
Board of Trustees
Harbor Developmental Disabilities Foundation

DRAFT



FINANCIALS

Fu-Tien Chiou,
Treasurer



**HARBOR REGIONAL CENTER
MONTHLY FINANCIAL REPORT
FISCAL YEAR 2025-26
Dec-25**

	FY 2025-26 B-3*	Month Exp	Y-T-D Expenses	Projected Expenses	Proj. Annual Expenses	Proj. Funds Available
Purchase of Service						
Regular	\$432,435,615	\$ 42,432,097	\$ 239,825,287	\$ 292,865,782	\$ 532,691,069	\$(100,255,454)
less other revenue	<u>(1,646,304)</u>	<u>(130,285)</u>	<u>(828,152)</u>	<u>(818,152)</u>	<u>(1,646,304)</u>	<u>-</u>
Subtotal Regular	430,789,311	42,301,812	238,997,135	292,047,630	531,044,765	(100,255,454)
CPP/CRDP	110,000	50,000	50,000	985,000	1,035,000	(925,000)
Compliance with HCBS Regulations	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Purchase of Service	430,899,311	42,351,812	239,047,135	293,032,630	532,079,765	(101,180,454)
Operations						
Salaries & Benefits	53,497,301	3,710,496	25,261,243	28,236,058	53,497,301	-
Operating Expenses	11,882,061	952,928	5,851,080	6,030,981	11,882,061	-
less other revenue	<u>(847,577)</u>	<u>(51,376)</u>	<u>(319,981)</u>	<u>(527,596)</u>	<u>(847,577)</u>	<u>-</u>
Total Operations	64,531,785	4,612,048	30,792,342	33,739,443	64,531,785	-
TOTAL	\$495,431,096	\$ 46,963,860	\$ 269,839,478	\$ 326,772,072	\$ 596,611,550	\$(101,180,454)
% of Budget	100.00%	9.48%	54.47%	65.96%	120.42%	

* The B-3 Amendment was received on January 28, 2026. This amendment is the first of its kind for Regional Center contracts--it is a language-only amendment, with no monetary allocation associated.

**HARBOR REGIONAL CENTER
PURCHASE OF SERVICE
LINE ITEM REPORT
December-25**

	FY 2025-26 B-3*	Net Expended Month	Y-T-D	Projected Expenses	Proj. Annual Expenses	Proj. Funds Available
REGULAR						
Out-Of-Home						
Community Care Facility	\$ 122,909,971	\$ 12,628,846	\$ 74,259,314	\$ 77,145,985	\$ 151,405,299	\$ (28,495,328)
ICF/SNF Facility	384,206	-	116,640	356,640	473,280	(89,074)
	<u>123,294,177</u>	<u>12,628,846</u>	<u>74,375,954</u>	<u>77,502,625</u>	<u>151,878,579</u>	<u>(28,584,402)</u>
Day Programs						
Day Care	521,250	31,973	301,044	341,052	642,096	(120,846)
Day Training	15,467,579	3,793,891	8,497,619	10,555,948	19,053,567	(3,585,988)
Supported Employment & WAP	5,807,674	504,080	3,242,187	3,911,933	7,154,120	(1,346,446)
Day Programs	<u>59,165,755</u>	<u>2,749,681</u>	<u>30,367,786</u>	<u>42,514,900</u>	<u>72,882,686</u>	<u>(13,716,931)</u>
	80,962,258	7,079,625	42,408,636	57,323,833	99,732,469	(18,770,211)
Transportation						
Transportation	9,150,821	890,016	4,793,902	6,478,437	11,272,339	(2,121,518)
Transportation Contract	<u>7,940,093</u>	<u>312,945</u>	<u>3,353,391</u>	<u>6,427,525</u>	<u>9,780,916</u>	<u>(1,840,823)</u>
	17,090,914	1,202,961	8,147,293	12,905,962	21,053,255	(3,962,341)
Respite						
Respite In Home	66,312,815	5,209,221	31,543,105	50,143,609	81,686,714	(15,373,899)
Respite Out-of-Home	<u>76,659</u>	<u>-</u>	<u>27,215</u>	<u>67,217</u>	<u>94,432</u>	<u>(17,773)</u>
	66,389,474	5,209,221	31,570,320	50,210,826	81,781,146	(15,391,672)
Other Services						
Non-Medical Services Professor	14,469,135	1,377,549	7,502,766	10,320,879	17,823,645	(3,354,510)
Non-Medical Services Program*	12,581,890	2,857,887	10,495,993	5,002,872	15,498,864	(2,916,974)
Home Care	907,237	95,315	518,785	598,785	1,117,570	(210,333)
Prevention Services	6,189,459	505,596	3,483,676	4,140,741	7,624,417	(1,434,958)
Other Authorized Services	51,054,772	8,879,814	30,271,524	32,619,736	62,891,260	(11,836,488)
Personal Assistance	32,674,172	211,971	16,770,550	23,478,770	40,249,320	(7,575,148)
SLS	18,850,963	1,596,512	9,675,564	13,545,788	23,221,352	(4,370,389)
P&I Expense	161,662	18,733	97,571	101,571	199,142	(37,480)
Hospital Care	32,472	-	-	40,000	40,000	(7,528)
Medical Equipment	164,461	14,057	91,302	111,288	202,590	(38,129)
Medical Care Professional	7,330,681	749,622	4,171,328	4,858,891	9,030,219	(1,699,538)
Medical Care Program Services	20,816	915	2,822	22,820	25,642	(4,826)
Camps	<u>261,072</u>	<u>3,472</u>	<u>241,203</u>	<u>80,396</u>	<u>321,599</u>	<u>(60,527)</u>
	144,698,792	16,311,444	83,323,084	94,922,536	178,245,620	(33,546,828)
REGULAR POS EXPENDITURES	432,435,615	42,432,097	239,825,287	292,865,782	532,691,069	(100,255,454)
OTHER REVENUE						
ICF SPA Income	<u>(1,646,304)</u>	<u>(130,285)</u>	<u>(828,152)</u>	<u>(818,152)</u>	<u>(1,646,304)</u>	<u>-</u>
TOTAL REGULAR POS**	430,789,311	42,301,812	238,997,135	292,047,630	531,044,765	(100,255,454)
Community Placement & Program Development						
Start Up***	-	50,000	50,000	875,000	925,000	(925,000)
Placement/Assessment	<u>110,000</u>	<u>-</u>	<u>-</u>	<u>110,000</u>	<u>110,000</u>	<u>-</u>
TOTAL CPP/CDRP	110,000	50,000	50,000	985,000	1,035,000	(925,000)
TOTAL PURCHASE OF SERVICE	\$ 430,899,311	\$ 42,351,812	\$ 239,047,135	\$ 293,032,630	\$ 532,079,765	\$ (101,180,454)
% of Budget	100.00%	9.83%	55.48%	68.00%	123.48%	-23.48%

Month End Caseload**20,455**

** Generally the first Purchase of Service Expenditure Projection (PEP) report is due to DDS on December 10th and is based on October actuals. Last fiscal year the PEP was delayed due to Rate Reform implementation. DDS did not request the PEP for the current fiscal year.

The Projected Annual Expenses for Regular POS was prepared using the PEP methodology. The estimate is based on expenditures through December 2025 and estimated costs of new programs and growth. POS includes an offset for other income for ICF SPA expenditures. ICF SPA expenditures are not funded through the contract with DDS but billed separately. The projected expenses increased by \$6.9 million from the prior month projection.

*** On September 30, 2025, Harbor was notified by DDS of our approved CPP/CDRP Start-Up Plan. The funds will be allocated in a future amendment.

**HARBOR REGIONAL CENTER
POS CONTRACT SUMMARY
December-25**

Fiscal Year	Contract	Fund	POS Budget	POS Claimed	Current Balance/ (Deficit)	Projected Expenses	Projected Balance/ (Deficit)
2025-26	B-3*	Reg POS	\$ 430,789,311	\$ 240,147,540	\$ 190,641,771	\$ 292,543,529	\$(101,901,758)
		CPP/CRDP	110,000	50,000	60,000	985,000	(925,000)
		HCBS Compliance	-	-	-	-	-
		TOTAL	<u><u>\$ 430,899,311</u></u>	<u><u>\$ 240,197,540</u></u>	<u><u>\$ 190,701,771</u></u>	<u><u>\$ 293,528,529</u></u>	<u><u>\$(102,826,758)</u></u>
2024-25	A-2	Reg POS	\$ 472,530,316	\$ 441,052,648	\$ 31,477,668	\$ 20,000,000	\$ 11,477,668
		CPP/CRDP	650,000	186,920	463,080	138,080	325,000
		HCBS Compliance	675,401	125,500	549,901	549,901	-
		TOTAL	<u><u>\$ 473,855,717</u></u>	<u><u>\$ 441,365,068</u></u>	<u><u>\$ 32,490,649</u></u>	<u><u>\$ 20,687,981</u></u>	<u><u>\$ 11,802,668</u></u>
2023-24	E-4	Reg POS	\$ 376,553,743	\$ 346,413,349	\$ 30,140,394	\$ 1,000,000	\$ 29,140,394
		CPP/CRDP	1,100,000	289,488	139,488	810,512	-
		HCBS Compliance	633,401	332,675	45,000	300,726	-
		TOTAL	<u><u>\$ 378,287,144</u></u>	<u><u>\$ 347,035,511</u></u>	<u><u>\$ 345,166,435</u></u>	<u><u>\$ 2,111,238</u></u>	<u><u>\$ 29,140,394</u></u>

****** In the FY 2024-25 CRDP, Harbor was unable to contract with a service provider within the required timeframe for two (2) projects--a licensed day program and a family home agency. DDS will deallocate the funds in the A-3 contract amendment.

**HARBOR REGIONAL CENTER
OPERATIONS
LINE ITEM REPORT
December-25**

	FY 2025-26 B-3*	Net Expended Month	Y-T-D	Projected Expenses	Proj. Annual Expenses	Proj. Funds Available
Salaries & Benefits						
Salaries and Wages	\$ 41,445,266	\$ 2,862,645	\$ 19,384,481	\$ 22,060,785	\$ 41,445,266	\$ -
Benefits	12,052,035	847,851	5,876,762	6,175,273	12,052,035	-
Subtotal Salaries & Benefits	53,497,301	3,710,496	25,261,243	28,236,058	53,497,301	-
Operating Expenses						
Equipment Maint	532,736	22,784	214,613	318,123	532,736	-
Facility Rental	6,307,449	540,328	3,761,226	2,546,223	6,307,449	-
Facility Maint	316,995	13,899	162,760	154,235	316,995	-
Communication	1,082,129	56,937	354,942	727,187	1,082,129	-
General Office Exp	163,238	28,475	86,635	76,603	163,238	-
Printing	49,278	4,917	21,637	27,641	49,278	-
Insurance	403,694	47,056	334,603	69,091	403,694	-
Utilities	33,871	7,743	29,261	4,610	33,871	-
Data Processing Maint	161,388	82,306	120,486	40,902	161,388	-
Interest/Bank Expense	12,884	-	11,897	987	12,884	-
Legal Fees	133,504	23,197	39,785	93,719	133,504	-
Board of Trustees Exp	15,691	634	12,012	3,679	15,691	-
Accounting Fees	67,500	-	28,500	39,000	67,500	-
Equipment Purchases	445,919	8,046	171,424	274,495	445,919	-
Contr/Consult Services	140,324	7,020	41,750	98,574	140,324	-
Clinical Services	158,592	30,045	89,421	69,171	158,592	-
Employee Conference	26,793	5,213	7,275	19,518	26,793	-
Travel	47,427	7,806	17,736	29,691	47,427	-
Staff Mileage	66,800	5,590	25,037	41,763	66,800	-
ARCA Dues	152,422	-	-	152,422	152,422	-
General Expenses	1,451,764	60,932	320,080	1,131,684	1,451,764	-
SDP Participant Supports	99,917	-	-	99,917	99,917	-
FRC	11,746	-	-	11,746	11,746	-
Subtotal Operating Expenses	11,882,061	952,928	5,851,080	6,030,981	11,882,061	-
Other Revenue						
Interest Income	(759,457)	(44,150)	(257,610)	(501,847)	(759,457)	-
Other Income	(3,944)	(515)	(543)	(3,401)	(3,944)	-
Other Income-Subleases	(57,416)	(4,765)	(33,352)	(24,065)	(57,416)	-
ICF SPA Admin Fee	(26,760)	(1,946)	(28,476)	1,716	(26,760)	-
Subtotal Other Revenue	(847,577)	(51,376)	(319,981)	(527,596)	(847,577)	-
TOTAL OPERATIONS	\$ 64,531,785	\$ 4,612,048	\$ 30,792,342	\$ 33,739,443	\$ 64,531,785	\$ -
% of Budget	100.00%	7.15%	47.72%	52.28%	100.00%	0.00%

Month End Staff

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**HARBOR REGIONAL CENTER
MONTHLY FINANCIAL REPORT
FISCAL YEAR 2025-26
Jan-26**

	FY 2025-26 B-4*	Month Exp	Y-T-D Expenses	Projected Expenses	Proj. Annual Expenses	Proj. Funds Available
Purchase of Service						
Regular	\$ 561,055,350	\$ 49,190,647	\$ 289,015,935	\$ 252,937,712	\$ 541,953,647	\$ 19,101,703
less other revenue	<u>(1,749,782)</u>	<u>(192,554)</u>	<u>(1,020,706)</u>	<u>(729,076)</u>	<u>(1,749,782)</u>	<u>-</u>
Subtotal Regular	559,305,568	48,998,093	287,995,228	252,208,637	540,203,865	19,101,703
CPP/CRDP	110,000	-	50,000	985,000	1,035,000	(925,000)
Compliance with HCBS Regulations	<u>675,401</u>	<u>-</u>	<u>-</u>	<u>675,401</u>	<u>675,401</u>	<u>-</u>
Total Purchase of Service	560,090,969	48,998,093	288,045,228	253,869,038	541,914,266	18,176,703
Operations						
Salaries & Benefits	53,497,301	4,339,551	29,600,794	23,896,507	53,497,301	-
Operating Expenses	11,882,061	938,886	6,789,966	5,092,095	11,882,061	-
less other revenue	<u>(847,577)</u>	<u>(60,690)</u>	<u>(380,671)</u>	<u>(466,906)</u>	<u>(847,577)</u>	<u>-</u>
Total Operations	64,531,785	5,217,747	36,010,089	28,521,696	64,531,785	-
TOTAL	\$ 624,622,754	\$ 54,215,840	\$ 324,055,317	\$ 282,390,734	\$ 606,446,051	\$ 18,176,703
% of Budget	100.00%	8.68%	51.88%	45.21%	97.09%	

* The Intent Letter for the B-4 Contract Amendment was received on February 24, 2026. The B-4 added approximately \$128 million in Regular Purchase of Service (POS) and \$675,401 in Compliance with Home and Community-Based Services (HCBS) Policy funds.

**HARBOR REGIONAL CENTER
PURCHASE OF SERVICE
LINE ITEM REPORT
January-26**

	FY 2025-26 B-4*	Net Expended Month	Y-T-D	Projected Expenses	Proj. Annual Expenses	Proj. Funds Available
REGULAR						
Out-Of-Home						
Community Care Facility	\$ 156,564,885	\$ 12,513,406	\$ 86,772,721	\$ 64,461,752	\$ 151,234,473	\$ 5,330,412
ICF/SNF Facility	<u>586,286</u>	<u>133,716</u>	<u>250,356</u>	<u>315,969</u>	<u>566,325</u>	<u>19,961</u>
	157,151,171	12,647,122	87,023,076	64,777,722	151,800,798	5,350,373
Day Programs						
Day Care	643,168	52,989	354,034	267,237	621,271	21,897
Day Training	29,671,326	6,243,960	14,741,579	13,919,556	28,661,135	1,010,191
Supported Employment & WAP	7,324,263	557,852	3,800,039	3,274,862	7,074,901	249,362
Day Programs	<u>69,817,940</u>	<u>3,352,673</u>	<u>33,720,459</u>	<u>33,720,458</u>	<u>67,440,917</u>	<u>2,377,023</u>
	107,456,697	10,207,475	52,616,111	51,182,113	103,798,224	3,658,473
Transportation						
Transportation	10,882,266	913,888	5,707,790	4,803,978	10,511,768	370,498
Transportation Contract	<u>10,088,555</u>	<u>896,403</u>	<u>4,249,794</u>	<u>5,495,286</u>	<u>9,745,080</u>	<u>343,475</u>
	20,970,821	1,810,291	9,957,584	10,299,264	20,256,848	713,973
Respite						
Respite In Home	85,115,526	7,192,302	38,735,407	43,482,274	82,217,681	2,897,845
Respite Out-of-Home	<u>83,795</u>	<u>-</u>	<u>27,215</u>	<u>53,727</u>	<u>80,942</u>	<u>2,853</u>
	85,199,321	7,192,302	38,762,622	43,536,001	82,298,623	2,900,698
Other Services						
Non-Medical Services Profession	18,255,801	1,389,753	8,892,520	8,741,744	17,634,264	621,537
Non-Medical Services Program*	20,914,743	2,897,604	13,393,596	6,809,083	20,202,679	712,064
Home Care	1,208,750	126,611	645,396	522,201	1,167,597	41,153
Prevention Services	7,981,140	639,505	4,123,181	3,586,233	7,709,414	271,726
Other Authorized Services	58,061,005	2,294,142	32,565,665	23,518,593	56,084,258	1,976,747
Personal Assistance	50,390,397	7,566,852	24,337,402	24,337,402	48,674,804	1,715,593
SLS	23,313,985	1,584,555	11,260,119	11,260,118	22,520,237	793,748
P&I Expense	206,766	16,935	114,506	85,220	199,726	7,040
Hospital Care	35,494	-	-	34,286	34,286	1,208
Medical Equipment	201,592	12,527	103,830	90,900	194,729	6,863
Medical Care Professional	9,355,794	768,379	4,939,707	4,097,559	9,037,266	318,528
Medical Care Program Services	24,108	763	3,585	19,702	23,287	821
Camps	<u>327,765</u>	<u>35,832</u>	<u>277,035</u>	<u>39,572</u>	<u>316,607</u>	<u>11,158</u>
	190,277,340	17,333,458	100,656,542	83,142,613	183,799,154	6,478,186
REGULAR POS EXPENDITURES	561,055,350	49,190,647	289,015,935	252,937,712	541,953,647	19,101,703
OTHER REVENUE						
ICF SPA Income	<u>(1,749,782)</u>	<u>(192,554)</u>	<u>(1,020,706)</u>	<u>(729,076)</u>	<u>(1,749,782)</u>	<u>-</u>
TOTAL REGULAR POS**	559,305,568	48,998,093	287,995,228	252,208,637	540,203,865	19,101,703
Community Placement & Program Development						
Start Up***	-	-	50,000	875,000	925,000	(925,000)
Placement/Assessment	<u>110,000</u>	<u>-</u>	<u>-</u>	<u>110,000</u>	<u>110,000</u>	<u>-</u>
TOTAL CPP/CDRP	110,000	-	50,000	985,000	1,035,000	(925,000)
HCBS Waiver Compliance	675,401	-	-	675,401	675,401	-
TOTAL PURCHASE OF SERVICE	\$ 560,090,969	\$ 48,998,093	\$ 288,045,228	\$ 253,869,038	\$ 541,914,266	\$ 18,176,703
% of Budget	100.00%	8.75%	51.43%	45.33%	96.75%	3.25%

Month End Caseload**20,558**

** Generally the first Purchase of Service Expenditure Projection (PEP) report is due to DDS on December 10th and is based on October actuals. Last fiscal year the PEP was delayed due to Rate Reform implementation. DDS did not request the PEP for the current fiscal year.

The Projected Annual Expenses for Regular POS was prepared using the PEP methodology. The estimate is based on expenditures through January 2026 and estimated costs of new programs and growth. POS includes an offset for other income for ICF SPA expenditures. ICF SPA expenditures are not funded through the contract with DDS but billed separately. The projected expenses increased by \$9.1 million from the prior month projection. With the additional funds from B-4 Amendment, there is approximately \$19.1 million remaining.

*** On September 30, 2025, Harbor was notified by DDS of our approved CPP/CRDP Start-Up Plan. The funds will be allocated in a future amendment.

**HARBOR REGIONAL CENTER
POS CONTRACT SUMMARY
January-26**

Fiscal Year	Contract	Fund	POS Budget	POS Claimed	Current Balance/ (Deficit)	Projected Expenses	Projected Balance/ (Deficit)
2025-26	B-4*	Reg POS	\$ 559,305,568	\$ 288,432,537	\$ 270,873,031	\$ 253,521,110	\$ 17,351,921
		CPP/CRDP	110,000	68,947	41,054	966,054	(925,000)
		HCBS Compliance	675,401	-	675,401	675,401	-
		TOTAL	<u><u>\$ 560,090,969</u></u>	<u><u>\$ 288,501,483</u></u>	<u><u>\$ 271,589,486</u></u>	<u><u>\$ 255,162,565</u></u>	<u><u>\$ 16,426,921</u></u>
2024-25	A-2	Reg POS	\$ 472,530,316	\$ 443,234,424	\$ 29,295,892	\$ 20,000,000	\$ 9,295,892
		CPP/CRDP	650,000	186,920	463,080	138,080	325,000
		HCBS Compliance	675,401	125,500	549,901	549,901	-
		TOTAL	<u><u>\$ 473,855,717</u></u>	<u><u>\$ 443,546,845</u></u>	<u><u>\$ 30,308,872</u></u>	<u><u>\$ 20,687,981</u></u>	<u><u>\$ 9,620,892</u></u>
2023-24	E-4	Reg POS	\$ 376,553,743	\$ 346,405,661	\$ 30,148,082	\$ 1,000,000	\$ 29,148,082
		CPP/CRDP	1,100,000	289,488	139,488	810,512	-
		HCBS Compliance	633,401	332,675	45,000	300,726	-
		TOTAL	<u><u>\$ 378,287,144</u></u>	<u><u>\$ 347,027,823</u></u>	<u><u>\$ 345,166,435</u></u>	<u><u>\$ 2,111,238</u></u>	<u><u>\$ 29,148,082</u></u>

****** In the FY 2024-25 CRDP, Harbor was unable to contract with a service provider within the required timeframe for two (2) projects--a licensed day program and a family home agency. DDS will deallocate the funds in the A-3 contract amendment.

**HARBOR REGIONAL CENTER
OPERATIONS
LINE ITEM REPORT
January-26**

	FY 2025-26 B-4*	Net Expended Month	Y-T-D	Projected Expenses	Proj. Annual Expenses	Proj. Funds Available
Salaries & Benefits						
Salaries and Wages	\$ 41,445,266	\$ 3,409,039	\$ 22,793,520	\$ 18,651,746	\$ 41,445,266	\$ -
Benefits	12,052,035	930,512	6,807,274	5,244,761	12,052,035	-
Subtotal Salaries & Benefits	53,497,301	4,339,551	29,600,794	23,896,507	53,497,301	-
Operating Expenses						
Equipment Maint	532,736	22,784	237,397	295,339	532,736	-
Facility Rental	6,307,449	540,328	4,301,554	2,005,895	6,307,449	-
Facility Maint	316,995	59,324	222,085	94,910	316,995	-
Communication	1,082,129	61,070	416,012	666,117	1,082,129	-
General Office Exp	163,238	12,848	99,483	63,755	163,238	-
Printing	49,278	9,428	31,065	18,213	49,278	-
Insurance	403,694	24,887	359,490	44,204	403,694	-
Utilities	33,871	2,944	32,205	1,666	33,871	-
Data Processing Maint	161,388	6,105	126,591	34,797	161,388	-
Interest/Bank Expense	12,884	744	12,640	244	12,884	-
Legal Fees	133,504	36,698	76,483	57,021	133,504	-
Board of Trustees Exp	15,691	-	12,012	3,679	15,691	-
Accounting Fees	67,500	20,000	48,500	19,000	67,500	-
Equipment Purchases	445,919	67,834	239,258	206,661	445,919	-
Contr/Consult Services	140,324	9,932	51,682	88,642	140,324	-
Clinical Services	158,592	19,007	108,428	50,164	158,592	-
Employee Conference	26,793	7,012	14,287	12,506	26,793	-
Travel	47,427	1,976	19,712	27,715	47,427	-
Staff Mileage	66,800	3,051	28,089	38,712	66,800	-
ARCA Dues	152,422	-	-	152,422	152,422	-
General Expenses	1,451,764	32,913	352,993	1,098,771	1,451,764	-
SDP Participant Supports	99,917	-	-	99,917	99,917	-
FRC	11,746	-	-	11,746	11,746	-
Subtotal Operating Expenses	11,882,061	938,886	6,789,966	5,092,095	11,882,061	-
Other Revenue						
Interest Income	(759,457)	(49,373)	(306,984)	(452,473)	(759,457)	-
Other Income	(3,944)	(0)	(543)	(3,401)	(3,944)	-
Other Income-Subleases	(57,416)	(4,765)	(38,116)	(19,300)	(57,416)	-
ICF SPA Admin Fee	(26,760)	(6,552)	(35,028)	8,268	(26,760)	-
Subtotal Other Revenue	(847,577)	(60,690)	(380,671)	(466,906)	(847,577)	-
TOTAL OPERATIONS	\$ 64,531,785	\$ 5,217,747	\$ 36,010,089	\$ 28,521,696	\$ 64,531,785	\$ -
% of Budget	100.00%	8.09%	55.80%	44.20%	100.00%	0.00%

Month End Staff

465

Harbor Developmental Disabilities Foundation

Harbor Help Fund

Statement of Activities Fiscal Year 2025-2026

	FY 2025-2026		
		1st Qtr	2nd Qtr
	FY 2024-25	Ending Sept.	Ending Dec.
	TOTAL	30, 2025	31, 2025
			FY 2025-26
			YTD TOTAL
<u>Income</u>			
Donations			
Employee Donations	12,365	2,695	3,038
General Donations	25,365	280	987
Holiday Donations - Other	9,910	20,000	7,750
HHF Employee Raffle	-	-	1,298
HRC 50th Anniversary Campaign	105,294	-	-
Total Donations	152,933	22,975	13,073
Interest & Other Income	2,744	(56)	153
Total Income	155,677	22,919	13,226
<u>Expenses</u>			
Holiday Giving - Gift Cards	26,500	-	35,000
Holiday Giving - Other	8,002	-	9,200
\$50 for 50th Anniversary	3,636	2,650	1,985
Grants to Clients	3,150	5,148	-
Bank Service Charges	638	-	774
Total Expenses	41,926	7,798	46,959
Net Increase/(Decrease)	113,752	15,121	(33,733)
Beginning Balance	163,657	277,408	292,529
Income	155,677	22,919	13,226
Expenses	41,926	7,798	46,959
Ending Balance	277,408	292,529	258,796
Ending Balance Detail			
Cash	123,146	141,072	109,292
50th Anniversary Fund	101,658	99,008	97,023
CD	50,105	49,950	49,981
Loans Receivables	2,500	2,500	2,500
Total Balance	277,408	292,529	258,796



EXECUTIVE REPORT

Patrick Ruppe,
Harbor Executive Director





STATE BUDGET *update*

**FISCAL YEAR 2026-27
PROPOSED TRAILER
BILL LANGUAGE
(TBL) *updates***

**REGIONAL CENTER
PERFORMANCE
MEASURES (RCPMs)
*report card***

Attachment A
REGIONAL CENTER PERFORMANCE MEASURES AND INCENTIVES
FISCAL YEAR 2024-25

Early Start – Child Find and Identification

- Measure 1: Regional centers reporting on their child find and outreach activities supported by regional center staff or funding qualify for a monetary incentive as identified in Table 1 below.
- Measure 2: The Early Start Local Performance Report, Indicators 5 and 6, reports data on the number of children identified in proportion to the total number of birth to one-year-old, or birth to three-year-old children in the county and zip code, reported by language, race and ethnicity. Regional centers that met or exceeded the targeted percentage of children expected to be served compared to the actual number served by the regional center, receive recognition on the Department's website.

Table 1: FY 2024-2025 Child Find Plan Maximum Incentive Available

Average Total Caseload*	Regional Centers		Incentive Amount
RCs Serving Less Than 12,500 Individuals	FNRC FDLRC GGRC KRC	NBRC RCRC WRC	\$50,000
RCs Serving 12,500 to 22,000 Individuals	ELARC HRC SARC SCLARC	SG/PRC TCRC VMRC	\$75,000
RCs Serving Over 22,000 Individuals	ACRC CVRC IRC NLACRC	RCEB RCOC SDRC	\$100,000

*Average caseload from July 2024 to June 2025 ([Facts & Stats: CA Department of Developmental Services](#))

Employment – Participation in Competitive Integrated Employment

There is a statewide target of increasing Competitive Integrated Employment (CIE) placements by 20 percent over the number of placements in FY 2023-24, representing 1,348 placements for Fiscal Year (FY) 2024-25. Unique regional center-based performance targets were established, allocating the 20 percent statewide increase based on the proportion of the total statewide population each regional center serves. For some regional centers with high historical CIE placements, this target may be lower than their placements for FY 2023-24, so there is an alternative performance target for those regional centers equal to a five percent increase in CIE placements over the prior year. Regional centers achieving either of these base performance targets are eligible for an incentive of \$75,000. In addition to these targets, and to encourage regional centers to focus on employment, there is a high-performance target, which includes an additional incentive of \$75,000. This high-performance target is set at achieving levels of CIE that are a full 10 percent or higher increase above either of the base targets.

Details for the base and high-performance incentives are shown in Table 2 below. The Department pre-calculated the targets for each regional center, using the two base performance targets and the high-performance target. These targets are identified in Attachment C. Purchase of service data for CIE placements will be pulled in Summer 2026 to determine which regional centers have met the requirements to receive the incentive. Additional communication will be distributed at that time.

Table 2: FY 2024-25 CIE Placement Incentive Approach

Incentive Type	Performance Target	Incentive
Base Performance Incentive	Achieve one of the following targets, whichever is higher for the regional center: • <u>Target A</u>: Achieve the number of 30-day CIE placements that are equal to or exceed the unique regional center target based on the statewide goal of a 20 percent increase in CIE placements; OR • <u>Target B</u>: Achieve a 5 percent increase in the regional center's 30-day CIE placements compared to FY 2023-24.	\$75,000
High Performance Incentive	Achieve the number of CIE placements that are equal to or exceed the base performance target by 10 percent.	\$75,000

Equity and Cultural Competency – Linguistic Diversity

Regional centers reported the bi- and multi-lingual languages of regional center staff, including service coordinators, intake staff and first line supervisors for FY 2024-25. The Department determined from Client Master File data the five most common, non-English preferred languages for individuals ages 22 and over, by regional center (Attachment D). Between FY 2023-24 and FY 2024-25 the Department evaluated this measure using two methodologies. First, the Department examined each regional center that increased the number of service coordinator, intake or first line supervisor staff employed who speak one or more of the five identified languages in their area. Second, the Department considered if individuals had access to regional center staff who speak their preferred language at a level equal to or better than the access of individuals who speak English. The methodology producing the higher number of languages met was used to determine the incentive amount. The incentive amounts are as follows:

- Increase in all five identified languages - \$150,000
- Increase in four of five languages - \$120,000
- Increase in three of five languages - \$90,000
- Increase in two of five languages - \$60,000
- Increase in one of five languages - \$30,000.

Equity and Cultural Competency - Language Access

Regional centers reported the number of requests for translated Individual Program

Plan documents and the length of time to complete the requests.

Equity and Cultural Competency – Service Coordinator Competency in Cultural & Ethnic Diversity

Regional centers reported the percentage of staff (i.e., service coordinators, intake staff and first line supervisors) who completed the approved competency-based training related to cultural, ethnic and linguistic diversity.

Person-Centered Services Planning – Service Coordinator Facilitation Skills

Regional centers reported the number of staff, including service coordinators, intake and first line supervisors, trained during FY 2024-25. Regional centers will qualify for the incentive by demonstrating the percentage of staff who completed the training in person-centered plan facilitation. Regional center qualification for incentive payments associated with this measure will be based on submission of documentation demonstrating the percentage of staff (i.e. service coordinators, intake staff and first-line supervisors) who completed training in person-centered plan facilitation. Attachment E provides the applicable incentive amounts.

Attachment B
RECOGNITION AND PAYMENT AMOUNTS BY MEASURE AND REGIONAL CENTER
FISCAL YEAR 2024-25

	EARLY START Child Find and Identification			EMPLOYMENT Competitive Integrated Employment (CIE)	EQUITY & CULTURAL COMPETENCY Linguistic Diversity	EQUITY & CULTURAL COMPETENCY SC Competency in Cultural & Ethnic Diversity	PERSON- CENTERED SERVICES PLANNING Service Coordinator Facilitation Skills
Regional Center	Child Find Plan Activities	Early Start Report Indicators 5 & 6		CIE 30-Day Placements	Bilingual Staff Survey	Training Survey	Training Survey
		Birth to 1	Birth to 3				
ACRC	★⚙	◇	◇	To be Determined – Data Run Summer 2026	★★★★★	★★★	★★★★★
CVRC	★⚙	★	★		★★	★★★★★	★★
ELARC	★	★	★		★★★★★	★★★★★⚙	★★★
FDLRC	★⚙	★	★		★★★	★★★	★★
FNRC	★	★	★		★★★	★★★★★	★★★★★⚙
GGRC		◇	◇		★★★★★	★★★	★★★
HRC	★	★	★		★★★★★	★★★★★	★★★★★⚙
IRC		★	★		★★★★★	★★★★★⚙	★★★★★
KRC	★	◇	★		★★★★★	★★★★★	★★★★★⚙
NBRC	★⚙	◇	★		★★★★★	★★★	★★★
NLACRC	★	★	★		★★★★★	★★★★★	★★★★★
RCEB	★	◇	◇		★★★	★	★★★★★
RCOC	★	◇	★		★★★★★★	★★★	★★★★★
RCRC	★	★	★		★	★★★★★	★★★★★
SARC	★	◇	★		★★★★★	★★★★★	★★★
SCLARC	★⚙	★	★		★	★★★★★	★★★★★
SDRC	★⚙	★	★		★★★★★	★★★★★	★★★★★
SG/PRC	★⚙	★	★		★★★★★	★★★★★⚙	★★★★★
TCRC	★	★	★		★★	★★★	★★★★★
VMRC	★⚙	★	★		★★★★★★	★★	★★★★★⚙
WRC	★	★	★		★	★★★	★★★★★
	Child Find Plan activities completed and reported by RCs. RC size: Low - \$50,000 Mid - \$75,000 High - \$100,000 High performance target achieved by completing 100% of activities	Percentage of infants identified as eligible (Indicators 5 & 6 of Early Start Local Performance Report)		Achieved number of 30-day CIE placements that meets or exceeds the RC's base performance target: \$75,000 Achieved high performance target by 10% or more of base: \$75,000	Increase number of bilingual staff over FY 2023-24 in one of the RC's top 5 language spoken or access to staff equal to or better than English: \$30,000 For each additional language: \$30,000 (up to \$150,000 total)	Achievement based on percentage of staff trained: ★ 10% to 25% ★★ 26% to 50% ★★★ 26% to 50% ★★★★ 51% to 75% ★★★★★ 76% to 100% High performance target achieved by training 100% of staff See Attachment E RC size and incentive amounts: Low-RC - \$80,000 Mid RC - \$120,000 High RC - \$160,000	

- ★ Successfully met measure (some focus areas have additional incentives above the standard)
- ⚙ High performance (met the maximum standard)
- ◇ Partially met measure
- ◇ Participated but did not meet measure
- (blank) Did not participate

Attachment C
COMPETITIVE INTEGRATED EMPLOYMENT 30-DAY
PLACEMENT PERFORMANCE TARGETS
Fiscal Year 2024-25

Regional Center	Base Performance		High Performance Target
	Target A	Target B	
ACRC	103	99	113
CVRC	79	36	87
ELARC	46	24	50
FDLRC	37	17	41
FNRC	33	15	37
GGRC	40	40	44
HRC	54	161	177
IRC	153	135	168
KRC	39	16	43
NBRC	37	32	41
NLACRC	96	78	105
RCEB	85	64	94
RCOC	90	110	121
RCRC	16	15	18
SARC	69	45	76
SCLARC	61	39	67
SDRC	113	77	124
SG/PRC	52	35	57
TCRC	56	71	79
VMRC	53	35	59
WRC	34	38	42

Attachment D
EQUITY AND CULTURAL COMPETENCY
LINGUISTIC DIVERSITY
Fiscal Year 2024-25

Regional Center	Five (5) Most Preferred Languages				
ACRC	Spanish	ASL	Russian	Hmong	Vietnamese
CVRC	Spanish	Hmong	ASL	Laotian	Cambodian
ELARC	Spanish	Mandarin	Cantonese	Vietnamese	ASL
FDLRC	Spanish	Armenian	Korean	Tagalog	Russian
FNRC	Spanish	Laotian	Hmong	ASL	Mien
GGRC	Spanish	Cantonese	Tagalog	Vietnamese	ASL
HRC	Spanish	Cambodian	Korean	Tagalog	Mandarin
IRC	Spanish	Vietnamese	Arabic	Tagalog	ASL
KRC	Spanish	ASL	Tagalog	Arabic	Other Asian Language
NBRC	Spanish	Tagalog	ASL	All Other Languages	Vietnamese
NLACRC	Spanish	Armenian	Farsi (Persian)	Tagalog	ASL
RCEB	Spanish	Cantonese	Tagalog	ASL	Vietnamese
RCOC	Spanish	Vietnamese	Korean	ASL	Mandarin
RCRC	Spanish	ASL	All Other Languages	Laotian	Hmong
SARC	Spanish	Vietnamese	Mandarin	Cantonese	Tagalog
SCLARC	Spanish	ASL	Korean	All Other Languages	Cambodian
SDRC	Spanish	Tagalog	Vietnamese	ASL	Arabic
SG/PRC	Spanish	Mandarin	Cantonese	Vietnamese	Tagalog
TCRC	Spanish	Korean	Tagalog	Vietnamese	ASL
VMRC	Spanish	All Other Languages	Cambodian	Tagalog	Vietnamese
WRC	Spanish	Farsi (Persian)	Vietnamese	ASL	Korean

Attachment E
PERSON-CENTERED SERVICES PLANNING –
SERVICE COORDINATOR TRAINING IN FACILITATION SKILLS
Fiscal Year 2024-25
Percentage of staff trained and payment amount

	10% to 25%	26% to 50%	51% to 75%	76% to 100%
RCs Serving Less Than 12,500 Individuals* FNRC FDLRC GGRC KRC NBRC RCRC WRC	\$20,000	\$40,000	\$60,000	\$80,000
RCs Serving 12,500 to 22,000 Individuals* ELARC HRC SARC SCLARC SG/PRC TCRC VMRC	\$30,000	\$60,000	\$90,000	\$120,000
RCs Serving Over 22,000 Individuals* ACRC CVRC IRC NLACRC RCEB RCOC SDRC	\$40,000	\$80,000	\$120,000	\$160,000

*Average monthly caseload from July 2024 to June 2025 (*Facts & Stats: CA Department of Developmental Services*)



For Board Approval*

**Harbor Operations
Contract |
Professional Services
| D'Escoto West**



CONTRACT REQUIRING BOARD APPROVAL

Harbor Regional Center
Meeting of the Board of Trustees
March 17, 2026

OPERATIONS

Professional (Construction) Services

D'Escoto West
8687 Melrose Avenue
Suite BM-34
Los Angeles, CA 90069

Description of Project: Interior improvements at 21231 Hawthorne Boulevard, Torrance, CA 90503. The project includes the following:

- Remodel of 1,660 sf previously used as classrooms to office space utilizing a combination of offices, workstations and drop-in stations to accommodate up to a total of ten (10) employees;
- Remodel 375 sf to create new multi-purpose conference room; and
- Removing walls, updating lighting, replacement of tile flooring and installation of additional exit doors.

Contract Period: Start: April 2026
 Anticipated Completion: August 2026

Approval Amount: \$445,000.00 (including soft costs and contingency)

CERTIFICATION

I, the undersigned, Dr. James Flores, of Harbor Regional Center do certify that the foregoing is true, exact and correct copy of the contract presented to an approved by the Board of Trustees on the 17 day of March 2026.

Signed: _____ Date: March 17, 2026



For Board Approval*

**Harbor Operations
Contract |
Landscape Services |
GS Brothers, Inc. /
Gaudenti & Sons**



CONTRACT REQUIRING BOARD APPROVAL

Harbor Regional Center
Meeting of the Board of Trustees
March 17, 2026

OPERATIONS

Landscaping Services

GS Brothers Inc./Gaudenti & Sons
20331 S. Main Street
Carson, CA 90745

Description of Project: Harbor Regional Center Torrance Campus landscaping project. The area between 21307 and 21311 Hawthorne Boulevard is being reimagined to create an outdoor space to be enjoyed by Harbor staff, visitors and the community.

Project Scope: The scope includes demolition of the fountain original to Del Amo Village and surrounding concrete seating area. The new outdoor space will include trees, groundcover, shrubs, lighting and outdoor furniture to create a calm inviting space. In addition, the project includes irrigation, hardscape and electrical. The cost of the original proposal was approximately \$268,000 with the building landlords covering \$55,000 and Harbor \$213,000. The scope of the project has changed based on underlying conditions, preferring modifications to the original design and the addition of lighting and furniture previously under another vendor.

Contract Period: Start: February 3, 2026
 Anticipated Completion: April 2026

Approval Amount: \$295,000.00 (including costs covered by other entities \$350,000)

CERTIFICATION

I, the undersigned, Dr. James Flores, of Harbor Regional Center do certify that the foregoing is true, exact and correct copy of the contract presented to an approved by the Board of Trustees on the 17 day of March 2026.

Signed: _____ Date: March 17, 2026



For Board Approval*

**Harbor 2026-2031
Strategic Plan Draft**

Harbor Regional Center Strategic Plan July 1, 2026 to June 30, 2031

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 Frank D. 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://Harbor.dds.ca.gov/>.

Harbor Regional Center (Harbor) is one of twenty one (21) such centers in California operating under contract with the California Department of Developmental Services (DDS). Our center opened its doors in 1973 and served 397 individuals with a budget of \$753,565. We currently serve over 20,000 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 \$620,000,000. 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, 47% of the individuals we serve identify as Hispanic, 19% White, 14% Asian, 13% African American and 7% self-report as multicultural or other. Many languages are spoken by the individuals and families we serve. The preferred languages for receiving communication and information from Harbor are English (82%) and Spanish (15%). The remaining 3% of individuals and families request communication in a variety of other languages. Over time, we have also seen changes in the eligible diagnoses of the individuals we serve. Currently, 29% are diagnosed with an intellectual disability, 50% with autism spectrum disorder, 6% with epilepsy, 5% with cerebral palsy, and 11% 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, Harbor employs a diverse group of 462 staff, 298 of whom are service coordinators. The diversity of our staff reflects the diversity of the communities we serve with approximately 72% identifying as Hispanic, 9% Asian, 8% African American, 8% White, 1% Native Hawaiian/Pacific Islander, and 3% two or more ethnicities. Of our 462 employees, 301 (65%) speak at least one language in addition to English. While the majority of our bilingual or multilingual staff speak Spanish, a total of fourteen (14) languages, other than English, are spoken by our employees.

Since its inception, Harbor has been committed to empowering everyone with developmental disabilities, and the people who support them, by providing innovative and person-centered services that help them live their best lives in our diverse community.

Between 2020 and 2022, the organization experienced the retirement of their long-tenured Executive Director, the challenges of the COVID-19 pandemic, a growing and changing community, and shifts within the developmental services system. After hiring a new Executive Director, Harbor's Board of Trustees recognized the importance of strategic planning to move the organization forward in realizing its vision, carrying out its mission, and representing its guiding values. In 2022, the Board of Trustees engaged in a strategic planning process that resulted in focus areas, goals, and objectives set forth in Harbor's Strategic Plan for July 1, 2023 through June 30, 2026 (<https://www.harborrc.org/resources/current-initiatives/#strategic-plan>).

Based on the progress made to date on that plan, a new strategic planning process began in August 2025 and resulted in the strategic focus areas, goals and objectives set forth in this document for the five-year period July 1, 2026 through June 30, 2031.

Strategic Planning Process

The goal of this second strategic planning process was to develop a new living document that would provide continuing direction for Harbor. As with the first plan, we wanted the new plan to be easy to understand. We wanted the plan 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 follow-up plan that would continue to hold us accountable to ourselves and to our community.

The process began with a review of Harbor's vision, mission, and guiding values by the Board of Trustees. Under Harbor's Bylaws, the Board Planning Committee is responsible for the first step in the planning process. This review took place in August 2025 and revisions were recommended for consideration by the full Board. The recommended revisions were presented to Harbor's Board of Trustees at their September 16, 2025 meeting where the Board voted to adopt the revised vision, mission, and guiding values.

During the review, the Board Planning Committee considered input from various sources including the Board of Trustees, Harbor's staff, and service providers, as well as feedback gathered through surveys and stakeholder meetings with the individuals we serve and their families. This input informed not only the review and revision of the vision, mission, and guiding values, but also other phases of the strategic planning process, including identifying Harbor's strengths, challenges, opportunities, and strategic focus areas and goals.

The Board of Trustees held a Strategic Planning Retreat in October 2025 that also included Harbor's Executive Director, Patrick Ruppe, the executive leadership team, and a contracted facilitator. The purpose of the retreat was to continue the strategic planning process by reviewing the Fiscal Year 2023-24 through 2025-26 Strategic Plan and

identifying the focus areas and goals Harbor wanted to prioritize for the next five fiscal years (Fiscal Years 2026-27 through 2030-31). By the end of the retreat, five strategic focus areas along with accompanying goals and objectives had been drafted.

Mr. Ruppe, the executive leadership team, and the Board's Executive Committee then worked together through January 2026 to refine the goals and objectives for each focus area. The objectives were further developed to establish key deliverables across the five fiscal years. The draft strategic plan was on the agenda for discussion at Harbor's Board of Trustees' meeting on January 20, 2026. After that discussion, the Executive Committee was charged with a final review of the strategic plan document and with bringing the plan forward to the Board of Trustees for approval at the March 2026 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, 2026. Progress toward achieving the strategic goals and objectives will be reported to, and reviewed by, the Board of Trustees on a semiannual basis in a format agreed upon by the Board and Executive Director. The strategic plan will also be reviewed annually and revisions will be made as needed.

Harbor Regional Center's Vision, Mission, and Guiding Values

Vision

Harbor Regional Center envisions a world where everyone with a developmental disability has meaningful relationships, is respected and empowered, is informed and knowledgeable, and reaches their highest potential throughout their life.

Mission

Harbor Regional Center empowers everyone with developmental disabilities, and the people who support them, by providing innovative and person-centered services that help them live their best lives in our diverse community.

Guiding Values

Person Centered Philosophy – We recognize and respect each person's unique strengths and contributions and support informed decision-making and self-direction.

Diversity, Equity, & Inclusion – We promote a culture of inclusion and belonging that strengthens meaningful relationships and embraces differing perspectives that guide our decision making.

Partnership – We collaborate and grow with our partners; including those we serve, the people who support them, our staff, our service providers, community leaders, elected officials, and others who share our commitment to the vision of the Lanterman Act.

Innovation – We evolve by seeking better ways to advance our future.

Accountability & Transparency – We are fiscally responsible and use resources effectively, share timely and accurate information, and actively listen to our community.

Summary of Strengths, Challenges and Opportunities

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

Strengths

- Commitment to continuous improvement and innovation in service provision
- Diverse, caring, and knowledgeable leadership and staff
- Engaged and collaborative Board of Trustees
- Fiscal accountability
- Focus on person-centered practices
- History of forward thinking and innovation
- Strong advocacy on behalf of the individuals served and their families
- Willingness to listen to the community and change with the times

Challenges

- Ability to expand provider capacity to meet the unique needs of individuals and their families, particularly in light of provider rate challenges and the retirement or closure of existing providers
- Current political climate and potential impact on funding/budget constraints for our system
- New legislative mandates and/or other requirements set forth in regulation and the regional center/DDS contract.
- Limited affordable housing options within our community
- Negative perceptions within the community about Harbor's transparency, cultural sensitivity, and trustworthiness
- Perceived and existing internal resistance to organizational change
- Staying current with technology trends, especially the use of Artificial Intelligence (AI)
- Workforce changes and challenges within both the regional center and the provider community

Opportunities

- Enhance consistency across case management staff
- Expand access to information and resources, especially about services available to those we serve

- Increase communication and outreach with the individuals we serve and their families as well as with elected officials and various community partners
- Increase service options and provider options, especially for individuals with significant and urgent needs (e.g., behavioral, medical, and mental health needs)
- Modernize technology and internal processes
- Strengthen Harbor's internal culture through succession planning and leadership development
- Support person-centered practices within the community

Strategic Focus Areas, Goals and Objectives

With a fresh perspective on our vision, mission, and guiding values, the progress made to date on the July 1, 2023 through June 30, 2026 Strategic Plan, an understanding of what Harbor 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 five fiscal years.

Focus Area: Improve Individual and Family Experience and Satisfaction

<u>Goal 1:</u> Improve availability and accessibility of information and communications for all individuals and families.
<u>Objective 1:</u> Deliver ongoing high quality and accessible information to individuals and families.
<u>Year 1 (FY 26-27):</u> Develop a plan with timelines that includes, but is not limited to (i) an evaluation of progress from the 2023-2026 Information and Communications Plan, (ii) the role of Harbor's Strategic Communication and Engagement Department and Public Information Officer, (iii) strategies to ensure consistency and quality of the content and appearance of Harbor publications and other communications, (iv) the development of new or revised guidelines, procedures and training on how to use Harbor's communication tools to coordinate and maximize accessibility of information.
<u>Year 2 (FY 27/28) through Year 5 (FY 30/31):</u> Implementation and evaluation of the plan and revisions made as needed.
<u>Goal 2:</u> Optimize individuals' and families' active engagement in the planning process to identify the best services and supports that meet their needs.
<u>Objective 1:</u> Expand infrastructure for Harbor to maintain a more person-centered organization.

<u>Year 1 (FY 26/27)</u>: Conduct a comprehensive self-assessment to measure progress in becoming a more person-centered organization in key areas that include, but are not limited to (i) leadership, (ii) person-centered culture, (iii) workforce capabilities, (iv) collaboration and partnership, (v) quality and innovation, and (vi) criteria for evaluating the plan's success. Use the results to develop a plan, with timelines, to help Harbor expand its person-centered approach.
<u>Year 2 (FY 27/28)</u>: Implementation and evaluation of the plan and revisions made as needed.
<u>Year 3 (FY 28/29)</u>: Repeat comprehensive self-assessment to measure progress towards becoming a more person-centered organization. Implementation and evaluation of plan and revisions made as needed.
<u>Year 4 (FY 29/30)</u>: Implementation and evaluation of plan and revisions made as needed.
<u>Year 5 (FY 30/31)</u>: Repeat comprehensive self-assessment to measure progress towards becoming a more a person-centered organization. Implementation and evaluation of plan and revisions made as needed.

Goal 3: Enhance the experience and satisfaction of individuals and families served by Harbor.
Objective 1: Increase or maintain the percentage of individuals and families reporting satisfaction with Harbor's delivery of information, person-centered plan facilitation, customer service, and service provider diversity..
<u>Year 1 (FY 26/27)</u>: (a) Conduct Individual and Family Experience and Satisfaction Survey and analyze results. (b) Implement Person-Centered Plan Facilitation Survey after Individual Program Plan meetings, evaluate results and as needed, set targets, and identify strategies for improving survey response rates and for low satisfaction areas.
<u>Year 2 (FY 27/28)</u>: (a) Based on results of Individual and Family Experience and Satisfaction Survey results, set targets, identify and implement strategies for improving response rates and low satisfaction areas. (b) Implement Person-Centered Plan Facilitation Survey after Individual Program Plan meetings, analyze results and as needed, set targets, and identify strategies for improving survey response rates and for low satisfaction areas.

Year 3 (FY 28/29): (a) Conduct Individual and Family Experience and Satisfaction Survey and analyze results.

(b) Implement Person-Centered Plan Facilitation Survey after Individual Program Plan meetings, analyze results and as needed, set targets, and identify strategies for improving survey response rates and for low satisfaction areas.

Year 4 (FY 29/30): (a) Based on results of Individual and Family Experience and Satisfaction Survey results, set targets, identify and implement strategies for improving response rates and low satisfaction areas.

(b) Implement Person-Centered Plan Facilitation Survey after Individual Program Plan meetings, analyze results and as needed, set targets, and identify strategies for improving survey response rates and for low satisfaction areas.

Year 5 (FY 30/31): (a) Conduct Individual and Family Experience and Satisfaction Survey and analyze results.

(b) Implement Person-Centered Plan Facilitation Survey after Individual Program Plan meetings, analyze results and as needed, set targets, and identify strategies for improving survey response rates and for low satisfaction areas.

Objective 2: Increase or maintain the percentage of individuals and families reporting satisfaction with their participation in the Self-Determination Program.

Year 1 (FY 26/27) through Year 5 (FY 30/31): Conduct Self-Determination Program Survey and analyze results. Based on results, set targets, identify and implement strategies for improving survey response rates and low satisfaction areas, as needed.

Goal 4: Support the individuals and families going through the intake process.

Objective 1: Increase or maintain the percentage of individuals and families reporting satisfaction with Harbor's intake process.

Year 1 (FY 26/27) through Year 5 (FY 30/31): Conduct Intake Surveys and analyze results. Based on results, set targets, identify and implement strategies for improving survey response rates and low satisfaction areas, as needed.

Focus Area: Enhance Service Coordination

Goal 1: Enhance the quality and consistency of service coordination practices across all case management departments and roles.

Objective 1: Develop, implement, and evaluate a training program that includes consistent standards and competencies for all case management staff (i.e., service coordinators, managers, and directors).

Year 1 (FY 26/27): (a) Evaluate the current training program for all case management staff, including service coordinators, managers and directors, to include but not be limited to (i) the standards and competencies outlined in the existing training program, (ii) compliance with case management standards or competencies that are statutorily and/or contractually required and relevant Department of Developmental Services regional center performance measures and other communications, (iii) input from case management staff about the existing training program, and (iv) a gap analysis.

(b) Based on the evaluation, update the training program as needed and develop timelines for implementation and evaluation of the new program.

Year 2 (FY 27/28) through Year 5 (FY 30/31): Implementation and evaluation of the training program and revisions made as needed.

Goal 2: Ensure a consistent, high-quality, and efficient eligibility determination process.

Objective 1: Develop, implement, and evaluate a timely and customer-focused intake process.

Year 1 (FY 26/27): (a) Conduct a comprehensive review of Harbor's current intake policies and processes to include, but not be limited to: (i) compliance with statutory requirements, (ii) compliance with Department of Developmental Services regional center performance measures and other communications, (iii) staff training needs, and (iv) results of intake surveys.

(b) Based on the review, update intake process as needed and develop timelines for implementation and evaluation of new process.

Year 2 (FY 27/28) through Year 5 (FY 30/31): Implementation and evaluation of the intake process and revisions made as needed.

**Focus Area: Expand Resource Development
and Awareness of Available Resources**

Goal 1: Provide individuals and families with a range of innovative service delivery options that meet their unique needs.

Objective 1: Analyze the information collected about Harbor's services to identify areas for further resource development.

Year 1 (FY 26/27) through Year 5 (FY 30/31): (a) Utilize existing surveys and needs assessments to identify potential gaps in service delivery options to meet unique needs, including, but not limited to, cultural, geographic, and linguistic needs.

(b) As needed, revise existing surveys and assessments and implement other strategies for gathering input about areas for further resource development.

Objective 2: Develop targeted resources that increase service delivery options to meet the unique needs of our community.

Year 1 (FY 26/27) through Year 5 (FY 30/31): Based on an analysis of relevant information, identify the number and type of services to be developed during each fiscal year to increase service delivery options that meet the unique needs of our community.

Goal 2: Increase availability, awareness, and accessibility of information about Harbor's services and resources.

Objective 1: Develop, implement, and evaluate a plan for sharing information about Harbor's services and resources.

Year 1 (FY 26/27): (a) Review the current information shared with the community about services and resources (e.g., printed materials, posted on website). Review relevant policies, and statutory and contractual requirements related to sharing information about services and resources.

(b) Review input about accessibility of information from recent surveys and focus groups. As needed, gather additional input from staff and community regarding what and how information is currently shared as well as preferences for information sharing.

(c) Based on the review, develop an action plan with timelines for increasing availability, awareness and accessibility of services and resources information.

Year 2 (FY 27/28) through Year 5 (FY 30/31): Implementation and evaluation of action plan and revisions made as needed.

Focus Area: Strengthen Community Engagement

Goal 1: Enhance engagement with the individuals and families we serve.

Goal 2: Enhance training opportunities for, and with, community partners about our regional center and the services we provide.

Goal 3: Increase legislative advocacy to address the needs of the diverse community we serve.

Objective 1: Revise, implement, and evaluate the comprehensive Community Engagement Plan.

Year 1 (FY 26/27): Develop a plan with timelines that includes but is not limited to (i) an evaluation of progress from the 2023-2026 Community Engagement Plan, (ii) the role of Harbor's Strategic Communication and Engagement Department and Public Information Officer, (iii) strategies for enhancing engagement with individuals and families, (iv) strategies for enhancing training opportunities for and with community partners, (v) strategies for increasing legislative advocacy, and (vi) criteria for evaluating the plan's success.

Year 2 (FY 27/28) through Year 5 (FY 30/31): Implementation and evaluation of the plan and revisions made as needed.

Goal 4: Increase Early Start Child Find and Identification activities to ensure eligible children are accessing our services.

Objective 1: Develop, implement, and evaluate a plan for engaging in Early Start Child Find activities.

Year 1 (FY 26/27): (a) Conduct a review of Harbor's current Early Start Child Find and Identification activities as well as a review of statutory requirements and Department of Developmental Services regional center performance measures and other communications about Child Find activities.

(b) Based on the review, identify areas for improvement or expansion of activities and create an action plan with timelines to address priority areas. Implement the action plan.

Year 2 (FY 27/28) through Year 5 (FY 30/31): Implementation and evaluation of the action plan and revisions made as needed.

Goal 5: Facilitate collective learning, knowledge sharing, skill development, and adoption of new best practices in developmental services.

Objective 1: Expand the Community of Practice (CoP) and incorporate new learning into the organization and service provider community.

Year 1 (FY 26/27): (a) Conduct a CoP self-assessment to evaluate its effectiveness and identify areas for improvement in key aspects such as, but not limited to (i) member engagement, (ii) community impact, and (iii) shared practices.

(b) Based on the results, create an action plan with timelines to address priority areas. Implement the action plan.

Year 2 (FY 27/28): Implementation and evaluation of the CoP action plan and revisions made as needed.

Year 3 (FY 28/29): Repeat the CoP self-assessment. Update the existing action plan or create a new action plan with timelines to address priority areas. Implement the action plan.

Year 4 (FY 29/30): Implementation and evaluation of the CoP action plan and revisions made as needed.

Year 5 (FY 30/31): Repeat the CoP self-assessment. Update the existing action plan or create a new action plan with timelines to address priority areas. Implement the action plan.

Focus Area: Improve Organizational Development

Goal 1: Maintain a customer-focused culture.

Objective 1: Continue to implement and evaluate an ongoing formal customer service training program that aligns with Harbor's universal customer service standards.

Year 1 (FY 26/27) through Year 5 (FY 30/31): (a) Continue providing customer service training as part of new staff onboarding and biennial refresher training to all staff. Evaluate feedback on training, review universal customer service standards, and make revisions as needed.

(b) Implement Customer Service Survey, evaluate results, and as needed, set targets, identify and implement strategies for improving survey response rates and low satisfaction areas.

Goal 2: Provide continuity and stability in Harbor's leadership.

Objective 1: Develop, implement, and evaluate a succession plan to ensure a smooth transition of leadership roles within the organization.

Year 1 – FY 26/27: (a) Develop a board approved executive succession policy for ensuring leadership continuity during personnel changes, covering both planned separations and emergency situations by January 31, 2027.

(b) Develop a succession plan that aligns with the policy and details the process for identifying and developing talent for future leadership positions by June 30, 2027.

Year 2 (FY 27/28) through Year 5 (FY 30/31): Ongoing implementation and evaluation of succession plan and revisions made as needed.

Evaluation of Progress

Upon the Board of Trustees' approval of this strategic plan, separate operational/work plans will be developed that outline the specific projects and activities aimed at achieving the strategic goals and objectives. These annual 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 reviewed by, the Board of Trustees on a semiannual basis in a format agreed upon by the Board and Executive Director. In addition, an annual review of the strategic plan will also be prepared and posted on Harbor's website, and revisions to the plan will be made as needed.



Harbor Strategic Plan Executive Summary



**HARBOR REGIONAL CENTER
STRATEGIC PLAN PROGRESS REPORT
Fiscal Year 2025-26
Quarters 1 and 2: July 1 to December 31, 2025**

EXECUTIVE SUMMARY

The Harbor Regional Center (Harbor) Board of Trustees approved a Strategic Plan on March 21, 2023 that identifies the focus areas, goals and objectives Harbor is pursuing over fiscal years (FY) 2023-24 through 2025-26. Progress toward achieving the strategic goals and objectives is reported to, and evaluated by, the Board of Trustees on a semi-annual basis. This represents the FY 2025-26 first semi-annual progress report to the Board of Trustees. For purposes of this summary, progress is reported using the color coding defined in the key below. Details for each of the focus areas, goals and objectives are found in the full progress report.

The first two quarters of this fiscal year marks the beginning of Year 3 of the Strategic Plan. Overall, progress remains strong with nine (9) Strategic Plan goals and objectives on track. As a reminder, two goals in the resource development area were specific to FY 2023-24 and therefore were not carried over to FY 2024-25. This is why the Resource Development area on page 4 reflects only Objectives 3 and 4. Two (2) goals/objectives remain in progress and are within a few months of target dates. Harbor's Information and Communication Plan continues to move forward, though the progress in reviewing and updating the vast number of Harbor's documents continues at a slower pace than originally expected. Nonetheless, Harbor's website is updated regularly and Harbor's newly adopted mission, vision and guiding values are now being shared internally and with the community. Progress within Harbor's Community Engagement Plan also remains strong. Many components are on track, especially related to the numerous events Harbor hosts and sponsors. Steady progress continues on other components of the plan.

The accompanying progress report details the activities, achievements and challenges of implementing the Strategic Plan from July 1 to December 31, 2025.

KEY

Green = Proceeding as expected or completed within one month of target date	On Track
Yellow = Work started within two to three months of target date	In Progress
Red = Work started 3+ months beyond target date or was intentionally delayed	Slow Progress

OVERALL PERFORMANCE

Progress on Goals/Objectives This Reporting Period	On Track	In Progress	Slow Progress	Total
	9	2	0	11

PROGRESS AT A GLANCE

Strategic Focus Area One: Improve Individual and Family Experience and Satisfaction

Goal 1: Increase availability of information and communications to be more responsive and accessible to individuals and families.	
Objective 1: Deliver high quality, responsive and accessible information to individuals and families through June 30, 2026.	
Year 3: Ongoing implementation of Information and Communication Plan and revisions made as needed.	In Progress
Objective 2: Increase the percentage of individuals and families reporting satisfaction with Harbor's delivery of information, including its accessibility and responsiveness, by June 30, 2026.	
Year 3: Continue conducting and evaluating surveys to gather information from individuals and families about their satisfaction with Harbor's information sharing and communication; identify areas of low satisfaction, set targets and identify strategies for improving low satisfaction, as appropriate. Revise surveys as needed.	On Track
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 Harbor to become a more person-centered organization through June 30, 2026.	
Year 3: Ongoing implementation of the Person-Centered Organization Plan, including a Community of Practice on person-centered practices. Revisions made to plan as needed.	On Track
Objective 2: Increase the percentage of individuals and families reporting whose feedback indicates Harbor's case management staff were skilled in developing their person-centered service plans, and agree their plans are person-centered and meet their needs, by June 30, 2026.	
Year 3: Continue conducting and evaluating surveys to gather information from individuals and families about Harbor's person-centered practices; identify areas of low satisfaction, set targets and identify strategies for improving low satisfaction, as appropriate. Revise surveys as needed.	On Track

Strategic Focus Area Two:
Enhanced Service Coordination

Goal 1: Maintain customer-focused culture.	
Objective 1: Harbor 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 3: Continue including customer service training as part of new staff onboarding; start biennial refresher training; evaluate feedback on training and revise as needed.	On Track
Objective 2: Increase the percentage of individuals and families reporting satisfaction with Harbor's customer service by June 30, 2026.	
Year 3: Continue conducting and evaluating surveys to gather information on the satisfaction of individuals and families with Harbor's customer service; identify areas of low satisfaction, set targets and identify strategies for improving low satisfaction, as appropriate. Revise surveys as needed.	On Track
Goal 2: Harbor will enhance its organizational knowledge and adopt new best practices as needed.	
Objective 1: Ensure ongoing learning opportunities for Harbor staff to increase their knowledge, skills and abilities and enhance their job performance through June 30, 2026.	
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.	On Track
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 3: Incorporate new learning into the organization (e.g., policies, procedures, trainings) to ensure adoption of best practices. Promote the spread of best practices within community (e.g., service providers, individuals and families, community partners). Review mission and goals of CoP and revise as needed.	On Track

Strategic Focus Area Three: **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 3: Develop targeted resources that increase service delivery options to meet cultural, linguistic and geographic needs through June 30, 2026.	
Year 3: Develop a total of 10 services to increase capacity based on relevant needs assessments, gap analyses, and in alignment with DDS' Regional Center Performance Measures. The services to be developed include, but are not limited to, specialized residential homes, day programs, and early intervention services.	On Track
Objective 4: Increase the percentage of individuals and families reporting satisfaction with the cultural diversity of Harbor's service providers by June 30, 2026.	
Year 3: Continue conducting and evaluating surveys to gather information from individuals and families about their satisfaction with the cultural diversity of Harbor's service providers; identify areas of low satisfaction, set targets and identify strategies for improving low satisfaction, as appropriate. Revise surveys as needed.	On Track

Strategic Focus Area Four: **Community Engagement**

Goal 1: Facilitate individual and family collaboration and partnership with Harbor.	
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 Harbor'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 3: Continue implementing the Community Engagement Plan, evaluating its success and revising as needed.	In Progress



Strategic Planning Full Progress Report

HARBOR REGIONAL CENTER STRATEGIC PLAN PROGRESS REPORT

Fiscal Year 2025/26
Quarters 1 and 2: July 1 to December 31, 2025

DETAILED SUMMARY

STRATEGIC FOCUS AREA ONE IMPROVE INDIVIDUAL AND FAMILY EXPERIENCE AND SATISFACTION

Goal 1: Increase availability of information and communications to be more responsive and accessible to individuals and families.				
Objective	Year 3 Activities	Current Period Activities	Progress for Current Period	Status*
Objective 1: Deliver high quality, responsive and accessible information to individuals and families through June 30, 2026.	Year 3: Ongoing implementation of three-year plan and revisions made as needed.	- Review and update existing Purchase of Services Policies and Procedures as needed. - Ongoing review and updating of informational materials (e.g., brochures, public presentations, flyers, etc.). - Finalize Harbor's internal Information and Communication Guide. - Develop standardized messaging to partner organizations about use of Harbor's logo.	- Many materials have been reviewed, updated and shared both internally and on the website (e.g., Early Start Information Packet, Intake Application, updated mission, vision, guiding values). - Work on the Information and Communication Guide is in progress, but is a few months out from the initial target date. - A logo use guide for partners is under review.	In Progress

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 3: Continue conducting and evaluating surveys to gather information from individuals and families about their satisfaction with Harbor's information sharing and communication; identify areas of low satisfaction, set targets and identify strategies for improving low satisfaction, as appropriate. Revise surveys as needed.	- Summarize and analyze results from May 2025 Survey. - Prepare an executive summary and presentation for the Board of Directors and community. - Prepare for implementation of Year 3 Annual Survey.	- Survey results were collected, summarized and analyzed at the end of last fiscal year. - Year 2 survey results were presented at the September 16, 2025 Board of Trustees' Meeting. - A community report with an executive summary of the survey results was developed, translated and posted on the website in October 2025. - It was determined that the next individual and family survey will be distribution in FY 2026/27.	On Track
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Goal 2: Optimize individuals' and families' active engagement in the planning process to provide the best individualized services and supports.				
Objective	Year 3 Activities	Current Period Activities	Progress for Current Period	Status*
Objective 1: Build infrastructure for HRC to become a more person-centered organization through June 30, 2026.	Year 3: Ongoing implementation of three-year plan and revisions made to plan as needed.	- New employees to be trained in person-centered service plan (PCSP) facilitation and person-centered thinking (PCT) within three months of employment. - PCT training to be offered quarterly. - Identify and begin training a Harbor PCT and PCSP trainer to become a mentor trainer.	- PCT and PCSP training was held for new staff in July and October 2025. - In July 2025, Harbor hosted a PCT training for families and providers in Spanish. - A virtual series on PCT was held as part of Harbor's Saturday Speaker Series in July. - An existing Harbor PCT trainer has been identified to become a mentor trainer. Training has not yet started as a mentoring application	On Track

			has to be submitted, which will be done in Quarter 3.	
Objective 2: Increase the percentage of individuals and families reporting whose feedback indicates HRC's case management staff were skilled in developing their person-centered service plans, and agree their plans are person-centered and meet their needs, by June 30, 2026.	Year 3: Continue conducting and evaluating surveys to gather information from individuals and families about Harbor's person-centered practices; identify areas of low satisfaction, set targets and identify strategies for improving low satisfaction, as appropriate. Revise surveys as needed.	- Summarize and analyze results from May 2025 Survey. - Prepare an executive summary and presentation for the Board of Directors and community. - Prepare for implementation of Year 3 Annual Survey. - Summarize and analyze the FY 2025/26 Quarters 1 & 2 results for the person-centered service planning Survey that is provided to individuals and families immediately after their Individual Program Plan (IPP) meeting.	- Survey results were collected, summarized and analyzed at the end of last fiscal year. - Year 2 survey results were presented at the September 16, 2025 Board of Trustees' Meeting. - A community report with an executive summary of the survey results was developed, translated and posted on the website in October 2025. - It was determined that the next individual and family survey will be distribution in FY 2026/27. - FY 2024/25 results from the survey provided to individuals and families immediately after their IPP were summarized, analyzed. Highlights included: 8% return (n=1,333) - Results were positive with 87% to 93% strongly agreeing with statements.	On Track

***KEY**

Green – Proceeding as expected or completed within one month of target date	On Track
Yellow – Work started within two or three months of target date	In Progress
Red – Work started 3+ months beyond target date or was intentionally delayed	Slow Progress

FOCUS AREA ONE: SUMMARY AND NEXT STEPS

Communication and Information

Harbor continues to engage in many activities to ensure that information and communication is as effective as possible both internally and for our community. The development of all new materials (e.g., flyers, fact sheets, presentations) incorporates person-centered language and strives to be accessible and user-friendly.

Examples of materials that were updated and posted on the website include, but are not limited to: a Become a Service Provider webpage with new standardized vendorization information; Early Start Information Packet in Khmer; Guide to CA Regional Center System in Khmer; online Intake Application capturing new DDS requirements. Additionally, the newly adopted Harbor mission, vision and guiding values statements were printed and distributed internally and posted on the website.

Information and communications also continue through a multitude of social media posts, electronic e-blasts to the community, flyers, newsletter, presentations, trainings and text message campaigns.

Progress towards reviewing and revising Harbor's existing policies and procedures continues in this fiscal year. The Information and Communications Guide is under review and is expected to be finalized and implemented this fiscal year. The guide consists of the purpose of the guide, key concepts, as well as guidelines for effective communication, brief overview on how to use the guide, and a mock-up of a reference sheet that will be used.

Person-Centered Organization

PCT trainings and person-centered service plan facilitation training continues to be offered ongoing and as part of new employee orientation. As noted last quarter, Harbor provided training and ongoing support to case management staff for the January 2025 roll out the new standardized person-centered Individual Program Plan (IPP), as required by the Department of Developmental Services (DDS). Beginning in July 2025, Harbor's internal PCT trainings were open to service providers as a way of supporting the provider community in its own efforts to implement person-centered practices. Harbor's PCT Manager has been networking with Spanish speaking PCT trainings in Los Angeles regarding the Spanish version of the PCT curriculum. The goal is to offer PCT training in Spanish later this fiscal year. In October and November 2025, the PCT Manager attended a Spanish-speaking support to provide an introduction to IPP, which incorporated person-centered thinking and planning.

Surveys

The FY 24/25 Individual and Family Experience and Satisfaction Survey results were summarized and analyzed at the end of last fiscal year. Overall, results were similar to Year 1 results, which were overall positive. A formal presentation of the results took place at the September 16, 2025 Board of Trustees' Meeting. Results were also presented to Harbor's staff in October 2025. A community report with an executive summary of the survey results was developed, translated and posted on the website in October 2025. An e-blast was sent to the community communicating the availability of the report.

Based on the Year 2 results being aligned with Year 1 results and in light of Harbor's proposed Strategic Plan for FY 2026/27-2030/31, the Individual and Family Experience and Satisfaction Survey will not be distributed this fiscal year. The current plan is to distribute the survey every other fiscal year opposite of when DDS distributes the National Core Indicators Family Surveys. Harbor plans to distribute the Individual and Family Experience and Satisfaction again in FY 2026/27.

Harbor continues to implement a Person-Centered Service Planning Survey that is given to individuals and their circles of support immediately after their IPP meeting. During FY 2024/25, 1,333 surveys were completed, which represents an 8% return rate. Responses to the seven questions on the survey were positive with between 87% and 93% of survey respondents saying they strongly agreed with statements regarding the IPP meeting. Comments were very positive, especially about service coordinators and how well they facilitated the IPP process. In the current fiscal year, survey results are summarized and analyzed every six months instead of every quarter so survey results for July 1, 2025 to December 2025 will be shared in the next Board Progress Report.

STRATEGIC FOCUS AREA TWO: ENHANCED SERVICE COORDINATION

Goal 1: Maintain customer-focused culture.				
Objective	Year 3 Activities	Current Period Activities	Progress for Current Period	Status*
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 3: Continue including customer service training as part of new staff onboarding; start biennial refresher training; evaluate feedback on training and revise as needed.	• New staff onboarding to include customer service training. • Ongoing evaluation of feedback on training. • Determine process for implementing a customer service refresher training.	• Customer service training continues to be part of new staff onboarding. • Staff are asked to complete a survey immediately after the training to evaluate its effectiveness. Results continue to be positive. • 12 mini modules were developed for refresher training and are in the process of being finalized.	On Track
Objective 2: Increase the percentage of individuals and families reporting satisfaction with HRC's customer service by June 30, 2026.	Year 3: Continue conducting and evaluating surveys to gather information on the satisfaction of individuals and families with Harbor's customer service; identify areas of low satisfaction, set targets and identify strategies for improving low satisfaction, as appropriate. Revise surveys as needed.	• Summarize and analyze results from May 2025 Survey. • Prepare an executive summary and presentation for the Board of Directors and community. • Prepare for implementation of Year 3 Annual Survey. • Summarize and analyze the FY 2025/26 Quarters 1 & 2 results for the ongoing customer service survey that is available to anyone	• Survey results were collected, summarized and analyzed at the end of last fiscal year. • Year 2 survey results were presented at the September 16, 2025 Board of Trustees' Meeting. • A community report with an executive summary of the survey results was developed, translated and posted on the website in October 2025. • It was determined that the next individual and	On Track

		interacting with Harbor staff.	family survey will be distribution in FY 2026/27. - FY 2024/25 results from the ongoing customer service survey were summarized, analyzed. Highlights included: 240 responses were received - Results were positive with 93% to 98% components of the customer service they received as exceeding or meeting their expectations and 83% saying their overall experience with Harbor was “great”.	
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Goal 2: HRC will enhance its organizational knowledge and adopt new best practices as needed.				
Objective	Year 3 Activities	Current Period Activities	Progress for Current Period	Status*
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 3: Continue developing and offering new training opportunities, monitor small work/discussion groups and modify topics and groups as desired by individual departments. Revise organizational training plan as needed.	- Continue developing and offering new professional development opportunities. - Implement a professional development survey for Harbor staff.	- A series of six courses about the HSBC Final Rule were offered to staff and providers between July and December 2025. - An LGBTQ+ Cultural Humility training was offered to staff in November 2025. - Harbor kicked off a Book Club for staff in	On Track

Goal 2: HRC will enhance its organizational knowledge and adopt new best practices as needed.				
Objective	Year 3 Activities	Current Period Activities	Progress for Current Period	Status*
			September 2025 with 21 people participating. The last professional development survey distributed to staff is under review.	
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 3: Incorporate new learning into the organization (e.g., policies, procedures, trainings) to ensure adoption of best practices. Promote the spread of best practices within community (e.g., service providers, individuals and families, community partners). Review mission and goals of CoP and revise as needed.	- Incorporate new learning into the organization. - Decide on frequency and format of CoP meetings for 2026. - Ongoing meetings of the CoP will continue. - Review mission and goals of CoP and revise as needed.	- A learning log was started to track the CoP's work and determine next steps for sharing information with the greater Harbor community. - The CoP Steering Committee met monthly. - Online coaching circles were held in July and October 2025. - A "Taking Action" online meeting took place in November 2025. - The CoP held a "Deep Dive" in person meeting in September 2025. - The CoP Steering Committee reviewed its mission and purpose statement with no recommendations for change.	On Track

***KEY**

Green – Proceeding as expected or completed within one month of target date	On Track
Yellow – Work started within two or three months of target date	In Progress
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FOCUS AREA TWO: SUMMARY AND NEXT STEPS

Customer Service

Training

A modified, shortened customer service training called “Customer Service and Expectations” continues to be included in onboarding new staff. After completing the training, new hires are asked to complete a quick survey and results continue to be very positive. Additionally, Harbor’s General Standards for Customer Service are infused into new employee orientation.

This fiscal year, 12 mini modules originally developed by Moran Consulting were reviewed and are being modified so a refresher training series can be implemented with staff beginning later this fiscal year. The modules include topics including, but not limited to: Showing Respect and Courtesy in Email Communication; Responding Promptly to Email; Identifying Customer Needs; Using Email with Care, Internal Customer Service; and Linking to your Organization’s Vision.

Surveys

The FY 24/25 Individual and Family Experience and Satisfaction Survey results were summarized and analyzed at the end of last fiscal year. Overall, results were similar to Year 1 results, which were overall positive. A formal presentation of the results took place at the September 16, 2025 Board of Trustees’ Meeting. Results were also presented to Harbor’s staff in October 2025. A community report with an executive summary of the survey results was developed, translated and posted on the website in October 2025. An e-blast was sent to the community communicating the availability of the report.

Based on the Year 2 results being aligned with Year 1 results and in light of Harbor’s proposed Strategic Plan for FY 2026/27-2030/31, the Individual and Family Experience and Satisfaction Survey will not be distributed this fiscal year. The current plan is to distribute the survey every other fiscal year opposite of when DDS distributes the National Core Indicators Family Surveys. Harbor plans to distribute the Individual and Family Experience and Satisfaction again in FY 2026/27.

Harbor continues to implement an ongoing Customer Service Survey that is available to anyone who interacts with Harbor staff. The survey is available on all Harbor staff email signature blocks, on Harbor’s website and a QR Code and hard copies of the survey are also available in all our reception areas and Family Resource Centers. During FY 2024/25, 240 surveys were submitted. The results were positive with between 93% and 98% rating the customer service they received as exceeding or meeting their expectations and 83% saying their overall customer service experience with Harbor staff was “great”. It is important to note that this survey goes beyond the scope of the Strategic Plan in that anyone in our community can take the survey. That said, XX% of survey respondents were individuals and families served by Harbor.

Professional Development

In Quarters 1 & 2, several professional development opportunities were offered. Some of these included opportunities that were also offered to service providers. For example, a series of courses through Helen Sanderson Associates. From July through September 2025, the series offered Community Connecting, Supported Decision Making, and Curious Conversations about the HCBS Final Rule Requirements. From October through December 2025, the series offered Compassion at Work, Community Connecting, and Supported Decision Making. Harbor also kicked off a book club for staff that began in September with 21 members. And, in November 2025, Harbor offered two sessions of LGBTQ+ Cultural Humility Training.

The professional development survey that was distributed to staff in Year 1 of the Strategic Plan is currently under review and will be revised as needed in the upcoming quarter. The survey is expected to be distributed to staff by the end of this fiscal year so future professional development opportunities include topics of most interest to Harbor's staff.

Community of Practice

Harbor's Community of Practice (CoP) continues to be very productive again so far this fiscal year. The focus of the CoP, which is the Home and Community Based Services (HCBS) Final Rule. Several types of meetings continue to be held on a quarterly basis. Deep Dive meetings are quarterly in person meetings that last 3 hours. Each Deep Dive focuses on 2 HCBS requirements and PCT skills that can help with those requirements. During these in person meetings, the community suggests topics for 5 Coaching Circles. Coaching Circles are 90 minutes each and happen across 2 days over Zoom. The topics covered in each coaching circles are determined based on what the community suggested during the Deep Dive and are led by a member of the community. These are meant to be smaller conversations. Taking Action meetings are also held once a quarter for 90 minutes over Zoom. These are refreshers on the HCBS requirement discussed at the deep dive and teach PCT skills that can be shared and taught to others. Finally, the CoP Steering Committee is a group of 17 members that meets remotely as needed to guide the direction of the general CoP. The Steering Committee is made up of individuals served, service providers, and Harbor staff. All CoP events are open to any members of the Harbor community including individuals served, their circles of support, service providers, and Harbor Staff. Beginning in February 2026, the COP Steering Committee will meet every other month rather than monthly. All the other CoP activities will stay on the same schedule.

A Learning Log has been started to track what the CoP is learning through its activities so a information can be shared with the Harbor Community and building partnerships with external organizations.

STRATEGIC FOCUS AREA THREE: 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	Year 3 Activities	Current Period Activities	Progress for Current Period	Status*
Objective 3: Develop targeted resources that increase service delivery options to meet cultural, linguistic and geographic needs through June 30, 2026.	Year 3: Develop a total of 10 services to increase capacity based on relevant needs assessments, gap analyses, and in alignment with DDS' Regional Center Performance Measures. The services to be developed include, but are not limited to, specialized residential homes, day programs, and early intervention services.	• Ongoing activities to develop 10 resources this fiscal year, including • specialized residential homes • supported living services • behavioral services and • early intervention services.	• Four (4) targeted resources targeted were developed in Quarters 1 & 2 to expand early intervention services, behavioral services and behavioral respite that increase options to meet cultural, linguistic and geographic needs.	On Track
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 3: Continue conducting and evaluating surveys to gather information from individuals and families about their satisfaction with the cultural diversity of Harbor's service providers; identify areas of low satisfaction, set targets and identify strategies for improving low satisfaction, as appropriate. Revise surveys as needed.	• Summarize and analyze results from May 2025 Survey. • Prepare an executive summary and presentation for the Board of Directors and community. • Prepare for implementation of Year 3 Annual Survey.	• Survey results were collected, summarized and analyzed at the end of last fiscal year. • Year 2 survey results were presented at the September 16, 2025 Board of Trustees' Meeting. • A community report with an executive summary of the survey results was developed, translated and posted on the website in October 2025. • It was determined that the next individual and family survey will be distribution in FY 2026/27.	On Track

***KEY**

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FOCUS AREA THREE: SUMMARY AND NEXT STEPS

Develop New Resources

This goal focuses on new development that expands the array of service option to meet the cultural, linguistic and geographic needs of our community. It does not include the development we do to increase service options or replace service options when existing providers close their businesses or retire.

During Quarters 1 & 2 of this fiscal year, four (4) resources were developed in the areas targeted and all increase access to the geographic, linguistic and cultural needs of our community:

- Expand early intervention services – Occupational Therapy and Physical Therapy services were vendored
- Expand behavior services – one applied behavior analysis service was vendored.
- Expand residential services – a new residential home was vendored.
- Harbor's first behavioral respite agency was vendored.

Surveys

The FY 24/25 Individual and Family Experience and Satisfaction Survey results were summarized and analyzed at the end of last fiscal year. Overall, results were similar to Year 1 results, which were overall positive. A formal presentation of the results took place at the September 16, 2025 Board of Trustees' Meeting. Results were also presented to Harbor's staff in October 2025. A community report with an executive summary of the survey results was developed, translated and posted on the website in October 2025. An e-blast was sent to the community communicating the availability of the report.

Based on the Year 2 results being aligned with Year 1 results and in light of Harbor's proposed Strategic Plan for FY 2026/27-2030/31, the Individual and Family Experience and Satisfaction Survey will not be distributed this fiscal year. The current plan is to distribute the survey every other fiscal year opposite of when DDS distributes the National Core Indicators Family Surveys. Harbor plans to distribute the Individual and Family Experience and Satisfaction again in FY 2026/27.

STRATEGIC FOCUS AREA FOUR: 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	Year 3 Activities	Current Period Activities	Progress for Current Period	Status*
Objective 1: Develop, implement and evaluate a comprehensive community engagement plan through June 30, 2026.	Year 3: Ongoing implementation of the Community Engagement Plan and revisions made to plan as needed.	• Ongoing engagement activities with Harbor's community. • Enhance Harbor's Training and Events calendar. • Continue tracking new and existing community partners. • Finalize a legislative advocacy toolkit for individuals, families and service providers. • Ongoing "meet and greets" and other engagement activities with local legislators.	• Harbor hosted more than 150 trainings, workshops and events in Quarters 1 & 2. • Plans were outlined to enhance Harbor's training and events calendar, including a meeting with a designer in December 2025. • The master list for existing and new community partners continues to evolve and due to its complexity, progress has been slower than anticipated. • A legislative advocacy 101 training has been finalized. • Many community engagement activities, including those with state and local legislators continued in Quarters 1 & 2.	In Progress

***KEY**

Green – Proceeding as expected or completed within one month of target date	On Track
Yellow – Work started within two or three months of target date	In Progress
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FOCUS AREA FOUR: SUMMARY AND NEXT STEPS

As noted last fiscal year, some activities in this area are taking more time to implement than originally anticipated. Nevertheless, Harbor's overall community engagement efforts continue to thrive and our efforts to establish new and maintain existing partnerships within our community continue to be strong.

In Quarters 1 & 2 of this fiscal year, more than 150 trainings, workshops and other community events were held for individuals and families across all departments of Harbor. This included, but was not limited to, several outreach presentations, a listening session, parent mentor clinics in Norwalk and Long Beach, child-find activities, and several community events with numerous community partners who share our commitment to the individuals and families we serve.

Harbor has also been busy with legislative advocacy. We regularly shared Calls for Action with our community. We continue to maintain communications with local elected officials and successfully coordinated meet and greets with elected officials as well as inviting them to attend our scheduled events. For example, we had a meet and greet with Assemblymember Jose Luis Solache in October 2025 and Senator Bob Archuleta, Assemblywoman Blanca Pacheco's representative, and Norwalk Councilmember Rick Ramirez attended our Dia De Los Muertos Cultural Celebration in October 2025. Our Legislative Advocacy 101 training has been finalized and we plan to provide training to staff and the community in January and September 2026.

As reported previously, the areas where progress is being made at a slower pace than initially anticipated is in tracking participation in our community events and with agencywide tracking of new and existing community partners. Many of our staff are involved in community engagement and the executive leadership team continues to fine tune the master list that's been developed. Tracking participants at community events continues to be difficult as some individuals and families are nervous to write their names on sign-in sheets. We continue to brainstorm ways not only to track who attends events, but also to encourage and support more people to attend them.



HARBOR
REGIONAL CENTER

ANNUAL PURCHASE OF SERVICE MEETING



Learn about Harbor data on Purchase of Service,
Demographics, and Expenditures for
Fiscal Year 2024 - 2025

**ENGLISH: Wednesday,
3/25/2026 @ 6pm on Zoom**

[Click here to register for this meeting](#)

**SPANISH: Thursday,
3/26/2026 @ 6pm on Zoom**

[Click here to register for this meeting](#)

Information will be the same at both meetings.

What to Expect:



Demographics



POS Data



Plans



Share your
feedback

Spanish interpretation will be available for the English session. English interpretation will be available for the Spanish session. ASL interpretation will be available for both sessions. Interpretation in another language is available, please let us know your preference by indicating on the registration or by emailing: info@harborrc.org.



Community Engagement *highlights*



HARBOR
REGIONAL CENTER

Community Engagement



Lunar New Year Cultural Celebration







16th Annual Celebration of Children with Special Needs



asmsolache
Lynwood, California



asmsolache This past Sunday, we co-hosted the 16th annual Celebration of Children with Special Needs, and my heart is full.

What started as a small gathering has grown into a beautiful tradition centered on joy, dignity, and community. Seeing our children smile and families come together reminds me why this work matters.

Thank you to our partners @mylynwoodca @lynwoodunified and Angeles Especiales, and to every parent, caregiver, educator, and volunteer who makes this day so special.

We will keep fighting for inclusion and opportunity because every child deserves to be seen, valued, and empowered to thrive.

1w

Grassroots Day



➤ March 3, 2026

➤ 9 Legislative Meetings

AB2324 (Gonzalez, Jeff)

Vocational Education: Youth Caregivers
Career Pathway Program



AB1670 (Arambula, Joaquin)

Oral Health Services: Behavior Management



Concurrent Resolution on the 60th Anniversary of the Two Pilot Regional Centers



Stabilizing Regional Center Funding





AD 69 - Josh Lowenthal

AD65 - Mike Gipson





AD64 - Blanca Pacheco

AD62 - Jose Luis Solache



SD30 - Bob Archuleta



PRESENTATION

on

**‘Board Governance,
Executive Director
Relationship &
Conflict of Interest’**

by



**Tammy Carter,
Director of Human
Resources & Patrick
Ruppe, Executive
Director**

Board Governance, Executive Director Relationship & Conflict of Interest

Presented by Tammy Carter, Director of Human
Resources & Patrick Ruppe, Executive Director

March 17, 2026



Board Governance

CORE ROLE OF THE BOARD The Board governs and management operates

The Board is responsible for:

- Setting and safeguarding the mission
- Ensuring compliance with the Lanterman Act and the DDS Contract
- Adopting and maintaining bylaws, policies & governance practices
- Hiring, supporting and annually evaluating the Executive Director
- Ensuring fiscal integrity through audits and oversight
- Holding management accountable for performance and quality
- Operating transparently and ethically
- Periodically assessing Board committee effectiveness

Board Governance

KEY LEGAL & STATUTORY OBLIGATIONS

Directors have specific, non-delegable duties, including:

Electing directors & officers	Complying with Board term limits
Approving bylaws & amendments	Approving contracts over \$250,000
Annually evaluating the Executive Director	Maintaining conflict-of-interest disclosures
Contracting annually with an independent auditor	Reporting Board compositing to DDS

Board Governance

EXECUTIVE DIRECTOR vs. BOARD

Executive Director responsibilities:

- Manages daily operations and staffing
- Implements Board policy
- Ensures contract and regulatory compliance
- Leads organizational culture and staff
- Serves as the primary community representative
- Keeps the Board informed and connected

Board Governance

EXECUTIVE BOARD MEETINGS

High-functioning Boards:

- ❖ Stick to the agenda
- ❖ Use consent calendars
- ❖ Delegate deep work to committees
- ❖ Come prepared by reading the material provided in advance
- ❖ Avoid micromanagement
- ❖ Respect time, participation and decorum
- ❖ Call the question when discussion is complete

Board Governance

BOARD CONDUCT & CULTURE

Board members:

- ❖ Ask questions and seek clarity
- ❖ Listen respectfully and openly
- ❖ Maintain confidentiality, especially in closed session
- ❖ Support decisions once made
- ❖ Conduct business only at noticed meetings

Board Governance

FIDUCIARY DUTIES

Board members owe
three core duties:

1) Duty of Care

- Be informed, attend meetings, ask questions
- Rely in good faith on qualified staff & experts

2) Duty of Loyalty

- Act in the best interest of the organization
- Avoid conflicts of interest and personal gain
- Do not compete with the organization

3) Duty of Obedience

- Follows laws, contracts, bylaws & Board policies

The Business
Judgement Rule
protects directors who
act in good faith, are
informed and act
reasonably

Board Governance

RISK, INSURANCE & STATE CONTRACT OVERSIGHT

Directors are protected through indemnification & D&O insurance:

- Management handles most state contract requirements
- The Board must directly approve:
- Large contracts
- Transparency and conflict-of-interest policies
- RFP policies
- Start-up funding policies
- Trust arrangements for employee benefits



Board Governance BOTTOM LINE:

The Board sets direction, ensures accountability, protects the mission, supports strong leadership, while allowing management to do the work.

CONFLICT OF INTEREST

WHY IT MATTERS?

Purpose:



Protect integrity



Public trust



Compliance with state law

Core Principle:

- No one may place personal or family interests above the interests of the regional center and the people it serves

CONFLICT OF INTEREST

WHO IS COVERED?

Conflict-of-interest rules apply to:

- Board members
- Executive Director
- Employees with decision-making authority (including service coordinators)
- Advisory committee members
- Contractors, agents and consultants
- Family members of decision-makers

CONFLICT OF INTEREST

WHAT IS A CONFLICT?

A conflict exists when a decision-maker (or family members) has:

- A financial interest in a provider or contract
- A role with a service provider (Board member, employee, owner, consultant, etc.)
- Influence over hiring, supervision, contracts or referrals involving family

Key rule: Even the appearance of a conflict matters.



CONFLICT OF INTEREST

COMMON HIGH-RISK SITUATIONS

- Referring or influencing services for a family-connected provider
- Evaluating or supervising a family member
- Participating in decisions where a financial interest exists
- Making or influencing contracts that personally benefit the employee or family.

CONFLICT OF INTEREST

DISCLOSURE & REPORTING

Conflict of Interest Reporting Statement (DS6016):

- Required for Board members and decision-makers
- Best practice: all employees file

Timing:

- Annually
- Within 30 days of hire
- Within 30 days of any change creating a conflict

Executive Director reviews all disclosures within 10 working days

CONFLICT OF INTEREST

The Regional Center must:

- Eliminate the conflict, or
- Manage it through a Conflict Resolution Plan, or
- The individual must resign

If a Conflict Resolution Plan is required:

- Must be submitted to DDS within 30 days
- Must clearly describe the conflict, mitigation steps and monitoring
- Approval is not guaranteed



CONFLICT OF INTEREST

OVERSIGHT,
TRANSPARENCY
&
CONSEQUENCES

- Certain unresolved conflicts must be posted publicly
- DDS may approve, modify or deny resolution plans
- Violations can lead to contract termination or non-renewal



Conflict of Interest BOTTOM LINE:

Early disclosure protects the individual, the Board and the organization.

The page features decorative geometric elements in the corners. The top-right corner has a cluster of overlapping blue and grey shapes, including a large blue triangle and a grey parallelogram. The bottom-left corner has a similar cluster with a large blue triangle and a grey parallelogram. The bottom-right corner has a solid grey rectangle.

BOARD COMMITTEE MINUTES



**Harbor Regional Center
BOARD DEVELOPMENT COMMITTEE MEETING MINUTES
February 11, 2026**

IN ATTENDANCE:
Joe Czarske, Chair & HDDF Board Vice President
LaVelle Gates, HDDF Board President
Fu-Tien Chiou, HDDF Board Treasurer
Ann Lee, Ph.D., HDDF Board Member
Chris Patay, HDDF Past President
Patrick Ruppe, HRC Executive Director
Jennifer Lauro, HRC Executive Assistant

Meeting Minutes:

The Board Development Committee held a meeting on February 11, 2026 at 2:30 pm via Zoom to review the following:

1. Board member terms tracking
2. Returning Trustees
3. New Board member Candidate & Interviews
4. Composition Compliance
5. Regional Center Oversight 2026-27 Proposed Trailer Bill
 - a. WIC 4622: Board Composition and Training Requirements
 - b. WIC 4625.6: Board Attorney
6. Competency Survey and One Page Overview
7. Onboarding Manual (for new board members)

Next Meeting:

- The next meeting will be on March 11, 2026



Harbor Regional Center
BOARD DEVELOPMENT COMMITTEE MEETING MINUTES
March 11, 2026

Meeting Minutes:

The Board Development Committee met on March 11, 2026 and discussed the following:

- The Board Development Committee identified those Board members who are eligible for Re-Election and prepared the Re-Election Ballot for the FY 2026-27 that will be presented for Board approval at the March 17, 2026 Board meeting. (See attached Re-Election Ballot).

**NOTE: The Board Development Committee Report will be brought forward at the March 17, 2026 meeting prior to the start of the meeting to conduct re-elections.*

- The Board Development Committee reviewed two Board Applications and will conduct interviews at the next meeting scheduled for April 8, 2026.
- The Board Development Committee will review Board Composition and Bylaws at the next meeting.

Next Meeting:

- The next meeting will be on April 8, 2026



OFFICIAL RE-ELECTION BALLOT
March 17, 2026
Board of Trustees

The Board Development Committee is pleased to present the following Board member who is up for re-election and eligible for an **additional one-year term**.

If elected, the term of service for the following Board members will be:
July 1, 2026 to June 30, 2027

Name	Yes	No	ABSTAIN
Dr. James Flores			

The Board Development Committee is pleased to present the following Board members who are up for re-election and eligible for an **additional two-year term**.

If elected, the term of service for the following Board members will be:
July 1, 2026 to June 30, 2028

Name	Yes	No	ABSTAIN
Jeffrey Herrera			
Christopher Patay			
Angela Rodriguez			
Laurie Zaleski			

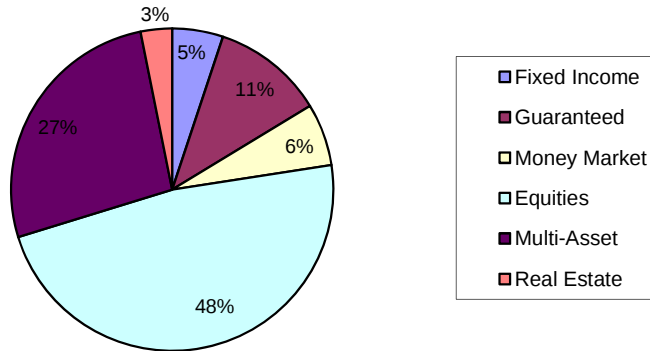
Harbor Regional Center
Retirement Plan Balances as of 12-31-2025

	401(k) Employer Contributions	401(k) Employee Contributions	457(b) Employee Contributions	Total Balance
Fixed Income	\$3,404,013	\$1,306,116	\$70,253	\$4,780,383
Guaranteed	\$6,499,334	\$3,469,390	\$551,092	\$10,519,816
Money Market	\$4,745,971	\$1,099,907	\$11,064	\$5,856,942
Equities	\$31,906,530	\$12,398,201	\$421,299	\$44,726,030
Multi-Asset	\$18,921,617	\$5,971,079	\$56,703	\$24,949,399
Real Estate	<u>\$1,988,236</u>	<u>\$944,711</u>	<u>\$32,672</u>	<u>\$2,965,619</u>
Total	\$67,465,700	\$25,189,405	\$1,143,083	\$93,798,188

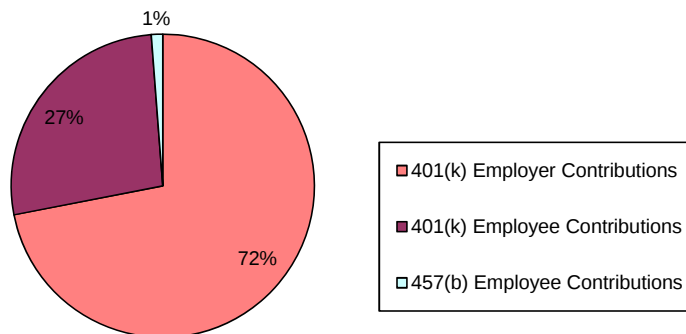
* Plan Balances include active and terminated employees still in the Retirement Plan.

** Employee Contributions include **\$2,576,839** in Rollover funds.

Balance by Fund



Source of Funds



Harbor Regional Center
Retirement Plan Balances as of 12-31-2025

	<u>401(k)</u>	<u>457(b)</u>
Fund Balance 9/30/25	\$90,156,174	\$1,130,774
Activity 10/1/25 - 12/31/25		
Distributions	(\$1,589,492)	(\$24,076)
Contributions	<u>\$1,886,579</u>	<u>\$15,446</u>
Net	\$90,453,261	\$1,122,144
Fund Balance 12/31/25	\$92,655,105	\$1,143,083
Gain/(Loss)	\$2,201,845	\$20,938
% Gain/(Loss) for the Period	2.44%	1.85%

Participants

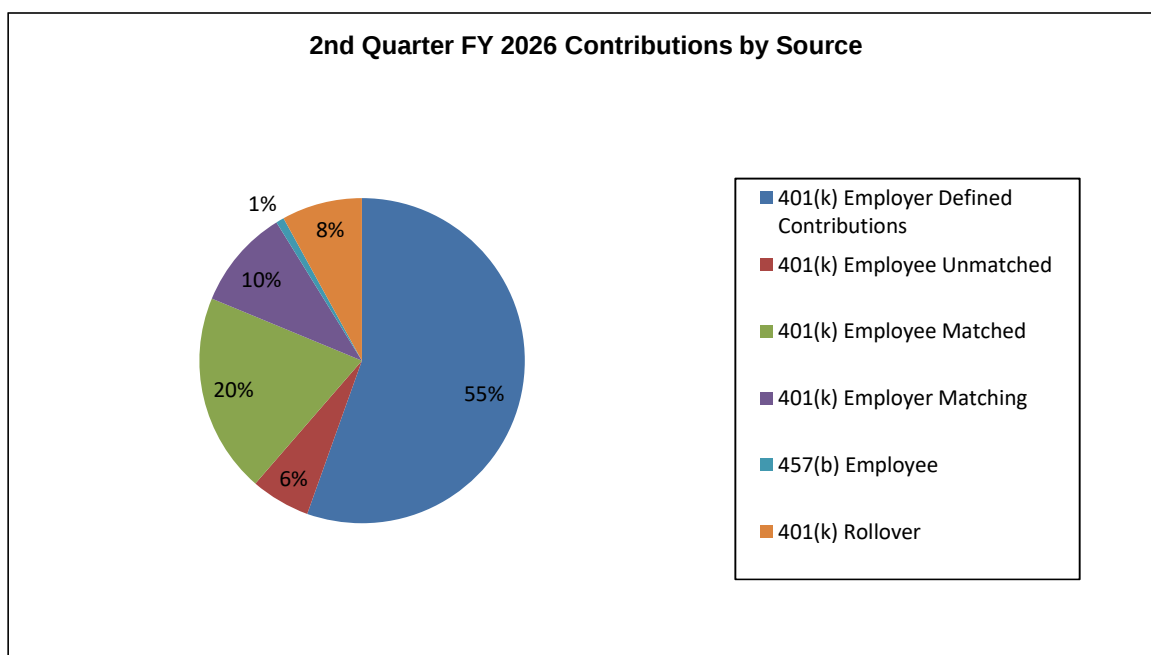
Active Employees in Retirement Plan	464	5	62%
Terminated Employees in Retirement Plan	281	4	38%
Active Employees Total Balance	\$62,269,490	\$612,293	67%
Terminated Employees Total Balance	\$30,385,616	\$530,790	33%

Loan Information

	<u>12/31/25</u>
Employees with Loans	
Active Employees with Loans	52
Terminated Employees with Loans	<u>2</u>
Total	54
Average Balance Amount	\$9,015
Loan Value	
Total Loan Value	\$486,785

Harbor Regional Center
Retirement Plan Balances as of 12-31-2025

	<u>401(k)</u>	<u>457(b)</u>
<u>Contributions</u>		
Employer		
Defined (10%)	\$1,055,002	\$0
Matching (50% of Employee Matched)	\$188,917	\$0
Employee		
Matched (up to 6%)	\$377,835	\$0
Rollover	\$152,270	\$0
Unmatched	<u>\$112,555</u>	<u>\$15,446</u>
Total	\$1,886,579	\$15,446
Employees Contributing	338	
Average deferral percentage	6.11%	



HARBOR REGIONAL CENTER
Self-Determination Advisory Committee (SDAC)
January Meeting Minutes
January 7, 2026

Opening:

Harbor Self Determination Advisory Committee (SDAC) was called to order at 6:10 PM on Wednesday, January 7, 2026, via Zoom.

Quorum was established.

Committee Members Present:

Deaka McClain – Individual Served, Committee Chair

Tim'an Ford – Peer Advocate, Individual

Miriam Kang – Parent

Wendy Clutterbuck – Parent

Shirlys Gruber – Parent

Mayra Garcia – Parent

Kyungshil Choi – Parent

David Gauthier – Individual Served

Jamie Zoellner – OCRA

Harbor Staff Present:

Patrick Ruppe – Executive Director

Antoinette Perez – Director of Children and Adolescents

LaWanna Blair – Director

Ricardo Orozco – PCS

Wendy Velazquez – PCS

David Hernandez – CSM

Kelsey Machado – CSM

HARBOR REGIONAL CENTER
Self-Determination Advisory Committee (SDAC)
January Meeting Minutes
January 7, 2026

Bryan Sanchez – CSM

Jimmy Silvestre – CSM

Erika Castillo – CSM

Becky Garduno – CSM

Maria Suarez – CSM

Visitors:

Lucy Paz – Interpreter

Albert Feliciano –SCDD

Sonni Charness – Guidelight Group

Debra Jorgensen – Guidelight Group

Kim Sinclair – ASLA

Adelayda Sanchez

Adriana Ortiz

Austyn Perez

Ana Davaa

Alejandra Calderon

Aracely Lopez

Cesilia Ortiz

Lisa Sorenson

Maria Poblete

Reiko Umeda

Reyna Reyes

Rubi Saldana

Shelia Jones

HARBOR REGIONAL CENTER
Self-Determination Advisory Committee (SDAC)
January Meeting Minutes
January 7, 2026

SE

Naomi Hagel

Lety

Tamara Pauly

Katherine Rivas

Heidi Swan

Yolaid Roque

Judy Marks

Yolanda Gomez

Joana Kent

Jenniferr Prindle

Abbreviations:

Harbor: Harbor Regional Center

IF: Independent Facilitator

PCP: Person-Centered Plan

SCDD: State Council on Developmental Disabilities

SDP: Self-Determination Program

DVU: Disability Voices United

FMS: Financial Management Service

DDS: Department of Developmental Services

RFP: Request for Proposal

SDAC: Self-Determination Local Advisory Committee

OCRA: Office of Clients' Rights Advocacy

ASLA: Autism Society of Los Angeles

CSM: Client Services Manager

HARBOR REGIONAL CENTER
Self-Determination Advisory Committee (SDAC)
January Meeting Minutes
January 7, 2026

Welcome:

Introductions of committee members and guests via the chat. Present committee members have camera on and introduce themselves verbally.

Committee Members Responsibilities and Agreements:

Mission Statement (read aloud by Maria Elena Walsh)

Committee Responsibilities (read aloud by Kathy Maye):

- attend meetings regularly and commit to being on time
- be mindful of participants' time by helping keep meetings on track
- listen attentively
- maintain an open mind towards others
- support the actions and efforts of the committee

Committee Agreements (read aloud by Wendy Clutterbuck):

- We agree to be respectful of each other
- We agree to respect privacy by not sharing any personal information
- We agree to only ask questions and share comments related to the SDP
- During public comments, raise your hand and wait to speak until called
- One comment per person, unless there is time for additional questions or comments
- If your questions were not answered during the meeting, email your Harbor service coordinator or Harbor PCS team

Open Forum / Sharing:

- Austin Perez (FMS – PPL) provided an overview of Financial Management Services, including explanations of how individuals utilize FMS and the differences between Sole Employer and Bill Payer models.
- Cecilia Ortiz shared information regarding family support services.
- Katherine Rivas provided an overview of life coaching services.

Questions:

HARBOR REGIONAL CENTER
Self-Determination Advisory Committee (SDAC)
January Meeting Minutes
January 7, 2026

- Evelyn Rodriguez, a parent and Independent Facilitator (IF), asked questions related to program participation. No further questions were raised.

Committee Chair Statewide Updates:

Chair reported no updates and advised that the next meeting will take place in April of 2026 and will provide updates accordingly.

- Committee members discussed agreement for earlier access to reports.

Approval of Minutes:

November 5, 2025, minutes were reviewed. Motion to approve the minutes made by Wendy Clutterbuck, seconded by Tim'an Ford.

Minutes were approved.

Harbor Regional Center Monthly Updates:

- Antoinette Perez provided announcements and facilitated introductions.
 - Wendy Velazquez introduced as new PCS member
- Ricardo Orozco reviewed current FMS at Harbor
 - FMS vendor with Harbor: 18 total
 - Bill Payer (315): 18 total
 - Co-Employer (316): 15 total
 - Sole Employer (317): 15 total

Frequent updates to the FMS list on Harbor's website were noted. Families were advised to contact service coordinators for support.

DDS Directives:

- Harbor presented information on the DDS directive regarding large changes in SDP budgets and shared information about the 2026 reporting sample requirements.

Partner Updates:

HARBOR REGIONAL CENTER
Self-Determination Advisory Committee (SDAC)
January Meeting Minutes
January 7, 2026

- OCRA representative Jamie Zoellner shared updates regarding HCBS Waiver training, general training opportunities, and upcoming Zoom webinars.
- State Council representative Albert Feliciano shared information regarding upcoming orientation sessions.

SDP Success Story:

- Harbor shared a participant success story highlighting the positive impact of the Self-Determination Program.

Orientation Updates:

- Harbor provided updates regarding upcoming SDP orientation sessions.

Closing:

- Upcoming SDP Orientation
 - January 31, 2026, from 9am – 12pm (Spanish)
 - February 18, 2026, from 1pm – 4pm (English)
- Next SDAC Meeting
 - February 4, 2026, from 6:00 PM – 8:00 PM via Zoom.
- Meeting adjourned at 8:00 PM.

Minutes submitted by: Kelsey Machado (CSM)

HARBOR REGIONAL CENTER
Self-Determination Advisory Committee (SDAC)
February Meeting Minutes
February 4, 2026

Opening:

Harbor Self Determination Advisory Committee (SDAC) was called to order at 6:04 PM on Wednesday, February 4, 2026, via Zoom.

Quorum was established.

Committee Members Present:

Deaka McClain – Individual Served, Committee Chair

Tim'an Ford – Peer Advocate, Individual

Kathy Maye – Parent

Miriam Kang – Parent

Maria Elena Walsh – Harbor Regional Center Resource Center, Committee member

Shirlys Gruber – Parent

Mayra Garcia – Parent

Kyungshil Choi – Parent

Jamie Zoellner – OCRA

Harbor Staff Present:

Patrick Ruppe – Executive Director

Antoinette Perez – Director

LaWanna Blair – Director

Ricardo Orozco – PCS

Wendy Velazquez – PCS

Kelsey Machado – CSM

Bryan Sanchez – CSM

HARBOR REGIONAL CENTER
Self-Determination Advisory Committee (SDAC)
February Meeting Minutes
February 4, 2026

Jimmy Silvestre – CSM

Maria Suarez – CSM

Griselda Torres – CSM

Maria Rivas – CSM

Maria Magdaleno – CSM

Visitors:

Lucy Paz – Interpreter

Albert Feliciano – SCDD Advocate

Sonni Charness – Guidelight Group

Debra Jorgensen – Guidelight Group

Kim Sinclair – ASLA

Preselah Seymore – GT Independence (FMS)

Kayley Proenza – Disability Voices United

Roslyn Gray – The Garden

Kristianna Moralls

Flerida Meza

Erin Bowers

Marleni Pineda

Michael Noel

Jasmine

Linda Wind

Ana Martinez

Oina Enciso

Adelayda Sanchez

Adriana Ortiz

HARBOR REGIONAL CENTER
Self-Determination Advisory Committee (SDAC)
February Meeting Minutes
February 4, 2026

Austyn Perez

Ana Davaa

Alejandra Calderon

Aracely Lopez

Cesilia Ortiz

Lisa Sorenson

Maria Poblete

Reiko Umeda

Reyna Reyes

Rubi Saldana

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HARBOR REGIONAL CENTER
Self-Determination Advisory Committee (SDAC)
February Meeting Minutes
February 4, 2026

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Welcome:

Introductions of committee members and guests via the chat. Present committee members have camera on and introduce themselves verbally.

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- listen attentively
- maintain an open mind towards others
- support the actions and efforts of the committee

Committee Agreements (read aloud by Shirlys Gruber):

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- One comment per person, unless there is time for additional questions or comments

HARBOR REGIONAL CENTER
Self-Determination Advisory Committee (SDAC)
February Meeting Minutes
February 4, 2026

- If your questions were not answered during the meeting, email your Harbor service coordinator or Harbor PCS team

Open Forum / Sharing:

- Preselah Seymore – GT Independence (FMS) – shared about the different FMS models they have and the no cap budget
- Mayra Garcia – where are the IF's that have been trained, there should be follow up to ensure the funds are not going to waste training people who are not practicing. Is interested in the follow up data that is coming.
- Flerida Meza – (comment) echoed what Mayra has shared
 - Harbor – followed up about the IF and how we are presenting on data in the future around who is working with harbor individuals and family information
- Shirlys – added to Marya's comments about wanting data

Questions:

- Where can the rate update sheet be found – DDS website rate was shared as well as Harbor rates.
- Vendor or non-vendor providers who gets the increase – yes, all budgets will be updated with the new rate.
- Where can they find the agenda for SDAC – it is sent beforehand to the committee members, it is also posted on Harbor's website, and it will be updated before the next meeting.
- How can they add comments to the agenda or comments, do they have an email they can share with the community for people to ask questions – public comments have been moved to open forum in the beginning of the meeting, have everyone share with their community.
- Updates for the RFP – submitted proposals are being reviewed and Harbor will notify the applicants by March 4th.

Committee Chair Statewide Updates:

Deaka McClain reported the next meeting will take place in April of 2026 and will provide updates accordingly.

HARBOR REGIONAL CENTER
Self-Determination Advisory Committee (SDAC)
February Meeting Minutes
February 4, 2026

- Statewide updates – Town hall meeting on Tuesday February 17th @ 1 – 2 pm, flyer can be found on the SCDD website <https://bit.ly/SSDAC-TOWNHALL-2026>

Approval of Minutes:

January 7, 2026, minutes were reviewed. Motion to approve the minutes made by Tim'an Ford, seconded by Miriam Kang.

Committee member noted she did not see her inquiry reflected in the minutes regarding how past Implementation Funds were spent and how many IF's have been trained and are serving Harbor Families. Committee agreed her inquiry would be reflected in current minutes and that during the scheduled presentations Guidelight and ASLA/Pheonix, we would request that they present this data. They are scheduled to present in March/April. Minutes were approved with corrections.

Harbor Regional Center Monthly Updates:

- Rates
 - Harbor shared the minimum wage increase effective January 1, 2026 to \$16.90 per hour and must be paid per hour in the spending plan
 - Milage rates also increased to \$0.725 per mile and it must be reflected in the spending plan
- SDP Implementation Funds
 - Harbor shared an update regarding the implementation funds
 - We would like to increase the number of bilingual IF's in the community
- DDS Ombudsperson
 - As of 2025 DDS is undergoing a structural shift to consolidate
 - It is an independent and neutral office that assists individuals, helps address concerns, and provides information
 - Focus is on fairness, access, transparency and accountability
 - Their purpose is to investigate complaints, compiles reports, data and assist during appeal processes
 - They do not provide legal advice, decide eligibility, or replace the IPP or appeal process

HARBOR REGIONAL CENTER
Self-Determination Advisory Committee (SDAC)
February Meeting Minutes
February 4, 2026

- Assist families by clarifying policies and help families explore options
- Assist the Regional Centers by clarifying concerns, identifying systemic issues, support for consistency
- Contact information provided
- SDP Resource Fair Flyer
 - April 11, 2026 @ 9am – 12pm Harbor Regional Center – Torrance Office
 - Flyers in multiple languages and interpretation will be provided

Partner Updates:

- OCRA representative Jamie Zoellner shared updates regarding HCBS Waiver training, general training opportunities, and upcoming Zoom webinars. They provide free legal information to Regional Center individuals and training in SDP, eligibility, IEP, advocacy, assessment questions, IHSS advice and appeal, social security.
- State Council representative Albert Feliciano shared information regarding upcoming orientation sessions and upcoming training sessions on how to give better public comments. They are an advocacy agency that provides training on IPP strategies, anti-bullying, SDP, appeals, and general questions on how to navigate the systems they are entitled to.

SDP Success Story:

- Harbor shared a participant success story highlighting the positive impact of the Self-Determination Program.

Closing:

- Upcoming SDP Orientation
 - February 18, 2026, from 1 PM – 4 PM (English)
 - February 24, 2026, from 5 PM – 8 PM (Spanish)
- Next SDAC Meeting
 - March 4, 2026, from 6:00 PM – 8:00 PM via Zoom.
- Meeting adjourned at 7:17 PM.

HARBOR REGIONAL CENTER
Self-Determination Advisory Committee (SDAC)
February Meeting Minutes
February 4, 2026

Minutes submitted by: Kelsey Machado (CSM)

Harbor Regional Center
Service Provider Advisory Committee (SPAC)
February 3, 2026 10:00 a.m.

Committee Participants

Member Name	Organization
Lesly Roveló	SVS
Leo Vasquez	SVS
Serafin Avila	SVS
Angie Gallon	SVS
April Stover	Ability First
Adelyn Hernandez	Able Arts Work
Verretta Boatner	CA. Mentor
Diane Sanka	Easter Seals
Latasha Bellard	Easter Seals
Sharon Oh	Share Speech & Language
Lindsey Stone	ICAN Ca
Lorraine Weaver	CBEM
Janiss Hernandez	CBEM
Johanna Torres	David's Place
Baldo Paseta	Ideal Transit
Alex Saldana	Oxford Healthcare
Hector Carrasco	24HR Homecare
Sylvia Owens	CLU Brainstorm
Yazmin Martinez	Branching Tree
Geobanna Jimenez	Aveanna Healthcare
Gabby Strauss	BHH Respite Services
Sandy Mejia	Self Determined Futures LLC
Alfonso Uribe	Coastal Care & Inspira Health
Joseph	Morningside Team

HRC Staff Participating

Staff Name	Title
Patrick Ruppe	Executive Director
Judy Wada	Chief Financial Officer
Elizabeth Garcia Moya	Community Services Director
Leticia Mendoza	Department Assistant Community Services
Daniel Hoyos	Manager Community Services
Brian Carrillo	Provider Relations HCBS Specialist
Patricia Piceno	Manager Community Services
Bing Tayag	Controller
Tes Castillo	Assistant Controller
Judy Samana Taimi	Director Adult Services
Total participants	34

Call to Order

Angie called meeting at 10:00 a.m. Meeting began by introductions of SPAC committee. Encouraged attendees to contact the Subcommittee chairs for any suggestions they may have for upcoming SPAC meetings.

Sub-Committee Updates

Sharon Oh and SPAC Chair Members. The subgroups continue to host individual sub-committee meetings to discuss current issues and concerns.

- Last meeting in November
 - Next early start meeting providers on 2/5/26
- **Diane Sanka- Day Program Chair-** Provided an update on the following topics from their last meeting.
 - No meeting scheduled yet for this year. Considering frequency of subcommittee meetings.
- **Lindsey Stone- Supported Employment Chair** –Provided an update on the following topics:
 - No meeting yet
 - First meeting scheduled for 3/25/26 with supported employment providers and Harbor
 - Shared the continuous glitches and frustration in completing the current DDS surveys required. Reached out to DDS for questions and errors in their program portal and the delay from DDS in responding.
- **Baldo Paseta**
 - Next meeting with Ride Health & transportation providers on 2/6/26
 - Discussion about rate changes effective 1/1/26

DSP Collaborative

Bill Kiefaber, President Marketing Works joined via zoom presented an overview of the services his agency provides and partnerships with other regional centers. Designed to connect with service providers with individuals interested in careers as DSP professionals. Upcoming DSP Collaborative Job Fair March 5th in Pasadena. Additional information posted on Harbor's website. DSP Collaborative commercials to air on television starting this week on channel 5. Bill encouraged all service provider agencies to register for advertising their job listings. Applicants can load resume directly on website for employers can access.

HCBS Update

Brian Carrillo, Provider Relations Specialist shared a presentation on HCBS updates and upcoming trainings.

- **Upcoming Trainings**
 - Intellectability Trainings:
 - Person Centered Thinking Trainings held at Harbor Torrance office, Time 9:00am -5:00pm
 - Session 3: 02/11/26 & 02/12/26
 - Session 4: 03/10/26 & 03/11/26
 - Session 5: 4/22/26 – 4/23/2026

- **ALO Trainings**
 - o Targeted to HCBS Consultations
 - Selected providers have been contacted, encouraged to register soon
 - o Information coming soon for the new presentation for individuals served

Registration: Training.Reservations@harborrc.org

- **DDS Monitoring Directive**
 - o Effective 1/1/2026 an annual review of all HCBS settings will be required.
 - o Applicable Service code list shared

Budget Update

Judy Wada shared presentation on the latest California Budget Cycle:

- Fiscal Year July 1st to June 30th
- Governor's Proposed Budget –January 10th
- Governor's May Revision –May 14th
- Enacted Budget –by June 30th
 - o Current Fiscal Year 2024-2025
 - o Budget Fiscal Year 2025-2026
- Stay in place budget
- Caseload Growth & Utilization
- Full year costs and reforecasts, including Rate Reform and DSP Bi-Multi-Lingual Pay Differential
- Public Records Act
- Life Outcomes Improvement System (LOIS)
- All Regional Centers reflect an average increase of 13% in Operations, Purchase of Services and caseload for FY206-27
- Harbor Regional Center budget projection \$589,720 in Operations and Purchase of Services cost for FY 2025-26; Caseload 21,438
- QIP Delivery of Early Intervention Services
 - o Paid to date \$1,213,900
 - o DDS Final report \$1,258,000
 - o Remaining \$44,100

Rate Reform

Judy Wada shared presentation on Rate Reform status:

- Regional centers must implement changes to service codes, subcodes, billing and IFSP /IPPS by 12/31/25.
- Harbor Service /Subcode Authorization changes completed:
 - o 12/26/25 81%
 - o 1/24/26 90%
 - o Remaining are Transportation, SLS/ILS, misc services
 - o Going Forward are Early Start Services, Behavioral Services
 - o DDS Chart reflect authorizations completed by regional centers
- FY 2025-2026

- Retroactive Payments completed for residential providers. Remaining service category providers to follow
 - Rate Models updated 1/1/26 for minimum wage and IRS mileage
- Transportation services 875
 - Rates changed from trip zone to per mile per vehicle type and size, standard vs Non-Ambulatory
 - Rate has changed three times and schedule to change again 3/1/26
- Hold Harmless Policy date changed from 6/30/26 to 2/28/26 for those providers rates exceed the rate reform recommendations, base rates shall then be adjusted for other providers in that service category and region.

Quality Incentive Program (QIP) FY 26/27

Elizabeth Garcia Moya shared presentation on the QIP program:

- Next Provider QIP effective 7/1/2026
 - To qualify for the QIP in Fiscal Year 2026–2027, by **02/26/2026** providers must be in compliance with three key requirements, California Welfare and Institutions Code §4519.10:
 - Electronic Visit Verification (EVV), if applicable
 - Home and Community-Based Services (HCBS) Rules, if applicable
 - **Annual independent fiscal audit requirements**, if applicable
 - DDS Directive- Provider Capacity Measure FY 26/27 due date extended from 1/31/26-2/27/26

EVV Data

Elizabeth reminded providers to enroll in the EVV data system. A list of applicable service codes shared. Harbor contact staff is Erika Landeros, Provider Relations Specialist.

Home and Community Based Services (HCBS)

Service Providers must comply with the ten Federal requirements for the applicable HCBS service codes. Information posted on Harbor's website.

Annual Independent Review or Audit Compliance

Welfare and Institution Code; Section 4652.5

(a)(1) An entity that receives payments from one or regional centers shall contract with an **independent accounting firm** to obtain an independent audit or independent review report of its financial statements relating to payments made by regional centers, subject to both of the following:

- Independent **Review**- If the amount received from the regional center or regional centers during the entity's fiscal year is more than or equal to five hundred thousand dollars (\$500,000), but less than two million dollars (\$2,000,000)
- Independent **Audit**- If the amount received from the regional center or regional centers during the entity's fiscal year is equal to or more than two million dollars (\$2,000,000)

- o Annual Independent Review or Audit to be submitted to the regional center within nine (9) months of entity's fiscal year.
 - o Service providers may request a two-year exemption, if the regional center does not find issues with the prior year's review or audit.
 - o Independent Audit /Review is a requirement to remain vendored
- FY 23/24 Service provider list received from DDS in March 2025. Status as of 2/2/2026 :
 - o Required 154
 - o Exempt 14
 - o Submitted 106
 - o Remaining 34
 - o FY 2024-2025 Coming soon
 - o Harbor has sent numerous reminder letters to complete the audit/reviews

QIP Surveys

- o The DDS survey link sent to service providers email address registered in the provider directory
- o 11/3/2025 Required reporting criteria providers must complete the online survey reporting by 2/27/26
- o Providers that have not received the survey link can reach out to the email QIPquestions@dds.ca.gov
- o

QIP Provider Capacity Measures Fiscal Year 26/27

- DDS emailed survey links 11/3/25 to the email addresses registered with the Provider Directory
 - o QIP Provider Capacity
 - o QIP Employment
 - o QIP Prevention & Wellness
 - o For those that have not received the survey links, please contact QIPquestions@dds.ca.gov
- Eligible Service providers must report on the following provider characteristics and aspects of workforce capacity:
- Service Access & Workforce Capacity
 - o Staff data (i.e. turnover, wages, tenure, and benefits by job category)
 - o Agency data (i.e. provider structure, language structure)
- QIP Employment: Service codes 950 & 952
 - o Staff training- ACRE, CESP, CIE
 - o Employment and staff data
- o Residential Services codes
 - o Review of census data from DDS
 - o Exam/Screening data per resident and submission
- o Deadline 2/27/26 EVV, HCBS, Independent Audit/ Review if applicable
- o Helpful Website QIP Links provided

Standardized Vendorization

- o 12/3/2025 S-Soft launch of processing new vendorization through the provider directory
- o Regional centers to post this week the roll out of the service codes
- o 3/1/26- All new vendorizations must be completed via the Provider Directory

- o Service categories Exclusions from the Provider Directory: SDP, Emergency vendorizations and RFP's.
- o Harbor Implementation Plan:
 - o 12/3/25- Service codes 896, 056
 - o 1/15/26- Service codes 744, 612,613,615,616
 - o 2/15/26- 116
 - o 3/1/26- Open to all eligible service codes

For more information: [Standardization and Modernization : CA Department of Developmental Services](#)

Service Provider Announcements: ICAN CA Resource Fair 2/21/26 at ARC Long Beach program site. Additional information on ICAN website.

Next meeting April 7, 2026

Meeting Adjourn 11:30 a.m.