

MEMORANDUM

TO: BOARD OF DIRECTORS
FROM: MELINDA SULLIVAN
RE: Board Meeting
DATE: February 22, 2022

While the agenda may look short, some of the items will generate discussion.

BOARD EDUCATION

In your packet, you will find the Administrative Report for Human Resources. Karem Chacana's, Director of Human Resources, presentation will focus on the Center's recruitment efforts.

EXECUTIVE DIRECTOR'S REPORT

You will find the ARCA Strategic Plan document under my report, along with a cover memo. Please take the time prior to our board meeting to review this proposed strategic plan and bring any questions or comments you may have. This will allow us to have a productive and timely meeting.

ADMINISTRATIVE AFFAIRS COMMITTEE – Action Item

The committee is bringing forward the Independent Audit Report for 21-22 as well as the 2021 Tax Return for the board's consideration.



BOARD OF DIRECTORS MEETING

DATE: Wednesday, February 22, 2023
TIME: 6:00 PM – Board Business Promptly

Register in advance for this meeting/webinar:

https://us02web.zoom.us/webinar/register/WN_Xid6bW-xR9K720LwBThp8Q

After registering, you will receive a confirmation email containing information about joining the meeting/webinar.

ACTION ITEM	ORDER	GENERAL SESSION AGENDA	
	1	CALL TO ORDER	Gloria Leiva
	2	PUBLIC INPUT/ANNOUNCEMENTS	Gloria Leiva
ACTION	3	APPROVAL OF MINUTES <ul style="list-style-type: none"> • January 25, 2023 	Gloria Leiva
	4	BOARD EDUCATION <ul style="list-style-type: none"> • 2022 Administrative Report – Human Resources (Recruitment Efforts) 	Melinda Sullivan Karem Chacana
	5	EXECUTIVE DIRECTOR'S REPORT <ul style="list-style-type: none"> • ARCA Draft Strategic Plan 	Melinda Sullivan
ACTION ACTION	6	ADMINISTRATIVE AFFAIRS COMMITTEE <ul style="list-style-type: none"> • Independent Audit Report 2021-22 • 2021 Tax Return • Review of Financial Statements 	Larry DeBoer Kaye Quintero
CLOSED SESSION	7 ACTION	EXECUTIVE SESSION <ul style="list-style-type: none"> • Approval of Minutes • Litigation 	Gloria Leiva Melinda Sullivan
	8	ADJOURNMENT	Gloria Leiva

APPROVAL OF MINUTES

LOS ANGELES COUNTY DEVELOPMENTAL SERVICES FOUNDATION

Board of Directors

January 25, 2023

MINUTES

PRESENT

Gloria Leiva, Chair
Elizabeth Beltran
Tina Daley
Anthony Brouwer
Larry DeBoer
Weller Killebrew
Dr. Alex Li
Louis Mitchell
Dee Prescott
Lili Romero
Jae Rhee
Brigitte Sroujeh
Ana Villasenor

NOT PRESENT

Michael Cooney
Danielle Dejean

ADVISOR TO THE BOARD - PRESENT

Al Marsella

STAFF

Pablo Ibanez
Carmine Manicone
Srbui Ovsepyan
Kaye Quintero
Melinda Sullivan

GUESTS

Louise Bell
Taleen Khatchadourian
Evie Kim
Kristianna Moralls
Veronica Sanchez
Diana Sandoval – DDS
Simon Yang

CALL TO ORDER

Ms. Leiva called the meeting to order at 6:00 PM. The meeting was conducted via Zoom.

PUBLIC INPUT

No public input was given.

APPROVAL OF MINUTES

The minutes of November 16, 2022 were approved by consensus.

BOARD EDUCATION

As part of Board Education and Training, Ms. Sullivan gave a focused training on the requirements of the DDS/Regional Center contract. Board members were given the opportunity to ask questions and discuss the content.

As part of Board Education and Training, Ms. Ovsepyan gave a focused training on the Service Coordinator Onboarding process. Ms. Ovsepyan reported on the unique challenges brought on by the Pandemic and a significant increase in hiring of Service Coordinators that has caused the Center to enhance its Onboarding activities for new staff. Board members were given the opportunity to ask questions and discuss the content.

EXECUTIVE DIRECTOR'S REPORT

Letter to the Little Hoover Commission

For Information Only -

Ms. Sullivan advised the Board that they could find a copy of a letter sent by Gloria Leiva to the Little Hoover Commission. The letter addresses some of the comments made during the public hearing on November 10, 2022. Specifically, on comments made which implied that RC boards are not monitored and questioned the good work done by volunteer board members. Discussion followed.

ARCA REPORT

Mr. DeBoer advised the Board that he and Ms. Sullivan attended the ARCA meeting on January 19-20, 2023 and that the highlights from the meeting were in the packet. Discussion followed.

EXECUTIVE COMMITTEE

Contact Over \$250,000.

Ms. Sullivan reviewed with the Board the following contract in accordance with the Board approved policy for approval of contracts:

Provider/Organization: Special Needs Network, Inc. (SNN)

Year: 2023

Amount of contract: \$6.5 Million

Ms. Sullivan advised the Board that the Department of Developmental Services (DDS) requested Lanterman to manage a one-time contract with the Special Needs Network (SNN). This is a time-limited contract using special federal ARPA funds assigned to DDS.

The intent of this contract is to improve the Early Start provider workforce, both by quantity and diversity and is on a fast track as the ARPA funding requires expenditure/encumbrance of this contract by December 31, 2023.

Discussion followed on the background of SNN and the outcomes expected. Ms. Sullivan reported that she agreed to work with DDS and SNN. Ms. Sullivan presented the contract and budget. Discussion followed.

Mr. DeBoer moved to approve the contract with Special Needs Network (SNN), Ms. Beltan seconded the motion, and it passed unanimously.

ADMINISTRATIVE AFFAIRS COMMITTEE

Review of Financial Statements

Mr. DeBoer reviewed the financial statement summary through September 30, 2022 as follows:

Cash Flow

Mr. DeBoer reported that the Center is projecting to have \$60,124,980 available at the end of March 31, 2023.

Mr. DeBoer reviewed the financial statements through October 31, 2022 as follows:

Fiscal Year to date 2022-2023 (D-1)

In Operations (main contract) we have spent \$12,257,957 (36.24% of budget). In Purchase of services (main contract) we have spent \$100,570,150 before we add late bills. Including projected late bills, we will have spent \$107,020,852 (30.7% of budget).

Fiscal Year 2021-2022 (C-3)

This month we recorded \$354,253 in OPS and \$1,084,258 in POS. To date, we have spent 95.0% of our OPS and 90.3% of our POS allocations.

Fiscal Year 2020-21 (B-5)

This month we recorded \$2,442 in OPS and \$210,610 in POS. To date, we have spent 99.3% of our OPS and 99.1% of our POS allocations.

NOMINATING COMMITTEE

Mr. Marsella advised the Board that the Committee has begun discussion on the board composition for 2023-24 and reviewed some of the applications received from individuals who attended the board recruitment fair in November 2022.

ADJOURNMENT FOR EXECUTIVE SESSION

Ms. Beltran moved to suspend the General Session meeting at 7:35 p.m. for Executive Session to conduct business on Approval of Minutes, Litigation, Real Estate, and 2022-23 Executive Director's Performance Goals Update, Dr. Li seconded the motion, and it passed unanimously.

RECONVENE FOR GENERAL SESSION

The Board discussed in Executive Session the Approval of Minutes, Litigation, Real Estate, and 2022-23 Executive Director's Performance Goals Update

ADJOURNMENT

Dr. Li moved to adjourn the meeting at 7:55 p.m., Ms. Sroujeh seconded the motion, and it passed unanimously.

Brigitte Sroujeh, Secretary

/fl

DRAFT

BOARD OF DIRECTORS

ACTION LOG

January 25, 2023

	DESCRIPTION	ACTION	STATUS
	Approval of Minutes – November 16, 2022	<ul style="list-style-type: none">• Approved	
	Contact over \$250,000. - Special Needs Network (SSN)	<ul style="list-style-type: none">• Approved	

BOARD EDUCATION

ANNUAL ADMINISTRATIVE REPORT

HUMAN RESOURCES

2022

This annual report represents a summary of the activities and accomplishments of the Human Resources department in accordance with the 2022 Work Plan. The information is shown within categories that describe the major functions of the unit. More detail of activities can be found in the quarterly reports that follow work plan objectives.

I. SALARY ADMINISTRATION - Performance Evaluation Program

This year the Director of Human Resources worked with various units in revising and creating job descriptions. One job description was revised and 10 job descriptions were created.

Human Resources continued to track the status of all employee performance evaluations. The purpose of the report is to track the timelessness of the processing for annual and introductory evaluations. In 2022, Human Resources processed a total of 198 merit increases.

II. RECRUITMENT

In 2022, the Center recruited a total of 64 new hires, which was up 48% from the 31 new hires recruited in 2021. All 64 positions were full-time status.

Human Resources also processed 9 internal transfers and 24 promotions.

The positions recruited were: 5 Regional Managers, 2 Secretaries, 1 Human Resources Assistant, 1 Human Resources Generalist, 2 Accounting Associates, 1 Deaf Access Specialist, 1 Enhanced Caseload Service Coordinator, 1 Executive Assistant, 1 Intake Coordinator, 1 IT Specialist, 1 Provider Specialist, 1 Receptionist, and 44 Service Coordinators. This is a 56% increase from the 24 Service Coordinator positions filled in 2021.

Of the 64 positions, 45 were newly created or newly authorized positions approved by the Board.

In addition, the Center received specialized money from the Department of Developmental Services (DDS) for; 1 Assistant Director, I.D.EA., and the Language Access and Cultural Competency Program.

Human Resources continued to face various challenges this year related to the recruitment process. Finding candidates who were open to in-office work, higher pay expectations (outside of the range offered), and talent and skill shortage. There has also been a significant increase in the cost of temporary help as well as in job postings in online platforms like Indeed, Monster.com, and LinkedIn.

To meet the recruiting needs of the Center this year, Human Resources made some changes related to the recruiting process. For example, a new interview panel was coordinated to assist with the increase in recruitment needs, and speed up the recruitment process. This has assisted us with finding the right candidates and engaging them in the offer process quickly. The interview panel includes the Executive Director, both Associate Directors, the Director, Human Resources, and the Assistant Director, Service Coordination Compliance who sits on the panel when needed.

Human Resources also coordinated 3 job fairs in 2022. They took place on a Saturday and allowed interested candidates to come by without an appointment, interview, and discuss potential employment opportunities. Many of the candidates we met were referred to us by current employees.

The Center has an Employee Referral Incentive Program, which pays the employee \$250 when the person they referred is hired. This incentive is paid in 2 installments; first at the time of hire, and the second at the completion of the 6-month introductory period. We have had a lot of success through this program but due to the current challenges in finding experienced talent, and as a way to increase employee involvement in our recruiting efforts, we recently increased the referral incentive to \$500 per referral.

Another challenge the Center faces pertains to the recruitment of experienced Service Coordinators. The Department of Developmental Services (DDS) has given all Regional Centers additional funding for new Service Coordinator positions. This means that the Southern California Regional Centers are all competing to recruit Service Coordinators from a very small applicant pool. To assist the Center with acquiring top talent, we are working with Social Services Staffing and Recruiting, Inc., (the temp agency we use for Service Coordination temporary work) to assist us with direct placement for a flat discounted fee.

In addition to these efforts, we have hired several individuals to the position of Service Coordinator Associate. This an entry-level service coordinator position that serves candidates who presented well in their interview, have the required education, but lack the work experience.

Human Resources continues to screen all of the incoming resumes. The recruitment process involves writing and placing advertisements, screening of applications, fielding telephone calls from applicants, scheduling zoom interviews, preparing written questionnaires for selected positions, and preparing interview packets.

The Center continues to extend a contingent employment offer before beginning the pre-employment screening process. The pre-employment screening process includes reference checks, social security numbers and degree verification, background check, drug testing, and a DMV check for all positions that require driving. All service coordination and community services candidates complete a writing sample as part of their interview packet.

The Center also continued to experience difficulty in recruiting Service Coordinators with a second language of Armenian, Chinese, and Korean languages.

Turnover

There were 37 terminations in 2022; which is up 62% from the 23 terminations in 2021.

Affirmative Action

Because of the Center's richly diverse catchment area and its commitment to employing staff that is reflective of the communities we serve, Affirmative Action statistics continue being tracked. There are 11 different languages spoken in the Center.

In the 4th Quarter of 2022, the Center employed a total of 274 employees.

<u>Female Employees</u>		<u>Male Employees</u>
226		48
<u>Ethnicity</u>		<u>Total</u>
White		16
Hispanic or Latino		189
Black or African American		18
Asian		26
Armenian		23
Native Hawaiian or Pacific Islander		1
Other		1
<u>Languages Spoken</u>		
English	Korean	
Spanish	Chinese	
Tagalog	Russian	
Swahili	Armenian	
Thai	Arabic	
Farsi		

III. BENEFITS

The Center continues working with Republic Indemnity as its worker's compensation carrier. The Center incurred 2 claims in 2022, which are currently still open. The Center's current Xmod is 120%; which is up 4 points from 2021.

The Center continues to work with health insurance broker firm Marsh & McLennan Agency (MMA). Employees utilize an employee portal that allows 24/7 access to information such as summary plan descriptions and election summaries as well as for online enrollments. Employees are also provided access to a dedicated phone center. In addition, MMA also supports compliance initiatives for Human Resources such as auditing & reporting capabilities, and assistance with legal compliance such as Cobra, HIPPA, and ACA.

The Center continues to utilize a Web-time and Web-Benefits feature with Paylocity, the Center's HR/Payroll database. The new Web-Benefits feature allows for online enrollment, terminations, and changes. This online program is linked to Kaiser, MetLife, IGOE, and United Pet Care so all changes are communicated electronically.

We continue to offer medical coverage through Kaiser. Plans offered are a lower-tier HMO option and a traditional HMO option. The Center continues with MetLife as the dental provider offering both HMO and PPO dental plan options. The Center experienced a 7.3% increase to both Kaiser medical plans and continues to cover 100% of the monthly employee cost. There was no rate increase for the MetLife dental plans, VSP vision plans, the Basic Life/AD&D plans, as well as the employer-paid Short-Term and Long-Term Disability plans.

The Center continues to offer various voluntary benefits to employees. Voluntary benefits are benefits offered to employees by the Center at a discounted group rate, which are paid in full by the employee. MetLife continues to administer our Voluntary Accident and Critical Illness policies and UNUM continues to administer the Accident and Critical Illness and Long Term Care plans. IGOE continues to administer both the Flex Spending, Transportation, and Cobra programs and the Center continues to work with United Pet Care and LegalShield.

We continue to offer two additional deferral options for the retirement plans offered through TIAA. Employees have the option to defer to a 403 (b) or a 457 (b) Retirement Plan.

IV. POLICIES AND PROCEDURES

In an effort to better communicate the policies and standard procedures to all staff, the Policies and Procedures Manual is available via the Center's Intranet. A hard copy is also available at the Secretary's desk of each unit.

V. FUNDRAISING

Human Resources kicked off the 2022 holiday season by coordinating efforts with KYRC to assist clients and families with a Thanksgiving meal. This year, with the support of The Karsh Center, 24-Hour Care, and Alpha Kappa Alpha Sorority, we were able to provide 125 families with a Thanksgiving meal.

In 2022, the Center raised a total of \$96,029.61 for the Help Fund. This total is a make-up of employee payroll contributions and community contributions from the annual Holidays Are For Sharing Campaign. The Center was able to provide assistance to a total of 647 Clients and families with Ralph or Target food cards for the Christmas holiday.

VII. EMPLOYEE SAFETY AND SECURITY

The safety and well-being of employees is of prime importance to the Center. It is the responsibility of the Center to maintain a safe working environment insofar as it is possible to do so and operate a business. With the assistance of the Operations Manager, we continued to provide virtual ergonomic evaluations and training to employees requiring support as they transition to a full-time work-at-home setting.

VIII. COLLECTIVE BARGAINING

We continue to honor the contract with United Electrical Radio and Machine Workers of America and follow the Collective Bargaining Agreement. In 2022, we negotiated a new 3-year contract that was executed on June 2022 and will be in effect through June 5, 2025.

IX. SUCCESSION PLANNING

Due the Center's focus on returning employees to full-time in-office work, and our recruitment needs, there was minimal activity within succession planning. In 2023, and as part of the Center's efforts for succession planning we will be conducting a survey to the Center's Leadership staff, to determine timeline for retirement. As the Leadership team has direct influence on the welfare and future of the Center, the survey also inquires on internal candidates who they believe have potential for growth with mentoring and developing for upcoming promotional opportunities. For this purpose, we are also planning to reengage the Center's Emerging Leaders Program.

EXECUTIVE DIRECTOR'S REPORT

MEMORANDUM

TO: BOARD OF DIRECTORS
FROM: MELINDA SULLIVAN
RE: ARCA Strategic Plan
DATE: February 22, 2023

Attached is the proposed 2023/24 to 2025/26 ARCA strategic plan, which covers a three-year period. The development of this three-year plan included the following steps:

ARCA board members completed a S.W.O.T. (Strengths, Weaknesses, Opportunities and Threats) analysis. For Lanterman, Gloria Avila, Larry De Boer and I completed this analysis.

An analysis of the surveys from all 21 regional centers was then incorporated into the ARCA Board Retreat, which resulted in four primary areas and suggested objectives. The strategic planning committee then took this input and developed focused goals. The draft plan was reviewed at the January 2023 ARCA board meeting and the ARCA board is now providing each regional center board of directors the opportunity to review and provide input.

Our board agenda does not allow time for us to read/review the document page-by-page at our meeting. Please take the time prior to our board meeting to review this proposed strategic plan and bring any questions or comments you may have. This will allow us to have a productive and timely meeting.

Thank you in advance.

Draft Strategic Plan

BACKGROUND:

Since Fiscal Year 2013/14, ARCA has operated under a strategic plan to help ensure the work of the staff and the organization as a whole are consistent with its overall goals. As each strategic plan generally covers a three-year period, specific priorities consistent with the plan are identified each year. In October 2022, ARCA Board members and staff participated in a strategic planning retreat to identify the major priorities for the organization for Fiscal Years 2023/24 – 2025/26, which are:

- Funding for Current and Future Needs;
- Flexible and Sustainable Services;
- Preservation of the Lanterman Act and Efficacy of the Developmental Services System; and,
- Inclusive and Equitable Communities and Decision-Making.

The Board of Directors also spent time at the retreat identifying key strategies for approaching the work in the above areas. Since that time, ARCA staff drafted a strategic plan document that incorporates work from the retreat.

ANALYSIS/DISCUSSION:

ARCA's Strategic Plan for Fiscal Years 2023/24 – 2025/26 is now in draft form and ready to share with individual regional center boards as well as various ARCA discipline groups and committees for their comments and feedback. Please keep in mind through the feedback process:

- ARCA's mission is to support regional centers to do their work on behalf of individuals with developmental disabilities in the community.
- This plan is intended to help prioritize work for a three-year period, so it is by design very high level.
- As the group spent a significant amount of time in the pre-retreat survey and at the retreat itself establishing the overall goals (beginning with "ARCA envisions"), ARCA needs feedback that helps to clarify and strengthen those.
- Given the specific strategies (beginning with "ARCA will work to implement this change by") are less refined, comments designed to identify and shape those are welcome.
- After review and discussion, please email feedback to Amy Westling (awestling@arcanet.org) no later than March 31, 2023. This will enable staff and the Strategic Planning Committee to make needed revisions for final approval at the June ARCA Board of Directors meeting.

ATTACHMENT(S): Draft Strategic Plan for Fiscal Years 2023/24 – 2025/26



**Association of Regional Center Agencies
Strategic Plan**

Fiscal Years 2023/24-2025/26

DRAFT

The Strategic Planning Process

The Intent and Objective: Why a Strategic Plan?

Strategic planning determines where an organization is going, how it's going to get there, and how it'll know if it got there or not. The fundamental purpose of strategic planning is to align the mission and vision with appropriate strategies and initiatives. Without them, the plan exists in a vacuum. And organizations that develop plans without considering mission and vision usually fail in their execution. The value statements are also important to the strategic planning process, as they provide a touchstone for the organization for how business decisions are made, and what are acceptable strategies and tactics. Goals, strategies, and tasks are the cornerstone of every strategic plan. They are the roadmap for where the organization is going. They define what will be accomplished, by whom, and when. By having focused goals, strategies, and tasks — coupled with a strong accountability system — an organization's likelihood of success is enhanced.

The Next Step: Conducting a Strategic Planning Process

In 2012, ARCA began work on the strategic plan that guided its efforts during the 2013-14 through 2015-16 Fiscal Years. The plan was later revised to guide the organization's work during both the 2016-17 through 2018-19 Fiscal Years and the 2019-20 through 2022-23 Fiscal Years. Most recently, ARCA convened a strategic planning retreat in October 2022 to begin work on its updated strategic plan, intended to guide its work in the coming three Fiscal Years. This document is the result of that concentrated discussion, as well as further consultation with ARCA's various discipline groups and committees.

Given the extensive review of the Vision, Mission, and Values of the organization that was undertaken in 2012, it was agreed that they continue to be current and applicable. It was felt that it was essential all regional centers have an opportunity to participate in the strategic planning process. As such, each regional center Executive Director and Board Delegate was asked to jointly complete a survey regarding the current strengths, challenges, and priorities that should be considered as the strategic planning process unfolded.

Vision, Mission, Values

Vision

The Association of Regional Center Agencies effectively represents a strong regional center system that supports Californians with developmental disabilities and the developmental services system.

Mission

The mission of the Association of Regional Center Agencies (ARCA) is to promote, support, and advance regional centers in achieving the intent and mandate of the Lanterman Developmental Disabilities Services Act in providing community-based services that enable individuals with developmental disabilities to achieve their full potential and highest level of self-sufficiency.

Values

The Association of Regional Center Agencies values:

- Respectful interactions with all stakeholders;
- Democratic decision-making among its members;
- Honesty and integrity in communicating with all stakeholders;
- Analysis of relevant information and crafting of policy;
- Assertive leadership and advocacy; and,
- Effective negotiation of agreements with DDS and partner organizations.

Funding for Current and Future Needs

ARCA will pursue funding to enhance stability and supporting greater individual choice while achieving the intent and mandate of the Lanterman Developmental Disabilities Services Act.

ARCA envisions sustainable funding that is adequate to meet mandates and allows California to keep its commitments to people with developmental disabilities through individually-chosen services and lifelong service coordination supported by manageable caseload ratios.

The developmental disabilities service system has seen...

The State has made recent investments to reduce caseload ratios, particularly for targeted populations, and update service provider rates to link them to the actual cost of service delivery, but neither reform is accompanied by a long-term commitment to keep funding levels updated. Steps are being taken to tie reimbursements to individual outcomes, with priority being given to more robust data collection, choice, person-centered planning, and cultural competence. The lack of guaranteed funding leads to annual budgetary vulnerability. In the long term, this uncertainty, coupled with a lack of automatic adjustments in response to inflationary pressures, has resulted in inadequate staffing and high turnover in both regional center and service provider workforces, which compromises quality outcomes for individuals, particularly in the areas of choice of service providers and lifelong person-centered planning.

ARCA will work to implement change by:

1. Directly advocating for rates that are based on the actual cost of service provision and automatically adjust with time, leveraging ARCA's resources to calculate fiscal impacts, connecting advocates to legislative champions and decisionmakers in the Administration, and demonstrating the importance of this due to its impact on individuals served and their families as they seek greater person-centered choice and community participation.
2. Leading efforts to modernize and automatically update regional centers' Core Staffing Formula through a legislative and public relations campaign that includes rich data, cultivation of legislative champions, and advocacy coalition building with active participation from people served, their families, and local and statewide service provider organizations to highlight the importance of supporting robust service coordination.
3. Exploring and pursuing, with the support of stakeholders and governmental champions, reliable funding sources for the developmental services system outside the state's General Fund, beginning with an in-depth analysis of the funding streams for education and behavioral health systems.
4. XXX
5. XXX

Flexible and Sustainable Services

ARCA will pursue reforms to enhance resources to meet individual needs as envisioned in the Lanterman Developmental Disabilities Services Act.

ARCA envisions a developmental services system that efficiently offers a greater variety of services and enhanced choice to people with developmental disabilities in order to empower them to meet their individualized person-centered goals.

The developmental disabilities service system has seen...

A foundational tenet of California's developmental services system is that services and supports should be uniquely tailored to enable each person served to meet his or her individualized goals, which requires the expansion of flexible service models as the people served become increasingly diverse racially, ethnically, and linguistically, as well as in their needs and preferences. The system has seen fiscal constraints and limitations on flexibility in the services it can offer to meet identified needs. Individuals with developmental disabilities and their families are increasingly expressing a desire to access more flexible, innovative, individualized services. The pandemic demonstrated the benefit of flexible service options and control for those served by regional centers and their families, particularly as a tool for increasing service equity and satisfaction.

ARCA will work to implement change by:

1. Building momentum for needed regulatory changes, including through public relations efforts, to enhance service flexibility informed by ideas provided by individuals served and their families through focus groups, surveys, and other means.
2. Promoting the value and importance of regional center flexibility to operationalize DDS directives and statutory and regulatory changes, with input from their local communities.
3. Embedding the philosophy of person-centeredness in formal decision-making processes and community communications and advocating for dedicated funding for person-centered education and training for regional centers and the broader community to empower and support individualized planning and resource matching.
4. XXX
5. XXX

Preservation of the Lanterman Act and Efficacy of the Developmental Services System

ARCA will pursue greater stakeholder and decision-maker understanding and support for the structure of California's developmental services system as outlined in the Lanterman Developmental Disabilities Services Act and Early Intervention Services Act.

ARCA envisions a developmental services system that visibly and effectively supports people with developmental disabilities through regional centers, which maintain their independence, are accountable to, representative of, and embedded in their communities, and earn the support of those served, legislators, and stakeholders.

The developmental disabilities service system has seen...

Regional centers were intentionally designed to meet the needs of their communities by making them responsive to both their state funding source and, through volunteer boards of directors, local communities. Uniform statutes, regulations, and contracts establish a consistent framework for services across regional center catchment areas. Rapid growth in both population served and state fiscal investment have led to increased scrutiny of individual regional centers and the whole service system, as well as questions about the balance between statewide consistency and local flexibility. With the support of various advocacy groups, the Legislature and Administration have increasingly constrained local control in recent years. Since its inception, the developmental services system has enjoyed bipartisan legislative support, but given legislative turnover, it lacks consistent legislative champions.

ARCA will work to implement change by:

1. Educating legislators and staff about the regional center system and the value of its independence through a coordinated media strategy that will include clear, customizable materials, multilingual outreach, and refined talking points augmented by Grassroots Day and ongoing networking.
2. Improving collaboration with stakeholders and decision-makers to champion preservation of the regional center system through regular engagement and educational opportunities, including for those without ready digital access.
3. Enhancing ARCA's role as a recognized authority for quality information and perspectives on the developmental services system through reporting on strengths and challenges, and highlighting the strategies regional centers use to meet the needs of their communities.
4. Developing meaningful metrics supported by clean, actionable information that demonstrate regional center effectiveness through the establishment of standard and consistent definitions, data collection on meaningful outcomes, and periodic evaluation with an eye towards continuous improvement.
5. Supporting greater consistency in performance across all 21 regional centers through the sharing of quality data, the establishment of a peer review and support structure, creation of a cross-regional center intervention and escalation strategy, and formalization of a mentorship process for incoming regional center Executive Directors.

Inclusive and Equitable Communities and Decision-Making

ARCA will pursue reforms to support greater visible and authentic participation of those served by regional centers in all of California's geographic, ethnic, and linguistic communities.

ARCA envisions a developmental services system led by the people it serves that supports their meaningful integration, better aligns with their wants, needs, and aspirations, and enhances their quality of life as measured by data and their satisfaction.

The developmental disabilities service system has seen...

While its origins were in a professional-led medical model, the developmental services system continues to evolve to improve its person-centeredness and its systemic and individually-defined outcomes. Building on an understanding that people are the experts in their own lives, federal guidance now requires the balancing of what is important for the individual with what is important to them. Increasingly, communities are moving from acceptance to integration to inclusion of individuals with disabilities, but there is still a lack of broad understanding of the value their participation brings to community life. Increasingly, there is greater understanding of the importance of hearing from people served directly when possible and following their lead in the development of policy and practices, although much work remains to be done in this area to ensure its more consistent application. Much of the future work in this area can be supported through partnerships with community-based organizations to leverage available funding sources (e.g., Service Access and Equity, Community Grants, Placement Plan/Community Development Plan).

ARCA will work to implement change by:

1. Identifying, supporting, and advancing people served to participate in statewide and local committees, commissions, and initiatives, including those internal to ARCA, through highlighting their strengths, contributions, and expertise.
2. Developing two-way communication and education strategies with diverse communities to support advocacy for improving information and services available to local communities.
3. Increasing the recognition by the general public and other agencies of the presence and contributions of people served by regional centers through public relations and networking efforts.
4. Supporting the work of regional centers and their partners to increase inclusion in community life (e.g., employment and housing) among individuals with developmental disabilities through better outreach tools and advocacy for needed service capacity.
5. Enhancing the capacity of regional centers to develop more culturally sensitive and responsive services and supports through the building of provider capacity that reflects the diversity of various cultural and ethnic communities.
6. Advocating for the flexible development of a greater array of services and supports to meet the needs of people requiring differing levels of support intensity and seeking funding to address identified shortfalls in this area.

Operational Focus Area: Regional Center System Efficacy

ARCA will pursue an effective, efficient organization that promotes the goals and objectives of the ARCA Board of Directors and encourages and supports regional center efforts in California.

ARCA envisions an effective, efficient organization that promotes the goals and objectives of the Board of Directors, and encourages and supports regional center efforts in California.

ARCA will work to implement change by:

1. Fostering relationships with state-level partners and stakeholders, including DDS, the Legislature, the State Council on Developmental Disabilities, The Arc and United Cerebral Palsy California Collaboration, and others.
2. Representing ARCA, the regional centers, and the developmental disabilities service system in legislative and Budget hearings, promoting the developmental disabilities service system at Grassroots Day and other venues, and by being responsive to requests for information, testimony, and formal and informal meetings with state representatives, including members of the Legislature, DDS, and others.
3. Promoting education and information sharing within the ARCA office, with the Board of Directors, its committees and sub-committees, task forces, key stakeholders, and our community.
4. Providing relevant and vital information to internal and external partners in a respectful, clear, and concise manner.
5. Maintaining fiscal responsibility to its regional center members with an unqualified independent audit with no material findings, and operating within budget.

Implementation and Accountability

The Strategic Plan establishes a prioritization of activities for the next three years.

Annual budget and work plan development in each fiscal year should be organized around the focus areas of the Strategic Plan.

Annual focus areas will be developed at the beginning of each fiscal year.

Periodic reporting on progress will ensure there is ongoing awareness of, and engagement with, the plan.

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