



San Gabriel / Pomona  
Regional Center

# 2024 - 2027 STRATEGIC PLAN

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**Our Community, Our Future**



San Gabriel / Pomona  
Regional Center

# INTRODUCTION

Dear San Gabriel/Pomona Regional Center (SG/PRC) Community and Friends,

It is with great excitement that we introduce the SG/PRC Strategic Plan for 2024-2027. Our SG/PRC Board of Directors and SG/PRC Executive Leadership Team led this collaborative project to identify our priorities and future as a regional center. As we initiated this process, our priority was to ensure that every stakeholder in our community had the opportunity to provide input to the process. We fundamentally believe SG/PRC is your regional center and that relationships and partnerships are at the heart of what we do - ***our community, our future!***

This new three-year Strategic Plan is a result of a thoughtful collaborative planning effort that included individuals served and their family members, service providers, community members, SG/PRC staff, and SG/PRC Board Directors and Committee members. The development of this plan afforded the opportunity to re-invigorate our mission, vision, and values; along with our goals and identified focus areas.

## The Plan includes four (4) Focus Areas:

- **Enhancing Service Delivery Excellence**
- **Strengthening Community Engagement and Advocacy for SP/PRC Services**
- **Enhancing SG/PRCS's Human Resources and Talent Development**
- **Improving Operational Efficiency and Technological Advancements for Service Excellence**

Together, the SG/PRC Board of Directors and SG/PRC Staff are committed to ensuring progress towards the goals at the heart of our Strategic Plan. The 2024-2027 Strategic Plan is located on our website on the About Us tab along with periodic progress reports. We hope that you find this plan to be as exciting as we do.

We extend our gratitude and appreciation to each of you. Thank you for all that you do to make our community a better place.

In partnership,

### **Julie Chetney**

Board President  
FY, 2023 -2024

### **Bruce Cruickshank**

Chair of the Strategic Development  
Advisory Committee

### **Jesse Weller**

Executive Director

# SG/PRC VISION



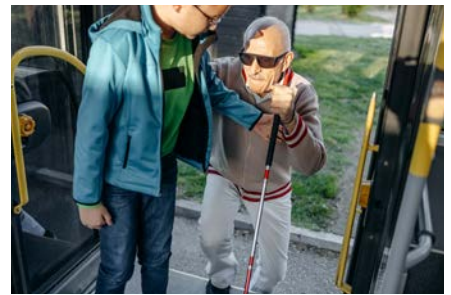
San Gabriel / Pomona  
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A world where individuals with developmental disabilities have endless possibilities and thrive.



# SG/PRC MISSION

Our mission is to collaborate, advocate, and support individuals with developmental disabilities and their families, ensuring that every person enjoys a life of meaningful opportunities and inclusion.



## Our Community, Our Future



We are committed to the highest ethical standards, placing **integrity** above all else.



We prioritize **transparency** as a fundamental value, fostering trust and open communication with our community.



We are proactive in our **responsiveness**, continuously seeking ways to enhance the well-being of our community.



We embrace a culture of **innovation**, constantly seeking new and creative solutions for the individuals we serve.



We are passionate **advocates**, dedicated to addressing the unique challenges and opportunities for the individuals we serve.



We are dedicated to creating a culture of respect and **collaboration**, where all input is valued.



We believe in the power of **self-determination**, to create a world where everyone has choices.

# OUR COMMUNITY OUR FUTURE

***Our Community, Our Future*** captures the core of our regional center's strategic plan, demonstrating our dedication to creating a vibrant and inclusive community that thrives now and in the future. It reflects our shared commitment to empowering those we serve and their families, ensuring that their needs are fulfilled effectively and compassionately. Through strategic initiatives, we outline a path forward to anticipate and meet our community's changing needs, provide operational direction that is consistent with our vision and mission, and identify and fill current resource gaps to ensure equitable access to essential services and supports, laying the groundwork for a stronger and more sustainable future for everyone.



## **Outline A Path Forward**

By laying out a clear path forward, we ensure that our services stay relevant, effective, and responsive to the dynamic changes in our community. This proactive strategy enables us to respond to developing challenges and opportunities, thereby improving assistance and associated results.

## **Provide Clear Operational Direction**

By establishing specific goals, priorities, and action plans we can ensure that our daily activities are in line with our long-term objectives. This approach fosters efficiency, uniformity, and accountability across SG/PRC, resulting in better service delivery and outcomes.

## **Bridge Resource Gaps**

We aim to identify and address existing resource gaps within our operations. By completing a thorough assessment and strategic resource allocation, we will provide equal access to important services and supports for all individuals served and their families. We work to close these gaps through focused activities that promote diversity and improve the overall effectiveness of our services.

# ABOUT US



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San Gabriel/Pomona Regional Center is part of a network of 21 regional centers across California, dedicated to serving 30 cities within the El Monte, Foothill, and Pomona areas within the Los Angeles County. As a private, non-profit organization, we operate in collaboration with the State of California, Department of Developmental Services, with a mission to deliver essential services and support to

individuals with intellectual and developmental disabilities. Additionally, we are proud to extend our services to infants and toddlers through our Early Start program. Our center began serving the region in 1986, and we continue to be committed to our community's well-being.

## Planning Process

The strategic planning process was a comprehensive and inclusive effort aimed at determining our center's future direction. To assure a well-rounded perspective, we used a multifaceted approach. This included conducting surveys to collect quantitative data, qualitative interviews to elicit deeper insights, and listening sessions with diverse community groups to better understand our community's specific needs and goals. In addition, strategic planning workshops were held with Board members, individuals we serve, devoted staff members, and our network of service providers to encourage collaborative discussions and unify our collective vision. By integrating all stakeholders throughout the planning process, we created a strategic plan that reflects our entire community's values, aims, and priorities, propelling us toward a more inclusive, responsive, and impactful future.



*"I have been at San Gabriel Pomona Regional Center for over 35 years. I have seen many changes within that time and always proud to call the agency my second home. I am excited to see new staff coming on board with so much enthusiasm and I am excited to see changes and new ideas being presented within our agency. I know that we are on our way to a positive and healthy culture. I am happy to be a part of the process."*

- DONNA UTLEY  
SG/PRC Service Coordinator

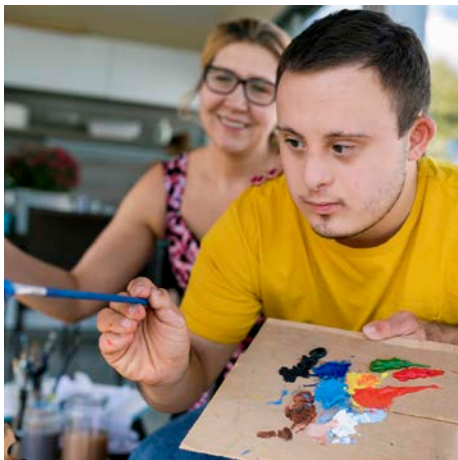
# ABOUT US



San Gabriel / Pomona  
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## Our 2024-2027 Strategic Plan

SG/PRC's strategic plan serves as a comprehensive roadmap outlining our organizational priorities and goals. Within this plan, there is a clear articulation of our mission and vision, as well as our core values that guide our actions and decisions. Additionally, the plan includes a commitment to ongoing stakeholder engagement, transparency, and accountability. It highlights our dedication to continuous improvement, with mechanisms in place to monitor progress, gather feedback, and adapt strategies as needed. Our strategic plan is not static; it is dynamic and evolves annually through a review process. Progress toward goals is measured, and the effectiveness of strategies is analyzed to make informed decisions. This approach guarantees that the plan adapts to changing circumstances, promotes SG/PRC's mission, and fulfills the needs of the individuals and families we serve.



## Our Community, Our Future

# GOVERNANCE AND LEADERSHIP

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San Gabriel/Pomona Regional Center is governed by its Board of Directors that sets policy, direction, and guidance on behalf of our agency and the community we serve. The composition of the Board is defined by the Lanterman Developmental Disabilities Services Act and shall include 9 to 15 volunteer members of our community, with 50 percent of those members representing individuals served by SG/PRC and their families.

Our contract with the California Department of Developmental Services also requires that the composition of our Board of Directors conform to the Welfare and Institutions Code, Section 4622 and shall reflect the geographic and ethnic characteristics of the area we serve, as well as maintain requisite members with expertise in areas such as legal, management or board governance, finance, and knowledge of developmental disabilities.

The Board accomplishes most of its work through goals and objectives assigned to the following Board Advisory Committees.

- **Executive/Finance Committee**
- **Advisory Committee for Individuals Served and Their Families**
- **Strategic Development Advisory Committee**
- **Community Relations/Legislative Advisory Committee**
- **Vendor Advisory Committee**

The Board is continuously recruiting volunteers to serve on these committees.

Serving on our Board is a way to give back to our community and directly influence and improve the quality of life of over 17,000 people with developmental disabilities.



# WHERE ARE WE NOW WHERE ARE WE HEADED

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This is an exciting time for us as a regional center; a time to reflect on our successes and to anticipate areas that we want to improve. Together, in partnership, there has been significant work completed, both locally and statewide, to help improve the experiences for individuals receiving regional center services. We believe strongly in relationships and being connected to our communities to deliver the best experience possible. We also recognize that we can do this work best with the support of the people we serve, their families, staff, service providers, our neighbors, and communities that we represent. SG/PRC recognizes that we have ongoing advocacy and work ahead of us.



For service providers, we must continue to keep rates updated to address the workforce strengths and challenges that providers experience. Service providers do an amazing job with the resources they have available to ensure services are delivered in person-centered ways. Additional funding to support SG/PRC staff has allowed for more effective support to individuals and families.

Our system has learned so much from individuals and families, as well as communities about respectful and culturally responsive services and support. Future work should focus on expanding our best practices and measuring progress related to whether we as a service system are achieving equity in purchased services, timelines of services, and demonstrating respect of people, including of their culture. SG/PRC proudly has a dedicated Service Access and Equity team that focuses on these areas.

The future direction of our regional center will help strengthen accountability and standardization so that the individuals we serve, and their families have more improved experiences. We are excited for the work ahead and look forward to our continued progress on this strategic plan over the next three years.

**SG/PRC HAS A GOAL TO:**

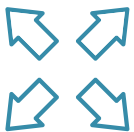
# ENHANCE OVERALL SERVICE DELIVERY EXCELLENCE.

SG/PRC is committed to improving response times, expanding services, increasing awareness and accessibility, and ensuring high service satisfaction through a comprehensive feedback program.



## Improve response times to increase service satisfaction.

- Identify and evaluate the obstacles that delay the speed of response.
- Create, review and revise response time expectations.
- Communicate and implement response time expectations.
- Monitor and evaluate improved response systems.
- Provide improved access to the most commonly used regional center services.
- Actively recruit new service providers to improve availability of services.



## Expand service offerings by introducing new programs and tailored supports to meet the region's diverse needs.

- Conduct an annual internal and external needs assessment.
- Develop and launch new programs and services that directly address identified cultural needs and preferences.
- Secure funding for expanded programs and services.





**Ensure that information about available services, eligibility criteria, and the application process is easily accessible.**

- Ensure that SG/PRC forms exhibit language that is respectful, inclusive, and sensitive to the needs of the individuals served and their families.
- Gather feedback on the accessibility and cultural sensitivity of information provided.



**Establish a data collection program to continuously gather feedback, guide improvements, and measure service satisfaction.**

- Develop an annual data collection plan that includes a variety of data collection approaches, such as surveys, focus groups, interviews, and online feedback forms.



*As a mother of a client of the regional center for the past nineteen years, I am so thrilled the San Gabriel/Pomona Regional center is putting together a dynamic strategic plan that includes every voice. The effort is tremendous to include all stakeholders, and to incorporate elements that will ensure equity, accessibility and cultural humility! Bravo to the leadership and to the team."*

**- WENDY LAI**  
Parent and Community Leader

**SG/PRC HAS A GOAL TO:**

# **STRENGTHEN COMMUNITY ENGAGEMENT AND ADVOCACY FOR SG/PRC SERVICES.**

SG/PRC is committed to connecting with our service community, increasing public awareness, enhancing digital engagement, promoting self-advocacy, and building relationships with policymakers at all levels.



**Facilitate engagement opportunities with individuals served, those who may potentially be served, their families, caregivers, advocacy groups, community organizations, and local agencies.**

- Actively participate in community programs and events.
- Collaborate with the Los Angeles County Fire Department Sirens of Silence Program to offer a special day for our community on the SG/PRC grounds.
- Engage with SG/PRC's Equity Partners who represent different ethnic backgrounds that are served by the center.
- Establish new support groups for individuals we serve and their families.



**Create annual campaigns aimed at raising public awareness about SG/PRC's services and how to access them.**

- Provide enhanced services workshops for families.
- Create strong partnerships that are mutually beneficial and offer effective awareness campaign.





**Increase engagement by delivering information through digital platforms including our websites, online forums, and social media.**

- Promote awareness of services.
- Enhance the online visibility of SG/PRC.



**Empower the individuals we serve and their families by equipping them with the knowledge and skills necessary to advocate for their needs and rights independently.**

- Provide educational workshops and training programs.
- Create and maintain a resource center with a well-organized library of information, brochures, pamphlets, electronic and online resources.
- Improve advocacy skills by offering one-on-one help, peer support groups, and mentoring programs.



**Establish relationships with policymakers at the city, county, and state levels, to expand SG/PRC's network.**

- Participate in the Association of Regional Centers Agencies (ARCA) Grassroots Day.
- Hold quarterly meetings with legislators, either in person or via Zoom, to build relationships and to provide updates on the center's projects and initiatives.

**SG/PRC HAS A GOAL TO:**

# **ENHANCE SG/PRC'S HUMAN RESOURCES AND TALENT DEVELOPMENT.**

SG/PRC is committed to building a diverse, skilled workforce aligned with our mission and goals through improved hiring, streamlined onboarding, comprehensive training, and successful mentorship programs.



**Enhance SG/PRC's recruitment processes to attract and hire a more diverse pool of well-qualified staff candidates, including those with expertise in developmental disabilities.**

- Host on-site job fairs for our community in the Spring and Fall each year.
- Send quarterly announcements to our community informing them of the open positions available.
- Increase outreach efforts to local colleges and universities.
- Include employee recruitment table at agency-sponsored events and community events.
- Improve hiring practices to promote SG/PRC's diversity and inclusion efforts.



**Streamline onboarding processes to ensure smooth integration of all new hires into the organization and its culture.**

- Provide a thorough orientation program for new employees on their first day of work.
- Actively engage with new employees and ensure continuous support from their assigned teams, underscoring SG/PRC's commitment to their success.
- Create a detailed training checklist to ensure that the training process is consistent and efficient.



**Create a comprehensive employee training and professional development program covering essential skills, knowledge, and abilities for all employees in various roles and levels.**

- Establish a central training website for SG/PRC to provide convenient access to all scheduled and past training and role-specific resources.
- Utilize the Learning Management System (LMS) to its maximum capacity to improve staff training, development, and the sharing of organizational knowledge.



**Launch a comprehensive employee mentorship and leadership development program to develop leadership skills, promote career growth, and enhance employee engagement.**

- Design a multi-tiered mentorship program for new employees.
- Promote ongoing leadership development and organic mentorship within the organization.
- Establish a formal leadership development program for succession planning.

**SG/PRC HAS A GOAL TO:**

# IMPROVE OPERATIONAL EFFICIENCY AND TECHNOLOGICAL ADVANCEMENTS FOR SERVICE EXCELLENCE.

SG/PRC is committed to improving operations, using technology for efficiency, and maintaining transparency, accountability, and service community satisfaction to align with our strategic goals and drive ongoing improvement.



**Conduct a comprehensive review of internal processes to identify opportunities for improvement, simplification, automation, and removal of obstacles in services and supports.**

- Conduct a thorough review of internal processes.
- Prioritize improvement opportunities based on their potential impact on service delivery and resource allocation.
- Create a system for gathering ongoing feedback on the effectiveness of the changes and identifying any new issues that may arise.



**Invest in technology solutions to streamline administrative tasks, enhance data management, and improve communication.**

- Implement a new service coordination software system for better data management and reporting.
- Assess the current technology systems and implement upgrades and/or changes.
- Implement an IT ticketing system to improve workflow for technical issues.
- Implement Single Sign-On (SSO) technology with security within the organization.





**Ensure transparency, accountability, and service community satisfaction to drive continuous improvement and alignment with our strategic objectives.**

- Implement an annual satisfaction survey process.
- Review survey results with staff to drive ongoing improvement.
- Develop and present a quarterly Strategic Plan Progress Report to the Board's Strategic Development Committee and to the full Board of Directors.



*"The partnership between San Gabriel Pomona Regional Center and Parents' Place has been crucial in providing services to our families and individuals with special needs. I'm eagerly anticipating the upcoming changes at Regional Center, as our families and community will be the main beneficiaries. Many positive developments are in progress such as the low case reduction for children between birth to five, extending support to families that use American Sign Language, introducing new support groups, and the LACC grant, which will aid families in their native languages. I'm thrilled and grateful to be part of this remarkable transformation for our families."*

**- ELENA SANCHEZ**  
Executive Director, Parents' Place - Family Resource & Empowerment Center



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# ACKNOWLEDGEMENTS

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**This strategic plan would not have been possible without the guidance and support of our consultants and support staff:**

Michele Ware (*Forward Focus*)

George Stevens (*Consultant to SG/PRC*)

Erika Gomez, *Liaison to Board of Directors*

**We want to extend a special acknowledgement to our Strategic Planning Ad-Hoc Committee that helped secure our consultants and launched this process on behalf of the Board's Strategic Development Committee:**

Julie Chetney, *Board President*

Jesse Weller, *Executive Director*

Gisele Ragusa, *Strategic Development Advisory Committee Member*

Jay Smith, *23Fifteen/Service Provider*

Sam Yi, *Individual Served and Board Member*

Gabriela Castillo, *Client Services Manager*

Salvador Gonzalez, *Director of Service Access and Equity*

Yvonne Gratianne, *Communications and Public Engagement Officer*

Raquel Sandoval, *Director of Human Resources*

George Stevens, *Consultant to SG/PRC*



**A special thank you to our Board of Directors and Committee members for supporting this process and dedicating significant time for planning sessions:**

SG/PRC Board of Directors

Strategic Development Advisory Committee

Executive Finance Committee

Community Relations/Legislative Advisory Committee

Vendor Advisory Committee

Advisory Committee for Individuals Served and Their Families

**With immense gratitude and appreciation to all of our stakeholders for your ideas, feedback, suggestions, and comments that helped inform this plan.**

## CONTACT US

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**San Gabriel/Pomona Regional Center**

**75 Rancho Camino Drive | Pomona, CA 91766**

**Main Telephone Number:**

(909) 620-7722

**Business Office Hours:**

Monday through Friday (8 a.m. to 5 p.m.)

**After-Hours Response Team:**

SG/PRC has an after-hours response team ready to support you after our regular business hours, including weekends & holidays. If you need assistance after business hours, please call our main telephone number and an operator will connect you with a response team member.

**Stay Informed:**

To sign up to get the latest news, announcements, and alerts from SG/PRC to your inbox, please email us at [webmaster@sgprc.org](mailto:webmaster@sgprc.org).

**Our Community, Our Future**

| [www.sgprc.org](http://www.sgprc.org)

