

# STRATEGIC PLAN

STRATEGIES FOR PROVIDING A LIFETIME OF SUPPORT



# LETTER FROM LEADERSHIP

Dear Harc Community,

It is with great pride and enthusiasm that I present to you Harc's five-year strategic plan. This collective effort reflects the dedication and vision of our entire Harc family - our remarkable staff, the individuals we support, their families, our devoted board members, and the surrounding community.

At Harc, our mission is not just a statement; it's a commitment to shaping lives and building a more inclusive world. Our purpose to provide support for a lifetime to individuals with intellectual and related disabilities and their families resonates deeply within each of us. It's a mission rooted in the belief that every individual deserves a life filled with quality, inclusion, and dignity regardless of their abilities.

As we embark on this strategic journey, let us reflect on our history. Harc was founded in 1951 by visionary parents who recognized the inherent worth and potential of their children with intellectual and developmental disabilities. They were advocates who fought against exclusion, discrimination, and low expectations. Their tenacity laid the foundation for our organization, forging lasting partnerships with individuals, foundations, corporations, and community leaders.

Today, we proudly continue their legacy by adhering to the guiding principle that people with intellectual disabilities should enjoy lives of quality, inclusion, and dignity. Through advocacy and community-based services, we empower the individuals we support to build great lives filled with meaning and inclusion.

Our commitment spans a lifetime, beginning at birth and continuing through every stage of life. We offer a comprehensive range of supportive, enrichment, employment, and residential supports throughout Greater Hartford, ensuring our community thrives with diversity and opportunity.

This strategic plan is a testament to our unwavering dedication. It outlines our goals, strategies, and initiatives, providing a clear roadmap to realize our mission more effectively. It encapsulates our commitment to expanding opportunities for those we serve and strengthening the bonds we share with our community.

As we embark on this exciting journey, I extend my gratitude to every member of our Harc family - for your dedication, your passion, and your belief in our mission. Together, we will transform lives, foster inclusion, and make a lasting impact.

Thank you for being part of our journey. Together, we will continue to light the way toward a more inclusive, compassionate, and promising future.

Yours truly,



Russell Coleman  
President and Chief Executive Officer



# WHY A STRATEGIC PLAN?

Dedicated to its mission, amid ever-evolving positive changes and challenging situations impacting the landscape of the service delivery system, Harc recognizes that a strategic plan is imperative.



## Home and Community-Based Setting Rule:

In 2014, the Centers for Medicaid and Medicare Services passed a rule that sets criteria for how and where people receive services, and that ensures dignity, choice, and control. This rule requires a transformation in how programs are designed and implemented.

## Employment First:

Employment First is a national framework that requires state funding systems to align policies, regulatory guidance, and reimbursement structures to commit to Competitive Integrated Employment (CIE) as the priority option for day and employment services.



## Direct Support Professional Workforce Crisis:

The shortage of professionals in the direct support workforce has been a national crisis since 2016 that was only exacerbated by the Covid-19 pandemic. National efforts are underway to address direct support professionals' dissatisfaction with low wages and benefits, management support, career ladders, and lack of sufficient training. In the interim, service providers across the country share a reality filled with high turnover rates, and a workforce shortage.



## Supporting Individuals with ID/DD and Mental/Behavioral Health Needs:

Research has shown that more than a third of people who have ID/DD also have mental/behavioral health needs. However, the “system” has struggled to respond to and meet the needs of this population due to silos in funding and service provision, and a lack of expertise, resources, and capacity to provide the needed support. Changes at the systemic level are needed to allow for flexible, responsive, and blended supports.



# STAYING FOCUSED ON THE VISION

In the midst of local, state, and national pressures, Harc's vision ensures what people and families want and need to live lives of quality, dignity, and independence.



choice and flexibility



supports they need and want



belonging and inclusion in their community



stability and security



assistance with advocacy



to be valued, needed, and wanted



access to resources and information



education, skill development and opportunities for new experiences



connections and relationships



supports to navigate the system of services



# PRIORITY AREAS

In consideration of the vision for and needs of people and families, while also understanding the current context of providing supports and services, priority areas for ongoing, strategic focus were identified. Short-term solutions and long-term decision making will be driven by the goals and action steps for these priorities.



## ADVOCACY & COMMUNITY EDUCATION

Enhance the lives of individuals and families by providing information, education, and furthering advocacy that impacts public policy and promotes change.

## GROWTH & EXPANSION OF SERVICE DELIVERY

Individuals and families will be supported as they navigate life experiences through modern, innovative, and responsive services.



## WORKFORCE DEVELOPMENT & EMPLOYEE SATISFACTION

Harc's person-centered culture, career training, and success celebration will support the development of employee purpose and retention.



## COMMUNICATION & PUBLIC RELATIONS

Expand opportunities for people with disabilities by developing successful partnerships through increased communications and clear and effective messaging about Harc.



## PHILANTHROPY

Create meaningful connections within the community and stable pathways for financial support for the mission of Harc, through a combination of expanded fundraising efforts and strengthened volunteer engagement.



# ANTICIPATED OUTCOMES

## ADVOCACY



An expanded advocacy network.

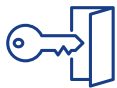


Increased advocacy efforts from individuals with disabilities, family members, staff, partners and community members.



Increased membership and participation in self-advocacy groups.

## SERVICES & SUPPORTS



Individuals with intellectual and related disabilities and their families will more easily access the resources and services they need to enhance their quality of life.



Delivery of person-centered services in ways that promote choice, control, and self-determination.



Increased independence in reaching personal goals through and enhanced quality of life through:

- innovative, individualized services.
- integrated, customized employment.
- using technology in meaningful ways across settings.

## SUSTAINABILITY & GROWTH



Expanded ability to predict and prepare for needed updates in the organization's resources.



Increased modernization and efficiency.



Increased total funding, donations, partnerships, and other contributions.

# ANTICIPATED OUTCOMES (cont.)

## COMMUNITY PARTNERSHIPS & POSITIVE REPUTATION



Increased visibility and awareness of the excellent reputation of Harc as a subject matter expert a partner in and provider of supports for a lifetime to individuals with intellectual and related disabilities and their families.



Growth of the overall network of Harc supporters, including additional contacts and overall participation.



Reciprocal, mutually beneficial, relationships with community partners that ultimately benefit the individuals and families Harc supports.



Positive media coverage that shares the message of individuals we support and their families, staff, and the organization as a whole.



Improved coordination of communication efforts.



Expanded engagement of volunteers across the organization.

## EMPLOYEE RECRUITMENT & RETENTION



Employees know, understand, are connected to, and invested in the direction of the organization.



Professional development plans that empower and support all employees to build the career they want.



Increased employee satisfaction and morale, leading to increased retention and decreased turnover.



Increased quantity and quality of applications and new hires.

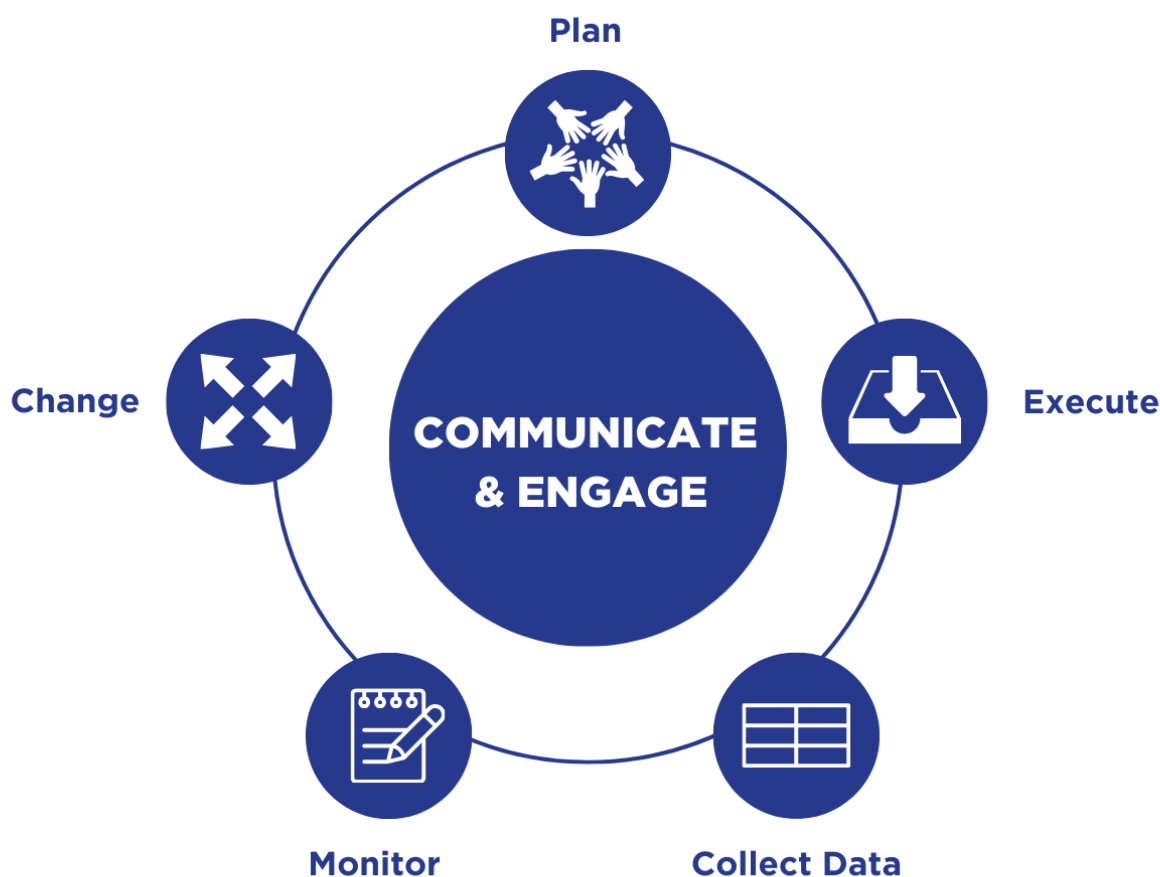


Improved quality and consistency of staff performance.

## NEXT STEPS

Everyone in the Harc community – individuals and families supported, employees, leadership, and community partners – have a role in accomplishing the vision for the next five years. The strategic plan will be a tool to guide collective efforts toward shared goals that impact both short- and long-term priorities.

An implementation playbook that includes additional detail regarding the strategies and specific action steps for each goal will be used to identify roles and responsibilities, timelines, and metrics for each priority area. As Harc works to implement the plan, strategies and actions may be adjusted based on the progress that is made and what is learned.



Information and updates, as well as opportunities for involvement, will continue to be shared throughout Harc’s network through regular communication and engagement.

For questions regarding Harc’s Strategic Plan  
please contact [info@harc-ct.org](mailto:info@harc-ct.org).