



# HARBOR

REGIONAL CENTER

Strategic Plan Period:  
July 1, 2023 to June 30, 2026

## PROGRESS REPORT

Fiscal Year 2023-24

Strategic  
Plan



# STRATEGIC PLAN ANNUAL PROGRESS REPORT

## ◆ Fiscal Year 2023-24

The 2023-2026 Harbor Regional Center Strategic Plan is designed so that progress can be measured on a regular basis. This allows for timely adjustments, promotes a culture of accountability and creates moment-in-time reports featuring viable measures.

This first annual report provides an assessment of each of the plan's goals and objectives. It shows noteworthy achievements and at the same time, acknowledges the areas where progress has been slower in meeting some strategic goals. For more details about progress in each area, refer to the FY 2023-24 Quarterly Strategic Plan Progress Reports.

The reporting technique uses a green-yellow-red scheme to present progress to date. For purposes of this summary, the color designations are defined as follows:

### On Track

Green - On Track (proceeding as expected or completed within one month of targeted date)

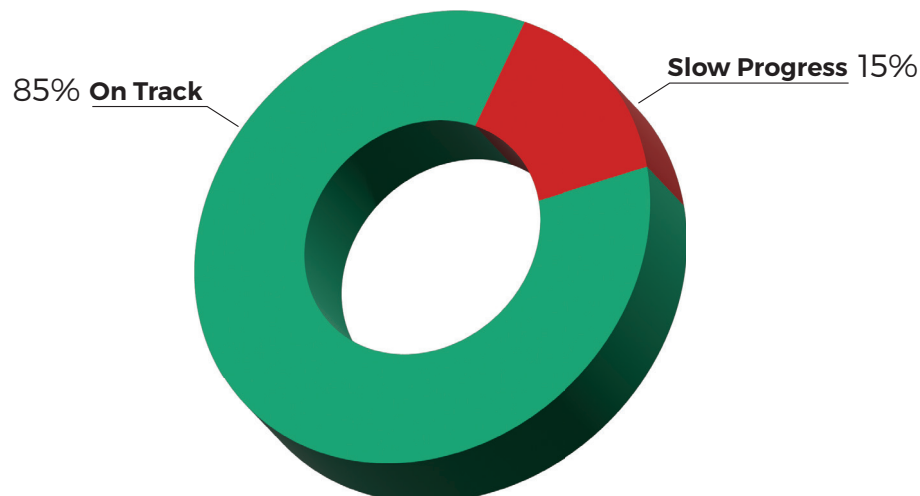
### In Progress

Yellow - In Progress (work started within two or three months of targeted date)

### Slow Progress

Red - Slow Progress (3+ months beyond targeted date or intentionally delayed)

## Progress on all goals and objectives combined



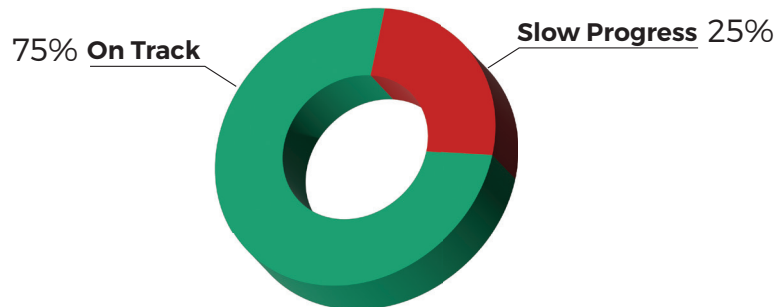
### Progress on Focus Area 1 – Improve Individual and Family Experience and Satisfaction



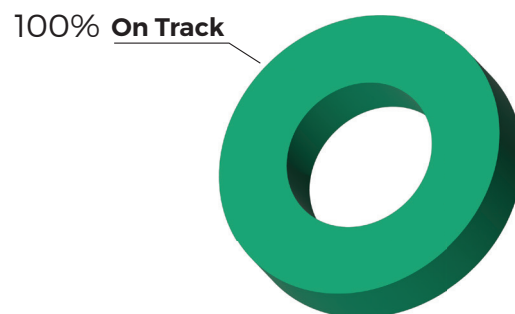
### Progress on Focus Area 2 – Enhance Service Coordination



### Progress on Focus Area 3 – Increase Resource Development



### Progress on Focus Area 4 – Strengthen Community Engagement



# STRATEGIC PLAN ANNUAL PROGRESS AT A GLANCE

## Focus Area 1: Improve Individual and Family Experience and Satisfaction

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

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

Year 1: Develop and implement a 3-year plan to meet this goal and objective.

On Track

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 1: Conduct new survey, evaluate results, identify baselines and set targets for improvement.

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 1: Develop and implement a 3-year plan to meet this goal and objective.

On Track

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

Year 1: Conduct new survey, evaluate results, identify baselines and set targets for improvement.

On Track

## Focus Area 2: Enhance Service Coordination

### Goal 2: 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 1: Identify set of standards, develop and implement training for all staff.

On Track

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

Year 1: Conduct new survey, evaluate results, identify baselines and set targets for improvement.

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 1: Develop a structured survey for staff about possible training topics for personal and professional development, develop and implement a professional development training plan/schedule.

On Track

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

Year 1: Develop a Community of Practice (e.g., mission, goals, core team, structure) and hold kick-off meeting.

Slow Progress

## Focus Area 3: Increase Resource Development

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

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

On Track

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

Slow Progress

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

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

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 1: Conduct new survey, evaluate results, identify baselines and set targets for improvement.

On Track

## Focus Area 4: Strengthen 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 1: Develop and implement a 3-year plan to meet this goal and objective.

On Track

## PLANS FOR FISCAL YEAR 2024-25

### Overview

#### Focus Area: Improve Individual and Family Experience and Satisfaction

- Ongoing implementation of the three-year Information and Communication Plan and three-year Person-Centered Organization Plan
- Ongoing review of FY 2023-24 Individual and Family Experience and Satisfaction Survey results and implementation of strategies for improvement as applicable.
- Distribution of FY 2024-25 Individual and Family Experience and Satisfaction Survey anticipated distribution in April/May 2025.

#### Focus Area: Enhance Service Coordination

- Complete customer service training for all staff; evaluate feedback from staff and revise training as needed.
- Embed customer service training in onboarding curriculum for all new staff.
- Distribution of FY 2024-25 Individual and Family Experience and Satisfaction Survey anticipated distribution in April/May 2025.
- Ongoing personal and professional development training opportunities offered to staff based on FY 2023-24 survey.
- Ongoing Community of Practice meetings and identification of best practices, especially related to person-centered practices and Home and Community-Based Waiver Final Rule implementation.

#### Focus Area: Increase Resource Development

- Ongoing development of targeted services that meet the cultural, linguistic and geographic needs of the individuals and families served by Harbor.
- Development and distribution of an ongoing needs assessment survey to identify potential gaps in the services and supports needed by the individuals and families served by Harbor with anticipated distribution date of January 2025.
- Distribution of FY 2024-25 Individual and Family Experience and Satisfaction Survey anticipated distribution in April/May 2025.

#### Focus Area: Strengthen Community Engagement

- Ongoing implementation of the three-year Community Engagement Plan.
- Development and distribution of surveys to measure outcomes related to Harbor's community engagement with anticipated distribution date of March 2025.





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April 2025  
[www.harborrc.org](http://www.harborrc.org)