



# HARBOR

REGIONAL CENTER

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

## PROGRESS REPORT

Fiscal Year 2024-25

Strategic  
Plan



# STRATEGIC PLAN ANNUAL PROGRESS REPORT

## ♦ Fiscal Year 2024-25

### Executive Summary

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 provides clear, data driven snapshots of our progress.

This second annual report provides an assessment of each goal and objective in the Strategic Plan. It highlights noteworthy achievements and at the same time, acknowledges the areas where progress has been slower in meeting some strategic goals. For detailed updates on each area, please refer to the FY 2024-25 Quarterly Strategic Plan Progress Reports. Please note that two goals in the resource development area were specific to FY 2023-24 and were not carried over to FY 2024-25. This is why the Resource Development section reflects only Objectives 3 and 4.

Progress is reported using a green-yellow-red scheme. 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)

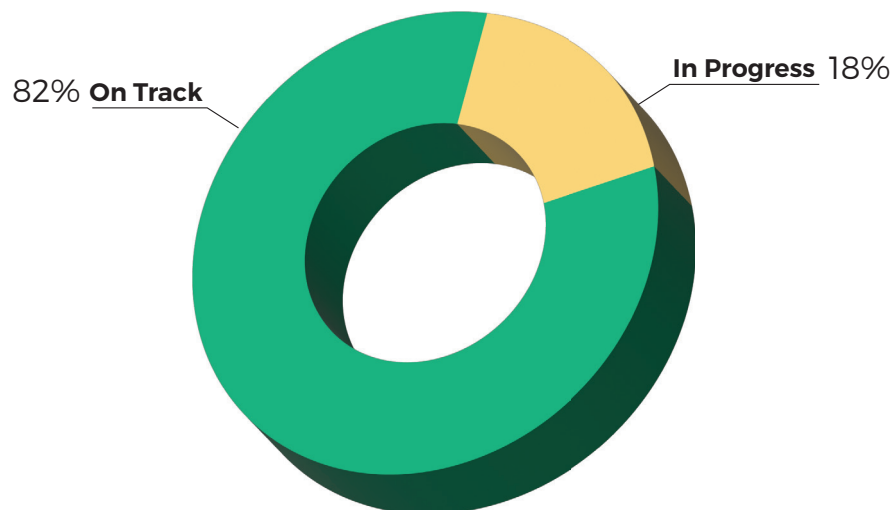
#### In Progress

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

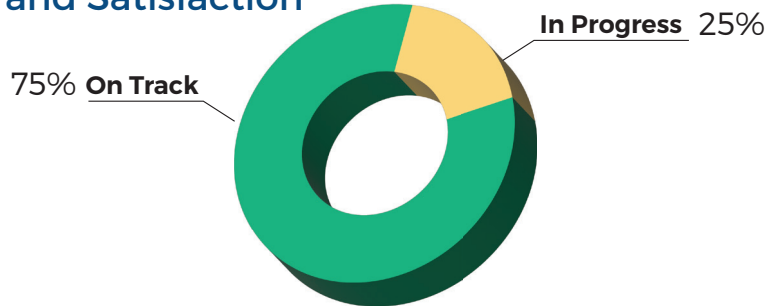
#### Slow Progress

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

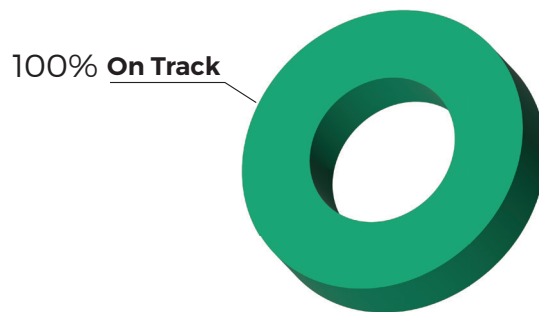
### Progress on all goals and objectives combined



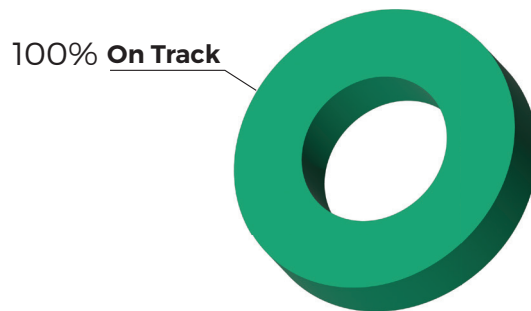
### Progress on Focus Area 1 – Improve Individual and Family Experience and Satisfaction



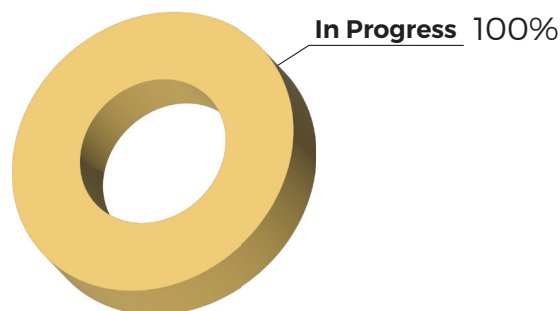
### Progress on Focus Area 2 – Enhance Service Coordination



### 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 2: Ongoing implementation of three-year 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 2: Continue to conduct survey, evaluate results, identify areas of low satisfaction 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 2: Ongoing implementation of three-year plan and revisions made as needed.

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 2: Continue to conduct annual survey, evaluate results, identify areas of low satisfaction 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 2: Finish training staff; continue including as part of new staff onboarding; 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 2: Ongoing implementation and evaluation of ongoing customer service survey; continue to conduct annual survey, evaluate results, identify areas of low satisfaction 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 2: Continue to develop and offer new training opportunities, monitor small work/discussion groups, and modify topics and groups as desired.

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 2: CoP to meet throughout the year to share and gain knowledge per its identified mission and goals; identify best practices that may impact Harbor's services and supports within its community.

On Track

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

Year 2: Develop a total of eight new 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 2: Continue to conduct survey, evaluate results, identify areas of low satisfaction 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 2: Continue to implement the community engagement plan, evaluate its success and revise as needed.

In Progress

## PLANS FOR FISCAL YEAR 2025-26

### 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 2024-25 Individual and Family Experience and Satisfaction Survey results and implementation of strategies for improvement as applicable.
- Distribution of FY 2025-26 Individual and Family Experience and Satisfaction Survey with anticipated distribution in April/May 2026.

#### Focus Area: Enhance Service Coordination

- Continue including customer service training in onboarding curriculum for all new staff. Start to conduct biennial refresher trainings with all staff. Evaluate training and revise as needed.
- Distribution of FY 2025-26 Individual and Family Experience and Satisfaction Survey with anticipated distribution in April/May 2026.
- Ongoing professional development training opportunities offered to staff. Conduct biennial survey with staff about other possible professional development topics of interest.
- 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. Promote the spread of best practices internally and within the community. Review mission and goals of CoP and revise as needed.

#### 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.
- Distribution of FY 2025-26 Individual and Family Experience and Satisfaction Survey anticipated distribution in April/May 2026.

#### Focus Area: Strengthen Community Engagement

- Ongoing implementation of the three-year Community Engagement Plan including, but not limited to, the development of new community partners, maintenance of existing community partners, and engagement in legislative advocacy. Evaluate the success of the multi-component plan and revise as needed.





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