



HARBOR

REGIONAL CENTER

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

PROGRESS REPORT

Fiscal Year 2025-26

Strategic
Plan



STRATEGIC PLAN ANNUAL PROGRESS REPORT

◆ Fiscal Year 2025-26

Executive Summary

The 2023-2026 Harbor Regional Center Strategic Plan was designed so that progress could be measured on a regular basis throughout the three-year period of the plan. This allowed for timely adjustments, promoted a culture of accountability and provided clear, data driven snapshots of our progress.

This third and final annual report provides an assessment of each goal and objective and reflects Harbor's overall progress during the three-year Strategic Plan period. This report highlights noteworthy achievements and at the same time, acknowledges the areas where progress has been slower than anticipated. 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 or FY 2025-26. 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)

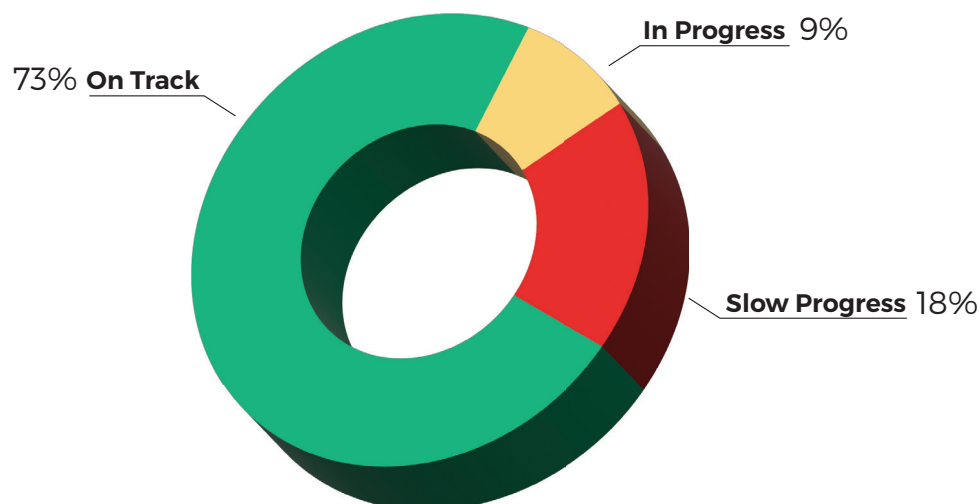
In Progress

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

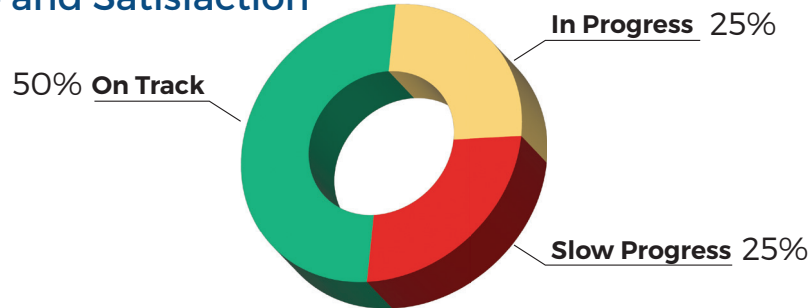
Slow Progress

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

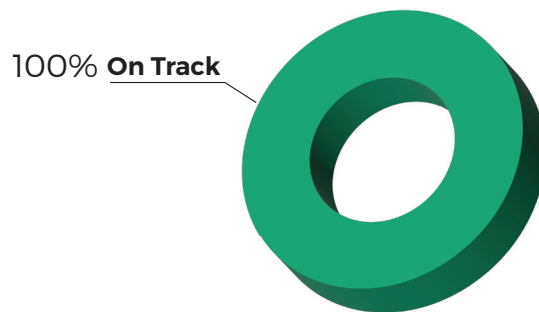
Progress on all goals and objectives combined



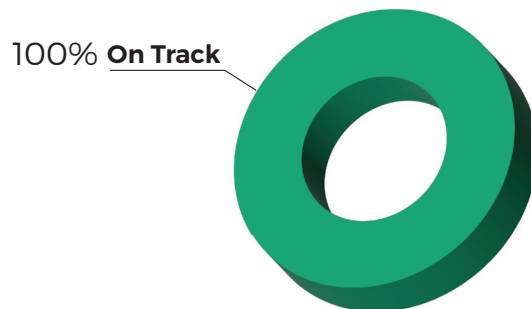
Progress on Focus Area 1 – Improve Individual and Family Experience and Satisfaction



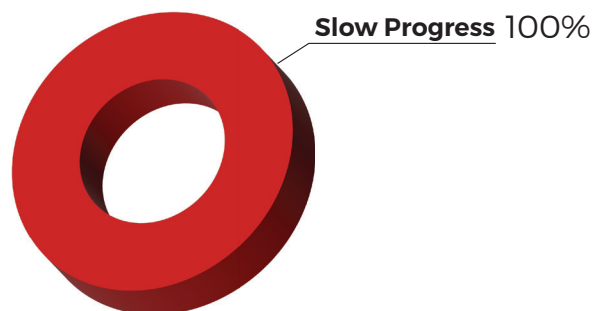
Progress on Focus Area 2 – Enhance Service Coordination



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 3: Ongoing implementation of three-year plan and revisions made as needed.

Slow 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 3: Continue to conduct survey, evaluate results, identify areas of low satisfaction and set targets for improvement. Revise survey as needed.

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 3: Ongoing implementation of three-year plan and revisions made as needed.

In Progress

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 3: Continue to conduct annual survey, evaluate results, identify areas of low satisfaction and set targets for improvement. Revise survey as needed.

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 3: Continue including as part of new staff onboarding; start biennial refresher training; 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 3: Continue to conduct customer service survey, evaluate results, identify areas of low satisfaction and set targets for improvement. Revise survey as needed.

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 3: Continue to develop and offer new training opportunities, monitor small work/discussion groups; conduct biennial structured survey with staff about possible other training topics. Revise organizational training plan as needed.

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 3: Incorporate new learning into the organization to ensure adoption of best practices. Promote spread of best practices within Harbor's community. Review CoP mission and goals and revise as needed.

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 3: Develop a total of ten (10) 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 3: Continue to conduct survey, evaluate results, identify areas of low satisfaction and set targets for improvement. Revise survey as needed.

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 3: Continue to implement the community engagement plan, evaluate its success and revise as needed.

Slow Progress

Plans for Fiscal Years 2026-27 through 2030-31

Overview

Harbor's Board of Trustees has adopted a **new Strategic Plan** for the next five (5) fiscal years. The new Strategic Plan builds on the progress that's been made as reported in this Annual Progress Report. The following information highlights the focus areas and goals that will be implemented beginning in FY 2026-27.

Focus Area: Improve Individual and Family Experience and Satisfaction

- This focus area continues from the previous Strategic Plan with four (4) goals.
 - Improving availability and accessibility of information and communications for all individuals and families;
 - Optimizing individuals' and families' engagement in the planning process to identify the best services and supports that meet their needs;
 - Enhancing the experience and satisfaction of individuals and families served by Harbor;
 - Supporting individuals and families going through the intake process.

- Much of this is ongoing work from the previous Strategic Plan and includes an evaluation and revision of the current Information and Communication Plan and Person-Centered Organization Plan in FY 2026-27.

Focus Area: Enhance Service Coordination

- This focus area continues from the previous Strategic Plan with two (2) new goals.
 - Enhancing the quality and consistency of service coordination practices across all case management departments and roles.
 - Ensuring a consistent, high-quality, and efficient eligibility determination process.

Focus Area: Expand Resource Development and Awareness of Available Resources

- This focus area continues from the previous Strategic Plan and was expanded to address the community's awareness of Harbor's available resources. The two (2) goals in this area include:
 - Providing an array of innovative service options to meet the unique needs of those we serve;
 - Increasing availability, awareness, and accessibility of information about Harbor's services.

Focus Area: Strengthen Community Engagement

- This focus area continues from the previous Strategic Plan with (5) goals:
 - Enhancing engagement with the individuals and families Harbor serves;
 - Enhancing training opportunities for, and with, community partners about Harbor and the services we provide;
 - Increasing legislative advocacy to address the needs of our diverse community;
 - Increasing Early Start Child Find activities; and
 - Expanding Harbor's Community of Practice.
- Much of this is ongoing work from the previous Strategic Plan and includes an evaluation and revision of the current Community Engagement Plan in FY 2026-27.

Focus Area: Improve Organizational Development

- This focus area was added to the new Strategic Plan with two (2) goals, one of which is new.
 - Continuing our ongoing work in maintaining a customer-focused culture that aligns with Harbor's universal customer service standards.
 - The new goal concentrates on providing continuity and stability in Harbor's leadership by developing a succession plan to ensure smooth transitions of leadership roles within the organization into the future.



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September 2026
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