**Strategic Initiative 1: Enhance Communications to Reach More Customers and to Serve Customers Better**

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| **Project Area** | **Objectives** | **Timeline** | **Success Criteria** |
| **1.1 Gathering the DSB story** | * Develop shared understanding of all DSB programs among agency staff
* Develop systems for documenting and cataloguing agency participant success stories & feedback, and the agency impact on customer
* Develop systems to ensure multi-directional communication within agency
 |  | * Staff can note differences and similarities among programs within the agency
* Effective systems for tracking and retrieval of DSB stories are in place
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| **1.2 Targeting the DSB message** | * Develop DSB messages/talking points
* How we are unique
* How we add value
* Develop criteria for prioritizing strategic partnerships
* Target DSB messages to specific audiences
* Identify key cultural motivators for target groups
* Develop comprehensive approach to serving Transition age youth
* Develop multiple platforms and formats for conveying message
 |  | * Staff can convey DSB story targeted to specific audiences
* Staff have developed a prioritization mechanism for local outreach activity
* DSB message can be sent out across multiple media platforms
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| **1.3 Telling the story for highest impact** | * Develop strategic outreach activity plan, statewide and locally
* Develop effective relationships through targeted outreach and broad-based media activity
* Leverage funding and resources through partnering
* Develop systems for feedback loop to assess outreach successes
 |  | * Increased number referrals
* Employer engagement measures - businesses with repeat hires of DSB participants
* Partnerships in place to meet full circle of DSB participant needs
* Agency has data to demonstrate which efforts are effective
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**Strategic Initiative 2: Enhance and Maintain DSB Capacity & Expertise in Serving Blind Washington Residents**

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| **Project Area** | **Objectives** | **Timeline** | **Success Criteria** |
| **2.1 Enhance agency core competencies** | * On-going blindness awareness and experience for all DSB staff and service providers
* Promote accessibility
* Ensure internal accessibility and usability of agency systems and communications
* Act as resource for external community partners in ensuring electronic and other accessibility of external systems
* Promote teaming within and among programs
 |  | * Community and agency participant feedback
* Structured development plans are in place for key positions
* Blind staff productivity is not impeded by internal systems or accessibility obstacles
* DSB participants get hired at businesses who have made accessibility changes due to DSB consultation
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| **2.2 Enhance recruitment, retention, and succession** | * Target recruitment of qualified blind staff to increase representation across all levels of the agency
* Develop systems for knowledge transfer among all job classifications
* Explore opportunities for compensation increases for targeted hard-to-fill job classes
* Leadership development
* Target and promote interest in training for agency participants to fill critical resource needs for vocational rehabilitation and agency
 |  | * Blind representation will exist at all levels and areas of agency
* Increased numbers of DSB participants hired into VR-related positions
* New staff receive knowledge transfer to maintain program stability
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**Strategic Initiative 3: Integrate employment into a unified customer experience at all phases of the vocational rehabilitation process**

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| **Project Area** | **Objectives** | **Timeline** | **Success Criteria** |
| **3.1 Integrate employment and real-world work experience throughout all phases of VR process and training** | * Integrate employment from intake process through training to program exit
* Build in work experience and employment-related activity at all levels of VR process
* Relate all assessment and training to an employment context
* Integrate real time market labor data and sector strategies in vocational planning
* Address with participants impact and accommodation needs of secondary disabilities
* Define stages of job-readiness and related employment activities
* Build employer-desired core soft skills (critical thinking, decision making, etc.) throughout skill development process
* Develop system for peer mentorship
 |  | * Increased number of employment outcomes
* Federal agency & contractors
* State agency employment
* Documentation and curricula for assessment and training materials relate to vocational goals
* Common understanding and approach to stages of job readiness
* Increased quality (wage/benefit/diversity) of employment outcomes
* Employer engagement measures
* Maintained stability of employment outcome (2nd and 4th quarter)
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| **3.2 Build regional business expertise** | * Build capacity for agency regional business representation to facilitate outcomes among DSB, workforce partners and business community
* Build systems to meet the needs of businesses with mandates to increase hire of individuals with a disability
* Develop systems to identify and target businesses that have variety of job classes, maintain an accessible environment, focus on diversity as a value and have past history of hiring individuals with a disability
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