**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 |
| **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 |
| **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 |

**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 |
| **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 |

**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) |
| **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 |  |