



KENTUCKY OFFICE OF VOCATIONAL REHABILITATION (OVR)

Strategic Plan

October 1, 2021 – September 30, 2024

Vision

All Kentuckians with disabilities have an opportunity to be an essential part of Kentucky's workforce and their communities.

Mission

To empower Kentuckians with disabilities to maximize independence and economic security through competitive, integrated employment.

Core Values

OVR recognizes and respects the talents and contributions of all individuals as a vital part of a productive society. Therefore, OVR values:

- The rights, merit, and dignity of all persons with disabilities;
- Independence for Kentuckians with disabilities;
- Diversity, inclusion, and belonging;
- Competitive, integrated employment;
- Career advancement and economic security; and
- Collaborative efforts and partnerships.

Goals

The following goals are presented in priority order.

Sound Fiscal Management: Implement sound fiscal management that aligns with federal and state regulations for accurate and consistent reporting and operations.

Quality Assurance: Compliance with federal and state regulations in all areas to ensure continuous improvement and quality outcomes for consumers.

Staff Resources: Maximize technology and business processes to effectively support accessibility and the evolving needs of all stakeholders.

Center Operations: Improve facilities and expand programs to increase competitive, integrated employment outcomes.

Consumer Services: Implement innovative practices to improve quality outcomes.

Public Awareness: Implement an ongoing, flexible marketing plan and process to improve public awareness of VR programs, services, and agency employment.

Strategic Plan

Sound Fiscal Management

Goal: Implement sound fiscal management that aligns with federal and state regulations for accurate and consistent reporting and operations.

Objective: Develop internal controls that are embedded throughout service delivery.

Strategies:

- Conduct a risk analysis and identify needed procedures for internal controls.
- OVR staff works closely with Cabinet-level fiscal staff (budget, procurement, and accounting) in the development and implementation of written procedures that adhere to state and federal requirements.
- Develop needed policies and procedures.
- Train staff on established policies and procedures.

Measures:

- Internal controls are implemented in day-to-day service delivery.

Objective: Best practices and effective policies are embedded in day-to-day operations.

Strategies:

- Dedicated staff are assigned to quality assurance monitoring over the internal control processes.
- Develop a quality assurance monitoring plan.
- Implement the quality assurance plan.
- Metrics are established for internal control processes.

Measures:

- Clean audit with no findings.
- Reduction of case review errors.
- Timely submission of reports with no errors.

Quality Assurance

Goal: Compliance with federal and state regulations in all areas to ensure continuous improvement and quality outcomes for consumers.

Objective: Enhance program compliance through the development and maintenance of policies and procedures.

Strategies:

- Identify an agency standard of accessibility.
- Develop a structure to maintain, update, and review policy and procedures.
- Train staff on the new process for policy and procedures.

Measure:

- Completion of a formal policy and procedure manual.

Objective: Consistently analyze and use data to inform planning.

Strategies:

- Implement a consistent development and review process.
- Obtain input of leadership and management to identify outcome data needs.
- Hire staff to develop a strong data review process.
- Partner with internal and external stakeholders in education and workforce to obtain necessary data.

Measures:

- Data is always used in the decision-making process.

Staff Resources

Goal: Maximize technology and business processes to effectively support accessibility and the evolving needs of all stakeholders.

Objective: Expand opportunities for staff to provide virtual services.

Strategies:

- Acquire updated technology.
- Provide staff training in the latest technology.

Measures:

- 100% of staff are using SARA.
- Decrease cases closed "unable to contact/refused services" by 20%.

Objective: All forms and documents meet accessibility standards.

Strategies:

- Ensure staff use accessible forms and documents.
- Staff responsible for creating forms will create forms that meet accessibility standards.
- Policies and procedures are in place for compliance.
- Train staff on accessibility and compliance.

Measure:

- All forms and documents meet established accessibility standards.

Center Operations

Goal: Improve facilities and expand programs to increase competitive, integrated employment outcomes.

Objective: Upgrade building facilities to provide a safe and accessible environment.

Strategies:

- Develop a formal plan for ongoing and regular maintenance.
- Follow and adhere to all state and federal processes.
- Implement approved projects in a timely manner.

Measure:

- All facility projects are completed and operational as identified on the Capital Plan.

Objective: Increase capacity to offer statewide services.

Strategies:

- Expand curriculum and training opportunities in industry-standard computer software programs (e.g., computer literacy).
- Address hardware, software, and connectivity access barriers.
- Expand learning formats to include a variety of online and hybrid programs.
- Develop and implement a plan to ensure adequate resources for the learning format expansion.
- McDowell Center will increase outreach efforts to reach consumers in all 120 counties.

Measures:

- Increase training enrollments by 25% for both Centers by 2024.
- Increase competitive, integrative employment by 25% for both Centers by 2024.
- The Centers will serve individuals from all 120 counties.

Objective: Maximize job readiness training and work experience opportunities.

Strategies:

- Re-establish relationships to provide work-based experiences at the Perkins Center.
- Expand job readiness training and work experience opportunities at the McDowell Center.

Measures:

- 75% of McDowell Center participants complete a work experience.
- McDowell Center will expand employer relationships by six each year.
- Re-establish all of the Perkins Center's current relationships and expand those by 25%.
- Completion of job readiness training at the Perkins Center will increase by 25% by 2024.

Consumer Services

Goal: Implement innovative practices to improve quality outcomes.

Objective: Increase the number of credentialed vendors.

Strategies:

- Incorporate vendor recruitment as a part of the marketing plan.
- Train staff on new vendor credentialing and processes for vetting.
- Recruit new vendors for increased consumer choice.
- Maintain a strong application/recruitment/retention vendor process.

Measure:

- All newly approved vendors are credentialed.

Objective: Consumers have access to industry-driven training, career, and other resources.

Strategies:

- Develop a list and expand the number of agency-approved vendors.
- Develop a plan for consumers to have access to technology and virtual services.
- Counselors place greater emphasis on providing informed choices.

Measure:

- Increase the number of consumers who are engaged in and complete training by 10%.

Objective: Strengthen existing workforce partnerships, develop new partnerships, and expand learning opportunities.

Strategies:

- Employer Services Branch will develop and implement a plan to partner with employers who offer jobs in targeted sectors.
- Increase work-based learning opportunities in targeted sectors.
- Train staff using career pathways strategy guides.

Measure:

- 10% increase in competitive, integrated employment outcomes in targeted sectors.

Objective: Counselors implement a career pathways approach to increase quality employment outcomes.

Strategies:

- Expand types of employment placements into higher-paying, lower turnover jobs.

- Increase use of Labor Market Information in employment goal development.
- Increase consumer engagement.
- Implement policies that guide the implementation of the career pathway approach through team-based, early intervention strategies.

Measure:

- Annual increases in the required federal common measures.

Public Awareness

Goal: Implement an ongoing, flexible marketing plan and process to improve public awareness of VR programs, services, and agency employment.

Objective: Implement a comprehensive marketing plan for the agency.

Strategies:

- Hire a dedicated marketing person.
- Create a marketing plan.
- Develop marketing materials to recruit vendors.
- Marketing materials that reflect current information and are engaging and in accessible formats.
- Marketing materials are made available to staff and consumers.

Measures:

- Staff hired to oversee marketing.
- All marketing materials are updated and maintained in appropriate, accessible formats.
- Social Media presence on most popular accessible sites.
- All marketing materials will be located for easy access to staff and consumers (agency website/paper material to Perkins for distribution/DocuShare Drive).

Objective: Recruit talent.

Strategies:

- Identify a staff representative to work with the Education & Workforce Development Cabinet and Personnel Cabinet on issues related to talent recruitment.
- Expand the quantity and types of internship programs with university programs.
- Develop and implement internship MOA.
- Leverage social media as a tool for recruitment.

Measures:

- Open positions are filled with qualified candidates.