



KENTUCKY OFFICE OF VOCATIONAL REHABILITATION (OVR)

Strategic Plan

October 1, 2023 – September 30, 2027

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

We recognize and respect the talents and contributions of all individuals as a vital part of a productive society. Therefore, we value:

- 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 outreach 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.

Objective

Proper allocation and expenditure of funds.

Strategies

- Conduct fiscal forecasting.
- Develop a plan for expenditure for the grant award.

Measures

- Fiscal forecasting completed
- Adequate expenditure of funds

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.
- Train staff on common performance measures.

Measure:

- Completion of a formal policy and procedure manual.
- Meets or exceeds the RSA negotiated performance rates

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

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.

Facility Operations

Goal

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

Objective

Upgrade building facilities to provide a safe and accessible environment for all staff across the state.

Strategies:

- Develop a formal plan for ongoing and regular maintenance of state-owned buildings.

- Identify building locations private and state owned that present potential service, health, and safety risks for staff.
- Identify relocation needs.
- 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 in the Capital Plan.
- All facilities meet facility and safety requirements

Objective

Increase capacity to offer statewide services at state operated Centers.

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.
- Centers 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.

Objective

Maximize job readiness training and work experience opportunities.

Strategies:

- Expand job readiness training and work experience opportunities at the Centers.

Measures:

- 75% of McDowell Center participants complete a work experience.
- 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 outreach 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.
- Increase support for employment providers by 5%

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.
- Decrease cases closed “unable to contact/refused services” by 10%

Objective

Ongoing Systematic Training for all Staff

Strategies

- Formation of a Training Development Team
- Develop a systematic training Schedule.
- Implement a systematic training schedule for all staff.

Measures

- Training Plan Developed by December 2024.
- Ongoing systematic training is implemented by June 2025.

Objective

Increase service capacity and customer engagement through additional staff resources.

Strategies

- Conduct an assessment of statewide staff needs based on a internal job duties analysis and service delivery trends.
- Develop a talent management plan.
- Recruit and hire staff to fill identified positions.

Measures

- Assessment of statewide staff needs completed by June 2024
- Talent Management plan completed by December 2024
- # of Positions Filled

Public Awareness

Goal

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

Objective

Implement a comprehensive outreach plan for the agency.

Strategies:

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

Measures:

- Staff hired to oversee outreach.
- All outreach materials are updated and maintained in appropriate, accessible formats.
- Social Media presence on most popular accessible sites.

- All outreach 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 & Labor Cabinet and Personnel Cabinet on issues related to talent recruitment.
- Identify staff representatives to make presentations to colleges, universities and technical colleges regarding OVR services and employment opportunities.
- 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.