

The undersigned has reviewed this Strategic Plan and will support it as the official and current Plan for the Georgia Vocational Rehabilitation Agency (GVRA) for the period July 1, 2020 through June 30, 2023.

Executive Director:

Chris Wells

Date:

GVRA



GEORGIA VOCATIONAL REHABILITATION AGENCY

FY 2020 – FY 2023 Strategic Plan

Updated: September 1, 2021

AGENCY MISSION: THE MISSION OF GVRA IS TO ASSIST GEORGIANS WITH DISABILITIES TO GAIN EMPLOYMENT AND INDEPENDENCE.

AGENCY PILLARS: A COMMITMENT TO TRANSPARENCY, EMPOWERMENT, ACCOUNTABILITY, COMPASSION AND HONESTY

AGENCY VISION: EVERY GEORGIAN WITH A DISABILITY CAN WORK AND LIVE INDEPENDENTLY.

ENVIRONMENTAL SCAN:

The Georgia Vocational Rehabilitation Agency's (GVRA) Strategic Plan, previously submitted, is amended effective September 1, 2021, to reflect both organizational and operational changes. Since July 1, 2021, GVRA has assumed primary responsibility for financial and human resources functions, while concluding a three year re-organization in one year. The agency now turns its focus to unified process and procedures across field programs and a "One GVRA" approach to business. This approach entails an agency organized by core functional areas to include sensory, transition/residential, vocational, program support, and administration, thus avoiding a duplication of services across programs and maximizing available resources and personnel.

This plan is designed to be reflective of both institutional knowledge and industry best practices to provide leeway for broad-reaching operational improvements. Planners facilitated meetings that included a cross-section of staff from all functional areas, with non-management and management staff selected by program directors. These program strategic planning committees ranged from six members to 13 team members and worked via virtual platforms. The committees also included staff with various tenure levels, from new employees to employees with more than twenty years of experience. Resources for participants included SWOT analysis guidelines, tools to write SMART goals and access to prior external evaluations.

GVRA's plans align with the Governor Brian P. Kemp's strategic goals and his mission to make Georgia "the best place to live, work and raise a family". GVRA shares a particular commitment to the Governor's strategic goals to "make Georgia number one for small business" in order to create employment opportunities for those we serve, to "strengthen rural Georgia" by providing quality service in all offices across the state, and "put Georgians first" by promoting a competitive, integrated and inclusive workforce.



(Image: Strengths, Weaknesses, Opportunities and Threats chart)

AGENCY AND PROGRAMS OVERVIEW:

The Georgia Vocational Rehabilitation Agency operates five integrated and interdependent statutory programs that share a primary goal - to help people with disabilities achieve independence and meaningful employment. Established in 2012, when House Bill 1146 created the agency and its Georgia Vocational Rehabilitation Services (GVRS) Board, GVRA is an Executive Agency administratively attached to the Department of Human Services (DHS). Three of its programs (vocational rehabilitation, residential services and the Business Enterprise Program) receive a state allocation and federal match via the Rehabilitation Services Administration (RSA). Disability Adjudication Services (DAS) is entirely federally funded under an agreement with the Social Security Administration (SSA). The Georgia Industries for the Blind (GBA) operates entirely from the sale of goods and services. The Agency has over 40 locations throughout the state to include over 1,000 employees, and a \$250 million operating budget.

GOAL 1: IMPROVE WORKFORCE DEVELOPMENT AND CONTINUITY

Goal 1: GVRA will develop, engage and retain a capable, well-trained and effective workforce.

State Strategic Goal Area: Reform state government by maximizing taxpayer value.

Measurable Objective 1: By June 30, 2023, GVRA will develop and implement core positional productivity measures and targeted training plans across the agency.

Strategy 1: GVRA will focus on training as a critical need and will ensure that all employees can access resources digitally or virtually.

Strategy detail 1: Establish standard procedures and expectations with key performance indicators for the agency and each position.

Strategy detail 2: Maximize current Learning Management System (LMS) capabilities and accessible training platforms by June 30, 2022.

Strategy detail 2: Implement processes and procedures to support reliable and accurate performance tracking.

Measurable Objective 2: GVRA will develop data analytics to track employee performance and ensure accountability for all positions by June 30, 2023.

Strategy 3: Establish standard procedures and expectations to monitor performance.

Strategy detail 3: GVRA will implement processes and procedures to support reliable and accurate performance tracking, to include but not limited to regular supervisor-employee touchpoints, updated performance measures, and systems for documentation.

GOAL 2: INCREASE SERVICE DELIVERY AND CUSTOMER SATISFACTION

Goal 2: GVRA will increase service delivery and customer satisfaction through a developed framework of coordinated, efficient and effective resource utilization.

State Strategic Goal Area: Reform state government by improving agency call centers and similar constituent services to be courteous and helpful, maximizing taxpayer value

with conservative budgeting; leverage technology to best utilize limited state resources; and strengthen rural Georgia by improving remote access to client intake information.

Measurable Objective 3: GVRA will expand its call center to serve all enterprise functions by June 30, 2023.

Strategy 4: GVRA will upgrade its IT infrastructure to support the rollover of all main line calls to agency Customer Services by June 30, 2023.

Strategy detail 4: GVRA will implement consistent software across all enterprises, reducing the number of applications.

Strategy 5: GVRA will train all Constituent Services staff and selected field staff in processes for call documentation and follow-up.

Strategy Detail 5: GVRA will implement training consistent with Governor's Office protocol for Constituent Services staff and Administrative Assistants, with modules and resources permanently housed on the agency LMS.

Measurable Objective 4: GVRA will increase client satisfaction from a previous measure of 46% to 90% by June 30, 2023.

Strategy 6: Assess client satisfaction via an existing digital survey on an annual basis.

Strategy detail 6: GVRA will use a survey tool to obtain statistically significant data annually, utilizing input for process improvement.

Strategy 7: GVRA will implement client quality assurance check-ins no less than every 90 days.

Strategy detail 7: GVRA will utilize the support of various staff, to include Constituent Services representatives, to ensure regular client touchpoints.

Strategy 8: GVRA will incorporate expectations for 48-hour response time in all components of training and performance management.

Strategy detail: GVRA will integrate 48-hour response time expectations in performance evaluations by June 30, 2022.

Measurable Objective 5: GVRA will reduce application and intake time by 25% by June 30, 2023.

Strategy 9: GVRA will incorporate expectations for application and intake time in all components of training and performance management.

Strategy detail 9: GVRA will integrate response time expectations in performance evaluations by June 30, 2023.

Strategy 10: GVRA will implement standard client intake orientation to improve consistency in client communications by December 31, 2021.

Strategy detail 10: GVRA will create a weekly virtual prospective client orientation and promote standard online orientation to answer questions on applications and services.

Measurable Objective 6: GVRA will increase services to rural areas by 50% by June 30, 2023.

Strategy 11: GVRA will implement a model to serve clients where they are while reducing physical locations.

Strategy detail 11: GVRA will expand its vehicle fleet to allow employees the ability to meet clients in the field in areas where technology infrastructure impacts service delivery.

Strategy 12: GVRA will expand the number of rural providers and increase presence in rural communities and school system to broaden services for clients outside the metro areas.

Strategy detail 12: GVRA continues to assess client needs and will create a process to recruit more rural providers.

Measurable Objective 7: GVRA will reach 50,000 transition clients aged 14 to 24 annually by June 30, 2023.

Strategy 13: GVRA will align school system staffing with population statistics.

Strategy detail 13: GVRA will assess need in all school districts and allocate staff as appropriate to maximize service delivery.

Strategy 14: GVRA will establish contacts in all school districts.

Strategy detail 14: GVRA will establish internal expectations that appropriate staff will maintain quarterly touchpoints at the school system level.

Measurable Objective 8: GVRA will reduce the number of independent departments and functions by 10% by June 30, 2023.

Strategy 15: GVRA will align functional areas across budgeted departments and consolidate duplicative services.

Strategy detail 15: GVRA will assess program needs and statutory functions and combine duties and resources that serve the same internal and external stakeholders.

GOAL 3: IMPROVE TECHNOLOGY AND INFRASTRUCTURE

Goal 3: GVRA will leverage technology solutions and maximize facility infrastructure while reducing operational expenses, and increasing service delivery.

State Strategic Goal Area: Leverage technology to best utilize limited state resources and implement conservative budgeting while strengthening rural Georgia.

Measurable Objective 9: GVRA will increase service delivery through virtual applications by June 30, 2023.

Strategy 16: GVRA will expand bandwidth in all locations.

Strategy detail 16: GVRA will increase bandwidth to every location statewide to better support modern technologies and align with business needs.

Strategy 17: GVRA will establish an online application process by June 30, 2022.

Strategy detail 17: GVRA will create a standard application process via a web-based portal to assist clients and leverage current applications that promote customer interactions online.

Measurable Objective 10: GVRA will maximize current applications and reduce telecommunication expenses by 25% by June 30, 2023.

Strategy 18: GVRA will roll out Voice Over Internet Phone (VOIP) platforms as an agency-wide standard.

Strategy detail 18: GVRA will utilize VOIP to reduce telecommunications costs related to landlines in concert with updated network infrastructure improvement.

Strategy 19: GVRA will reduce spending on data circuit expenses by 25% throughout the agency by June 30, 2022 while still increasing performance.

Strategy detail 19: GVRA will re-architect network environment to leverage lower cost, higher bandwidth circuits.

Strategy 20: GVRA will reduce the number of mobile devices by 50% by June 30, 2022.

Strategy detail 20: GVRA will develop standard operating procedures and policy for mobile devices issuances and usage, assigning mobile devices to only those positions with operational equipment needs.

Measurable Objective 11: GVRA will increase the security, reliability, and accuracy of the Agency's systems by 25% by June 30, 2023.

Strategy 21: GVRA will increase the number of agency sponsored cybersecurity trainings.

Strategy detail 21: GVRA will develop standard operating procedures to ensure staff receive and complete needed cybersecurity training outside the standard enterprise trainings.

Strategy 22: GVRA will enhance agency wide device management.

Strategy detail 22: GVRA will transition to single cloud-based device management platform to ensure system receive needed patches and policy updates independent of location. This will reduce the time of exposure to vulnerabilities and improve system reliability.

Measurable Objective 12: GVRA will reduce facilities costs by 20% by June 30, 2023.

Strategy 23: GVRA will evaluate office utility and client data to model projected need.

Strategy detail 23: GVRA will implement standard procedures and criteria using client data and needs as well as the State Properties Commission's (SPC) space standards to identify locations to be consolidated, reducing statewide footprint.

Measurable Objective 13: GVRA will increase facility utilization to 95% by June 30, 2023.

Strategy 24: GVRA will evaluate office utility and client data to model projected need.

Strategy detail 24: GVRA will implement standard procedures and criteria using client data and needs as well as the State Properties Commission's (SPC) space standards to utilize analysis to identify locations to be consolidated, reducing statewide footprint.

Strategy detail 24.1: GVRA will bring on line various state-owned facilities through infrastructure investment and product diversification.

GOAL 4: DATA-DRIVEN CULTURE

Goal 4: Develop a culture of data driven accountability and decision-making.

State Strategic Goal Area: Leverage technology to best utilize limited state resources and implement conservative budgeting; reform state government by maximizing taxpayer value.

Measurable Objective 14: GVRA will develop agency and program specific Key Performance Indicators (KPIs) with baseline measures by June 30, 2022.

Strategy 25: GVRA will use core metrics to assist in accountability and performance evaluation.

Strategy detail 25: GVRA will develop and establish core metrics that align with Governor's Office and agency goals.

Measurable Objective 15: GVRA will establish position specific productivity and accountability measures based on agency goals and customer service needs by June 30, 2023.

Strategy 26: GVRA will ensure that all performance plans reflect Key Performance Indicators (KPI).

Strategy detail 26: GVRA will publish all and educate managers and supervisors on expectations and tracking of KPIs.

SUMMARY OF GOALS

GOAL 1: GVRA will develop, engage and retain a capable, well-trained and effective workforce.

GOAL 2: GVRA will increase service delivery and customer satisfaction through a developed framework of coordinated, efficient and effective resource utilization.

GOAL 3: GVRA will leverage technology solutions and maximize facility infrastructure while reducing operational expenses, and increasing service delivery.

GOAL 4: GVRA will develop a culture of data driven accountability and decision-making.

APPENDIX

GVRA STRATEGIC PLANNING ENVIRONMENTAL SCAN

A. Scanning Methodology:

Data Review

Budget Review

Employee Feedback

B. Sources of Information:

External Environment:

Governor's Strategic Goals for Georgia

Customer Satisfaction Survey for FY 2016 for VR clients only

Rehabilitation Services Administration VR Program Monitoring Report

Workforce Innovation and Opportunity Act (WIOA) Georgia Unified Plan

Workforce Innovation and Opportunity Act Performance Indicators

Accenture VR program evaluation

Internal Environment:

Satisfaction Survey for FY 2020 for GVRA employees
GVRA FY 2016 – 2020 Strategic Plan
GVRA Annual Performance Measures FY 2013 - 2021
Vendors List
CARF Survey Report RWS
Accenture Administrative Evaluation

C. Environmental Scan Areas:

Administration
Business Enterprise Program (BEP)
Disability Adjudication Services (DAS)
Georgia Industries for the Blind (GIB)
Roosevelt Warms Springs (RWS)
Cave Spring Center (CSC)
Vocational Rehabilitation Services (VR)

ADDITIONAL PLAN INFORMATION:

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