

**Vocational Visions  
Strategic Plan 2023 -2026**

Focus Area	Goal	Key Stakeholders	Action Steps	Start Date	
<b>Program Expansion</b>	Expand Adult Development Program to serve all of Orange County, increasing number and diversity of persons served	Persons served	Incrementally add vehicles to fleet for transportation of persons served	Quarterly, or as vehicles become available, beginning 10/23	
			Meet with funding/referral source to discuss expanding service area	10/23	
			Hire additional staff in expanded service area	11/23, on-going	
			Consider referrals for persons served in gradually expanding service area	11/23, on-going	
	Expand Supported Employment services to serve all of Orange County, increasing numbers and diversity of persons served	Persons served	Staff	Secure office in central Orange County once sufficient number of new staff have been hired, vehicles have been leased, and persons served have been brought into the program.	1/25
				Gradually start accepting referrals from areas adjacent to current service areas	10/23
		Staff	Persons served	Hire additional staff in expanded service area	11/23, then as needed
				Additional staff could eventually share office space in central Orange County with ADP staff	1/25
<b>Diversification of Funding Sources</b>	Increase Donation Revenue	Persons served, staff	Improve fundraising campaigns with updated verbiage and prompt, personalized donation acknowledgments	8/23	
			Develop new fundraising campaign opportunities	9/23	
			Increase utilization of social media to expand reach of mission awareness	8/23	
			Cultivate key donors & expand reach of mission awareness	8/23	
			Provide high-end donation opportunities for prospects to engage in our mission	1/24	
	Increase Grant Revenue	Persons served, staff	Identify suitable grant sources (foundations; local, state & federal government) that can be utilized for capacity building and other opportunities	8/23	
			Increase applications for suitable grant opportunities	9/23	
	Diversify Fundraising Events	Persons served, staff	Research and identify novel and interesting event opportunities to fundraise and build community involvement	10/23	

<b>Board Engagement &amp; Development</b>	Increase opportunities for board engagement with executive director and staff	Persons served, board of directors	Invite board members to participate in staff events and fundraising events	2/24, ongoing
	Plan for attrition & retirements to anticipate need for new members	Board of directors	Revise Board member application	8/23
			Establish ad hoc Board Development Committee to facilitate recruitment of new members, when needed	10/23, then as needed
	Promote board diversity	Board of directors	Access community networking opportunities to recruit new members, when needed	11/23, ongoing
Board recruitment efforts promote a board that represents the community, with diversity regarding expertise, age, income, disability, race/ethnicity, gender, and any other relevant characteristics			3/24, ongoing	
<b>Organizational Sustainability</b>	Plan for programs that will meet the needs of persons served now and in the future	Persons served	Participate in conferences and forums discussing the direction of service in California	9/23, then as scheduled
			Identify the need for new and innovative services, as well as the capacity of the organization to provide such services	8/23, as opportunities arise
			Where need exists but capacity is lacking, build capacity to provide innovative services	1/24, as opportunities arise
	Engage with legislators, funders, and regulators to promote funding essential to provide needed services	Persons served, staff, funding & referral sources	Engage with legislators and regulators at state and local levels to develop relationships which will increase knowledge about services for people with disabilities and the need for funding for needed services	9/23, ongoing
			Work with CDSA (statewide association) to address funding and regulation that will lead to sustainability of the system of services for people with disabilities provided by Vocational Visions and by providers throughout California	9/23
	Provide sufficient staff recruitment and retention efforts to support existing persons served in programs that meet the needs of persons served	Staff, persons served	Evaluate wages annually, to ensure competitiveness essential to attract and retain quality staff	7/23, then annually
			Engage in robust and comprehensive recruitment efforts, including hiring sites, job fairs, social media, recruitment bonuses	7/23, ongoing