

JVS Strategic Plan

2024-2027

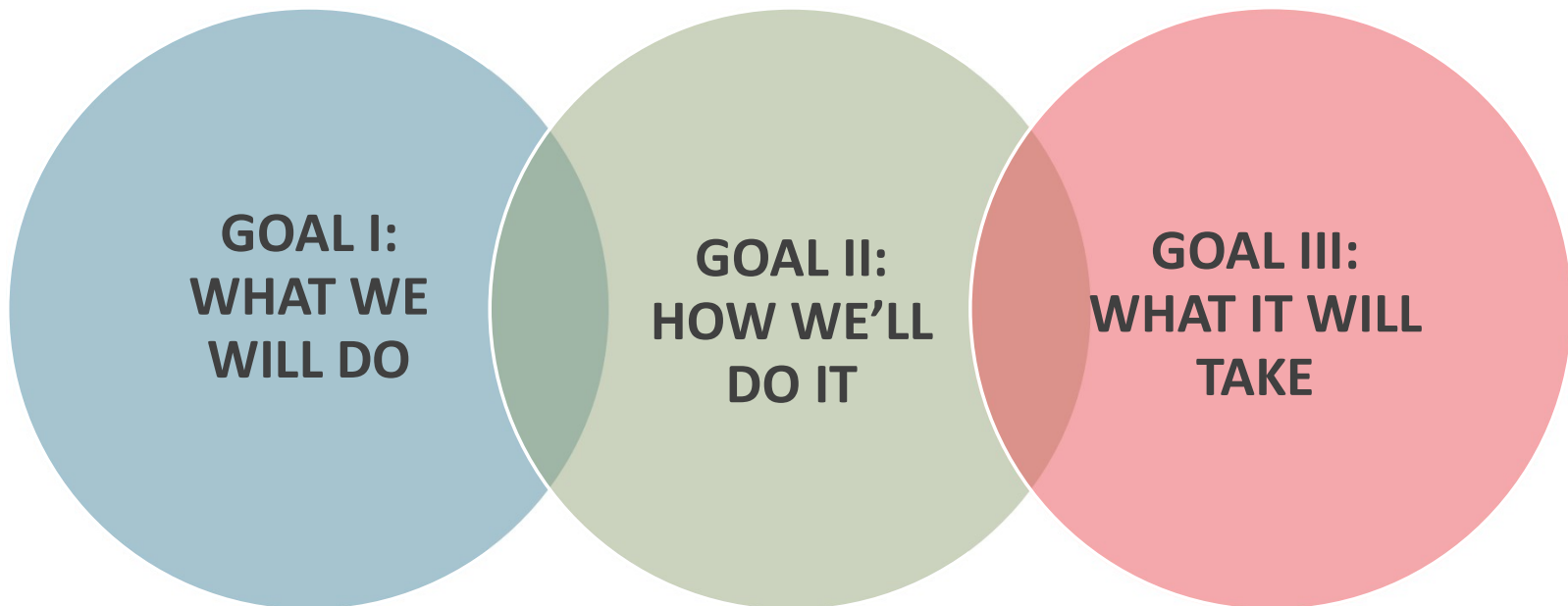


Elements of a Strategic Plan



Vision & Goals

OUR VISION: JVS will become the preeminent workforce development agency in northern New Jersey, focusing on innovative programs, services, and collaboration with employers and partners to help individuals overcome barriers to employment, achieve dignity and financial independence, and provide career pathways for economic advancement.



Goal I: What We Will Do

We will deliver a growing suite of programs and services that encourage economic mobility, respond to the needs of the population we serve, and meet evolving employer demand in our region.

Objectives:

- 1. POINT OF ENTRY.** Consolidate our infrastructure and support programs with one point of entry to reflect the holistic needs of our clients to help overcome obstacles to economic mobility.
- 2. WORKFORCE DEVELOPMENT.** Build our workforce development programs to enhance economic mobility through ladder pathways to better jobs, careers, and greater household economic growth.
- 3. REIMAGINED DISABILITY SERVICES.** Identify and phase in new approaches to services for people with disabilities in anticipation of a transition from our current model including new community-based employment models, hybrid services, and increased advocacy.

Goal II: How We Will Do It

We will invest in the people, technology, infrastructure, and development of the partnerships we need to scale and deliver our programs and services effectively and with impact.

Objectives:

- 4. DRIVING WITH DATA.** Employ new and improved systems for collecting and analyzing data to manage and make strategic decisions with direct application to agency performance, partnerships, fundraising, and client outcomes.
- 5. PARTNERSHIPS FOR PURPOSE.** Deploy dedicated professionals to mobilize, advocate, and build our network of partners – employment, referral, and service providers – so that JVS clients have ready access to a fuller range of career opportunities and support services.
- 6. LOCATION, ENVIRONMENT, FACILITIES.** Rethink JVS’s real estate strategy to optimize the client and staff experience, increase accessibility, foster collaboration and improve efficiencies, and anticipate growth in programs and services.
- 7. EMPLOYER OF CHOICE.** Excel at retaining and recruiting talented, values-driven staff by fostering an open and collaborative culture, a flexible and nurturing work environment, opportunity for growth, and by providing competitive compensation.

Goal III: What It Will Take

We will build the foundation for our long-term success and sustainability and solidify and strengthen our place in the communities we serve.

Objectives:

- 8. BUSINESS INNOVATION.** Find opportunities to build out fee-for-service business models to diversify JVS revenue sources and extend our impact well beyond our beneficiaries and their families.
- 9. THE JVS BRAND.** Honor our roots and build the JVS brand and its visibility with an amplified online identity and positioning, and as a thought leader among workforce development organizations.
- 10. UNFETTERED FINANCIALS.** Mitigate the impact of JVS's outstanding debt obligation and aggressively pursue new funding sources, unilaterally or in partnership, so we can sustain current programs, and gain the flexibility to invest in new programs and agency development.
- 11. ACTIVATED BOARD.** Advance JVS's mission and strategic goals by diversifying the board to expand its reach, and strengthening its oversight, fundraising, fiduciary, and ambassadorial functions.