

# Strategic Plan 2025-2026-2027

**VISION**  
Thriving communities with hope and economic opportunity for all

**MISSION**  
Empowering individuals to achieve sustainable employment and financial independence

**CORE VALUES**

**LEGACY:** We are inspired by our history of service and are purposely creating a better future

**BOLDNESS:** We are forward-thinking, innovative, and willing to take risks

**GRIT:** We are committed, tenacious, and driven to deliver

**ALLIANCES:** We build vital and inclusive relationships to achieve our mission

**COMPASSION:** We pour our hearts into this work and recognize every person’s dignity

**POSITION**  
JVS SoCal is a leading workforce development and social service agency serving a diverse population, with a whole-person approach and lived experience through:

- **Job readiness programs and supportive services** that reduce barriers to employment
- **Career training programs** that are responsive to industry and market demand
- **Job placement assistance** and career connections, including job fairs, mentoring, and work experience
- **Case management** that guides our clients toward sustainable careers with wage growth over time
- **Support to employers** seeking qualified candidates and out-placement services
- **Specialized services** to, among others: veterans, refugees, women, youth, justice-involved individuals
- **Scholarships and grants** that invest in participants for the long term

**OBJECTIVE 1:**  
**Drive Program Health, Innovation, and Readiness**

**INDICATORS**

- Program Success Index implemented by 12/31/2025
- Year-over-year improvement in program performance ratings
- Growth in rolling three-year average of client wage increases
- Growth in number of established strategic partnerships

**STRATEGIES**

- Establish Program Success Index and proactive risk management to objectively assess program performance, strategic partnerships, and drive continuous improvement for maximum impact and efficiency
- Develop tailored vocational initiatives, social enterprises, and strategic partnerships to secure sustainable job placements in high-growth markets
- Drive long-term growth through an innovation process that includes research, program evaluation, market analysis, and opportunity exploration

**OBJECTIVE 2:**  
**Optimize our Organizational Performance**

**INDICATORS**

- Grow average staff survey score on organizational operation questions to 3.5/5 or higher
- Maintain administrative and fundraising overhead below 35%
- Year-over-year reduction in recurring findings in finance and contract compliance

**STRATEGIES**

- Standardize “The JVS SoCal Way” with a comprehensive framework and core-competency training to ensure consistent, high-quality client support
- Audit, optimize, and create organization-wide SOPs and identify opportunities for automation and an integrated system of dashboards to provide real-time insights
- Maximize use of program funds by implementing zero-based budgeting
- Optimize the use of real estate to support operational efficiency and strategic growth

**OBJECTIVE 3:**  
**Invest in Our People & Culture**

**INDICATORS**

- Increase staff retention of high-performing employees from 67% to 72%
- Improve employee satisfaction, as measured by a Net Promotor Score of at least 10
- Improve employee engagement score on the annual survey from 3.79 to 3.90

**STRATEGIES**

- Embed JVS SoCal values into daily operations and reinforce our inclusive culture
- Reimagine performance evaluations and tailor goals to align with different organizational levels
- Foster employee development through structured learning pathways, comprehensive leadership training, access to essential training resources, and recognition programs

**OBJECTIVE 4:**  
**Reinvigorate our Brand Position and Fundraising Capability**

**INDICATORS**

- Expand JVS SoCal brand awareness as measured by a community survey
- Growth in unrestricted revenue
- Growth in number of active donors

**STRATEGIES**

- Clarify and strengthen our brand
- Develop and execute an awareness and capital campaign to support our real estate strategy
- Refine and streamline development systems and processes, including an improved donor experience, targeted outreach, donor lifecycle, and a donor portfolio system
- Develop the Board’s capacity, vitality, and fundraising strength through diversification, onboarding, training, donor introductions, and succession planning processes