

WACOSA

Strategic Initiatives

For the Five-Year Planning Cycle September 1, 2021 - September 1, 2026

Organizational Intent - To Be the Premier Organization of Choice!

Dept./BOD Committee Assigned	Priority High(H), Medium(M), Low(L)	Progress	Goals Under Specific Initiative	Tactics Used to Measure Accomplishments	Targeted Year of Completion	Progress in Achieving Goals and How Goals Were Accomplished for September 1 - February 28, 2022
1.) Build Superior Brand Recognition/Community/Customer Connections						
<u>Admin</u>	M	Making steady progress	1. Intentionally identify and broaden our strategic partnerships by the following:	a. Strengthen connection/partnerships with GSDC/other community business experts.	2023	
<u>Admin</u>	M	Making steady progress		b. Admin Team members will each be involved in 1 state and/or local community groups, depending upon the nature of their duties at WACOSA.	2023	
<u>Admin</u>	M	Making steady progress		c. WACOSA will sponsor a minimum of 1 chamber event annually.	Complete Annually	
<u>Marketing</u>	H	Making steady progress	2. Expand staff skill sets to grow brand development through training in branding techniques	a. Create 1 additional opportunity throughout the year for training in various marketing/branding information sessions.	Complete Annually	
<u>Marketing</u>	M	Making steady progress		b. Branding techniques will be implemented throughout WACOSA as appropriate.	Complete Annually	

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2.) Strengthen Staffing Stability/Organizational Culture						
<u>HR/Prgrm</u>	M	Making steady progress	1. Expand staff buy-in to the principles addressed by Top 20 and the WACOSA Way	a. 100% of new staff will orientated on Top 20 and WACOSA Way principles. Additionally, all staff will receive refresher training in these concepts annually.	Complete Annually	
<u>Admin</u>	H	Making steady progress	2. Strengthen employee engagement initiatives	a. The administrative team will implement a minimum of 2-3 agreed upon techniques that result in increased staff communication, engagement, competence & initiative. These techniques will be incorporated into best practices for the organization.	2021	
	H	Making steady progress		b. WACOSA's administration will implement a minimum of 2 technology initiatives that promote increased employee engagement.	Jul-22	
<u>HR</u>	H	Making steady progress	3. Improve staff stability by reducing turnover	a. DSP staff turnover will decrease by 2% annually.	Complete Annually	
	H	Making steady progress		b. Total staff turnover will decrease by 2% annually.	Complete Annually	
<u>Program</u>	M	Making steady progress	4. Expand the ways volunteers can be of value within WACOSA.	a. Grow volunteer involvement by maintaining Service Enterprise Initiative accreditation practices.	Complete Annually	
<u>Program</u>	M	Making steady progress		b. Education and training of WACOSA staff annually in understanding the value-added opportunities volunteers can bring to the workplace.	Complete Annually	
<u>Program</u>	M	Making steady progress	5. Develop and sustain a volunteer directory from which to draw	a. Increase the number of volunteers on WACOSA's Volunteer Roster annually by 5 individuals.	Complete Annually	
<u>Program</u>	M	Making steady progress		b. Increase volunteer hours annually by 10%.	Complete Annually	
<u>Program & Marketing</u>	L	Making steady progress	6. Make effective use of interns from academic programs	a. WACOSA will participate in 1 internship fairs/conferences annually.	Complete Annually	

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3.) Strengthen & Diversify Revenue/Business Opportunities in preparation for the elimination of 14C certificate						
<u>Admin</u>	H	Making steady progress	1. Explore and implement a new business and/or product	a. By 2025 a new business entity/project or product will be completed and operating with a potential profit margin of at least 10%.	2025	
<u>Admin</u>	H	Making steady progress	2. Expand current/existing business successes.	a. Expand center-based work reach to explore greater MN/nationwide work opportunities within a 26 county area.	2022	
	H	Making steady progress		b. Partner with prospective businesses to evaluate business expansion.	Ongoing	
	M	Making steady progress		c. Expand DocuShred by growing value added shred options and/or expanding into associated areas of destruction by 2024.	2024	
<u>Dev</u>	H	Making steady progress	3. Expand connections with foundations	a. Strengthen relationships with area foundations by responding to appropriate RFP's, collaborating on campaigns, utilizing foundation resources and developing partnerships.	2021	
<u>Dev</u>	H	Initiative accomplished	4. Diversify resource development strategies in fundraising - endowments.	a. A WACOSA endowment will be established by the close of 2021.	2021	Completed in 2020 - Central Mn Community Foundation.
	H	Initiative accomplished		b. Engage consultant services to reach out to potential, endowment donors by June, 2021.	2021	Completed in 2020 - Ed Stracke hired as consultant and identified KPI's to complete.
<u>Dev</u>	M	Making steady progress	5. Diversify resource development strategies in fundraising.	a. One new strategy will be developed and implemented annually throughout the life of this strategic plan.	Complete Annually	
<u>Operations</u>	M	Making steady progress	6. Improve efficiency of existing business models	a. Create efficiencies in DocuShred to improve shred revenue by 10% over the life of the strategic plan	2026	
<u>Program</u>	M	Making steady progress		b. Create efficiencies in ThriftWorks to improve revenue by 10% over the life of the strategic plan	2026	

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4.) Strengthen our Capacity to Continually Innovate						
<u>Admin</u>	M	Making steady progress	1. Strengthen our ability to adapt to changes and see new opportunities.	a. Explore unmet needs in our community. Techniques to expand WACOSA services might include collaborating with service partners and area funders.	2021	
<u>Admin</u>	M	Making steady progress	2. Assemble Innovation Team	a. Conduct quarterly Innovation Team meetings.	2022	
<u>Admin</u>	M	Making steady progress		b. Create a work plan for actionable items identified in all meetings.	2022	

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5.) Respond to Current/Future Client Service Needs						
<u>Program</u>	M	Making steady progress	1. Expand senior services	a. Grow 1st Ave location to expand Senior Services by 5% within a 2-year period.	2024	
	H	Making steady progress		b. Redesign 1st Ave programs/services to accomplish maximum service delivery.	2023	
<u>Program</u>	H	Making steady progress	2. Develop additional/alternative service models to accommodate impending legislative Waiver changes.	a. Develop a client volunteer service model to be implemented across WACOSA by December, 2022.	2022	
	H	Making steady progress		b. Develop innovative/effective service model centered around new employment services (i.e. EES, EDS, ESS) by July, 2022.	Jul-22	
	H	Making steady progress	3. Develop community connection service model/s	a. Prepare for, promote and conduct a show/program using WACOSA clients, focusing on core areas around areas secured with art grants. The show/program might consist of acting a play, conducting an art show etc.	2022	
<u>Program/BOD</u>	H	Making steady progress	4. Become independent owners of Sauk Centre service location.	a. Scout location for property to incorporate all aspects of WACOSA's current services to include Shred, Thrift and Programs by July 2022.	2022	
	H	Making steady progress		b. Commence capitol campaign for Sauk Centre project by July 2023.	Jul-23	
<u>Admin</u>	M	Making steady progress	3. Expand remote services	10% of program staff will be cross trained to provide the needed technical assistance to the media department at each site.	Jul-05	
<u>Admin/Programs</u>	M	Making steady progress	4. Expand WACOSA's existing service model	a. Develop and implement staffing structure adaptable to changing service models as required legislatively (i.e. media, employment etc.)	2022	
<u>Program</u>	M	Making steady progress	5. Expand focus of employment/placement narrative for clients moving from obtaining jobs to fostering career employment.	a. Develop 5 (remote, on-site, community based etc.) new curriculum classes that promote the nature of career opportunities.	2023	