

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	Staff Leads	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 Jan 23 to Jan 24
1.) Build Superior Brand Recognition/Community/Customer Connections							
<u>Admin</u>	<u>Ann/Nancy</u>	M	Initiative accomplished	1. Intentionally identify and broaden our strategic partnerships by the following:	a. Strengthen connection/partnerships with GSDC/other community business experts.	2023	We continue to be a participating member of GSDC, contributing to meetings and civic opportunities. We continue to work with Gail Cruikshank talent development.
<u>Admin</u>	<u>All Admin & Senior Leadership staff</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	Our teams are active in various Chamber events, civic organizations, advisory groups, boards both at the community and state levels and continue to represent WACOSA and our clients' interest.
<u>Admin</u>	<u>Ann/Rox/Jenny</u>	M	Slowly progresssing		c. WACOSA will sponsor a minimum of 1 chamber event annually.	Complete Annually	WACOSA staff presented to a chamber group on the positive impacts of hiring people with disabilities in 2023.
<u>Marketing</u>	<u>Ann/Lynn W/Mary</u>	H	Slowly progresssing	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	Staff participated in our in-service trainings in 2023.
<u>Marketing</u>	<u>Ann</u>	M	Making steady progress		b. Branding techniques will be implemented throughout WACOSA as appropriate.	Complete Annually	Ann spearheaded a 60th anniversary marketing campaign in 2022 and implemented it across all of WACOSA during all of 2023.

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2.) Strengthen Staffing Stability/Organizational Culture							
<u>HR/Prm</u>	<u>Lynn N/Lori</u>	M	Initiative accomplished	1. Expand staff buy-in to the principles addressed by Top 20 and the WACOSA Way	a. 100% of new staff will be orientated on Top 20 and WACOSA Way principles. Additionally, all staff will receive refresher training in these concepts annually.	Complete Annually	WACOSA has integrated on-boarding training and annual trainings for all staff and completed this in 2023, and will continue going forward.
<u>Admin</u>	<u>Maggie</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	In 2023 we increased open meeting opportunities at in-services, we worked with Bruce Miles to learn new leadership tools to implement across our agency, and we upgraded our email to Outlook 365, which offers more electronic communication across our organization.
	<u>Maggie</u>	H	Initiative accomplished		b. WACOSA's administration will implement a minimum of 2 technology initiatives that promote increased employee engagement.	Jul-22	In 2023 we contracted with Relias Learning to provide online training for most of our required 254D training, with full implementation expected in 2024.
<u>HR</u>	Maggie	H	Making steady progress	3. Improve staff stability by reducing turnover	a. DSP staff turnover will decrease by 2% annually.	Complete Annually	Decreased DSP turnover by 3% in 2023.
	Maggie	H	Making steady progress		b. Total staff turnover will decrease by 2% annually.	Complete Annually	All positions reduced by 23% in 2023
<u>Program</u>	<u>Nancy/Lynn/Mary/Steph</u>	M	Initiative accomplished	4. Expand the ways volunteers can be of value within WACOSA.	a. Grow volunteer involvement by maintaining Service Enterprise Initiative accreditation practices.	Complete Annually	Established and ongoing practices.
<u>Program</u>	<u>Steph</u>	M	Initiative accomplished		b. Education and training of WACOSA staff annually in understanding the value-added opportunities volunteers can bring to the workplace.	Complete Annually	Established and ongoing practice.
<u>Program</u>	<u>Steph</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	We have increased our recurring volunteers by 3 people in 2023.
<u>Program</u>	<u>Steph</u>	M	Slowly progresssing		b. Increase volunteer hours annually by 10%.	Complete Annually	Steph continues to match volunteer skills with needed tasks across WACOSA departments and while the volume has not increased by 10%, the quality output of work has increased in each department.
<u>Program & Marketing</u>	<u>Ann/Steph</u>	L	Making steady progress	6. Make effective use of interns from academic programs	a. WACOSA will participate in 1 internship fair/conference annually.	Complete Annually	Steph has attended SCSU and the College of St. Ben's fairs, resulting in 1 student intern in 2023.

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3.) Strengthen & Diversify Revenue/Business Opportunities in preparation for the elimination of 14C certificate							
<u>Admin</u>	<u>Nancy</u>	H	Slowly progresssing	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	We continue to research productive opportunities based on our client's interests and skill sets
<u>Admin</u>	<u>Ann</u>	H	Progress Stopped	2. Expand current/existing business successes.	a. Expand center-based work exploring greater MN/nationwide work opportunities within a 26 county area.	2023	Progress has stopped due to client and staff production rates at capacity.
	<u>Ann</u>	H	Slowly progresssing		b. Partner with prospective businesses to evaluate business expansion.	Ongoing	When production capacity increases we will take this goal back up.
	<u>Ann/Lisa</u>	M	Making steady progress		c. Expand DocuShred by growing value added shred options and/or expanding into associated areas of destruction by 2024.	2024	In 2023 we examined our shred services and have adjusted pricing for various paper waste, including pull tabs. We continue to research the demand for other types of destruction.
<u>Dev</u>	<u>Nancy/Lori</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	This goal is progressing as we have partnered with the Community Foundation and the Initiative Foundation for several art grants
<u>Dev</u>	<u>Dev Dept.</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.
	<u>Dev Dept.</u>	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>	<u>Pat</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	Spring Campaign added 2022, Annual Bash event 2023
<u>Operations</u>	<u>Lisa/Dan</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	We continue to make changes to increase revenue, including price increases.
<u>Program</u>	<u>Lisa</u>	M	Making steady progress		b. Create efficiencies in ThriftWorks to improve revenue by 10% over the life of the strategic plan	2026	We continue to make changes to increase revenue, including price increases and marketing efforts.

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4.) Strengthen our Capacity to Continually Innovate							
<u>Admin</u>	<u>Nancy</u>	H	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.	2025	Worked with Bruce Miles and the leadership team to prepare the team for systems changes, adapting to new service models/ideas, create and implement a plan and reviewed how to identify and resolve conflict in 2023. Are continuing this work in 2024.
<u>Admin</u>	<u>Nancy</u>	M	Slowly progresssing	2. Assemble Innovation Team	a. Conduct quarterly Innovation Team meetings.	2023	Restructured our org chart to help identify service pillars and match with staff talents. The Program Manager group is regularly meeting in 2023.
<u>Admin</u>	<u>Nancy</u>	M	Slowly progresssing		b. Create a work plan for actionable items identified in all meetings.	2024	The leadership is in the beginning stages of developing service structure changes and implementing them across all WACOSA service sites.

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5.) Respond to Current/Future Client Service Needs							
<u>Program</u>	<u>Nancy/Lynn/Mary</u>	M	Slowly progresssing	1. Expand senior services	a. Grow 1st Ave location to expand Senior Services by 5% within a 2-year period.	2024	Progress has slowed due to staffing.
	<u>Lynn/Lori</u>	H	Slowly progresssing		b. Redesign 1st Ave programs/services to accomplish maximum service delivery.	2023	Progress has slowed due to staffing.
<u>Program</u>	<u>Lynn/Steph/Mary</u>	H	Making steady progress	2. Develop additional/alternative service models to accomodate impending legislative Waiver changes.	a. Develop a client volunteer service model to be implemented across WACOSA by December, 2022.	2022	Small cohorts of client volunteers are operating at our sites and include project based activities like food drives, making blankets for the animal shelter etc.
	<u>Lynn/Mary/Rox/Jenny</u>	H	Initiative accomplished		b. Develoop innovative/effective service model centered around new employment services (i.e. EES, EDS, ESS) by July, 2022.	2022	Program changes have been implemented and are operating.
	<u>Lynn/Mary/Mike</u>	H	Initiative accomplished	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 in a play, conducting an art show etc.	2022	We put on "Fill the Castle" self written, produced and performed at Tech High School in June 2022, funded by grants.
<u>Program/BOD</u>	<u>Nancy</u>	H	Progress Stopped	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	Program committee put on hold due to further financial constraints.
	Nancy	H	Progress Stopped		b. Commence capitol campaign for Sauk Centre project by July 2023.	2023	On hold due to financial contrainsts.
<u>Admin</u>	<u>Lynn/Mary/Mike</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.	2023	The team has implemented orientation at on-boarding for new staff and annual refresher training for all staff. Specialized equipment training is ongoing, due to staff turnover
<u>Admin/Programs</u>	<u>Christy/Shauana</u>	M	Slowly progresssing	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	Legislative changes are moving slower than anticipated, thereby slowing this process, however recommend to move completion target to 2025.
<u>Program</u>	<u>Senior Leadership team</u>	M	Initiative accomplished	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	Completed 5 new training opportunities in 2022, and are continuing to develop others that align with client interests identified in client satisfaction surveys. Classes developed include remote business tours, in-person business talks, employment exploration classes with MDI, business site tours and ThriftWorks tours and application process.