

WACOSA							
Strategic Initiatives							
For the Five-Year Planning Cycle January 2026 - January 2030							
Organizational Vision & Priority - To Be the Premier Service Organization of Choice in Central Minnesota							
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 Feb-August 2026 Dates
1.) WACOSA will be the premier place to work in Central Minnesota. WACOSA is fully staffed and has capacity for everyone.							
<u>Human Resources</u>	<u>HR Manager</u>	M	Progress Stopped	Career paths are established and communicated to all team members.	By fall of 2026, Human Resources, in partnership with the applicable organization leaders, will create standardized career path frameworks for each core role, train supervisors on how to communicate advancement opportunities, and ensure that 100% of employees confirm understanding of available growth opportunities.	2026	
<u>Human Resources</u>	<u>HR Manager</u>	H	Progress Stopped	Retention and personal growth initiatives established and implemented.	By Q4, Human Resources will launch skills inventory to collect, document, and analyze data on employee skill sets, certifications, lived experience, and professional interests, and intentionally utilize identified skills to enhance employee engagement and achieve a minimum 8% increase in employee retention, as measured by year-over-year turnover data.	2026	
<u>Human Resources</u>	<u>HR Manager</u>	H	Making steady progress	WACOSA will employ competitive compensation strategies to attract and retain qualified employees.	By the end of 2026, review and revise the organization's compensation philosophy/policy to align with current labor market conditions and organizational values by evaluating market compensation data, gathering leadership and employee input, and formally adopting an updated philosophy/policy that positions the organization as a competitive employer.	2026	Created and hired HR Specialist dedicated to talent recruitment, research competitive comp & benefits for our positions and assist with other HR tasks - Hired May 2026.
<u>Human Resources</u>	<u>HR Manager</u>	H	Making steady progress	WACOSA will employ competitive benefit strategies to attract and retain qualified employees.	Evaluate and enhance the organization's employee benefits package by conducting annual market comparisons and annual employee feedback surveys, implementing at least two strategic improvements to benefits offerings with the goal of meeting or exceeding employee satisfaction rating with benefits over the next four years.	annually	
<u>Human Resources</u>	<u>HR Manager</u>	M	Slowly progressing	Staff development and engagement opportunities that sustain extraordinary & passionate employees that support our mission long term	Over the next four years, WACOSA will implement a simple and consistent supervisor training and staff development program that provides annual training for all supervisors and regular professional development opportunities for staff, with the goal of strengthening leadership skills and creating career advancement opportunities for direct support staff.	2030	
<u>BOD & ED</u>	<u>Executive Director</u>	M		Leadership succession	Plan the steps and timelines for ED succession planning, according to current policy by end of 2026	2026	

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<u>Sales & Marketing</u>	<u>Sales & Markeing Director</u>	H	Slowly progresssing	Recruitment & Retention marketing strategies will support the HR department goals.	In collaboration with the HR Manager Sales & Marketing will create a marketing campaign that professionally showcases the organization's culture, mission, and career pathways by creating updated branding materials with the goal of increasing engagement with recruitment materials annually, as measured by careers page analytics.	annually	
2.) New & Innovative Program activities including the arts, employment, volunteering, and all things people want to do.							
<u>Program</u>	<u>Program Managers</u>	H	Slowly progresssing	1st Ave review of program changes established and implemented.	Develop and implement a plan to move 1st Ave to a new location that best suits the needs of the program by 2027. Plan to include space planning, DHS licensing requirements, and location scouting, necessary capital investments and other consideration.	2027	Initiated conversations about obtaining the 520 Sundial Drive building dependent upon DHS license moving approval - July 2026
<u>Program</u>	<u>Program Managers</u>	M	Progress Stopped	At all sites and shifts we will develop & implement arts programs in a variety of mediums.	Annually DSP leads will have completed a client interest review and researched possible grant opportunities that support the client's interests, and leading each site's DSP's in completing the identified art mediums throughout each year.	annually	
<u>Program</u>	<u>Program Managers</u>	M	Slowly progresssing	Develop & implement volunteer programs with our community partners and persons served.	Using the current model at our Whitney Seniors program, our Annex and South programs will establish a routine volunteer opportunity for clients at our various community partners and implement it by Q1 of 2027.	2027	
<u>Program</u>	<u>Program Managers</u>	H	Making steady progress	Innovative competetive employment strategies developed, implemented, evaluated to increase opportunities for clients.	Continue our community partnership with Career Force to ensure client access to employment strategies that result in employment options that match each person's potential as identified in their individual program plan.	2026-2028	Renewed grant contract with Stearns County to continue July 2026-June2027.
<u>Program</u>	<u>Program Managers</u>	M	Making steady progress	Develop, implement and manage daily incenter and community activities across each program site.	Develop a program, in partnership with organizational leaders, to gather and utilize employee feedback on programs and services offered to clients by conducting team discussions, analyzing results, and implementing at least one new or improved program/service each year with the goal of increasing employee satisfaction with organizational decision-making and enhancing client outcomes by year four.	2030	Created and hired 2 Day Support Coordinator positions in the Waite Park locations to begin to develop the activities program - tentatively called WACOSA Go.

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3.) Creative involvement and collaboration with community partners enabling program innovation, & strong community employment opportunities.							
<u>Sales & Marketing</u>	<u>Sales & Marketing Director</u>	H	Making steady progress	Increase brand recognition that promotes our businesses - ThriftWorks.	Increase ThriftWorks store sales annually by implementing consistent promotional and storytelling efforts that include increase of video and photos of clients, and the launch of one new social media channel focused on engaging younger audiences.	annually	
<u>Sales & Marketing</u>	<u>Sales & Marketing Director</u>	H	Making steady progress	Increase brand recognition that promotes our businesses - DocuShred.	Increase B2B sales in WACOSA DocuShred by 2% annually through a employer outreach strategy with targeted relationship-building through local employers, referral partners, and business networking opportunities, supported by clear messaging that highlights NAID-certified security, reliability, and mission impact.	annually	
<u>Admin Team</u>	<u>Executive Director</u>	L	Slowly progressing	Cultivate staff and client involvement in community functions to increase community awareness and drive new opportunities.	By Q2 2026 we will create a process of identifying specific interests in community organizations of staff and clients in order to support each person's participation as resources are available.	2026	Will inventory at October staff inservice day.

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			4.) WACOSA will maintain financial stability in the wake of everchanging funding sources.				
Finance	ED & Finance Director	M	Slowly progresssing	Research and develop possible charitable gambling relationship with area business	Finance and ED will research the legal and business requirments of developing a charitable gambling venture and present options to the board for consideration.	2027	
Development	Development Manager	M	Slowly progresssing	Increase Planned Giving and Donor Stewardship efforts to increase predictable annual revenues.	Increase individual giving and strengthen long-term sustainability by growing participation in WACOSA's donor appeals and endowment annually through consistent, clearly messaged fundraising efforts in a variety of formats.	annually	
Development & Sales & Marketing	Development Manager & Sales & Marketing Director	H	Slowly progresssing	Establish a robust donor monthly giving program via our donor CRM in order to increase preditable annual donor revenue.	Increase individual giving and strengthen long-term sustainability by growing participation in WACOSA's monthly giving programs annually through consistent, clearly messaged fundraising efforts and donor storytelling.	annually	
Admin Team	Executive Director	M	Slowly progresssing	Research and develop possible entrepenurial opportunities that lead to varied revenue streams.	Research the possibility of a for-profit business to share revenue in a mutually beneficial manner as opportunities arise as a direct result of our increase community collaborations and report to the board for continued action directives.	annually	