

Winona Occupational Rehabilitation Center (WORC) Strategic Plan 2012-2014

Mission:

It is our mission to provide community based employment, vocational training and comprehensive job related skills and services to people with special needs. We will design programs to work harmoniously with other community resources to maximize opportunities to our clients and our community.

Vision:

We envision a world where all people are uplifted by working. Through pride, dignity, continuous learning and respect for all, we build a healthier community.

Values:

Dignity for all people
Respect for quality in work and programs
Learning organization

THE PROCESS

In developing the 2012-2014 strategic plan, Winona ORC has collected input from internal and external stakeholders—clients and staff, students, community leaders, board members, business and industry partners.

Common themes emerged that were critical to the development of our plan.

Our key observations from those meetings included:

- Stakeholders are passionate about the service that Winona ORC provides
- There is a strong desire on behalf of all stakeholders to build relationships and share resources to gain additional employment and inclusiveness in the community
- There is a need to expand the identity of Winona ORC, both internally and externally, and help the businesses understand the opportunities that the organization offers
- Increase communication among all stakeholders for a clearer picture of our mission, values, goals and plan for the future

These observations were at the forefront while developing the strategic plan and will assist us as we move forward with building action plans that will ensure we achieve our goals.

STRATEGIC GOALS

1. Increase access and opportunity to those we serve

- 1.1 Improve programs and opportunities to gain additional employment skills
- 1.2 Explore alternative methods to gain employment
- 1.3 Expand programs offered to reach those of all learning levels
- 1.4 Develop innovative solutions to address the needs of adults with disabilities

Winona ORC will continue to be a resource to adults with disabilities. We will focus on business and industry needs through flexibility, increased accessibility and opportunities for all clients. We will raise awareness and expand relationships in our business community.

We will develop innovative options for skill building and employment training. The ever-changing economy can be an opportunity to gain entrance into the workforce. We will strive to be a more diverse training facility by responding to the individual needs of our clients.

2. Increase awareness in the community of the organization and services we offer

- 2.1 Develop and implement an awareness plan for the organization, its training programs and services we provide
- 2.2 Expand partnerships with businesses in the community
- 2.3 Continue engaging and sharing our message with others
- 2.4 Promote a culture of quality service, reputation and opportunity

Winona ORC will continually monitor our high quality programs and services to ensure our role as a vital and influential partner in the community. By clarifying and enhancing the identity of Winona ORC through strong marketing, public relations and increasingly more visible presence, we can be responsive to marketplace needs and proactive in working with business and industry to identify future opportunities.

We recognize our responsibility as a high-quality organization and will work to collaborate with other agencies in the interest of our business and industry partners. We will strive to deepen our relationships to strengthen the role of and value for our staff, clients and board members.

3. Provide high quality programs and service to both internal and external customers

- 3.1 Enhance communication with staff, clients, regional agencies, board of directors, parents, guardians and industry.
- 3.2 Be proactive with external trends with program transformation and customized training opportunities
- 3.3 Expand relationships with customers to service their needs and look for additional opportunities
- 3.4 Build capacity in our current programs to reach as many adults with disabilities as possible

High standards of quality will require collaboration between all stakeholders. Enhanced regular communication will be made. We will refine current programs and anticipate the need for new programs and services, providing a pathway for clients to the workforce with the necessary skills. We will build on the strength of our relationships with the business community and local government agencies to continue to serve our clients for job readiness.

4. Innovate opportunities for diversity in funding and growth to benefit the organization and the community

- 4.1 Work towards continuous improvement through proactive planning and data-driven decision making
- 4.2 Expand the resources for learning to accommodate the diverse population we serve
- 4.3 Partner with outside resources through grant opportunities and additional plans for giving
- 4.4 Develop innovative ways to reach those with special needs

Winona ORC will continue to evolve as an organization and partner with business and industry leaders to produce skilled employees. Increase our job placement rate by assessing needs of our community. We will continue our commitment to proactive planning and data-driven decision making to positively impact efficiency. As our state and local funding continues a downward trend, we will pursue alternative funding sources and mutually beneficial partnerships.

5. Sustain financial viability to ensure viability into the future

- 5.1 Embrace all concepts of continuous improvement for growth in the future
- 5.2 Enhance networking to promote philanthropic support
- 5.3 Continue to match programs with available funding sources
- 5.4 Expand our service opportunities to meet demands and opportunities of the community

Winona ORC will maintain its plan for continuous improvement and consistently evaluate the effectiveness of those systems. We have a duty, to our clients, to position Winona ORC for the future. We are committed to being good stewards of our mission and with our and industry partners. We will seek out community resources and connections that will improve and sustain the financial strength of the organization. We will focus on developing efficient and flexible programs that will fit our finances and support our clients.

