



MISSION:

The overall mission of Wiregrass Rehabilitation Center, Inc. or "WRC" is "to increase the employment of individuals with vocational barriers by building strong partnerships with community partners, governmental entities, and private employers."

VISION:

"That all persons with vocational barriers have a career path and employment choices."

2025-2028 **STRATEGIC PLAN**



GOAL #1: SUSTAINABILITY

Identify the means to strengthen the financial stability in a season of growth.

STRATEGIC ISSUE:

Wiregrass Rehabilitation Center, Inc. (WRC) demonstrates commitment to its mission through solid financial practices, using past performance ratios and external factors to project growth.

Management reviews these ratios quarterly to ensure program sustainability. WRC is implementing Linen Master for its Laundry & Linen Services by mid-2025 to enhance efficiency and enable real-time data analysis. The organization is also working on creating financial snapshots for each department to showcase their contributions to the overall mission, despite challenges due to its diverse programs.

OBJECTIVES:

1 DIVERSIFY REVENUE STREAMS.

To reduce reliance on a single revenue stream, seek additional funding sources, such as private grants and expanding the customer base by the end of Q1 2025. Research new funding opportunities, strengthen customer relationships, and create targeted campaigns for new revenues. Use the Instrumental database for grant research and review opportunities monthly.

2 OPTIMIZE COST EFFICIENCY & OPERATIONAL PROCESSES.

Conduct a thorough review of operations and departments to find cost-saving and process optimization opportunities. Maximize revenue from growth through a cost-benefit analysis of current programs, automation of administrative functions, and performance monitoring systems. Collaborate with the management team on a monthly cost savings plan to be completed by the end of Q2 in the 2025 fiscal year.

3 STRENGTHEN FINANCIAL MANAGEMENT & ACCOUNTABILITY SYSTEMS

Enhance internal financial management for long-term fiscal responsibility and transparency during growth. Implement regular internal audits, train staff on budgeting, forecasting, and financial reporting, and hold quarterly departmental meetings to review audit findings by the end of the second quarter of the 2025 fiscal year.

4 ENHANCE LONG-TERM SUSTAINABILITY PLANNING.

Create a multi-year financial sustainability plan focusing on future growth, risk management, and addressing fluctuations. The plan should include financial projections, an emergency reserve fund, a capital improvement reserve for the next 5 years, an assessment of federal policy impacts, and a diversified investment strategy, all to be completed by the end of Q4 in the 2025 fiscal year.



GOAL #2: PERFORMANCE MANAGEMENT

Establishing robust and transparent metrics for measuring outcomes and ensuring effective program implementation.

STRATEGIC ISSUE:

Without clear and actionable metrics for evaluating program effectiveness, ensuring consistent implementation becomes problematic. WRC will continue to develop metrics to measure program effectiveness that's consistent with national standards and analyze using reliable and valid methodology. WRC will also continue to invest in stakeholder input and use the data to make program changes as needed on an ongoing basis.

OBJECTIVES:

1 ALIGN DATA COLLECTION WITH CARF STANDARDS.

Analyze and develop consistent and meaningful data collection metrics with uSPEQ, following the expectations set by the Commission on Accreditation of Rehabilitation Facilities or CARF standards by the end of the second quarter in the 2025 fiscal year.

2 DEVELOP A DATA MANAGEMENT SYSTEM TO TRACK OUTCOMES.

Implement changes to IMS-WPS software by the end of the second quarter in the 2025 fiscal year to better track outcomes for consumers who are receiving services.

3 ANALYZE & IMPLEMENT CHANGES IN THE PROGRAMS.

Continue to analyze and synthesize the data that's found in all metrics, including stakeholder feedback, and implement changes through the Impact Team.

ONGOING.

4 IMPROVE OUTCOMES THROUGH EVIDENCE-BASED TRAINING.

Continue to provide regular training and professional development opportunities for staff members to ensure that they stay up to date with the latest research, best practices, and evidence-based strategies in rehabilitation.

ONGOING.



GOAL #3: SOCIAL DETERMINANTS

Addressing social determinants of health for all WRC employees through equitable access to transportation to and from work.

STRATEGIC ISSUE:

Social determinants of health or SDOH are the non-medical factors that influence a person's health outcomes. These factors shape the conditions in which people are born, grow, live, work, and age. They include the economic, social, and physical environments that contribute to a person's overall well-being. WRC will focus specifically on equitable access to transportation for any WRC employee who needs assistance getting to and from work. By overcoming transportation barriers, WRC will create a more supportive and inclusive work environment. Employees will experience less stress, better health outcomes, improved work-life balance, and stronger social connections. Ultimately, this will lead to higher job satisfaction, increased productivity, and enhance well-being for individuals, benefiting both the individual and WRC as an organization.

OBJECTIVES:

1 OVERCOME TRANSPORTATION BARRIERS THROUGH PARATRANSIT PROGRAM.

Identify areas of improvement in the contract agreement that allows WRC to operate a fleet of paratransit vans extending 50-miles around WRC by the end of the fourth quarter of the 2025 fiscal year.

2 IDENTIFY EMPLOYEES WHO NEED ASSISTANCE.

Continue to identify employees who are in need of transportation assistance during the onboarding process.

ONGOING.

3 ALIGN PROGRAM STRUCTURE WITH ALL D.O.T. MANDATES.

Continue to adhere to all Department of Transportation guidelines for reporting and invoicing procedures.

ONGOING.

4 EXPAND WRC'S IMPACT BY ADDRESSING SOCIAL DETERMINANTS OF HEALTH.

Investigate new opportunities for subsidized programs that would allow WRC to operate out of state, providing transportation to employees on federal contracts across the United States by the end of the first quarter in the 2026 fiscal year.



GOAL #4: HUMAN RESOURCES

WRC will strive to strengthen areas such as recruitment, retention, and succession to support our organizational goals in a season of growth in order to enhance the employment of individuals with vocational barriers.

STRATEGIC ISSUE:

Post-pandemic, Wiregrass Rehabilitation Center, Inc. (WRC) is seeing a different labor market than before. Due to the low labor participation rate in both the non-disabled and disabled workforce, we are forced to become more creative in our hiring strategies. Recruitment and retention are both challenges that have been identified in workforce planning. WRC has worked hard to improve the pay and employee benefits to help with retention, however rapid company growth outside of our normal geographic areas has brought new challenges. WRC is in a season of unprecedented growth, we need to look for a solid succession plan for several key positions. New strategies need to be developed for the succession planning immediately and preparations need to be under way in the early part of 2025.

OBJECTIVES:

1

ENHANCE RECRUITMENT EFFORTS TO MEET GROWING DEMAND.

Develop and implement a targeted recruitment strategy to attract qualified candidates for new contract positions while aligning with the mission of increasing employment for individuals with vocational barriers by the end of the third quarter in the 2025 fiscal year.

2

DEVELOP A SUCCESSION PLANNING FRAMEWORK FOR KEY ROLES.

Create a robust succession plan to ensure the smooth transition of leadership and key positions, ensuring the long-term sustainability of the mission-driven work. Identify critical roles within the organization and assess potential internal talent for these roles in the 2025 fiscal year.

3

STRENGTHEN EMPLOYEE RETENTION THROUGH SUPPORT & ENGAGEMENT PROGRAMS.

Develop a comprehensive employee retention program that focuses on engagement and career growth by annually conducting employee satisfaction surveys to identify areas of improvement and act on feedback.

4

SCALE STAFFING CAPACITY TO SUPPORT GROWTH WITHOUT COMPROMISING MISSION INTEGRITY.

Expand the staffing structure in alignment with the growing demand, ensuring that the organization maintains its commitment to supporting individuals with vocational barriers, while fostering a culture of inclusivity by the third quarter of the 2025 fiscal year.



GOAL #5: ENHANCE SOCIAL MEDIA PRESENCE

Keep WRC's mission front and center of all activities by
"enhancing our social media presence."

STRATEGIC ISSUE:

WRC is a diverse non-profit organization offering various vocational rehabilitation programs and providing individuals with disabilities the opportunity to train for future employment on our campus within our various departments. WRC also helps with employment opportunities in the community. WRC wants to ensure that our mission is apparent in all of the services that we provide. By leveraging our social media presence and educating our employees on the appropriate use of social media to further our mission, we believe that we can keep the entire community aware of our abilities to service individuals with disabilities.

OBJECTIVES:

1 INCREASE SOCIAL MEDIA ENGAGEMENT.

To evaluate last fiscal year's social media goals, we will analyze engagement metrics such as likes, shares, and comments. We will revise underperforming objectives to align with WRC's mission and allocate resources for post promotions. Our targets include a 5% engagement increase by December 2025 and at least 20% growth by September 30, 2026, on Instagram, Facebook, and LinkedIn, supported by a monthly budget for boosting posts.

2 GROW FOLLOWER BASE.

To increase the follower count by 15% across all social media platforms by the end of the 2025-2026 fiscal year, a clear deadline is set. An interim goal of a 3.75% rise by March 2025 allows for a structured strategy to promote posts and engage the audience, raising awareness of WRC's mission and attracting individuals facing vocational challenges.

3 ENHANCE WEBSITE TRAFFIC.

WRC uses Google Analytics' Site Kit to analyze website traffic and social media engagement, focusing on top content from the last 28 to 90 days. They plan to refresh high-performing pages and optimize underperforming ones with targeted keywords and faster loading speeds. WRC aims to increase website traffic by 10% by June 2025 and achieve a 30-40% rise by the end of the following fiscal year.

4 MONTHLY DATA COLLECTION & METRICS.

At the end of each month, WRC analyzes website and social media metrics, comparing them to the previous month. This structured review ensures timely report generation and insights documentation, allowing for strategy adjustments based on performance data. Utilizing SproutSocial, WRC schedules content, tracks post performance, and manages direct messages and comments across all social media channels through the Meta Business Suite.