



STRATEGIC PLAN ANNUAL REVIEW OF ACCOMPLISHMENTS
FY 2018

Strategic Direction A:

We will improve and expand services to enrich and enhance the quality of life for people with disabilities with a focus on Employment First, individual choice and community integration housing advocacy specialized foster care and collaboration and coalition builds.

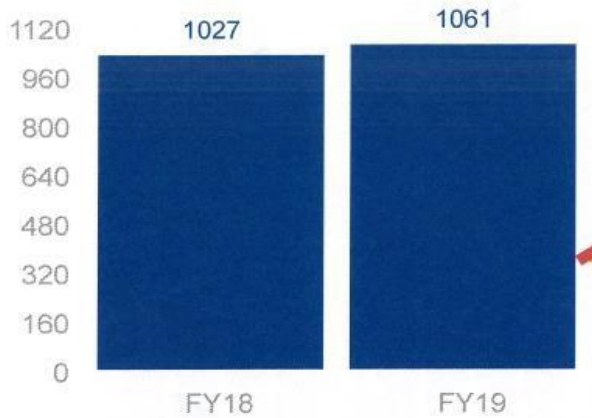
Accomplishments

1. Currently, 415 individuals are enrolled in day services across the 6-day service locations. This is a 2.3% decrease from the year prior. We are actively continuing to transition people to Berkeley and CHOICE Oak Park. Of the 415 individuals served, 175 people are supported in the newer “Community Connections” model of services. This is a 31% increase from the prior year and a 62% increase from FY2017.
2. In preparation for the Wheaton Day Community Connections location opening in summer, 2019, we are actively screening individuals for admission to this location. As an interdisciplinary team, we are meeting to plan the move to Wheaton from other day service locations. An Administrator has been assigned to the site and the day services team has begun connecting with the community for volunteer and employment opportunities.
3. UCP Seguin’s Developmental Training program received a 96% compliance rating for the annual Developmental Training Department of Human Services Licensure and Certification Survey which occurred February, 2019. There were only 2 minor citations.
4. We were awarded the UCP National’s Elsie S. Bellows Fund Assistive Technology grant in the amount of \$20,100. This provided the opportunity for 16 individuals needing assistive technology to secure such technology. We are in the process of applying for our award this year of \$35,000 hoping to secure devices for 20 individuals.
5. Our Children’s Foster Care program successfully transitioned 43 children into permanent homes and successfully facilitated 8 youth to Adult Services. In addition, we successfully achieved a 4-year renewal of UCP Seguin’s Child Welfare License. The current license is in effect until May 24, 2022.
6. The 14th Annual Foster Parent Luncheon was held on May 2, 2018. 75 Foster Parents were acknowledged and honored.
7. On May 3, 2018, our DCFS audit was conducted. Staff achieved 100% Compliance.
8. The Respite Department hosted a total of 33 events during this time frame with 545 youth participating.
9. UCP Seguin hosted its annual Holiday Party at the Tinley Park location on December 7, 2018.

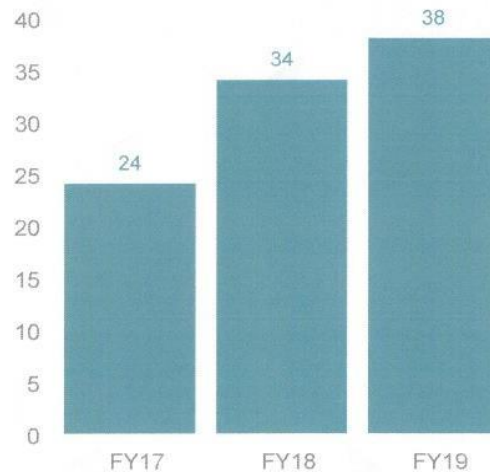
54 youth and 82 foster parents were in attendance. Youth not in attendance received gifts at a later date during monthly home visits by case managers.

- 10. Infinitec’s School Coalition Membership continues to serve 1,000+ school districts and 39 Social Service agencies with \$1,000,000 in revenue serving multiple states including Illinois, Kansas, Minnesota, and Pennsylvania.

School Districts Served



Social Service Agencies



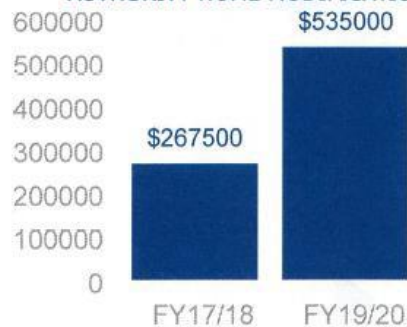
- 11. RAMP UP received a \$471,692 grant funding (January 1, 2019 through December 31, 2019) from the City of Chicago to build 30 exterior wood access ramps, an increase of \$135,000 from the previous year.
- 12. The Illinois Housing and Development Authority approved a \$267,500 grant to provide home modifications to address accessibility issues in 10 homes in Cook, Lake and Will County. 11 projects had been completed to closeout awarded funds. Additional funds have been requested for FY2019 in the amount of \$535,000 to complete 20 home accessibility projects.

RAMP UP

WE BUILD RAMPS FOR PEOPLE WITH DISABILITIES



ILLINOIS HOUSING DEVELOPMENT AUTHORITY HOME MODIFICATIONS



IHUD FUNDS OVER TWO YEAR GRANT PERIOD. WE HAVE REQUESTED \$267,500 INCREASE OVER THE NEXT TWO YEARS BRING OUR TOTAL REQUEST TO 535,000

- 13. From July 1, 2018 to March 31, 2019, the ATEN program acquired, adapted and distributed 4,722 complete computer systems serving 465 public schools covering 102 counties. By June

30, 2019, ATEN is estimating it will have acquired, adapted and distributed 5,200 complete computer systems to 500 public schools. Prior fiscal year ending June 30, 2018, ATEN acquired, adapted and distributed 5,433 complete computer systems valued at \$1,437,474.13 to 521 public schools, covering all 102 counties in Illinois.

14. 24 individuals were placed in competitive, community-integrated jobs and wages range from \$8.25/hour - \$27.88/hour.
15. In FY2019 we secured the renewal of a special competitive Illinois Department of Human Services (DHS) Dental Grant for \$169,544, to assist in covering oral health costs for 200+ Adult Services participants.
16. Year-to-date sales in FY2019 for Seguin Gardens & Gifts reflect levels year-to-date comparable to last year at this time. In FY2018 nearly 50 participants with disabilities worked and earned paychecks at Seguin Gardens & Gifts. For FY2019 we expect to at least match this number of persons involved in paid work. In FY2018 the Flea Markets/Garage Sales generated more than \$107,000 in revenues (53% increase from FY17). Year-to-date in FY2019 these sales have already generated \$80,000 in revenue, with expectations that sales will exceed FY2018's total as we enter the busy final three months of the fiscal year and nearly 50 participants with disabilities worked and earned paychecks at Seguin Auto Center. For FY2019 we expect to at least match this number of persons involved in paid work.

Strategic Direction B:

UCP Seguin will be responsive to the ever changing demographics of persons with disabilities and their families, agency employees, contractors, visitors and other constituents.

Accomplishments

1. UCP Seguin continues to expand services in the DuPage, especially wanting to help the under-served Hispanic population. To date, we continue to actively participate in IEP's at Fenton High School, Lake Park High School, Transition Learning Centers in Bensenville and in Roselle, and Addison Trail High School. The greatest majority of these families are Hispanic/Latino. More recent outreach efforts in DuPage have shown great results as we are now serving new families from School District 86 and District 87 from Glendale Heights and Naperville areas.
2. UCP Seguin has developed additional promotional materials in the past year – Employment Services brochure, Building Bridges brochure, ads, and other materials – translating them into Spanish to best communicate to the ever-increasing cohort of Latino families and community members.

Strategic Direction C:

UCP Seguin will ensure a highly capable, professional, ethical and culturally competent workforce, through hiring, training and retention that is constantly evolving to meet the changing needs of the individuals served.

Accomplishments

1. The minimum wage hike in Cook County became effective July 1, 2018 increasing by \$1.00 and bringing the minimum wage to \$11.00 per hour. UCP Seguin raised the hourly wages of 225 employees to ensure compliance with this mandate.

2. Unrelated to the Cook County minimum wage mandate, a 50-cents-per-hour DSP wage increase was written into the FY2019 Illinois budget, representing \$1.25 in wage increases in the last year after nearly 10 years. Over 500 staff members received the 50-cent-per-hour increase in their hourly wages, representing an annualized expense of \$500,000+.
3. We changed medical insurance providers this year, migrating from United Healthcare to Blue Cross Blue Shield of Illinois. This change represents an annual cost savings of over \$112,000 plus a \$50,000 credit for the first plan year with no increase in contributions from employees. Our new coverage officially began on October 1, 2018. We have more eligible employees enrolled with BCBS than we have ever had enrolled in any health insurance coverage we have offered, with 277 enrolled of the approximately 550 eligible representing just over 50% participating in coverage. Our typical enrollment has been anywhere from 220 – 235 enrolled.
4. Staff retention continues to be our biggest challenge and while our DSP turnover rate in FY2018 was lower than it was in FY2017, we have continued to be in a position in which we have to fill open shifts with staff who are willing to pick them up at an overtime rate of pay. The first table below illustrates the average hourly wage that UCP Seguin paid to DSP staff in July and August of this year against the reimbursement amount of \$11.96 per hour. Also included in the turnover rate for FY2018. The second table includes the average hourly wage paid to supervisors on three tiers and the comparatively low turnover rates associated with those positions. Included on Table 2 is the average hourly wage of Adult Foster Care providers, who all live in agency-owned 6, 5, or 4 bedroom homes with the exception of three AFPs who provide services in their own privately owned homes. The average wage of AFPs takes into account their monthly stipends along with the assessed average fair market rental value of the 6, 5, and 4-bedroom agency-owned homes in which they live/provide services.

FY18	Average Hourly Wage July 2018	Average Hourly Wage August 2018	DHS Hourly Reimbursement/hr.	FY18 DSP Turnover Rate
DSP	\$12.50	\$12.74	\$11.96	29%

Position	Average Hourly Wage	FY18 Turnover Rate
Front Line Supervisor (Managers, Coordinators, Case Managers)	\$17.28	3.30%
Second Line Supervisors (Administrators)	\$20.92	1%
Third Line Supervisors (Program Directors)	\$27.29	4%
Nurses (LPNs and RNs)	\$27.18	1.70%
*Adult Foster Care Providers	**\$23.92	***1%

*These are contracted positions

**Includes monthly stipend plus rent assessment value

***All AFP turnover occurred in May and June of FY2018

5. Another successful Staff Appreciation Month officially ended on October 31st. With employees spread so far apart and the logistics involved in ensuring everyone had the opportunity to participate in the various activities, we decided to instead run online drawings for cash, time off, and mystery prizes and to send daily email “shout-outs” submitted by employees about positive things they saw their co-workers’ say or do. Our staff length of service luncheon, a tradition that employees have told is us very important to them, was held at the Crystal Sky in McCook and honored 73 staff for their tenure with the agency in five-year increments. The agency’s first 35-year honoree was announced; Karen Baltrus celebrated 35 years of service one day before her retirement became official. Peer nominated and committee selected Shooting Star Awards were presented to three deserving staff.
6. On December 14, 2018, 539 eligible employees received a cash bonus based on length of service along with having a performance appraisal score over 275. This bonus was distributed to DSPs, managers, coordinators, and other non-exempt/hourly employees.
7. Starting in spring 2017, UCP Seguin played the leading role in creating and coordinating the “They Deserve More Coalition”, developed as a result of the caregiver recruitment and retention crisis throughout Illinois. Jim Haptonstahl continues to serve as the “They Deserve More” Coalition Liaison. The Coalition has grown to include more than 80 provider organizations inclusive of six major statewide advocacy organizations. As a result of the TDM campaign, the Illinois General Assembly passed an FY2018 budget that included a 75-cents-an-hour wage increase for DSPs, and an FY2019 budget with a 50-cents-an-hour DSP wage increase - \$1.25 over the past two years, raising our DSP starting wage by 14%. This resulted in an infusion of over \$800,000 in additional state funding for UCP Seguin for FY2018, and \$530,000 in FY2019, which has since been passed on to DSPs. The “They Deserve More” campaign has continued throughout FY2019.

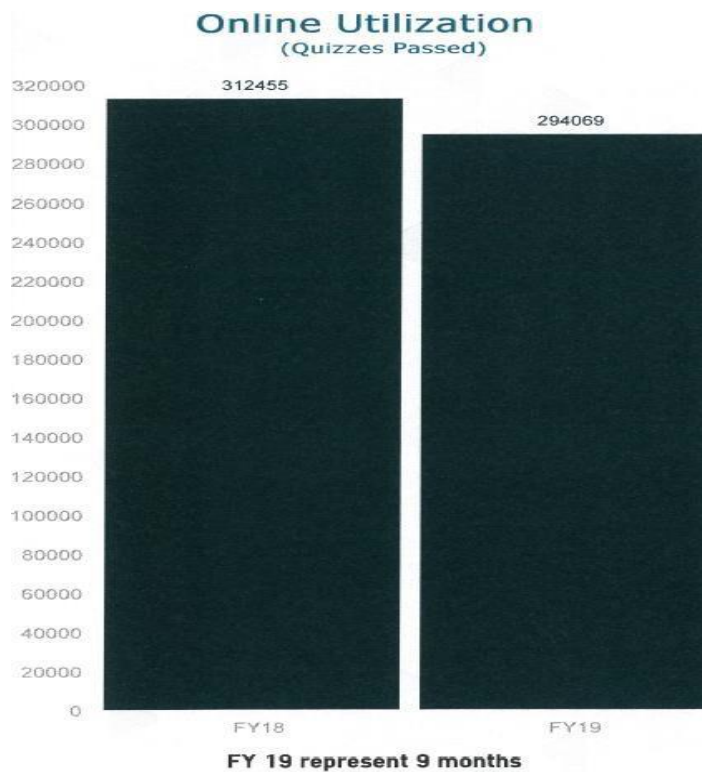
Strategic Direction D:

UCP Seguin will invest and implement state of the art technologies to increase quality and efficiencies for program participants, staff and administration.

Accomplishments

1. We continue to work closely with former board member and current IT Consultant Paul Behrman on various technology projects associated with agency-wide communication and creating efficiencies in the HR and Accounting Departments.
2. During the review period, staff data was extracted from UltiPro software and imported to HRConnect, a web-based portal hosted and provided by our brokers. As a result, all Benefits/health insurance(s) enrollment was done through a web-based portal for the first time ever.
3. UltiPro mobile app was launched, allowing employees to access their own personal information.
4. Manager roles were assigned in UltiPro, giving permission for supervisors at different levels to see personnel data of employees whom they supervise, including but not limited to schedules and salaries.

5. An updated and reformatted template for the HR management report was developed and has been in use since December 2018. This report contains data such as vacancies, turnover, separations, disciplinary action, attendance, and various EEO data that we are required to keep.
6. For the first time, employees had the option of choosing electronic delivery of W-2 forms via the UltiPro website.
7. From July 2018 to March 2019, Infinetec conducted 151 seminars and webinars serving 5,626 participants.
8. Our web development underwent new enhancements and design of online classroom.
9. Nearly 200 video presentations were added last fiscal year. 40 new presentations have been added from July 2018 to February 2019.
10. Approximately 317,207 quizzes were passed for fiscal year ending on June 30, 2018.



Strategic Direction E:

Expand Funding Options and public visibility. Institute cost efficiencies.

Accomplishments

1. In FY2018, we exceeded expectations related to training by providing both new-hire training to DSPs and case managers and also by launching a retraining campaign for 88 employees who have been working at UCP Seguin for five years or more. We submitted billing for reimbursement to DHS in the amount of \$477,574.70 for FY2018, compared to \$240,723.90 in FY2017. DSP training billing submitted to DHS for reimbursement for the first half of FY19 totaled just over \$160,000.

2. We developed live-in staff model at 134 East Ave, a UCP Seguin-owned two flat in Oak Park. Three people served by UCP Seguin live on the first floor of the building and a live-in staff member and her family “rent” the unit the second floor. With this change, we were able to reduce the number of FTEs in that home significantly and redistribute staff to vacant positions in other homes. We experienced a cost savings of \$50,000 by eliminating the FTEs and restructuring the staffing pattern. We will be monitoring closely for cost-savings and effectiveness of the model as we determine if any of our other CILA homes may be suitable for this type of arrangement.
3. The decrease in net assets from 3/1/2018 to 1/31/2019 was \$1,226,906 of which \$1,196,430 was due to the sale of the Highland Park property in June 2018. Therefore, the remaining decrease of just \$30,476 was remarkable considering the minimum wage increased by \$1.00 on July 1, 2018, while the State only increased revenue for DSP wages by \$0.50.
4. We completed the sale of the Highland Park property and although we took a loss on this sale, we did very well in getting the price up from the original offer. Due to the reverter clause, we could have lost the property with no financial benefit; instead, we received \$1,269,973 in cash which is being redirected to creating the new Wheaton employment site and the new group home.
5. After securing a \$400,000 grant from DuPage and a \$200,000 pledge from the UCP Seguin Foundation, we purchased the property in Wheaton for use as another community program site. Total cost of the purchase and renovation will be just over \$800,000.
6. The FY2018 Audit noted no significant findings and we ended the year with a \$327,151 deficit not including the one-time loss on the sale of the Highland Park property. This was an improvement from FY2017.
7. Thus far in FY2019 we have received allocations and recommendations of \$1,028,692 in Community Development Block Grants (CDBG) allocations (up 32% from last year). Year to date in FY2019, UCP Seguin has secured nearly \$715,000 in foundation grants, with the possibility of additional grant funding to be received through the final months of the fiscal year. FY2018 for full year: \$993,490 (including \$500,000 from UCP Seguin Foundation in FY2018; in March 2019 we submitted application to Foundation for \$271,370).
8. To date in FY2019 allocations from local Mental Health Boards total more than \$359,000, representing the highest level of such allocations in agency history (up 10.5% from last year). FY18: \$324,909.
9. In FY2019, the UCP Seguin Holiday Appeal once again generated our highest level ever – nearly \$446,000 or 111% of our goal of \$400,000, in part due to meeting several matching gift and grant challenges. This total represents a 35% increase from our previous high in FY2018. FY18: \$329,603.
10. In FY2018 UCP Seguin initiated the “Life Without Limits” Capital Campaign, focused on raising \$1.6 million to cover costs for three main projects to benefit people with developmental disabilities.
11. Through the end of March 2019 we have met and exceeded our overall goal of \$1.6 million, adding more than \$750,000 in donations, pledges and commitments – including cash and in-kind gifts.

12. In FY2019 we secured the renewal grant of \$86,000 from the United Way of Metro Chicago. FY18: \$86,000, FY17: \$50,500.
13. In FY2019 UCP Seguin initiated a new fund-development campaign – Hearts Homes Families appeal – to generate additional contributions from families of persons served. Year-to-date the campaign has raised over \$165,000 toward the \$200,000 goal. In FY2018 UCP Seguin received \$115,000 from families for the entire year, with \$80,000 toward operations and \$35,000 for capital. FY2019's total represents a 43% increase over last year in family giving.
14. Marketing and communications efforts continued to yield enhanced public presence for UCP Seguin in an array of publications, online media, television and radio media, and multiple other outlets. Use of billboards, videos, ads and other means of promotion have also yielded a broader audience for UCP Seguin, which has an ever-expanding footprint of services across the Greater Chicago area and beyond.

Strategic Direction F (Board Development):

UCP Seguin will strengthen its board and increase the level of engagement of board members in their role and responsibilities in service of its mission.

Accomplishments

1. Through the Board Governance and Nominating Committee, UCP Seguin continues to strengthen its board through more robust new member recruitment, addressing expertise needed in areas of finance, information technology, human resources, legal, and consumer representation, with several new board members slated for nomination and approval in July 2019.
2. All board committees continue to recruit new members and each committee remains very active in reviewing operational and policy issues that lead to full board review and approval.
3. UCP Seguin has continued to increase the board's knowledge of program services and outcomes through periodic presentations at scheduled board meetings.
4. Through Board Governance Committee leadership, in the past year board committees have begun making presentations to the entire board on their respective goals, purpose and functions, thereby increasing the level of engagement of board members in their role and responsibilities in service of the UCP Seguin mission.