



# **Strategic Plan**

## ***Expanding on Our Legacy of Achievement***

### **Strategic Directions & Goal Statements**

**FY 2016 – FY 2020**

**Adopted by the Board of Directors of UCP Seguin of Greater Chicago  
September 23, 2015**

**\*Extended by Board for Additional Year (through December 2021) in September 2020, due to possible partnership with  
another organization and change in UCP Seguin CEO**

# UCP Seguin of Greater Chicago

## *Expanding on Our Legacy of Achievement*

### Strategic Directions & Goals FY 2016 – FY 2020

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# UCP Seguin of Greater Chicago

Strategic Plan FY2016 - FY2020

## Executive Summary

In July 2013, two outstanding nonprofit organizations – United Cerebral Palsy Association of Greater Chicago and Seguin Services – took a momentous step, merging to become one powerful force of support for people with disabilities. Both partners bring a strong history of innovation, quality and effectiveness in the service of people with disabilities and their families. The focus is embodied in the following mission statement.

**Mission.** United Cerebral Palsy Seguin of Greater Chicago believes in a world where persons with disabilities achieve their potential, advance their independence, and act as full members of the community. We strive to make this world a reality – for people at every stage of life – by leveraging technology to provide innovative training and education programs and by providing family support, employment, life-skills training, residential services, and children’s foster care.

This strategic plan is the first for the new organization and represents the collective effort of over 125 members of the board, management and staff to build on the parent organization’s combined strength and shape the first chapters in the history of this new entity. One of the key aspects of strategic planning is to assess what is happening in the field of service and how that will impact people with disabilities, their families and the organization. A number of trends were identified that called for considered response. These include:

- The policy emphasis on “Employment First” as the initial step in addressing the needs of our program participants
- The focus of regulatory entities, persons with disabilities, and families on the development of smaller, more community-integrated housing options and smaller, scattered site employment and life-skills program sites
- The continuing emphasis on personal choice and individualized service delivery
- The ongoing need for foster care services tailored to the unique conditions of children in the child welfare system
- The population shifts and demographic changes that impact our program participants in the metropolitan area
- The essential role of technology in enriching the lives of people with disabilities and bolstering the competency of our workforce
- Ongoing concerns about the levels of state and federal funding

The process involved interviews with ten stakeholders representing parents, funders and experts in the field, three focus groups with management and staff members from across the organization, guidance and feedback from the Program Committee of the Board to affirm the six strategic directions that form the framework for the plan. The directions were then discussed by six work groups composed of board members, management and staff to provide the goals and objectives that build out that framework and guide how the plan is to be implemented over the next five fiscal years.

## **Plan Summary:**

### **Strategic Direction A**

(Theme: Expanding Needs, Growing Expectations)

UCP Seguin 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 building.

The goals under this direction strengthen our ability to meet the challenges and opportunities of creating greater employment opportunities under the Employment First model with increased outreach into the community, specialized training for staff, and expansion of Seguin Enterprises as an employment training venue. Plans address the development of smaller, more community-integrated housing options and smaller, scattered site employment and life-skills program sites. Several goals focus on personal choice, individualized service delivery, and self-advocacy. The goals here also emphasize our desire to continue to build our capacity to serve at risk children and youth who are in need of specialized foster care through recruitment and training. The expansion of Infinetec calls for expanding the collaborations and coalitions, increasing our ability to support the schools and agencies that work with people with disabilities within and well beyond our metropolitan area.

### **Strategic Direction B**

(Theme: Adapting Services to Address Demographic Changes)

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

The focus under this direction includes increasing our ability to serve the growing Latino community, translating information and promotional material in Spanish, and responding to the need for additional services among the growing senior population among our program participants and others in the community.

### **Strategic Direction C**

(Theme: Developing & Strengthening Our Workforce)

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.

Goals in this area are designed to address compensation, hiring and retention, staff training and development, cultural competency and staff morale.

### **Strategic Direction D**

(Theme: Using the Best of Technology)

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

The emphasis here is not only on building the technology infrastructure across the agency, but also in providing assistive technology and training to program participants as a part of increasing their personal choices and access to the broader community.

Strategic Direction E

(Theme: Expanding Funding Options and Public Visibility)

UCP Seguin will sustain its fiscal strength and innovative services, through expanding its base of funding, instituting cost-efficiencies, collaborating with peer organizations, responding creatively to changing government regulation and funding, and presenting a compelling brand identity to the public.

We will intensify our efforts to grow our funding base across all areas of giving, from individual contributions, government and foundation support, special events and social media. We will work to reduce costs utilizing greater internal efficiencies and collaboration with external partners. We will advocate for policies that enhance the lives of people with disabilities. By developing compelling key messages and a broad-based brand strategy, we will increase our public visibility as an innovative, effective, caring organization in service to people with disabilities and their families.

Strategic Direction F

(Theme: 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.

As we continue to bring two board traditions into a single, unified agency and in response to the Board Assessment conducted in the spring of 2015, our board development goals are designed to build a stronger committee structure, to clarify our roles, responsibilities and expectations as board members, and to strengthen our processes for recruitment, orientation and training of board members in support of the mission of UCP Seguin.

**Thank you.**

We wish to thank all of the people who gave generously of their time and wisdom to help shape this strategic plan. They include the external stakeholders representing government and private funders, business partners and colleagues in the field. The over 125 board and staff members who participated in various focus groups, Program Committee meetings, and work groups that contributed to the creating of directions, goals and objectives.

We thank the members of our Program Committee chaired by Michael Maher, the Ad Hoc Strategic Planning Committee consisting of Michael Maher, Beth Mannino, Roxanne Kovacevich, and Alan Goldberg, the staff Strategic Planning coordinating group of Jim Haptonstahl, Michelle Sanders, and Andrea Palm, and the UCP Seguin Executive Team. Finally, we wish to thank and acknowledge the assistance of Bruce Jensen and Michael Leonard, our consultants from Nonprofit-Partners.

September 23, 2015



John Voit  
President/CEO



Steven V. Napolitano  
Chairman of the Board of Directors

UCP SEGUIN OF GREATER CHICAGO

## Strategic Plan Directions, Goals and Objectives

FY2016 to FY2020

### **Strategic Direction A**

**(Theme: Expanding Needs, Growing Expectations)**

UCP Seguin 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 building.

**EMPLOYMENT** - (Accountability: Executive VP – Programs; VP of Employment & Day Services; Executive VP - Development)

Goal #1 Enhance the network of community businesses by 20% through 2020 as we promote and lead the State in the Employment First initiative.

- Obj. 1) Develop attractive, compelling printed and digital materials that illustrate community integrated employment and educate stakeholders on Employment First and the benefits of hiring people with disabilities. (FY16)
- Obj. 2) Increase participation at Chambers of Commerce by making quarterly presentations at local events, in order to increase UCP Seguin brand awareness. (FY17)
- Obj. 3) Develop or update at least six online employment success stories that illustrate community integrated employment and educates stakeholders on Employment First and the benefits of hiring people with disabilities. (FY18)
- Obj. 4) Make presentations to 80% of the local Illinois Division of Rehabilitation Services offices, in order to build better relationships and increase UCP Seguin brand awareness with Employment First and customized employment. (FY18)

Goal #2 - Increase community integrated work opportunities by 25% through 2020, in order to increase our leadership with Employment First model.

Obj. 1) Increase by 5% each year, the number of job seekers with disabilities who work in community integrated job placements. (FY20)

Obj. 2) Develop a job tier system that will create promotions, higher wages, and upward mobility for the Seguin Enterprises employees with disabilities. (FY17)

Obj. 3) Transition 10% of the Seguin Enterprises employees with disabilities into community integrated employment in the first two years of the plan. (FY17)

Obj. 4) Transition 15% of the Seguin Enterprises employees with disabilities into community integrated employment in the third thru fifth year of the plan. (FY20)

Obj. 5) Increase work opportunities using customized employment by placing at least three individuals with significant disabilities in employment in each year of the strategic plan. (FY16 & annually thereafter)

Goal #3 - Position the organization to become a topmost "Employment First" organization by 2017 by designing comprehensive training of staff to support achievement of state and federal "Employment First" policies, goals, and initiatives.

Obj. 1) Provide intensive training for agency admissions/intake staff in "Employment First" principles, so that this is presented as a first option to prospective new participants and their families. (FY16)

Obj. 2) Increase its knowledge of Employment First strategies and principles by facilitating 20% of the employment staff to attend training such as person centered planning, supported and customized employment techniques as part of their professional development. (FY17)

Obj. 3) Ensure that at least 75% of employment job-coaching staff become Certified Employment Specialists, in line with Employment First initiative. (FY20)

Obj. 4) Educate and increase agency awareness of "Employment First" by holding a semi-annual employment open house(s) for prospective participants, case managers, and residential staff. (FY20)

Goal #4: Expand social enterprise opportunities and partnerships to secure additional discretionary revenues, while providing increased opportunities for gainful work for program participants

- Obj. 1) Expand current enterprises to 5 satellite agency locations (one per year) to assist with third party sales of fudge/baked goods or container/streetscape services. (FY16 – 20)
- Obj. 2) Expand plant sales, landscaping and lawn care services, car-washing activities, and fudge production and sales, through partnerships with at least 12 businesses and at least 12 community groups. (FY16 – 20)
- Obj. 3) Establish portal for sales of vintage items donated to the organization on [www.SeguinGardens.com](http://www.SeguinGardens.com) e-commerce site. (FY16)
- Obj. 4) Conduct monthly UCP Seguin Market indoor sales utilizing the warehouse space. (FY17 – 20)
- Obj. 5) Add at least 5 new auto donation partners; provide them with marketing materials to use with their constituents and in their publications to encourage vehicle donations. (FY17)

**INDIVIDUAL CHOICE AND COMMUNITY INTEGRATION** - (Accountability: Executive VP – Programs; VP of Employment & Day Services; VP of Residential and Clinical Services; VP of Social Services Coalition)

Goal #5 - Increase program participant choice, involvement, and accountability in goal development within each person's Individualized Service Plan (ISP) process.

- Obj. 1) Complete annual Assessment of Functional Living Skills (AFLS) for 90% of all program participants receiving behavioral health services in conjunction with their ISP to develop measurable, achievable choice options. (FY17)
- Obj. 2) Develop a comprehensive tool to use to identify critical areas of choice and preferences for all program participants. (FY18)
- Obj. 3) Design a system whereby at least 30 identified participants will facilitate their own Individual Service Planning process. (FY19)



Goal #6 - Expand education and training about choice with families, program participants, and staff across all program domains.

- Obj. 1) Develop and host at least six presentations for various transitional service providers and parent groups, discussing the Prioritization of Urgency of Needs (PUNS or State Waiting List) process and various service options available to adults with developmental disabilities. (FY17)
- Obj. 2) Develop and host at least four presentations for community organizations, prospective program participants, parents and guardians on the available services provided by UCP Seguin of Greater Chicago's senior programs. (FY18)
- Obj. 3) Incorporate a special module into initial staff orientation training on Therapeutic Interactions. (FY17)
- Obj. 4) Develop a menu of programs or service options from which program participants of all abilities can choose. (FY16)
- Obj. 5) Develop a comprehensive guide reflecting the array of programs, services, and supports offered by UCP Seguin's Employment and Life Skills Services. (FY17)
- Obj. 6) Utilize the guide during Person Centered Planning meetings with individuals and their families to guide their choices and decisions in designing their individualized and flexible day services supports. (FY17)

Goal #7 - Increase opportunities for meaningful and satisfying community-integrated activities for individuals with disabilities across all program domains.

- Obj. 1) Form a Quality of Life Advisory Council to establish, create, and identify meaningful opportunities for community integration for all persons served residentially. (FY16)
- Obj. 2) Identify and train a lead Activity Planner from existing personnel resources to assist the Life Skills Services Director and Coordinators in identifying creative opportunities for community involvement. (FY16)
- Obj. 3) Develop and implement a "Train-the-Trainer" staff development system, focusing on a training methodology for staff implementing community integrated activities for program participants. (FY16)
- Obj. 4) Create a plan to facilitate relationships and friendships among people that do not live together who share similar interests. (FY17)

- Obj. 5) Create a cost effective incentive initiative designed to encourage and reward staff for creativity and implementation of person-centered community programs in all service domains. (FY17)
- Obj. 6) Increase participation in non-segregated activities for all individuals supported in the array of life skills program service options by 5% or more per year. (FY17)
- Obj.7) Expand social-recreation services to serve at least 20% more individuals, to address the needs and preferences of an increasing number of current and newly admitted program participants. (FY18)
- Obj. 8) Expand the Community Connections (CLIMB, CHOICE) programs to at least 5 additional small community based employment and life skills sites. (FY20)

**HOUSING – Accountability – (VP of Residential and Clinical Services)**

Goal #8 - Increase opportunities for individual choice in securing housing commensurate with each person's needs and preferences.

- Obj. 1) Develop and implement an updated screening tool to better identify housing and roommate preferences for current residents and individuals interested in residential placement. (FY16)
- Obj. 2) Develop and establish alternate supportive residential options for at least 10 individuals currently supported in 24-hour Community Integrated Living Arrangement (CILA) services and seeking greater independence. (FY20)

Goal #9 - Expand housing opportunities to address increased need and demand for such residential services for adults with developmental disabilities.

- Obj. 1) Increase the number of participants utilizing Intermittent Community Integrated Living Arrangements, or similar more independent living option, by at least 25%. (FY18)
- Obj. 2) Increase the number of participants utilizing Home-Based Support Services facilitation by at least 50%. (FY19)
- Obj. 3) Purchase, modify, and adapt at least 6 new homes in various counties within the organization's footprint of services, providing 24 hour residential options to meet the increased demand of those in need of such services. (FY20)

Goal #10 - Evaluate and address issues related to quality of current and future homes as reflected in achievement of accreditation and licensing standards.

Obj. 1) Ensure that all Agency owned homes have accessible entrances and interior accessibility. (FY20)

Obj. 2) Establish at least ten “smart” homes with improved accessibility and/or technology to better accommodate individuals with significant physical challenges as well as cognitive disabilities. (FY20)

**ADVOCACY** - (Accountability: VP of Employment & Day Services; VP of Residential and Clinical Services; VP of Children’s Foster Care)

Goal #11 - Strengthen the capacity for self-advocacy among program participants and their families.

Obj. 1) Establish a protocol for youth to attend their individual program plan meetings/staffing to express their needs and desires, as appropriate given their age and ability. (FY16)

Obj. 2) Create a “kid-friendly” questionnaire for youth so they can express their needs and desires at their various Children’s Foster Care program individual planning meetings. (FY16)

Obj. 3) Ensure that 100% of high school students served at in Children’s Foster Care participate in an Annual High School Academic Planning Meeting. (FY16 - 20)

Obj. 4) Develop and implement a New Directions Self-Advocacy curriculum, focusing on methods and opportunities for individuals with disabilities to engage in self-advocacy through increased participation in People First and other self-advocacy groups. (FY17)

Obj. 5) Facilitate the participation of 20 or more program participants in at least one of the trio of Relationship Skills training classes offered quarterly each year by trained staff members. (FY17)

**SPECIALIZED FOSTER CARE – Accountability - (VP of Children’s Foster Care)**

Goal #12 - Ensure sufficient numbers of foster parents are in place to address the needs of children and youth in the foster care program.

- Obj. 1) Increase the number of licensed foster parents by at least 5% for each of the next five years, with particular focus on foster parents who can serve adolescents, children with medically fragile conditions, children needing emergency placement, and children needing bilingual home placement. (FY16 – FY20)
- Obj. 2) Increase public outreach efforts by 20%, through use of media resources, presentations at faith and community based events, and an incentive program to encourage and reward UCP Seguin staff for referrals. (FY16 & annually thereafter)
- Obj. 2) Increase training opportunities for prospective foster parents by 20%, and expand training locations to include Tinley Park. (FY16 & annually thereafter)
- Obj. 3) Develop a mentoring program utilizing experienced foster parents for new and/or current foster parents who require additional training and support. (FY18 & annually thereafter)

Goal #13 - Improve the competencies of children’s foster parents and the quality of care to foster children through increased training opportunities.

- Obj. 1) Develop and establish a foster parents Support Group. (FY16)
- Obj. 2) Establish and regularly conduct foster parent re-education regarding medical compliance. (FY16)
- Obj. 3) Utilize Infinitec resources to develop and conduct online staff and foster parent training in English and Spanish. (FY17)
- Obj. 4) Design and implement a system to ensure at least 80% of foster parents are re-assessed annually to ensure that they demonstrate competency in the knowledge and application of requisite skills. (FY18)
- Obj. 5) Offer in-house parenting classes and parent coaching to biological parents conducted by two certified parent coaches. (FY18)

Goal #14- Establish UCP Seguin's foster care program as the best in the metropolitan region as measured by the Illinois Department of Children and Family Services.

- Obj. 1) Develop a system of outcome measures including documentation, timely provision of services, and other criteria needed to meet DCFS Performance Based Outcomes. (FY16 & annually thereafter)
- Obj. 2) Ensure 100% of foster care placements have the recommended services in place to insure placement success and stability. (FY16 & annually thereafter)
- Obj. 3) Increase the availability and variety of recreational activities for children and youth. (FY16 & annually thereafter))
- Obj. 4) Enhance the Children's Department use of technology by creating a fully functioning data base that will incorporate all departments under the auspices of the Children's Department. (FY18)
- Obj. 5) Develop and implement a system to track annual children's medical examinations to ensure compliance with DCFS standards. (FY16 and annually thereafter)

Goal #15 - Complete the process of translating key organizational information and other materials into Spanish.

- Obj. 1) Translate Pre-Service Material (Intake and Licensing, Case Management and Adoption) into Spanish. (FY19)

Goal #16 - Strengthen our efforts to address the transition to adulthood for individuals with disabilities and children in foster care.

- Obj. 1) Ensure 100% of youth 17 years or older will have completed the Youth Transition Plan (CFS 2032-1). (FY16 & annually thereafter)
- Obj. 2) Ensure 90% of youth served by UCP Seguin who are 19 years of age or older and not qualifying for adult services, will successfully complete DCFS Financial Literacy Training. (FY16 & annually thereafter)

**COLLABORATION AND COALITION BUILDING** - (Accountability: Executive VP – Programs; VP of Social Services Coalition; VP of Infinitec Coalition)

Goal #17 - Significantly expand the Infinitec Services to many more peer organizations in Illinois and other areas of the country.

- Obj. 1) Develop and implement aggressive expansion of Infinitec Social Services. (FY16 to FY18)  
[Benchmarks = to 30 member agencies in FY 16; 70 in FY 17 and 100 by FY 18]
- Obj. 2) Expand the 4-state presence of Infinitec School Coalitions, increasing revenues from School Coalitions by 1.5% annually. (FY16 & annually thereafter)
- Obj. 3) Establish a public/private partnership to pilot Senior Technology services during FY16 and expand this pilot to reach 10% more seniors each year. (FY16 & annually thereafter)
- Obj. 4) Expand online infrastructure by the completion of HTML5 and closed caption conversion. (FY16)
- Obj. 5) Expand web content annually producing and adding at least 10 new online videos and posting 200 new content items. (FY16 & annually thereafter)
- Obj. 6) Increase number of agencies trained and implementing Infinitec's ENGAGE Learning Management System by 20%. (FY16 & annually thereafter)
- Obj. 7) Expand the Assistive Technology Exchange Network (ATEN) by annually distributing at least 5% more computers each year over the next five years to public schools covering all 102 Illinois counties. (FY16 – FY20)
- Obj. 8) Expand the Durable Medical Equipment (DME) program by annually distributing at least 5% more Durable Medical Equipment items each year over the next five years to individuals in need of such equipment. (FY16 – FY20)
- Obj. 9) Expand the RAMP UP accessibility renovations program by annually completing, each year over the next five years, at least 1% more access ramps for the City of Chicago and modification projects with Illinois Housing Development Authority. (FY16 – FY20)

**Strategic Direction B****(Theme: Adapting Services to Address Demographic Changes)**

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

Accountability - (Executive VP – Development; VP of Organizational Management; VP of Children’s Foster Care; VP of Residential and Clinical Services; VP of Employment & Day Services)

Goal #1 - Complete the process of translating key organizational information and other materials into Spanish

- Obj. 1) Create or update Spanish-language versions of key agency marketing tools. (FY17)
- Obj. 2) Add instruction in Spanish on website informing users to access the existing “Select Language” Google Translate dropdown bar in upper right corner of home-page. (FY16)
- Obj. 3) Translate foster parent training materials into Spanish. (FY17)
- Obj. 4) Add employment application related materials to the UCP Seguin website with the option of translation to other languages. (FY18)

Goal #2 - Expand capacity to serve aging program participants with disabilities and other seniors in our community through current and new program initiatives.

- Obj. 1) Open a new SeniorCares home in Villa Park. (FY16)
- Obj. 2) Secure grant funding and launch an Aging Caregivers Future Planning program (modeled after the agency’s Building Bridges to the Future Transition Program). (FY17)
- Obj. 3) Invite and secure attendance of family members to the Generating Resources for Aging through Collaborative Energies (GRACE) initiative training on aging issues presented on a quarterly basis. (FY17)
- Obj. 4) Host at least one training per year on the topic of geriatric issues. (FY17 & annually thereafter)
- Obj. 5) Support at least 30 families with aging caregivers through the Aging Caregivers Future Planning program (FY20)
- Obj. 6) Develop one additional SeniorCares home. (FY20)

Goal #3 - Develop and expand service sites across all program domains focused on addressing the needs of the ever growing Latino population within the UCP Seguin footprint of services.

Obj. 1) Establish at least one new group home with a focus on serving and ensuring access to services for persons with developmental disabilities of Latino background. (FY19)

Additional Goal for 2018-2021

Goal #4 – Assess individuals served in relation to social determinants of health, and implement projects and programs that provide access to resources to meet daily needs, health care services, social supports and other means to promote positive and equitable health outcomes.

Obj. 1) Develop and implement project(s) to address access to healthy food and nutrition, exercise, and other means to promote improved medical health for persons served. (FY19)

Obj. 2) Develop and implement project(s) that ensures access to much-needed oral healthcare otherwise denied to low-income population of persons with intellectual and developmental disabilities, to mitigate the historical discrimination that has resulted in poor oral health. (FY18)

Obj. 3) Develop and implement project(s) that provides increased access to nursing care services for seniors with intellectual and developmental disabilities, to address ever-emerging conditions of aging affecting their health and well-being. (FY18)

Obj. 4) Develop and implement project that provides increased access to behavioral health supports that also utilize remote/virtual technology to address social isolation, anxiety, depression, and other mental/behavioral health conditions, especially those that have been have been exacerbated by the COVID-19 pandemic. (FY21)



**Strategic Direction C****(Theme: Developing & Strengthening Our Workforce)**

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.

Accountability – (VP of Organizational Management; Executive VP – Finance)

Goal #1 - Annually evaluate and work within revenue constraints to increase compensation and benefits.

Obj. 1) Expand the tenure upgrade program to include 8 and 10 year upgrades. (FY17 – FY18)

Obj. 2) Utilize technology to expedite the hiring process, incorporating the employment application and all other required documentation onto the website. (FY18)

Goal #2 - Utilize leadership and professional development opportunities to encourage staff retention and reduce staff turnover.

Obj. 1) Include the “Supervisors Academy” on the query as a required supervisory training to provide training and support to front line supervisors agency-wide. (FY16)

Obj. 2) Develop a career ladder to provide opportunities for entry level employees and front line supervisors to expand professional skills, knowledge, and experience in Behavior Services and Senior Services. (FY17)

Obj. 3) Create a “training board” in an online employee portal to offer more exposure to training and seminars. (FY18)

Obj. 4) Implement succession planning at all levels within the agency, introducing the plan to a new group of employees annually. (FY19)

Goal #3 - Increase opportunities for a variety of staff training.

Obj. 1) Promote availability and increase use of technology including Infinitec resources, online webinars, etc. and ensure that all staff are provided with access when they have reached 90 days of employment. (FY16)

Obj. 2) Create a menu of training options that extends beyond the scope of what DHS and DCFS require, with particular focus on specific mental health diagnoses, and cultural diversity and sensitivity. (FY17)

Obj. 3) Provide written orientation and training documentation in multiple languages and make training materials available, whenever possible, in both audio and visual media. (FY18)

Obj. 4) Tighten accountability for participation and completion of online training using the ENGAGE Learning Management System to track training module attendance, participation, and measure pre and post session competency. (FY19)

Goal #4 - Increase the number and variety of opportunities to celebrate diversity and build cultural competence throughout the agency.

- Obj. 1) Expand Cultural Diversity training from four to six hours, to include additional focus on sensitivity to “disability culture” and to understand how different cultures view and respond to people with disabilities. (FY16)
- Obj. 2) Implement annual staff surveys focused on awareness, knowledge, and skills associated with Cultural Competence. (FY16 & annually thereafter)
- Obj. 3) Develop a cultural diversity module in an online format to broaden understanding and knowledge of diversity as it relates to alternative lifestyles and generational differences and upload to the Infinitec site. (FY18)

Goal #5 - Utilize a variety of activities to build staff morale.

- Obj. 1) Develop a training module on team building to encourage and enhance team effectiveness, cohesiveness, and cooperation. (FY17)
- Obj. 2) Create a committee to develop a Wellness Program to promote employee health agency-wide. (FY17)
- Obj. 3) Implement a mentorship program to provide support and guidance to newer staff during the first 90 days of employment. (FY16)

**Strategic Directions D****(Theme: Using the Best of Technology)**

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

Accountability – (Executive VP – Programs; VP of Residential and Clinical Services; VP of Organizational Management; VP of Social Services Coalition; VP of Day and Employment Services; VP of Children’s Foster Care)

Goal #1 - Increase the impact of technology on communication and efficiency across the agency.

- Obj. 1) Conduct agency-wide assessment on the organization’s technology capabilities and needs, and prepare a comprehensive five-year Technology Plan to strengthen the agency’s capabilities. (FY16)
- Obj. 2) Implement the Technology Plan, reviewing accomplishments and making adjustments to the plan as appropriate at least semi-annually, while ensuring dissemination of Technology Plan reports to all staff and program participants. (FY16 & annually thereafter)
- Obj. 3) Implement the communication module of the agency’s Human Services Management System in at least two of the organization’s shift-staffed homes. (FY16)
- Obj. 4) Create and implement an electronic screening tool to be used when interviewing potential participants for services utilizing the latest technology (e.g. iPads). (FY17)
- Obj. 5) Combine the current referral database with the Human Services Management System to streamline participant Information and associated waitlist. (FY19)
- Obj. 6) Equip all agency shift-staffed homes with functioning computers and internet access, with 20% of all homes addressed each year over the next five years. (FY16 - FY20)

Goal #2 - Increase program participants’ access and usage of technology including assistive technology.

- Obj. 1) Facilitate technology needs assessment with individuals living in Community Integrated Living Arrangement homes or participating in Employment and Life Skills Services (FY16)
- Obj. 2) Address 20% of the identified technology needs in each year of the plan in consideration of funding availability. (FY16 – 20)

Obj. 3) Develop and implement technology training curriculum for participants, to include but not be limited to Internet Safety, Technology to Enhance Employment skills, Technology for Recreation, Technology for Life Skills (e.g. budget, shopping). (FY16 & annually thereafter)

Obj. 4) At least six staff members will complete coursework on best practices in use of information technology, to provide hands-on support for program participants to access and utilize information technology, and train other staff to provide similar assistance. (FY17)

Obj. 5) At least six staff members will complete coursework on best practices in use of assistive technology, to provide hands-on support for program participants to access and utilize assistive technology, and train other staff to provide similar assistance. (FY17)

Goal #3 - Increase the capacity of staff to use technology to work “smarter” – i.e. more effectively and efficiently.

Obj. 1) Provide all staff with access to email communication. (FY17)

Obj. 2) Include technology line item in each department’s budget to address the technology needs of their staff. (FY17 & annually thereafter)

Obj. 3) Increase use of ENGAGE online learning management system for staff development programs by 20%. (FY16 & annually thereafter)

Obj. 4) Expand organization’s staff knowledge and use of Infnitec’s resources by providing training opportunities on the use of these online resources. (FY16 & annually thereafter)

**Strategic Direction E****(Theme: Expanding Funding Options and Public Visibility)**

UCP Seguin will sustain its fiscal strength and innovative services, through expanding its base of funding, instituting cost-efficiencies, collaborating with peer organizations, responding creatively to changing government regulation and funding, and presenting a compelling brand identity to the public.

**EXPAND THE DONOR BASE AND RESPOND CREATIVELY TO CHANGING GOVERNMENT REGULATION AND FUNDING**

Accountability – (Executive VP – Development; Director of Administrative Support Services; VP of Organizational Management; Executive VP - Finance)

Goal #1 Diversify the organization’s funding, broaden its base of support, and respond creatively to changing government regulations and funding, across both private and public domains.

- Obj. 1) Increase contributions from individuals, families, foundations, corporations, government grants and other forms of support by 5% per year. (FY16 – 20)
- Obj. 2) Secure increased commitments for planned giving among constituents through development and implementation of a formal planned giving initiative. (FY17 & annually thereafter)
- Obj. 3) Secure at least three major challenge gifts per year during each of the next five fiscal years, to enhance and expand the organization’s base of donors. (FY16 – 20)
- Obj. 4) Increase discretionary contributions from new special event or third party activities by 5% each of the next five fiscal years. (FY16 – 20)
- Obj. 5) Utilizing social media and other online tools, develop and implement at least one crowd-sourcing initiative per year starting FY2017 to fund special projects benefiting individuals served. (FY17 – 20)

## **INSTITUTE COST EFFICIENCIES**

Goal #2 - Create cost efficiencies in agency purchasing through improved oversight of internal processes and cooperative arrangements with other organizations.

- Obj. 1) Establish partnerships with at least three area organizations in group purchasing activities, in order to reduce costs for all agencies. (FY16 – 17)
- Obj. 2) Using baseline costs on outside printing services and suppliers at its satellite locations, attain cost savings of no less than 5% from the prior year. (FY17)
- Obj. 3) Work with Expense Reduction Analysts and the Back Office Cooperative to successfully reduce costs for UCP Seguin in at least four back-office expense areas. (FY16 – 17)
- Obj. 4) Develop information and resource portals on the UCP Seguin website for use by staff, Board members and other key constituents as appropriate, containing access to schedules, meeting packets, organizational policies, links to helpful resources, and other information relevant to each group. (FY18)

Goal #3 - Utilize up-to-date, environmentally-sound, and time-efficient technologies to contain or reduce costs across multiple domains in the organization.

- Obj. 1) In all purchases associated with building improvements, equipment, or appliances, utilize assessments of energy costs and energy savings, in order to be environmentally responsible and prudent with agency resources. (FY16 – 20)
- Obj. 2) Reduce agency's use of paper by at least 10% from FY16's level, in order to realize cost savings and comply with environmentally sound practices. (FY17 – 19)
- Obj. 3) Reduce the use of print materials in development/public relations efforts whenever possible, replacing with e-newsletters, e-blast emails, e-vites, electronic versions of agency public relations materials, and other electronic communications, and through limiting the printing of agency marketing and fund development materials to the least amount necessary. (FY16 & annually thereafter)

Goal #4 Enhance and increase program and special project funding, through continued collaborations on development/marketing related efforts with other organizations and individuals.

Obj. 1) Secure at least one grant or special funding allocation per year for collaborative projects to increase awareness of persons with disabilities. (FY16 – 20)

Obj. 2) Continue to act as lead agency for, or participate in, joint and single-agency solicitations with peer organizations. (FY16 & annually thereafter)

Goal #5 - Expand partnerships with area schools, businesses and volunteer groups to augment the agency workforce and address needs for special projects that benefit UCP Seguin programs and support functions.

Obj. 1) Increase the number of volunteers, for program enhancement and delivery of services and support functions, by an average of 2.5% per year. (FY16 – FY20)

## **ADVOCACY**

Goal #6 Facilitate increased efforts of participants, families, staff, Board members and other key constituents in advocating for government policy and funding initiatives to benefit individuals with disabilities.

Obj. 1) Educate constituents about government and legislative issues and how they can best advocate for the cause. (FY16 – FY20)

Obj. 2) On at least an annual basis, orchestrate and generate effective involvement of constituents in promoting local, county, state and federal policy and funding initiatives to benefit people with disabilities. (FY16 – FY20)

Obj. 3) Conduct collaborative efforts with peer organizations to advocate for legislative policies and funding that benefit people with disabilities. (FY16 –FY20)

## **VISIBILITY**

Goal #7 Develop and implement marketing and communications efforts to present a clear and consistently communicated image of the mission and brand identity of UCP Seguin of Greater Chicago.

- Obj. 1) Through a formal review and assessment of the organization's brand identity, public image, and associated marketing materials and methods, develop new key messages and brand strategy for the organization. (FY16)
- Obj. 2) Utilizing the results of the brand identity assessment, create and/or update marketing materials. (FY17)
- Obj. 3) To ensure consistency of messaging among key constituents, educate and train board, staff, contractors and volunteers on UCP Seguin's brand identity and key messages. (FY17 – FY20)
- Obj. 4) Develop and implement a comprehensive marketing and communications plan. (FY17)
- Obj. 5) Ensure that the mobile platforms for UCP Seguin across all internet domains are developed, in place and updated annually. (FY16 – FY20)



**Strategic Direction F****(Theme: 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.

Accountability: Ad Hoc Board Strategic Planning Committee

Goal #1: Develop a process to consistently increase the board's knowledge of program services and outcomes.

Obj. 1) Schedule presentations from staff at board meetings at least 4 times a year to provide information on accomplishments and challenges in their program area. (FY16 & annually thereafter)

Obj. 2) Provide a summary on overall achievement of program outcomes yearly. (FY16 & annually thereafter)

Goal #2: Reinvigorate the board committee structure.

Obj. 1) Create or review existing job descriptions for each board committee including expectation that each board member serve on at least one committee. (FY16)

Obj. 2) Solicit preferences for committee service from each board member and as much as possible build committees accordingly. (FY16)

Obj. 3) Create a calendar where each committee is asked to present a review of its work to the full board on an annual basis. (FY16 & annually thereafter)

Obj. 4) Review and revise a statement of expectations for board member participation and construct a process for holding members accountable for meeting those expectations. (FY16)

Obj. 5) Evaluate the functioning of Board committees including the respective roles of Board and staff members within the structure. (FY18 & FY20)

Goal #3: Formalize the process for the identification, recruitment and orientation of new board members with particular attention to issues of diversity.

Obj. 1) Create a Nominations Committee or assign responsibility for this function to an existing committee. (FY16)

Obj. 2) Present a description of the identification and recruitment process to the full board for review. (Spring FY16)

Obj. 3) Involve the entire board in an initial presentation of the orientation intended for new board members. (FY16)

Goal #4: Formalize a board development and continuing education plan to encourage the involvement and engagement of the board.

Obj. 1) Create a Board Development Committee or assign responsibility for this function to an existing committee. (FY16)

Obj. 2) Present a board development plan and calendar to the full board for their review including an annual board gathering focused on the work of the board in support of the mission. (FY16)

Goal #5: Meet on a regular basis with the Foundation Board to increase communication, review priorities, clarify areas of responsibility and support each other's fund development efforts.

Obj. 1) Schedule an initial meeting date and develop an agenda for the meeting. (FY16)

Obj. 2) Coordinate a calendar of fund development goals, initiatives and events. (FY16 & annually thereafter)

Goal #6: Formalize the performance review process for the President/CEO to strengthen the participation of the board in the administration of the process.

Obj. 1) Create a Performance Review Task Force or assign responsibility for this function to an existing committee. (FY16)

Obj. 2) Present the process to the full board for review and schedule time for the review and reporting. (FY16)

Goal #7: Strengthen its ability to represent and advocate for UCP Seguin before multiple constituencies and the general public.

Obj. 1) Develop and circulate an "elevator pitch" to support board members in communicating the UCP Seguin mission and brand. (FY16)

Obj. 2) Recruit board members to accompany staff and program participants in efforts to influence government policies impacting people with disabilities. (FY16 & annually thereafter)