

Unlimited Opportunities, Inc.

STRATEGIC PLAN 2009-2011



Unlimited Opportunities

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Mission

Unlimited Opportunities is committed to promoting independence through person-centered services which empower individuals served to achieve their personal goals with dignity and respect.

Values

Client-Focused • Fiscal Responsibility
• Improving and Growing Service •
Quality Care/Services

Issues

Human Resources – Ensuring that staff wages are consistent with industry standards, staffing is sufficient to meet agency needs, sustaining longevity of existing staff, increasing volunteers to support programs and activities.

Programs and Services – Exploring potential of adding new programs, ensuring existing programs and services continue to meet client needs and increasing the number of clients in or at risk of crises with access to timely and quality services.

Capital Improvements - Expanding/updating existing space (workshop, conference office and file space); upgrade equipment and technology.

Resource Development - Increasing revenue, sustaining a solid operating cash reserve, and expanding employment center resources.

Boonslick Industries, Inc. Diversification - Continue to expand recycling and resale store.

Public Relations and Awareness - Develop and distribute a consistent message about the resources and services of Unlimited Opportunities, Inc.

Accomplishments

Boonslick Industries, Inc. is Named 'Business of the Year' By Boonville Area Chamber of Commerce

BII was named Business of the Year by the Boonville Area Chamber of Commerce at the Chamber's yearly banquet on January 29, 2008. The Chamber awarded the honor to BII for its contribution to the community in developing the recycling program, for developing Savvy Seconds, The Unique Resale Store, and for maintaining the rest areas on I70 east of Boonville 16 hours per day, 365 days per year, for over 20 years.

The recycling program, which employs 34 men and women with disabilities, has grown from processing 490,000 pounds of paper, cardboard and textiles in 2005, to processing over 1,800,000 pounds in 2008. With grants for equipment from the Missouri Department of Natural Resources and Mid Missouri Solid Waste Management District, Region H, and operating grants from the City of Boonville and the Cooper County Board of Sheltered Services, BII has gone from collecting recycling items in Boonville in 2005 to collecting recycling items in 9 additional towns in Cooper, Moniteau and Howard Counties in 2008.

Savvy Seconds employs 8 clients and has increased sales from \$2,723 in December 2004 to average monthly sales of \$11,870 in 2008. Four clients also work at the rest area.



Cooper County Board of Sheltered Services (CCBSS) Expanded Targeted Case Management in 2008

In July of 2002, the Cooper County SB40 Board contracted with the Missouri Division of Developmental Disabilities to provide Targeted Case Management for clients with developmental disabilities. At the end of July 2002, 50 Cooper County clients had chosen CCBSS for their case management. By October of that year, a total of 64 clients had chosen county based case management, so a second case manager was hired.

Two additional case managers were added in 2003 and 2004, and in May of 2008, CCBSS contracted with the Division of Developmental Disabilities to provide TCM for all 154 men, women and children with developmental disabilities in Cooper County. In addition to providing local case management for the clients, the Case Management Program earned \$21,813 in calendar year 2007, which was used to purchase services for the clients. \$27,542 was earned in the first nine months of 2008.

Public, Accessible, Affordable Transportation Developed in Boonville

Working with Boonville's Economic Director and City Administrator, UOI Executive Director Vicki McCarrell helped secure a \$75,000 grant from the Missouri Planning Council for Developmental Disabilities to bring public transportation to Boonville. The city was one of 3 in Missouri to receive the grant to develop public, accessible, affordable transportation, with a particular mission to help persons with disabilities get to their jobs. Boonville contracted with OATS for the 15 passenger accessible van, and Boonville's 'Katy Flyer' started operating 3 days per week on October 1, 2008.

Community

- ▲ Served as a resource for case management to new SB40 Board TCM providers.
- ▲ Division name change to Division of Developmental Disabilities resulted from statewide advocacy efforts of which Unlimited Opportunities, Inc. was a participant.
- ▲ Six People First members attended a training retreat.
- ▲ 44 clients participated in Special Olympics.
- ▲ People First membership increased from 28 to 40.





Programs and Services

- ▲ Assumed provision of Targeted Case Management services for the entire county.
- ▲ Increased direct time with clients.
- ▲ 100% return rate on case management applications.
- ▲ Savvy Seconds sales exceeded \$118,000.
- ▲ BII recycled 1.8 million pounds.
- ▲ BII expanded recycling into Moniteau and Howard counties.
- ▲ Increased number of bins for recycling.
- ▲ E-scrap Program implemented to recycle computer hardware.
- ▲ ISP Program – volunteer hours for Buddy Packs, Ronald McDonald House, Salvation Army bell ringing, cleaning tables at local schools, Dan's Cans (recycling project).

Recreation and Activities

- ▲ Four clients vacationed in Colorado.
- ▲ Increased activities and outings as a result of staff increase in day habilitation program.
- ▲ Participation in Camp Wonderland.
- ▲ Participation in Special Olympics.
- ▲ Several clients took trips to Branson.

Capital/Facility Improvements

- ▲ Expanded air conditioning into paper sorting and children's area.
- ▲ New playset built for children in the Family Support Program.
- ▲ Maximization of Savvy Seconds space.
- ▲ Expanded recycling area an additional 2,400 square feet.
- ▲ Obtained new compactor truck for recycling.
- ▲ New office for Case Management.
- ▲ Ramp for Grayling House.
- ▲ Sidewalk repair and replacement at ISP.
- ▲ New flat screen TV for Hillcrest House (donated by First Christian Church).
- ▲ Enclosed offices for Recycling and Savvy Seconds managers.

Capital/Facility Improvements

(continued)

- ▲ New ceiling in office for Family Support.
- ▲ Expanded back parking lot at Administrative Office.
- ▲ Resurfaced existing parking lot.
- ▲ New carport for mowing equipment.

Governance

- ▲ Received three-year CARF accreditation.

Human Resources

- ▲ Added a fifth case manager.
- ▲ College of Direct Support certificates for 10 employees.
- ▲ BII Day Program increased from two to three full-time staff.
- ▲ 90 staff received training through more than 400 training sessions.
- ▲ 150 volunteers contributed 2,276 hours in service, valued at \$39,133.
- ▲ Provided \$25 longevity bonus to employees for each year employed.
- ▲ Provided TASC as a new benefit to employees – gap coverage for health insurance.

Recognition

- ▲ Boonslick Industries, Inc. was recognized by the Boonville Area Chamber of Commerce as Business of the Year.
- ▲ Participated in parades in Pilot Grove and Boonville and the Festival of Lights.

Public Awareness

- ▲ 38 articles and/or photos published in local newspaper and magazines.
- ▲ Three radio interviews

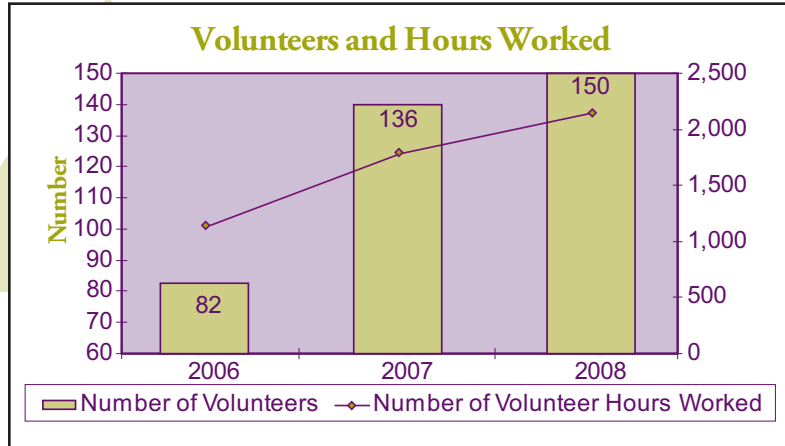
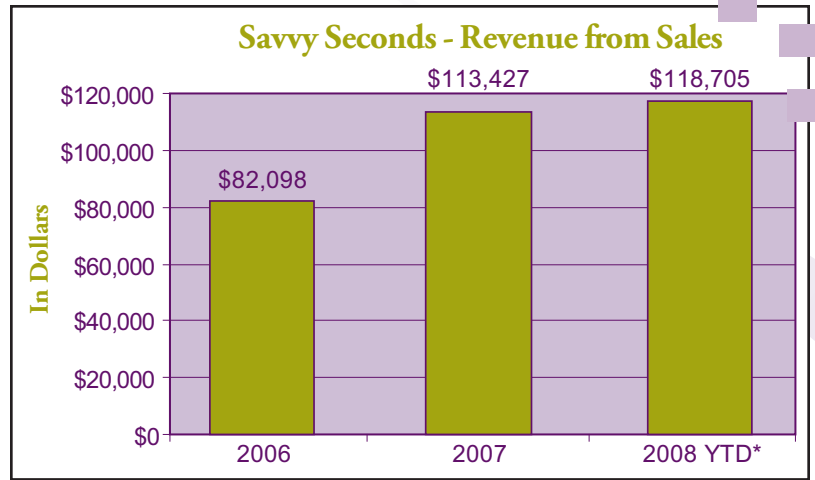
Resource Development

- ▲ Awarded a \$50,000 grant from the Missouri Foundation for Health.
- ▲ A \$48,400 grant was awarded from Mid Missouri Solid Waste Management District, Region H.
- ▲ Funding from the Heart of Missouri United Way was \$40,000.
- ▲ A Missouri Elderly Handicapped Transportation Assistance Program (MEHTAP) grant was awarded in the amount of \$12,934.
- ▲ \$14,500 in grants were awarded by the City of Boonville.
- ▲ Love's Travel Center donated \$2,000.
- ▲ The Missouri Housing Trust Fund awarded \$2,009 for emergency housing assistance.
- ▲ Boonville Knights of Columbus donated \$1,221.
- ▲ First Christian Church of Boonville donated \$1,000.

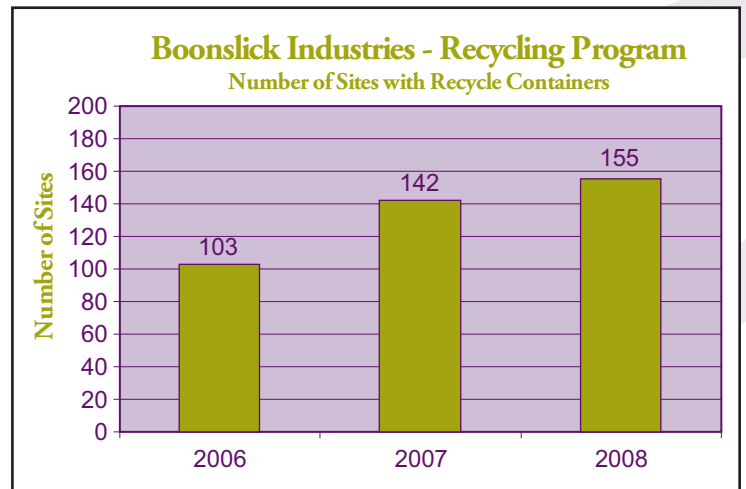
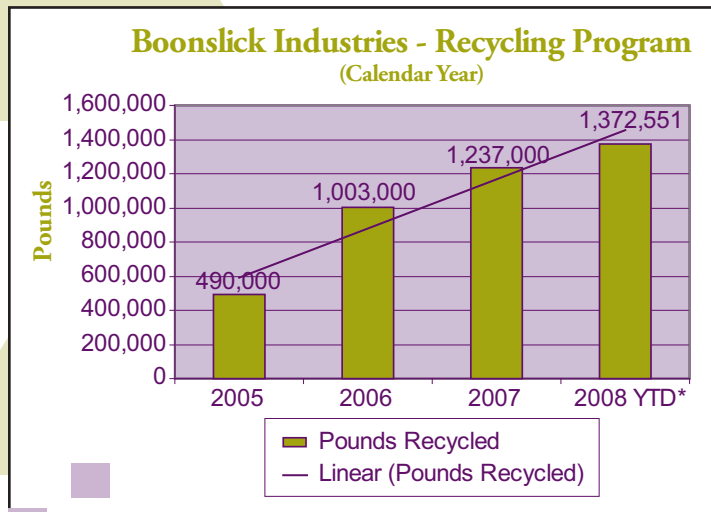
Trends



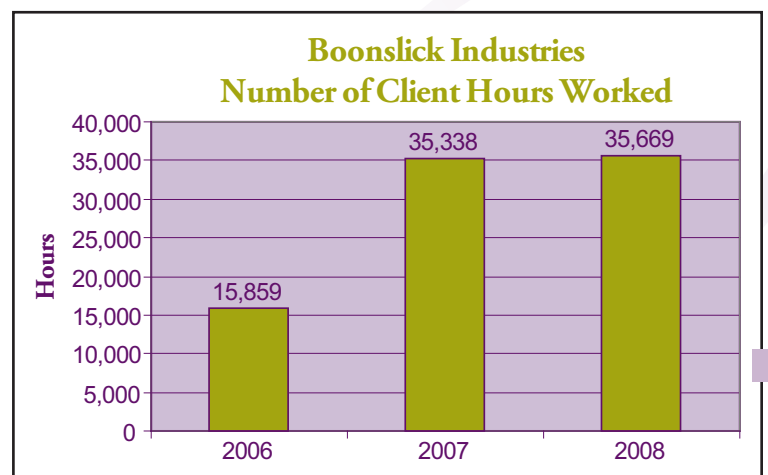
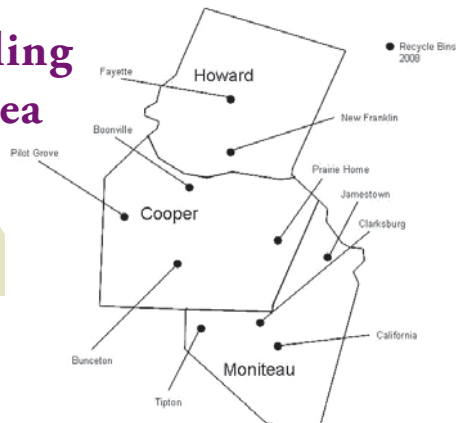
Savvy Seconds



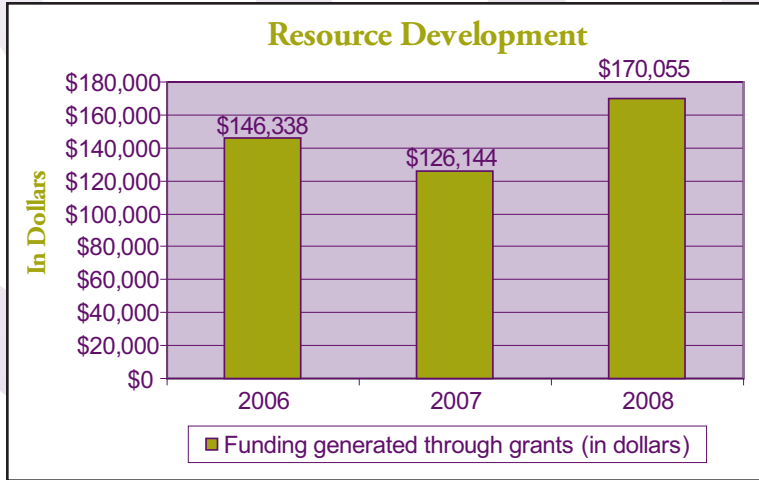
Boonslick Industries



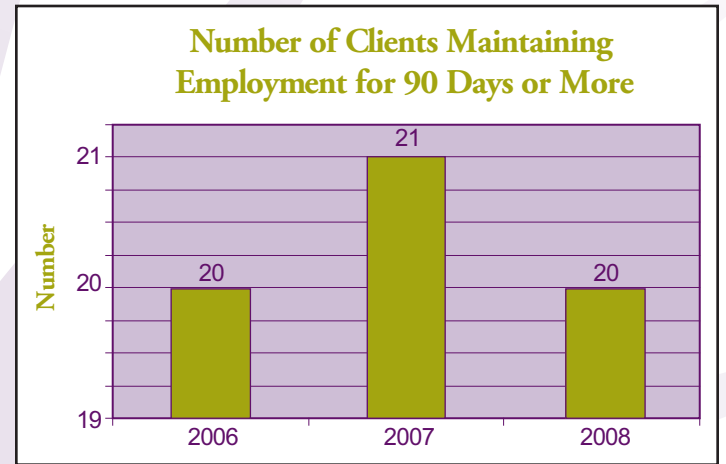
BII Recycling Service Area



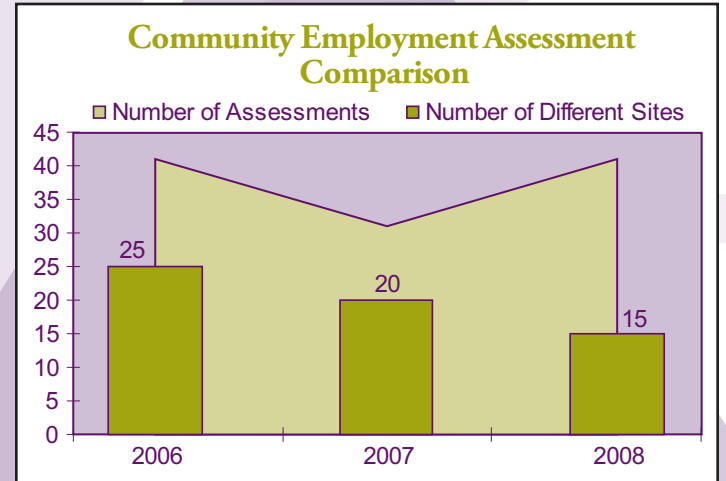
Resources



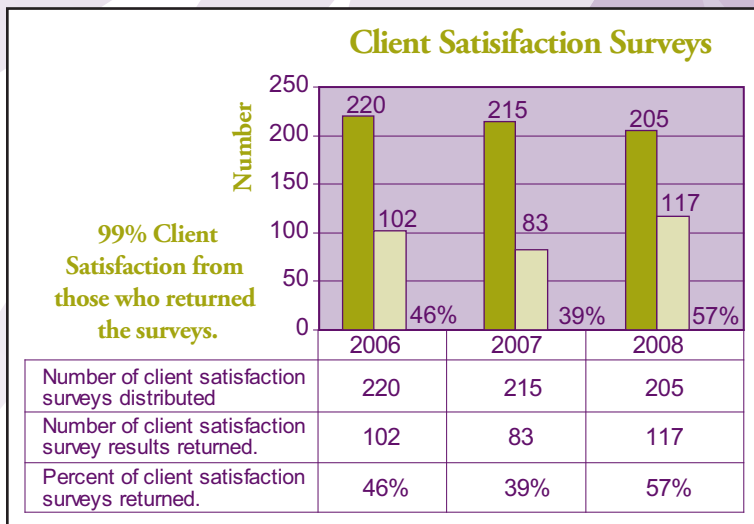
Community Employment



Case Management



Satisfaction Returns

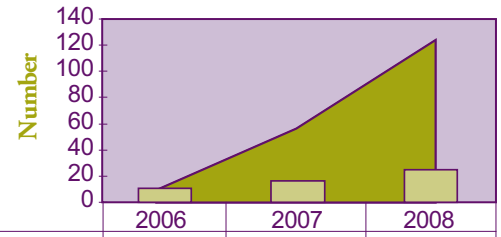


Trends (continued)

Training



College of Direct Support Number of Employees and Number of Courses Completed

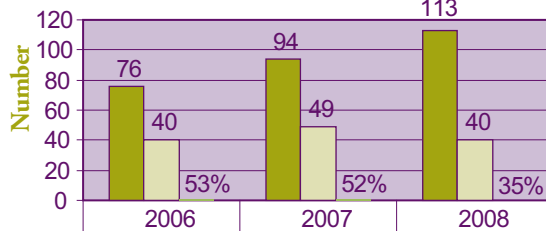


Year	Number of employees participating in the College of Direct Support	Number of College of Direct Support courses completed
2006	11	9
2007	16	56
2008	25	124

Community

Community Stakeholder Satisfaction Survey

100% Stakeholder Satisfaction from those who returned the surveys.

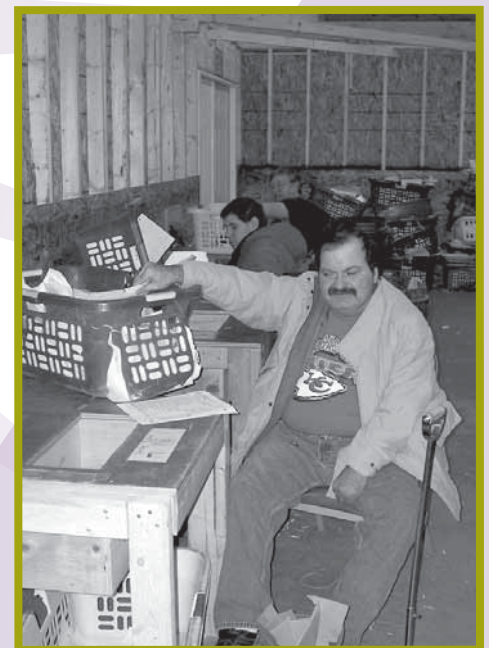
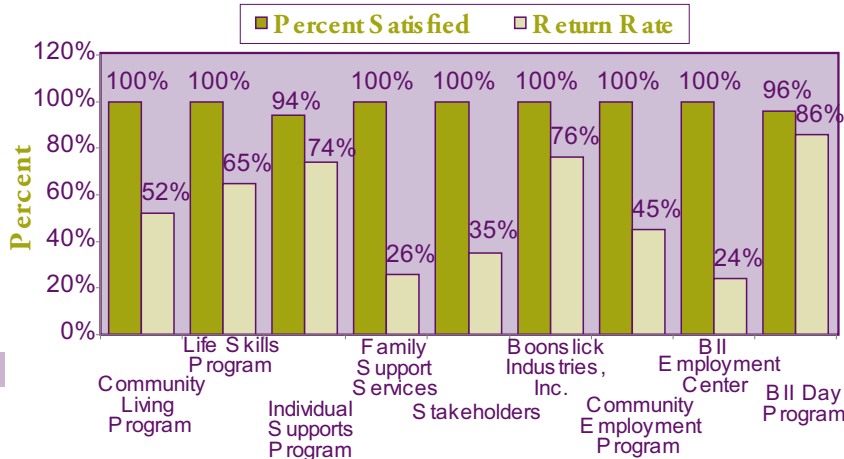


Number of community satisfaction surveys distributed.	76	94	113
Number of community satisfaction survey results returned.	40	49	40
Percent of community satisfaction surveys returned	53%	52%	35%



Program Satisfaction

Overall Satisfaction of Services Received - 2008



Human Resources

Outcome: Employee satisfaction resulting from valued roles.

Goal	Objectives/Strategies	Measures	Target Date	Responsible
Successful community employment of clients.	Increase the number of job coaches through recruitment strategies and training.	Number of job coaches increases based on client need.	Ongoing	CES Manager; CEO
Adequate volunteers to support programs and activities.	Increase awareness of opportunities to volunteer and job duties of volunteers.	Number of volunteers overall who help with programs and activities increases; # of volunteers hours and dollar value.	Ongoing	CEO; Resale Store Manager
Staff recruitment and retention.	Identify and implement creative alternatives/opportunities for recruiting staff.	# of new hires.	Ongoing	HR Manager
	Review all job descriptions and update as necessary; note review date on each job description.	# of job descriptions reviewed and/or updated.	Annually	HR Manager
	Maintain the Employee Appreciation Committee.	# of Employee Appreciation Committee recommendations and outcomes.	Ongoing	HR Manager
Provide staff training opportunities.	Solicit input from staff on topics of interest and track training attendance. Increase management training for managers to one time per quarter.	Number of employees trained; number of training workshops/seminars held.	Annually	HR Manager; CEO
	Maintain or increase the number of staff participating in the College of Direct Support.	# of staff participating in College of Direct Support.	Annually	HR Manager; CEO
	Maintain staff participation in Strategic Planning.	# of staff participating in Strategic Planning process.	Annually	HR Manager; CEO
Maintain or expand employee benefit package.	Provide regular opportunities for staff to be recognized, either at an agency or departmental level (e.g., retreats, luncheons, planning sessions, etc.)	# of opportunities for staff to be recognized.	Annually	HR Manager; All Managers
	Maintain the Benefits Committee to review benefit options, including retirement options beyond 10-15 years of employment, dental plan, vacation buy back, etc.	Benefits available to employees sustained or increased.	Annually	HR Manager; CEO

Programs and Services

Outcome: Programs and services that meet client needs.

Goal	Objectives/Strategies	Measures	Target Date	Responsible
Ensure existing programs and services continue to meet client need.	Conduct an annual assessment of satisfaction with existing services and determine if additional programs and services are needed.	Assessment completed and results indicate whether or not a need exists.	Annually	CEO
	Maintain full occupancy in all housing units.	Percent occupancy in housing units.	Annually	CEO
	Sustain case management services.	# of clients receiving case management services.	Annually	CEO
Clients working in the community.	Increase # of job placements in the community and length of employment.	# of clients maintaining employment for 90 days or more.	Ongoing	CES Manager
	Track long-term employment of clients.	# of clients employed long term (12 months or longer)	Ongoing	CEO
Maintain CARF accreditation for all Programs.	Maintain quality standards to ensure CARF accreditation is maintained for all programs.	CARF Accreditation retained	Ongoing	CEO; All Managers
	Convene Billing Committee quarterly to review billing and monitor accuracy.	# of meetings.	Quarterly	Finance Manager
Transportation services.	Pursue additional opportunities for provision of transportation services, especially for employment programs.	Transportation services are available for employment programs.	Long Term 12-31-11	CEO
	Assess need for weekend transportation and additional vehicles and identify necessary funding.		Long Term 3-31-10	
	Increase ridership on the Katy Flyer. Action: Insert flyers in Savvy Seconds', in intake packets, and around Booneville.	Annual ridership.	Ongoing	
Quality programs and services.	Maintain MODOT rest area quality reviews at prior year's level or greater.	Quality rating.	Annually	
	Increase return rate of satisfaction surveys by 10% for each survey category.	# of surveys returned.	Long Term 12-31-11	All Managers
	Satisfaction survey results will be 95% or greater.	Satisfaction survey results.	Ongoing	All Managers
	Post satisfaction surveys results on the website.	Satisfaction survey results.	Yearly	CEO

Capital Improvements

Outcome: Physical space and equipment that maximizes agency's resources.

Goal	Objectives/Strategies	Measures	Target Date	Responsible
Improvements to maintain facilities	Maintain improvements needed for all housing facilities. Action: move washer and dryer at Weyland House upstairs; install new fire alarm system at Village Green Apartments; and new furniture for Hillcrest and Carla House.	# and type of improvements.	Ongoing	Maintenance Supervisor
	Identify options for increasing conference room space or identifying locations for training off-site.	Options outlined and presented to board/staff.	Ongoing	HR Manager; CEO
	Create more privacy for the Family Support Program. (ceiling).	Modifications to facility made.	12-09	Facility Manager
	Identify location for training space to accommodate 25 people.	Space identified.	Short Term 3-31-09	CEO
	Identify and create a timeline for long term improvements, outlining improvements and estimated costs.	Timeline developed.	Short Term 3-31-09	Maintenance Supervisor; Facility Manager; CEO
	Increase sales space for Savvy Seconds.	Space expanded.	12-09	CEO; Bill Manager
Improvements to maintain or increase services.	Acquire, install and implement equipment for improving services of the Recycling Program. Actions: purchase and install a conveyor belt system; purchase a can crusher; assess need for an additional baler.	Equipment purchased.	Long Term 6-30-10	Maintenance Supervisor; Facility Manager; CEO
Replacement or purchase of new vehicles.	Identify resources for purchasing new or replacing existing company vehicles.	# of vehicles replaced or purchased.	Ongoing	CEO
Expanded parking.	Pursue additional parking locations around facilities and main location.	# of parking spaces; lot repaired	Long Term 12-31-10	Board; CEO; Facility Manager
Equipment and technology adequate to maximize organization's existing resources.	Continue upgrades to computer system hardware and software as determined by ongoing assessment. Actions: Upgrade service for improved internet speed.	Hardware and software upgrades purchased and installed.	Ongoing	Technology Coordinator; CEO

Resource Development

Outcome: Financial Security and Reduction in Losses

Goal	Objectives/Strategies	Measures	Target Date	Responsible
Increase Revenue	Identify and increase new funding sources by five percent over baseline (2007).	Amount of new funding.	Long Term 1-15-10	Board; CEO
	Sustain funding for Children's Program	Amount of funding.	Ongoing	CEO
	Maintain 100% occupancy in all houses by identifying referral options/resources.	100% occupancy.	Ongoing	All managers
	Increase rent for HUD housing.	Percent increase in rent.	Short Term	CEO
	Pursue, at a minimum, one Missouri Foundation for Health Grant.	Amount of funding received.	Annually	CEO
	Continue to identify resources for capital improvements, vehicle purchases, and maintenance of existing homes and facilities.	Revenue generated.	Ongoing	CEO
	Increase community financial support through estate planning, donations, etc. by developing a plan with specific strategies for increasing awareness of organizations and methods for providing support (target attorneys, bankers, financial providers, insurance and CPAs).	Donations increase by 5 percent.	Ongoing	Board; CEO
Solid Operating Cash Reserve	Maintain a cash reserve of \$700,000.	Amount of cash reserve.	Ongoing	Board; CEO
Increase Fundraising Activities.	Pursue establishing a charitable trust - literature, tax deduction, low-cost legal services to establish process for bequeathing funds.	Trust established.	Long Term 3-31-11	Board; CEO
	Increase fundraising activities/donations to generate income equal to or greater than \$6,000 annually.	Amount of funds generated.	Annually	CEO; Fundraising Comte

BII Diversification

Outcome: Clients consistently employed and opportunities consistently provided.

Goal	Objectives/Strategies	Measures	Target Date	Responsible
BII is stable and profitable.	Increase the number of clients employed through Employment Center (workshop) program.	Number of clients hired; number of client hours worked.	Long Term 6-30-09	CEO
	Sustain or expand the Recycling Program (i.e., collect more materials, such as aluminum cans).	Maintain relationship with local businesses for donation of materials and increase volume.	Ongoing	Recycling Coordinator
	Expand the recycling program within the existing geographic area.	# of sites with recycling containers.	Long Term 6-30-09	Recycling Coordinator; Workshop Manager
	Sustain or increase shredding services.	# of Shredding contracts.	Long Term 6-30-09	Recycling Coordinator; Workshop Manager
	Sustain or increase Savvy Seconds donations.	Increase sales by 10% annually.	Long Term 6-30-09	Resale Store Manager
	Explore feasibility of expanding space for Savvy Seconds, including new location.	Study completed.	Long Term 12-31-09	Resale Store Manager; CEO
	Increase or maintain utilization of volunteers for Savvy Seconds.	# of volunteers.	Ongoing	Resale Store Manager
	Increase publicity and awareness for existing programs and services.	Increase in # of donations; increase in quantities recycled.	Ongoing	CEO
	Maintain existing contracts for rest areas.	Renewal of existing contracts beyond present contract period.	Long Term 3-31-10	Workshop Manager



Public Relations/Awareness

Outcome: Increased publicity and awareness of services and achievements.

Goal	Objectives/Strategies	Measures	Target Date	Responsible
Increased awareness of services offered through Unlimited Opportunities, Inc. and Boonslick Industries, Inc.	Sustain ongoing improvements to the website.	# of website enhancements.	Ongoing	Technology Coordinator; CEO
	Participate in local events to increase visibility. Actions: participate in party line show discussions on KVRT radio; participate in a minimum of one parade annually; conduct education in schools at least four times per year on recycling; participate in the Festival of Lights; and participate in job fairs.	# of events.	Annually	All Managers
	Track publicity in news articles, publications, and radio interviews.	# of times receiving publicity.	Ongoing	CEO
	Maintain awareness of case management services. Actions: Make presentations or distribute materials to schools, physicians, counseling centers, health department, Division of Family Services, Division of Childrens Services, etc.	# of organizations educated about availability of case management services through presentation or distribution of literature.	Ongoing	All Managers
	Distribute a comprehensive Annual Report yearly.	# of Annual Reports distributed.	Ongoing	CEO
	Sustain or increase advocacy efforts for policies and funding that benefits individuals with developmental disabilities. Actions: Maintain membership in MACDDS; participate in civic clubs and organizations.	Membership in MACDDS; membership or participation in civic clubs/events.	Annually	CEO/ Managers
	Maintain and distribute marketing materials and literature for the Recycling Program and Savvy Seconds to identified markets.	# of presentations and events.	Ongoing	Resale Store Manager; Recycling Coordinator; CEO
	Maintain current marketing materials for Unlimited Opportunities, Inc. and distribute to appropriate audiences as necessary.	# of materials developed and distributed.	Ongoing	CEO: All Managers







Report Designed and Prepared by:

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