



2021-2024 STRATEGIC PLAN



Thank you for your interest in UCP Heartland and for understanding the importance of our organization to analyze our current environment as we operate today and explore ways to advance the organization, people we support and the communities we serve in the years to come.

UCP Heartland has made incredible impact over the 68-year history, as a result has accomplished many milestones for people with disabilities in Central and East Missouri. With that said, we strongly believe our future is bright even though challenges are and will be inevitable as we move forward in the future. The COVID-19 pandemic has created incredible obstacles and roadblocks for the organization, people served and their families. We are continuing to navigate through these uncharted waters, but it is vital to not lose sight of the future and is why we are excited to share this strategic plan.

We started the planning process in February 2020 prior to the COVID-19 pandemic but unfortunately, we had to put the effort on hold for 4 months to manage through the initial phases of the health crisis. Prior to the pandemic, there was a concentrated effort on the Strengths, Weaknesses, Opportunities and Threats of UCP Heartland. We also utilized a strategic framework to guide the creation of UCP Heartland's plan, which is described in the following page. To capture the essence and honest feedback about UCP Heartland it was important to seek input from a variety of constituents.

The following engagement happened for UCP Heartland and the process to get where we are today:

- *Meeting with Department of Mental Health Developmental Disabilities Services Director and Deputy Director*
- *Meetings with Senate Bill 40 entity CEO's and their team members*
- *Meeting with United Way St. Louis Region CEO*
- *Meeting with Missouri Vocational Rehabilitation administrative personnel*
- *Hosted client, family, and employee focus groups*
- *Obtained individual feedback from 16 management level staff at UCP Heartland*
- *Obtained over 150 responses to a survey from a variety of stakeholders including persons served, family/guardians, case management, VR Counselors, funding sources, Board of Directors and members of staff*
- *Hosted strategic planning session with Directors and Vice Presidents sharing SWOT feedback, obtaining input on Mission, Vision, Values, and Priorities.*
- *Hosted Board of Directors strategic session sharing environmental landscape, SWOT feedback, and obtaining input on Mission, Vision, Values, Priorities, Outcomes, and Strategies.*
- *Final plan distributed and approved by Board of Directors at December 17, 2020 meeting.*

It is my expectation this plan will guide UCP Heartland's near-term progress and help us achieve our vision. Through the planning process, together we worked to determine who we are, what we aspire to be, how we reach our goals, and what we need to focus on to be successful overtime. It is critical we hold one another accountable to make our plan become a reality, but it is also important we have a spirit of collaboration to make sure the people and families we support are our highest priority.

UCP Heartland is grateful for our history, our leadership, our entire staff, our Board of Directors and most importantly the individuals and families we are honored to serve. We are looking forward to working with each of you as we continue to be champions for all people who rely on us to provide extraordinary care and support in their journey of life.

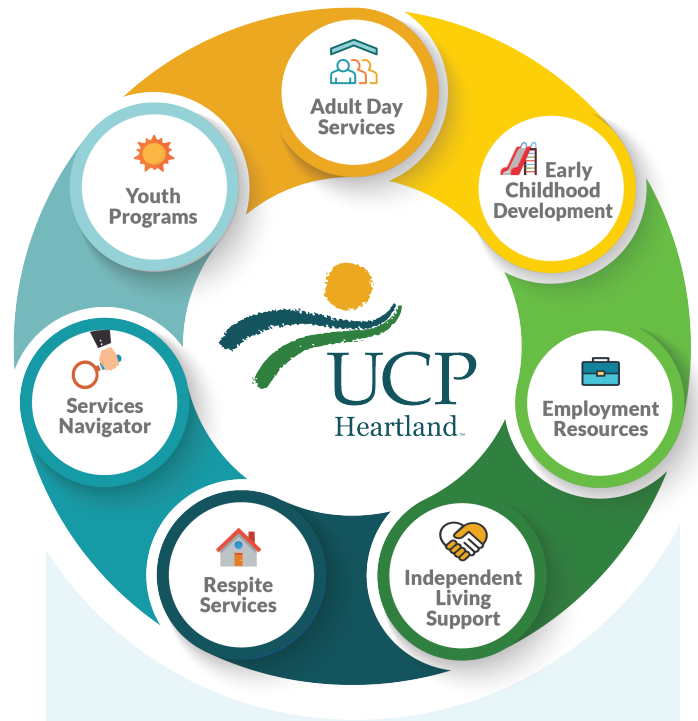


Sincerely,

Clint Bolser,
CEO UCP Heartland

WE ARE UCP Heartland.

UCP Heartland Corporate Headquarters
4645 LaGuardia Dr.
St. Louis, MO 63134
314-994-1600
UCPHeartland.org



MISSION

To provide children and adults living with differing abilities the extraordinary care and support needed to thrive in school, at home, at work and in the community.

Steadfast in our commitment to educate, advocate and provide support services, our clients and their families are empowered to live life filled with meaning and purpose. We pledge to advance diversity, equity, and inclusion to enact real change for a better tomorrow. Our quality programs available in the St. Louis metro area and across central Missouri include: Adult Day Services, Early Childhood Development, Employment Resources, Services Navigator, Residential Support Services, Respite, and Youth Camps.

VISION

UCP Heartland aims to be the provider of choice for children and adults with differing abilities and making sure all people have the opportunity to live, learn, engage, work, and reach their full potential.

VALUES

Trust

We understand people depend on us and take complete ownership of the responsibility for those relationships.

Respect

RESPECT for all – We value everyone associated with UCP Heartland even when there are differences.

Honesty

We are open, transparent, and truthful with each other and all people and families we are honored to serve.

Diversity

We value, recognize, and believe UCP Heartland benefits from all people and the differences we bring to the organization.

Conciliation

We behave in a spirit of compromise and agreement. We listen to and respect other's opinions and are open to constructive discussion. We respect and support final decisions made even when we disagree.

STRATEGIC PRIORITIES

Expand UCP Heartland's Reach

UCP Heartland will seek opportunities for growth to underserved areas and services that will have the most impact.

Growth Philosophy

We are seeking growth opportunities that are unique and innovative to UCP Heartland in order to build stronger programs, expand options, and benefit existing and future clients.

Workforce Stability

UCP Heartland will create a diverse culture of employee commitment and collaboration throughout the organization to both attract and maintain quality staff.

Financial Solvency

UCP Heartland will continue to be financially secure and a position of strength in order to enhance quality and pursue growth opportunities.

Program & Service Excellence

UCP Heartland will shape programs and services in response to needs among the population served, including but not limited to service access, integrated and access to community life, employment exploration and opportunity, developmental progress, school ready, health and wellness.

Engaged & Connected Community

People served, families, and community at-large will have awareness of UCP Heartland, disability governmental affair issues, and receive responsive and proactive communication to increase brand.



STEPS TO ACHIEVE STRATEGIC PRIORITIES



- 1 Seek out strategic alliances that align with values, vision and mission.
- 2 Develop and implement an Autism program for children based on Applied Behavior Analysis principles.
- 3 Improve and address both recruiting and retaining quality staff throughout the organization.
- 4 Enhance employee recruiting, satisfaction, retention and promotion through implementation and execution of Diversity, Equity, and Inclusion initiatives.
- 5 Implement a multi-million dollar campaign over the next 3 years.
- 6 Develop an integrated art studio/center and program in St. Louis and Jefferson City Adult Day Services program.
- 7 Enhance service coordination, intake process, and overall program supports to individuals and families through the implementation of agency wraparound service approach.
- 8 Address affordable and accessible housing issues through the development of inclusive living spaces
- 9 Implement PT, OT and ST into UCP Heartland service model.
- 10 Expand the reach of all UCP Heartland social media platforms through digital marketing initiatives.
- 11 Increase the percentage of consistent Board of Directors representing central Missouri service area.
- 12 Develop UCP Heartland Speaker's Bureau.