

CWTC STRATEGIC PLAN



CWTC

Where people with disabilities
live, work and grow.

2020 - 2022

Mission Statement

Our central Illinois organization provides programs and services to adults with disabilities; enriching their quality of life, promoting social change, and optimizing their potential for independence.

Vision Statement

CWTC will lead Central Illinois in the successful integration of people with disabilities.

CWTC Strategic Plan 2020-2022

CWTC was founded in 1960 by a group of parents wanting to provide their adult age children job skills training and continuing educational opportunities. Our organization started with 13 consumers and one staff member and now serves an average of 500 individuals on an annual basis throughout central Illinois with a staff of 120.

Our programming focuses on four areas: organizational employment, community employment, community integration, and community living. We are a member of the Heart of Illinois United Way and are accredited by the Rehabilitation Accreditation Commission (CARF), a nationwide organization setting and monitoring standards for organizations providing services to people with disabilities. Our accredited services and programs are:

Community Services

- Community Housing
- Community Integration
- Supported Living

Employment Services

- Community Employment Services, Job Development
- Employee Development Services
- Employment Planning Services
- Employment Supports
- Organizational Employment Services

Marketing and Fundraising

Educate community regarding value of CWTC to region.

Goal 1: Develop new marketing tools to inform public of services.

2020 Action Plan:

- Upgrade marketing materials
- Expand utilization of social media
- Research alternative ways to reach public
- Create new “image” pieces for WMBD
- Identify marketing companies to assist with goals

Goal 2: Increase corporate donations by developing new corporate partners.

2020 Action Plan

- Expand number of corporate tours of CWTC and “asks”
- Research company specific grants
- Engage board to find companies to support CWTC

Goal 3: Increase private funding and planned giving.

2020 Action Plan

- Conduct more family education events
- Increase “mailings” to educate families
- Work with professionals to develop a specific plan

Financial Planning

Maintain financial stability

Goal 1: Prepare for graduated minimum wage increase

2020 Action Plan

- Review current salaries and develop a plan to increase wages to keep above/ahead of minimum wage.
- Review opportunities to decrease expenses to offset increased wages.

Goal 2: Advocate for benefits of sub-minimum wage certificate

2020 Action Plan

- Meet with legislators at least twice per year to discuss impact
- Keep staff, board of directors, and family members informed of legislation and advocacy efforts. Develop an Ad-Hoc committee to review sub-minimum wage legislation.

Goal 3: Explore alternative funding options

2020 Action Plan

- Research planned giving
- Research business opportunities
- Research grant applications

Leadership

Operate an effective, efficient and person-centered organization

Goal 1: Develop strategies for successful transition for key positions

2020 Action Plan

- Develop and prepare for transition; identify key positions
- Increase training opportunities for managerial staff

Goal 2: Continue to evaluate organization culture to meet the needs of personnel

2020 Action Plan

- Administrative staff to meet regularly with managerial staff
- Engage board members to be part of recognition opportunities
- Engage staff/consumers/board members in “fact gathering opportunities”

Goal 3: Provide effective corporate responsibility to minimize risks

2020 Action Plan

- Continue to review risk management
- Keep current on legislation that may affect organization
- Conform to standards set forth by CARE, Illinois Department of Human Services and other stakeholders

Operations

Provide for quality infrastructure of organization

Goal 1: Evaluate facility needs of both main property and residential sites

2020 Action Plan

- Prioritize upgrades to the facilities to improve function and safety
- Work with Cottingham Property Management on upgrades to the residential facilities

Goal 2: Assess technology needs to meet changing environment

2020 Action Plan

- Work with IT360 to review current technology and identify needs for next five to ten years
- Assess and research upgrade to timekeeping system
- Work with Caterpillar to maintain/upgrade production technology needs

Consumer Services

Expand life skills options for consumers

Goal 1: Develop autism services for adults

2020 Action Plan

- Collaborate with EPIC, TCRC, ICC, and Peoria County Autism trust to develop transition program for high school students
- Develop training for staff and employers on employment needs of individuals with autism spectrum disorder
- Connect families and consumers with community resources and collaboration

Goal 2: Create “retirement” options for older adult population

2020 Action Plan

- Develop community programs that are tailored for individual needs of consumers in both residential and vocational settings
- Collaborate with other organizations to maintain well-being of older adult population

Goal 3: Diversify vocational work opportunities

2020 Action Plan

- Research opportunities for a consumer run business
- Expand janitorial services
- Explore enclave/community business partnerships
- Expand opportunities for students aging out of high school

Strengths

- Partnership with Caterpillar
- CWTC foundation
- Strong financial position
- Staff longevity and commitment
- Quality programs & services with demonstrated outcomes & impact
- Compassionate and skilled staff
- Proximity to businesses and transportation
- Community engagement
- Strong leadership
- Good communication from staff and work to accomplish goals
- Consistently meets CARF standards
- Good teamwork with staff
- Employees understand and appreciate benefits
- Relationship with political leaders at the local and state levels

Opportunities

- Bring in new contracts that can be done off-site
- While money is available, work on infrastructure (buildings and grounds)
- A succession plan is in place. Continue to develop it now.
- Develop approach with schools and other organizations to expand CWTC programs to the next generation
- Work with other organizations to reduce duplication of services and costs
- College type programming for transitioning high school students
- Diversify funding streams
- Look for connections with the CWTC staff, consumers and families for other donorship opportunities outside of Peoria

Weaknesses

- Longevity of the workforce; many are nearing retirement age. The challenge will be to replace them.
- Reliance on one primary contract
- Space – not able to add contracts into the current space
- Volatility of State of Illinois ability to pay
- As leadership turns over, the challenge will be to replace persons with the same or similar desire to do job
- Lack of new programs
- Ability to attract younger consumers
- Lack of, or not creating, new fundraising initiatives

Threats

- Attitude toward “sheltered workshops”
- Continued rising costs, especially in healthcare arena
- Minimum wage – employees
- Sub-minimum wage certificate for consumers
- State and federal legislation environment
- Capital expenditures
- Stability of Caterpillar contract