

CWTC STRATEGIC PLAN



CWTC

Where people with disabilities
live, work and grow.

2026 - 2028

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 2026-2028

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 450 individuals on an annual basis throughout central Illinois with a staff of 105.

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

Employment Services

- Community Employment Services: Employment Supports
- Community Employment Services: Job Development
- Organizational Employment Services

Marketing and Fundraising

Educate community regarding value of CWTC to region.

Goal 1: Enhance marketing efforts, including the creation of new marketing tools, to inform public of services.

Action Plan:

- Expand marketing efforts with a strategy to raise visibility of CWTC to counties east of river
- Expand utilization of social media
- Develop a targeted marketing plan to attract new population of consumers
- Segment donor population and development targeted outreach strategy

Goal 2: Increase corporate donations by building relationships with current and new corporate partners.

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.

Action Plan

- Conduct more family education events
- Increase “mailings” to educate families
- Work with professionals to develop a specific plan
- Invest in planned giving strategy for families

Financial Planning

Maintain financial stability

Goal 1: Prepare for elimination of 14c

Action Plan

- Research the effect of income for consumers and contract productivity
- Analyze billable hour allowance for Community Integration
- Explore ability of contractors to absorb increase of minimum wage

Goal 2: Explore alternative funding options

Action Plan

- Explore potential retail options
- Develop planned giving plan with priority focus on families
- Research expanded contract packaging opportunities to include at least 2 new contracts in the next 2 years
- Collaborate/contract staff for contract development
- Research additional funding opportunities with the state of Illinois that may include mental health funding
- Research additional funding opportunities with Source America

Leadership

Operate an effective, efficient and person-centered organization

Goal 1: Develop strategies for successful transition for key positions

Action Plan

- Develop and prepare for transition; identify key positions
- Increase training opportunities for managerial staff with HRFit
- Identify possible replacements in-house and from outside organization
- Develop board committee for Administrative recruitment

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

Action Plan

- Administrative staff to meet regularly with managerial staff
- Engage staff/consumers/board members in “fact gathering opportunities”
- Increase recruitment efforts

Goal 3: Provide effective corporate responsibility to minimize risks

Action Plan

- Continue to review risk management
- Keep current on legislation that may affect organization
- Conform to standards set forth by CARF, 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

Action Plan

- Prioritize upgrades to the facilities to improve function and safety
- Research/upgrade building access security options and camera security monitoring to all facilities
- Work with Cottingham Property Management on upgrades to the residential facilities

Goal 2: Assess technology needs to meet changing environment

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

Goal 3: Assess physical plant of main facility to meet changing needs of consumers

Action Plan

- Research expansion of current facility for classroom needs
- Research options for rental/shared space
- Research options for expanded work floor space

Consumer Services

Expand life skills options for consumers

Goal 1: Diversify consumer population

Action Plan

- Market students transitioning from high school by offering a summer program and work-based opportunities
- Meet with other providers to develop collaboration for expanded population

Goal 2: Create alternative day training opportunities

Action Plan

- Expand community volunteer opportunities
- Explore community business partnerships
- Diversify educational opportunities

Goal 3: Increase day training funding

Action Plan

- Increase hours of funded consumers
- Get unfunded consumers on PUNS list
- Develop funding strategies for mental health program
- Work with State of Illinois on transitioning from 14C

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
- History of meeting/exceeding CAT Metric goals/requirements

Opportunities

- Expand population served
- A succession plan is in place. Develop strategies
- Develop approach with schools and other organizations to expand CWTC programs to the next generation
- Diversify funding streams – grant opportunities/contract opportunities
- Look for connections with the CWTC staff, consumers and families for other donor opportunities outside of Peoria
- Expand planned giving
- Expand fundraising opportunities
- Expand collaborations
- Targeted marketing to raise awareness of CWTC's unique services

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/programs into the current space
- As leadership turns over, the challenge will be to replace persons with the same or similar desire to do job
- Ability to attract younger consumers
- Humble approach to marketing/not as visible as other organizations

Threats

- Elimination of 14c certificate
- Continued rising costs
- State and federal legislation environment
- Capital expenditures
- Stability of Caterpillar contract
- Managed care funding
- Increase in regulatory guidelines
- Aging infrastructure.

Financial Position

- Annual budget is reviewed at time of strategic plan development
- At the time of board meeting, the budget assumptions are reviewed in regard to the strategic plan.
- Financial resources will be evaluated in regard to purchases and planning
- Human Resources reviews workforce development in regard to successful implementation of the strategic plan through monthly analysis of workforce needs.
- Investments and bank balance reviewed at Finance Committee meetings.
- Expected grant funding and contract funding reviewed.

Input

- Information from stakeholder satisfaction surveys
- Information from performance measurement & management
- Meetings with Administrative staff and board of directors
- Community needs, i.e. Heart of Illinois United Way, Human Service Collaborative, City of Peoria

Social Determinants of Health

- CWTC is centrally located in the region and provides accessibility to all individuals served by the organization.
- Leadership of CWTC serves on many committees in the area that address the on-going needs of people with disabilities as well as those served by other human service organizations. Collaboration and networking is done to meet the needs of our consumers.
- Case management staff, agency nurse, and leadership identify needs of our consumers.
- Relationship with HISRA and other partners
- Case managers keep updated list of food banks, etc.

Demographics of Service Area

- Demographics of our population are reviewed with Performance Measurement and Management
- Leadership of the organization is involved with other service organizations that address the needs of the communities, i.e. Heart of Illinois United Way, Human Services Collaborative, Illinois Partners, Greater Peoria Para Transit, the Big Table, etc. Our staff reach out to local school districts to address needs of graduating students.
- 2020-2024 Census
Peoria County – 10.3% of people under 65 have a disability, population 178,553
Tazewell County – 8.3% of people under 65 have a disability, population 130,000