

**Vision Statement:** Life without limits for people with disabilities.

**Mission Statement:** Empowering individuals of all abilities to embrace their potential and lead lives filled with purpose.

**Core Values:**

Compassion

Dedication

Respect

Integrity

Excellence

# UCP Mobile 2024-2028 Strategic Plan Framework

## ***Goal and Strategy Statements***

Goal 1 (Reputation and Reach) A clarified branding and awareness building strategy is finalized and launched.

Strategy 1: Clarify and promote UCP Mobile's mission and brand.

Strategy 2 – Expand community recognition of UCP Mobile within the areas served.

Goal 2 (Program Excellence and Expansion) The number of clients served by UCP Mobile increases by a minimum of 10% or 75 people a month.

Strategy 1 - Expand and identify current services and programs that are perceived by clients, families, their caregivers and community as high value.

Strategy 2 - Expand current services and programs outside of the Mobile metropolitan area.

Strategy 3 – Better address the needs for individuals with disabilities between grades K-12 and their families.

Goal 3 (Advocacy) United Cerebral Palsy will be the leading agency to advocate for and empower people with disabilities.

Strategy 1 – Expand advocacy on issues impacting individuals with disabilities in collaboration with UCP Alabama and other affiliates.

Strategy 2 – Empower individuals with disabilities and their caregivers to advocate on behalf of themselves.

Goal 4 (Organizational Sustainability) Sufficient financial resources, qualified staff and adequate facilities are secured to ensure sustainability of UCP Mobile's operations.

Strategy 1 – Launch a capital campaign to rally an energized supporter base to support the mission, attract new major donors, and address the critical need to expand UCP's headquarters facility.

Strategy 2 – Secure more diversified, sustainable funding to support UCP Mobile.

Strategy 3 – Assure sustainability of qualified staff to support UCP Mobile's operations.

Strategy 4 – Optimize UCP Mobile's facilities to align with efficient and effective client service and staff operations.

# Tactic and Milestone Development

Goal 1: Reputation and Reach

Strategy 1: Clarify and promote UCP Mobile's Mission and Brand

Tactics/Accountability	Anticipated Milestones FY 2024	Anticipated Milestones FYs 2025-2026
<p>G1S1T1: Increase positive social media coverage of UCP's services across platforms by 25%</p> <p><b>Governance Entity Accountability: UCP Board of Directors</b></p> <p><b>Staff Accountability:</b></p>	<ul style="list-style-type: none"> <li>• A social media plan is completed that includes plans to spotlight all of UCP's different programs as well as a variety of clients on social media</li> <li>• 50% of social media stories regarding services include counties other than Mobile</li> <li>• Each month informative pieces using catchy titles will be featured (5 things you might not know about raising a kid with a disability)</li> <li>• Each month at least one post featuring public awareness and public service announcements will be featured.</li> <li>• UCP of Central Alabama is more prominently highlighted.</li> </ul>	<ul style="list-style-type: none"> <li>• Continuation of social media plan</li> </ul>
	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

Goal 1: Reputation and Reach

*Strategy 2: Expand community recognition of UCP Mobile within the areas served*

Tactics/Accountability	Anticipated Milestones FY 2024	Anticipated Milestones FYs 2025-2026
<p>G1S2T1: UCP will be more involved with other nonprofits and community events</p> <p><b>Governance Entity Accountability: UCP Board of Directors</b></p> <p><b>Staff Accountability: Vice President, Regional Coordinator and Development Director</b></p>	<ul style="list-style-type: none"> <li>• Identify partnerships among other nonprofit agencies</li> <li>• Increase participation in United Way rally events to educate the community about what UCP does</li> <li>• Identify ways to cross promote programs within UCP so that people served understand the scope of services</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborate at least quarterly with other agencies at scheduled community events</li> <li>• Participate in at least 4 United Way rally speaking events annually and follow up rally with outreach to the businesses visited</li> <li>• Create information packets to be shared with families served</li> </ul>
	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

Goal 2 (Program Excellence and Expansion) The number of clients served by UCP Mobile increases by a minimum of 10% or 75 people a month

*Strategy 1: Expand and identify current services and programs that are perceived by clients, families, their caregivers and community as high value.*

Tactics/Accountability	Anticipated Milestones FY 2024	Anticipated Milestones FYs 2025-2026
<p>G2S1T1: Identify social, emotional and recreational need in Children and Adult Services</p> <p><b>Governance Entity Accountability: UCP Board of Directors</b></p> <p><b>Staff Accountability: Vice President, Managers</b></p>	<ul style="list-style-type: none"> <li>• Determine need through annual surveys and interagency collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• ongoing</li> </ul>
<p>G2S1T2: Develop a process or program for connecting new families to the available resources, agencies and supports.</p> <p><b>Governance Entity Accountability: UCP Board of Directors</b></p> <p><b>Staff Accountability: Vice President, Managers</b></p>	<ul style="list-style-type: none"> <li>• Obtain and compile information on active resources in the area</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a referral process that connects individuals and their families to the resources needed.</li> </ul>
	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

**Goal 2 (Program Excellence and Expansion) The number of clients served by UCP Mobile increases by a minimum of 10% or 75 people a month**

*Strategy 2 - Expand current services and programs outside of the Mobile metropolitan area.*

Tactics/Accountability	Anticipated Milestones FY 2024	Anticipated Milestones FYs 2025-2026
<p>G2S2T1: Evaluate creating Adult Day Program in Montgomery</p> <p><b>Governance Entity Accountability: UCP Board of Directors</b></p> <p><b>Staff Accountability: Vice President, Director of Adult Services, Regional Coordinator</b></p>	<ul style="list-style-type: none"> <li>• Compile a needs assessment through collaboration with families in Montgomery and Department of Mental Health</li> </ul>	<ul style="list-style-type: none"> <li>• Opening a facility in Montgomery</li> </ul>
<p>G2S2T2: Work with more schools to provide employment training through Smart Work Ethics in Rural Areas and Montgomery</p> <p><b>Governance Entity Accountability: UCP Board of Directors</b></p> <p><b>Staff Accountability: Director of Adult Services, Regional Coordinator</b></p>	<ul style="list-style-type: none"> <li>• Increase of 25% new schools reached in counties outside of Mobile</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<p>G2S2T3: Fundraising in other counties is increased by 25%</p> <p><b>Governance Entity Accountability: UCP Board of Directors</b></p> <p><b>Staff Accountability: Vice President, Regional Coordinator and Development Director</b></p>	<p>UCP will identify public community events in rural areas to be involved in</p>	<ul style="list-style-type: none"> <li>• Participation in rural county community events will increase to one rural event each month.</li> </ul>
<p>G2S2T4: Fundraising in other counties is increased by 25%</p> <p><b>Governance Entity Accountability: UCP Board of Directors</b></p> <p><b>Staff Accountability: Vice President, Regional Coordinator and Development Director</b></p>	<p>UCP will provide information about our services to 50% of medical offices in rural counties</p>	<p>UCP will provide information about our services to 75% of medical offices in rural counties</p>

**Goal 2 (Program Excellence and Expansion) The number of clients served by UCP Mobile increases by a minimum of 10% or 75 people a month**

*Strategy 3 – Better address the needs for individuals with disabilities between grades K-12 and their families*

Tactics/Accountability	Anticipated Milestones FY 2024	Anticipated Milestones FYs 2025-2026
<p>G2S3T1: Provide more support for families and caregivers of those with CP and other disabilities</p> <p><b>Governance Entity Accountability: UCP Board of Directors</b></p> <p><b>Staff Accountability: Vice President</b></p>	<ul style="list-style-type: none"> <li>Evaluate supports needed such as financial, transportation, advocacy, medical and legal navigation through data collection</li> </ul>	<ul style="list-style-type: none"> <li>Establish a marketing strategy to explain how programs work and how they benefit individuals/families served</li> <li>Implement high priority supports needed</li> </ul>

**Goal 3 (Advocacy) United Cerebral Palsy will be the leading agency to advocate for and empower people with disabilities.**

*Strategy 1 – Expand advocacy on issues impacting individuals with disabilities in collaboration with UCP Alabama and other affiliates.*

Tactics/Accountability	Anticipated Milestones FY 2024	Anticipated Milestones FYs 2025-2026
<p>G3S1T1: Host parenting events in the community to allow the parents to come out and enjoy an event that offers food and information.</p> <p><b>Governance Entity Accountability: UCP Board of Directors</b></p> <p><b>Staff Accountability: Vice President, Director of Youth and Family Services</b></p>	<ul style="list-style-type: none"> <li>Solicit sponsors to donate resources and promote volunteerism</li> <li>Evaluate current CTF capabilities to determine possibility of collaboration</li> </ul>	<ul style="list-style-type: none"> <li>Events are scheduled quarterly and promoted in the community.</li> </ul>
<p>G3S1T2: Increase staff program knowledge among staff</p> <p><b>Governance Entity Accountability: UCP Board of Directors</b></p> <p><b>Staff Accountability: Vice President, Director of Human Resources</b></p>	<ul style="list-style-type: none"> <li>Evaluate gaps in knowledge</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing Implement quarterly training on each program regarding their services and who should be contacted for individual.</li> </ul>

**Goal 3 (Advocacy) United Cerebral Palsy will be the leading agency to advocate for and empower people with disabilities.**

Strategy 2 – Empower individuals with disabilities and their caregivers to advocate on behalf of themselves.

Tactics/Accountability	Anticipated Milestones FY 2024	Anticipated Milestones FYs 2025-2026
<p>G3S2T1: Start support groups that allow individuals with disabilities to share their experiences and concerns</p> <p><b>Governance Entity Accountability: UCP Board of Directors</b></p> <p><b>Staff Accountability: Vice President, Director of Youth and Family Services</b></p>	<ul style="list-style-type: none"> <li>• Identify other agencies that UCP can collaborate with such as ADAP</li> <li>• Identify locations where UCP can host group meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Events are scheduled at least quarterly and promoted in the community.</li> </ul>
<p>G3S2T2: Host community forums to share resource information on different topics</p> <p><b>Governance Entity Accountability: UCP Board of Directors</b></p> <p><b>Staff Accountability: Vice President, Director of Youth and Family Services</b></p>	<ul style="list-style-type: none"> <li>• Identify other agencies that UCP can collaborate with such as ADAP</li> <li>• Identify locations where UCP can host group meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Events are scheduled at least annually and promoted in the community.</li> </ul>
<p>G3S2T3: UCP staff attends advocacy summits/trainings and disseminates information among individuals served.</p> <p><b>Governance Entity Accountability: UCP Board of Directors</b></p> <p><b>Staff Accountability: Vice President, Director of Youth and Family Services</b></p>	<ul style="list-style-type: none"> <li>• Identify funding opportunities</li> <li>• Designate at least one staff member to attend the Governor’s Disability Summit</li> <li>• UCP staff attends RAC meetings, Conferences, South Alabama Non Profit Summit,</li> </ul>	<ul style="list-style-type: none"> <li>• Resources are shared as needed and least quarterly and annually.</li> </ul>



**Goal 4 (Organizational Sustainability) Sufficient financial resources, qualified staff and adequate facilities are secured to ensure sustainability of UCP Mobile’s operations.**

*Strategy 1 – Secure more diversified, sustainable funding to support UCP Mobile.*

Tactics/Accountability	Anticipated Milestones FY 2024	Anticipated Milestones FYs 2025-2026
<p>G4S1T1: Increase grant writing capacity</p> <p><b>Governance Entity Accountability: UCP Board of Directors</b></p> <p><b>Staff Accountability: Vice President, Regional Coordinator, Development Department</b></p>	<ul style="list-style-type: none"> <li>• Identify specific grants that are in alignment with UCP’s vision and mission to support program operations</li> <li>• Secure at least \$50,000 in awarded funds</li> </ul>	<ul style="list-style-type: none"> <li>• Secure at least \$55,000 in awarded funds</li> </ul>
<p>G4S1T2: Continue efforts to secure ongoing designated funding in legislation</p> <p><b>Governance Entity Accountability: UCP Board of Directors</b></p> <p><b>Staff Accountability: CEO, Vice President, Development</b></p>	<ul style="list-style-type: none"> <li>• Build relationships with key members of local and state legislators through personal visits, emails, meetings, etc.</li> <li>• CEO will make two contacts a quarter</li> </ul>	<ul style="list-style-type: none"> <li>• ongoing</li> </ul>
<p>G4S1T3: Fundraising will provide increasing levels of support for programs</p> <p><b>Governance Entity Accountability: UCP Board of Directors</b></p> <p><b>Staff Accountability: CEO, CFO, Vice President, Development Team</b></p>	<ul style="list-style-type: none"> <li>• Fundraising profitability will increase by 10%</li> <li>• New fundraising opportunities will be implemented such as planned giving, Benevon Model and new fundraising events.</li> <li>• Fundraising efforts will move towards more deliberate asking instead of smaller, time-consuming events with low profit margins.</li> <li>• Increase unrestricted donations to agency programs, unrelated to special events and fundraising initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• ongoing</li> </ul>

<p>G4S1T4: Establish relationships with large organizations that will support UCP's programs</p> <p><b>Governance Entity Accountability: UCP Board of Directors</b></p> <p><b>Staff Accountability: CEO, CFO, Vice President, Development Team</b></p>	<ul style="list-style-type: none"> <li>• Identify and develop potential partnerships in the community</li> </ul>	<ul style="list-style-type: none"> <li>• ongoing</li> </ul>
<p>G4S1T5: Identify possible social enterprises that will support programs financially</p> <p><b>Governance Entity Accountability: UCP Board of Directors</b></p> <p><b>Staff Accountability: CEO, CFO, Vice President</b></p>	<ul style="list-style-type: none"> <li>• Discuss with UCP affiliates and other nonprofit agencies to determine viability of new enterprises.</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct feasibility studies for possible new enterprises.</li> </ul>

**Goal 4 (Organizational Sustainability) Sufficient financial resources, qualified staff and adequate facilities are secured to ensure sustainability of UCP Mobile’s operations.**

*Strategy 2 – Assure sustainability of qualified staff to support UCP Mobile’s operations.*

Tactics/Accountability	Anticipated Milestones FY 2024	Anticipated Milestones FYs 2025-2026
<p>G4S2T1: Determine motivators for employee satisfaction ( flexibility, time off, remote work options, etc)</p> <p><b>Governance Entity Accountability: UCP Board of Directors</b></p> <p><b>Staff Accountability: Vice President, Director of Human Resources</b></p>	<ul style="list-style-type: none"> <li>• Analyzing data shared through exit surveys, employee satisfaction</li> <li>• Creating a culture to enhance supervisor/employee relationships</li> </ul>	<ul style="list-style-type: none"> <li>• Decreased staff turnover</li> </ul>
<p>G4S2T2: Communicate with staff through meetings, surveys and intentional connection the outlying areas. Offer departmental Zoom meetings to educate staff in other area- also creates connection among staff.</p> <p><b>Governance Entity Accountability: UCP Board of Directors</b></p> <p><b>Staff Accountability: Vice President, Director of Human Resources</b></p>	<ul style="list-style-type: none"> <li>• Design communication format that will be most effective and identify proposed content</li> </ul>	<ul style="list-style-type: none"> <li>• Hold quarterly information sessions in person or via zoom</li> <li>•</li> </ul>
<p>G4S2T3: Increase salaries and benefits to support employee retention dependent upon success of strategy 1.</p> <p><b>Governance Entity Accountability: UCP Board of Directors</b></p> <p><b>Staff Accountability: Vice President, Director of Human Resources, CFO</b></p>	<ul style="list-style-type: none"> <li>• Gather market salary for each position</li> <li>• Identify wage gaps</li> </ul>	<ul style="list-style-type: none"> <li>• Set a schedule to increase salaries within a certain percentage of market rates</li> </ul>

**Goal 4 (Organizational Sustainability) Sufficient financial resources, qualified staff and adequate facilities are secured to ensure sustainability of UCP Mobile’s operations.**

*Strategy 3 – Optimize UCP Mobile’s facilities to align with efficient and effective client service and staff operations.*

Tactics/Accountability	Anticipated Milestones FY 2024	Anticipated Milestones FYs 2025-2026
<p>G4S3T1: Capitalize on unused facility capacity by developing additional programs that support our mission.</p> <p><b>Governance Entity Accountability: UCP Board of Directors</b></p> <p><b>Staff Accountability: CEO, CFO, Vice President</b></p>	<ul style="list-style-type: none"> <li>• Conduct feasibility study for afterschool programs, additional adult programs.</li> <li>• Discuss options for additional programs to be housed in current building with appropriate staff.</li> <li>• Investigate the optimization of unused property for revenue generation.</li> </ul>	<ul style="list-style-type: none"> <li>• Determine which additional programs to implement</li> <li>• Finalize use of unoccupied property.</li> </ul>
<p>G4S3T2: Coordinate the current space utilization with the capital campaign results.</p> <p><b>Governance Entity Accountability: UCP Board of Directors</b></p> <p><b>Staff Accountability: CEO, Vice President</b></p>	<ul style="list-style-type: none"> <li>• Senior staff will work with architects, developers, builders, etc. to ensure seamless integration of current and future facilities.</li> </ul>	<ul style="list-style-type: none"> <li>• ongoing</li> </ul>
		<ul style="list-style-type: none"> <li>•</li> </ul>

**Goal 4 (Organizational Sustainability) Sufficient financial resources, qualified staff and adequate facilities are secured to ensure sustainability of UCP Mobile’s operations.**

*Strategy 4 – Launch a capital campaign to rally an energized supporter base to support the mission, attract new major donors, and address the critical need to expand UCP’s facilities.*

Tactics/Accountability	Anticipated Milestones FY 2024	Anticipated Milestones FYs 2025-2026
<p>G4S4T1: Incorporate results of Goal 2 to formulate more clearly defined needs</p> <p><b>Governance Entity Accountability: UCP Board of Directors</b></p> <p><b>Staff Accountability: CEO, Vice President</b></p>	<ul style="list-style-type: none"> <li>• Timing of milestones is dependent upon achievement of goal 2 milestones</li> </ul>	<ul style="list-style-type: none"> <li>• Review results of Goal 2 with senior management and board</li> </ul>
<p>G4S4T2: Have architectural plans draw up that meet the needs of people served</p> <p><b>Governance Entity Accountability: UCP Board of Directors</b></p> <p><b>Staff Accountability: CEO, Vice President</b></p>	<ul style="list-style-type: none"> <li>• Timing of milestone is dependent on achievement of goal 2 milestones</li> </ul>	<ul style="list-style-type: none"> <li>• Architectural plans will be developed by 2026</li> </ul>
<p>G4S4T3: Apply for grants that would allow for construction or reconstruction of facilities</p> <p><b>Governance Entity Accountability: UCP Board of Directors</b></p> <p><b>Staff Accountability: CEO, Regional Coordinator Vice President</b></p>	<ul style="list-style-type: none"> <li>• Identify potential donors and grants specifically for capital campaign.</li> <li>• Investigate federal funding opportunities such as sam.gov</li> </ul>	<ul style="list-style-type: none"> <li>• Grants are awarded to UCP by 2026</li> </ul>