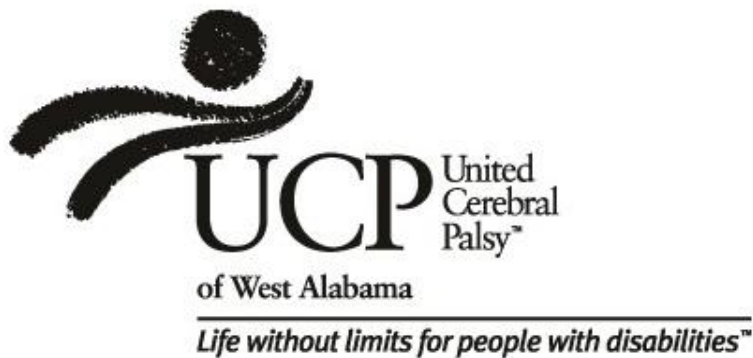


# United Cerebral Palsy of West Alabama, Inc. (UCPWA)

Strategic Plan for 2008–2010  
Approved: July, 2008



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# Executive Summary



This plan presents a direction for the near future for United Cerebral Palsy of West Alabama, Inc. (UCPWA) and is designed to be reviewed periodically by the Board of Directors and Management Team of UCPWA.

The plan builds on UCPWA strengths in community relationships, partnerships with other area providers of individuals with disabilities and is a foundation for continually building supports and services to meet the needs of our community.

The purpose of these goals and objectives is to improve the quality of life for individuals with disabilities and assist their families to access services. We believe that all individuals are valuable, deserve to be treated with dignity and respect, and have a need for community relationships. A fully inclusive community which accepts all people on an equal basis is the ultimate goal of UCPWA. Through public education about individuals with disabilities, we believe that the West Alabama area will become a leader in community inclusion and full acceptance of individuals with (or without) disabilities.

We believe that this plan serves our partners and individuals by providing insight into the goals and objectives that will leave UCPWA toward the fulfillment of its mission.

# Mission Statement



United Cerebral Palsy of West Alabama, Inc. (UCPWA) serves the community by providing a full array of beneficial services and resources to individuals with disabilities and their families by advocating their full independence, productivity and citizenship. We also educate through public awareness, fund-raising efforts, dissemination of information, and acquisition of resources.

# Vision Statement

We envision a community where all people are valued and encouraged to contribute to society. United Cerebral Palsy of West Alabama, Inc. (UCPWA) will be a leading provider of resources and the leading advocate for this vision.



## Core Values

1. We value a community which recognizes and values all individuals as complete, equal members of society with the power to create their own place in the community.
2. People with disabilities are valued for their gifts and abilities.
3. People with disabilities have opportunities to realize their full potential.
4. People with disabilities are fully included in all aspects of the community.
5. People with disabilities are respected as contributing members of society with the rights and privileges afforded to all citizens.
6. Organizations and professionals who support people with disabilities will provide training, guidance, resources, and opportunities to allow personal development by individuals to maximize their social and economic potential.
7. People with disabilities are able to choose their own homes in the community.
8. People with disabilities are able to participate in the community through jobs and volunteer service.
9. People with disabilities are supported in the community by their peers so they can live as independent a lifestyle as they desire.
10. Families of people with disabilities will have proper supports to maintain a full life in the community.

# United Cerebral Palsy of West Alabama, Inc. (UCPWA)



United Cerebral Palsy of West Alabama, Inc., (UCPWA) is a private, non-profit corporation designated as a 501(C)(3). The Agency serves a sixteen county area composed of Bibb, Choctaw, Dallas, Fayette, Greene, Hale, Lamar, Marengo, Marion, Perry, Pickens, Sumter, Tuscaloosa, Walker, Wilcox, and Winston Counties, with the administrative offices located at 1100 UCP Parkway, Northport, Alabama, 35476. UCPWA is governed by a Board of Directors that is elected at an annual meeting held in accordance with the Bylaws of this organization.

UCPWA is affiliated with the United Cerebral Palsy of Alabama, Inc. (UCPAL), and United Cerebral Palsy of America, Inc. (UCPA). In addition, UCPWA is certified by the Department of Mental Health/Mental Retardation (DMH/MR). UCPWA is also a United Way of West Alabama Agency, and a member of the West Alabama Chamber of Commerce.

UCPWA was chartered by UCPA in 1962 and received its articles of incorporation in the State of Alabama in 1974. In 2004, UCPWA celebrated 30 years of incorporated services in West Alabama. Over the past 40 years, the agency has expanded to encompass a full array of services to individuals with disabilities as stated above. The range of services are from birth through adulthood, provided by early intervention and preschool programs, afternoon and summer programs, therapeutic services, respite supports, transition services, in home supports, and adult day habilitation services. UCPWA has been committed for over 40 years to the West Alabama area to advancing the independence, productivity and full citizenship of individuals with disabilities. The primary means of accomplishing our mission is through direct supports

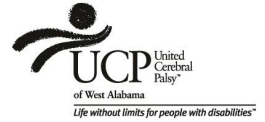
and services to individuals with disabilities and their families, or through partnerships and joint ventures with similar agencies. It is the aim of this agency to improve the quality of life for people with disabilities in West Alabama and, therefore, enriching our neighborhoods and community.

# United Cerebral Palsy of West Alabama, Inc.

(UCPWA)

## Strategic Goals & Objectives

Updated: July, 2008



### I. PUBLIC RELATIONS GOAL

To increase community awareness of UCPWA, thereby increasing the agency's visibility, recognition, and contributions.

#### Objectives

- A Promote scope of agency (support area) and the variety of different abilities supported.
- B Identify a "Champion for UCP" to aid our cause (a highly visible individual or company).
- C Maintain and execute a Marketing Strategy.
  - a. Branding all events and supports
  - b. Signage at agency
  - c. PSA's (Radio/TV/Newspapers)
  - d. Website/Newsletter
  - e. Billboards and other PR

### II. PROGRAMS/SUPPORTS GOAL

UCPWA will provide the individualized support needed to integrate each person into the community in a manner that allows each individual to choose the supports that best fit their needs.

#### Objectives

- A Improve or maintain current program quality to the highest level of acceptance as viewed by the program funding source(s).
- B Review existing programs to identify the most relevant and cost effective means of meeting the needs of the community.

- C Identify new and/or existing programs and supports that assist the individual in such areas as vocation, housing and transition.
- D Develop a plan to increase the number of individuals supported by UCPWA through acquisitions/mergers and/or referrals.
- E

### III. HUMAN RESOURCES GOAL

UCPWA will maintain overall employee satisfaction and employee retention at levels identified by the UCPWA management team.

#### Objectives

- A Promote a professional culture that provides relevant training and appropriate resources.
- B Conduct regularly scheduled quarterly staff meetings, and annual employee evaluations.
- C Implement improved process(es) for follow-up response to employee survey and other concerns.
- D Initiate employee recognition programs.

### IV. FUNDING GOALS

UCPWA's operating budget will maintain a reserve of 3 to 6 months within the next few years.

#### Objectives

- A Maintain/increase contracts with current providers.
- B Increase funding through grants for operational and programmatic supplements.
- C Increase funding to a stable level that allows for cost of living adjustments and merit raises/bonuses as reserves grow.
- D Review bank accounts periodically to ensure maximum returns.
- E Improve branding by reaching out to counties in support areas of agency-sponsored fundraisers.
- F Continue to evaluate effectiveness of signature event(s) by graphical demonstration evidencing profitability.

## V. FACILITIES GOAL

To provide appropriate facilities that support the clients and staff of UCPWA.

### Objectives

- A Identify and prioritize facilities requirements for the agency. This includes drafting a list, doing cost/benefit analyses, and verifying the projection of community needs (by Programs Committee.)
- B Conduct energy audits every 1–2 years.
- C Complete landscaping (butterfly trail, parking lot, and adjacent landscaping)
- D Identify maintenance needs (temporary and on-going) and develop a plan of action to meet these needs.
- E Evaluate need for land/facility acquisitions for future expansions of programs and client base.
- F Consider the feasibility of funding and construction of greenhouse for adult programs.

# Appendices



Organizational Chart

Corporate Sponsors

Annual Events/Fundraisers

List of Programs & Services

Counties Served

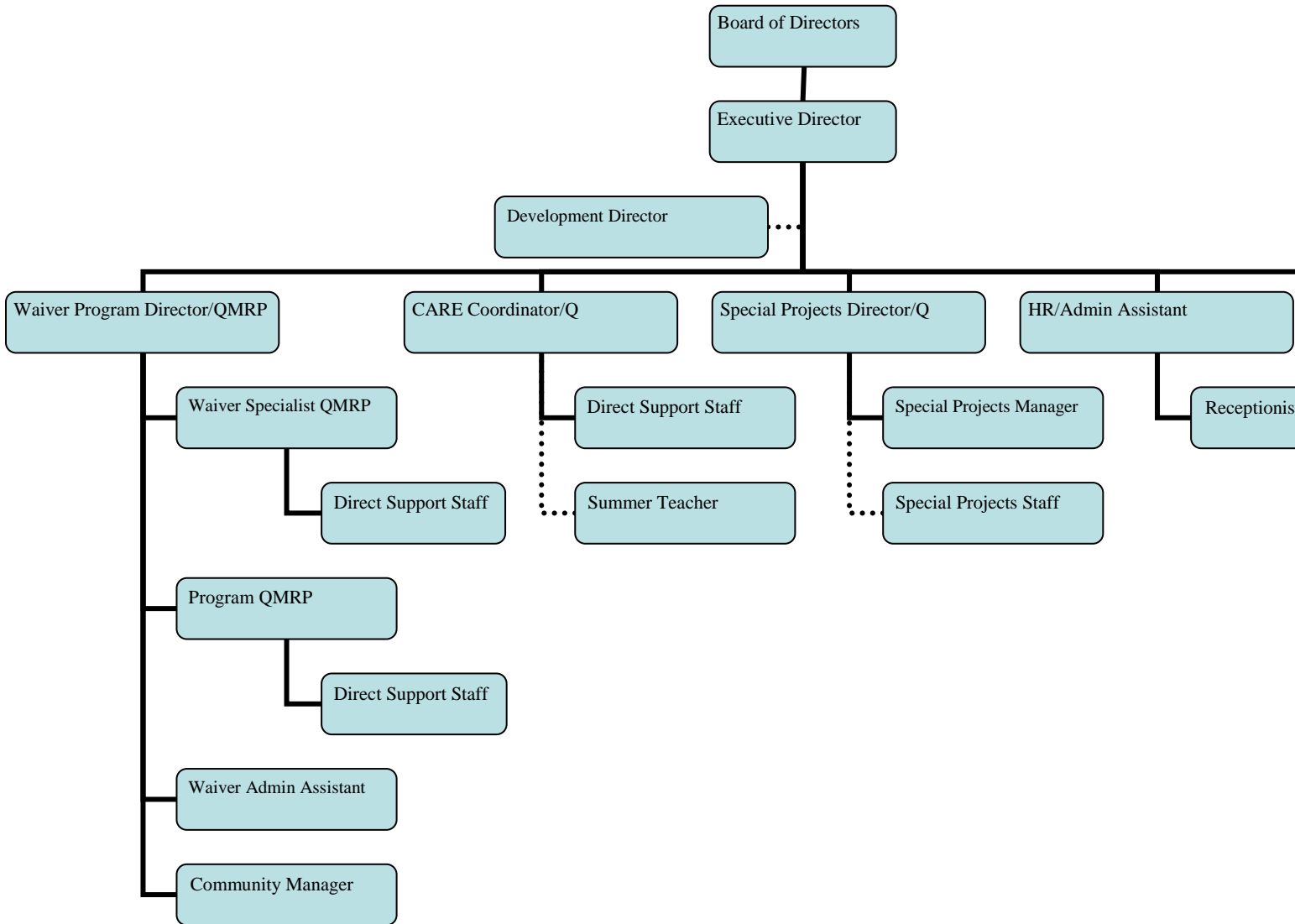
Driving Directions to UCPWA

UCPWA Board of Directors

UCPWA Management Team & Support Staff

# United Cerebral Palsy of West Alabama, Inc.

## AGENCY ORGANIZATIONAL CHART



## CORPORATE SPONSORS

UCP of West Alabama is very thankful for its local and national corporate sponsors. The support received from businesses help to provide quality services to the individuals that we serve.

### **PLATINUM SPONSORS:**

Four Points Sheraton Hotel

MailSouth, Inc.

The Tuscaloosa News

Nucor Steel Tuscaloosa

Jester's Flowers

### **GOLD SPONSORS:**

FNB of Central Alabama

Phifer Wire Products, Inc.

WVUA 7-TV

### **SILVER SPONSORS:**

Tennis Jackson Electric/Jackson Security Services

Mercedes-Benz, U.S.I.

Randall-Reilly, A Family of Companies

### **BRONZE SPONSORS:**

Buffalo Rock/Pepsi

Tuscaloosa Toyota, Inc.

BF Goodrich Tire Mfg.

Capstone Bank

Tuscaloosa Teachers Credit Union

Tuscaloosa New Car Auto Dealers Association

## ANNUAL EVENTS/FUNDRAISERS

Listed below are UCPWA trademark fundraisers. There are similar fundraisers by other organizations; however these below specifically benefit UCPWA.



- ***UCP Fright Factory*** – a haunted attraction which is open the last two weeks in October.

- ***VIP Campaign/UCP Annual Fund Drive*** – an opportunity to showcase local talent and recognize community leaders who support UCPWA through the VIP campaign by helping raise necessary funds for operation. The telecast airs live on WVUA 7 TV.



- ***Taste of the Town*** – local restaurants are given an opportunity to highlight their favorite or signature dishes in a friendly competition for “Best Of...”. Usually a silent auction or concert is coordinated with this event.



- ***Jester’s/Hudson Poole “I Thee Wed”*** – sponsored by UCPWA corporate sponsor, Jester’s Flowers and Hudson–Poole Fine Jewelers, this unique bridal show provides a wealth of information for Brides–to–Be in a fun and exciting environment.

- ***Other fundraisers are identified from time to time.***

Our fundraisers and local contributions are necessary to meet the expenses of operating the center and providing quality services to the people we serve.

### Funding Sources:

UCPWA receives funds from State and Federal Grants such as: Alabama Council for Developmental Disabilities, Children’s Trust Fund (Alabama Department of Child Abuse/Neglect,) Department of Human Resources, Alabama Department of Mental Health/Mental Retardation, and Alabama Department of Rehabilitation Services; United Way; Ability Alliance of West Alabama, UCP of America, fundraisers; foundations; and local community contributions.

## PROGRAMS AND SERVICES

### ***CHILDREN'S SERVICES***

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**EARLY INTERVENTION & PRESCHOOL THERAPEUTIC SERVICES** are provided through partnerships with the following agencies:

- Alabama Dept. of Rehab
- Alabama Institute for Deaf & Blind (AIDB)
- Community Services Programs of West Alabama, Inc. (early intervention)
- Tri-County (early intervention)
- Public School Systems
- Fayette County Early Preschool Center

**AFTERNOON & SUMMER CHILD & ADULT RESPITE/EDUCATION (CARE)** is a program that provides extended-care services in collaboration with the Tuscaloosa City and County school systems.

**HEARTS RESPITE** is provided for children up through age 18 through the UCPWA and Children's Trust Fund (Dept. of Child Abuse/Neglect) in partnership with the Alabama Respite Network. Call the office for applications.

**CHILD CARE ENHANCEMENT WITH A PURPOSE** provides training and technical assistance to caregivers and child care providers to enhance choices for children for inclusive childcare and education.

**START ON SUCCESS-ALABAMA** is a transition from school to work program for individuals with disabilities between the ages of 16-21. This program is a partnership between UCPWA, Tuscaloosa City and County Schools Systems.

### ***ADULT SERVICES***

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**ADULT DAY HABILITATION** provides daily living skills training and maintenance are provided to individuals with disabilities over the age of 21.

**Home and Community Based Services (Hourly Supports Program)** are designed to meet individual needs of persons who are eligible through the DMH/MR.

These services include:

- In Home Respite
- Personal Care
- Residential Other Living Arrangements (ROLA)

## ***SPECIALIZED SERVICES***

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**ASSISTIVE TECHNOLOGY** services are provided through grants and partnerships with UCP of America and other National grants.

**FISCAL MANAGEMENT** services are provided to other local non-profit agencies to provide quality management and ensure timely delivery of services to individuals with disabilities.

## ***INFORMATION AND REFERRAL SERVICES***

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Through UCPWA's network of affiliates and agency associations, we can make referrals for appropriate services, acquisition of services, and resources throughout West Alabama. Referrals are made to other organizations, agencies, and to individuals and families.

### Directions to UCPWA Center:

1100 UCP Parkway (just off Rice Mine Road, next to Sprayberry Regional Education Center) in Northport, Alabama.

#### From Birmingham:

1. Take Interstate 20–59 to Exit 71B (Downtown, I–359 exit).
2. I–359 turns into Hwy 69N (also known as Lurleen Wallace Blvd.)
3. Stay 69N until you go over Hugh Thomas Bridge (over Black Warrior River, just past downtown Tuscaloosa).
4. Take the Northport exit to the Right at the end of the bridge and merge right onto 5<sup>th</sup> Street.
5. After you pass the Sprayberry Regional Education Center, UCP Parkway is next Left.

#### From Montgomery:

1. Come into Tuscaloosa via Hwy 82 West.
2. After you go over the Woolsey–Finnell Bridge toward Northport (over Black Warrior River), take the Rice Mine Road Exit to Right.
3. Merge right at first red light.
4. Stay on Rice Mine Road (bear to left at next light).
5. UCP Parkway is 2 miles past the red light. After you pass Rivermont Office Park on your left, UCP Parkway is 2<sup>nd</sup> road to Right.

#### From Fayette/Walker County:

1. Enter Northport via Hwy 43 South.
2. Go through red light at intersection of Hwys. 43–82 (Main Avenue)
3. Go 1.5 miles to corner of Main/5<sup>th</sup> Street and turn Left onto 5<sup>th</sup> St.
4. Stay on 5<sup>th</sup> Street until you reach UCP Parkway (next left after Sprayberry Regional Education Center.)

#### From Greene County:

1. Enter Tuscaloosa via I–20/59.
2. Merge onto Ala. 69N (Northport I–359) Exit 71B.
3. Follow instructions 2–5 Birmingham directions.

## COUNTIES SERVED



United Cerebral Palsy of West Alabama serves a 16 county area including Bibb, Choctaw, Dallas, Fayette, Greene, Hale, Lamar, Marengo, Marion, Perry, Pickens, Sumter, Tuscaloosa, Walker, Wilcox and Winston.

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