

UPCC Plan 200.4

TACTICAL PLAN 2014

UPCC Plan 200.4.02

Rev.: 3/14/14

UPC PLAN 200.4

Tactical Plan 2014

The Tactical Plan is completed annually at the end of each calendar year and published by February 28th of the following year. The published plan is then disseminated to staff and appropriate stakeholders.

The planning committee consists of each of the Executive Team Members, a Board Member, a representative of the Consumer Advisory Committee and a representative of the Foster Parent Advisory Committee, supervisors and some managers. Line staff are consulted and brought in as necessary for specific programmatic input.

**Preliminary Tasks:**

The Planning Committee will review the following reports prior to reporting on and changing the tasks that are assigned to each planning goal:

1. Annual Agency Performance Report (outcomes)
2. Aggregate QM Survey Reports
3. Summary reports of UIR’s, Grievances and Complaints
4. Agency Staffing Report
5. Supervisor review of job descriptions
6. Annual Budget Variance Report
7. Annual Staff Development and Training Report
8. Annual Risk Management Report
9. Managers’ Reports on Reviews of Published Directives (PPM’s, Numbered Policy Memos, Numbered Procedural Memos), Plans, Handbooks, Brochures and Pamphlets
10. External reports such as Continuum Evaluation Tools, IDCFS APT monthly reports.

**Strategic Plan 2012-2016:**

This strategic plan incorporated “Bridging the Gaps in Services Offered in the Community” and created a new goal, “Improve Infrastructure.”

**ANALYSIS OF STRATEGIC PLAN GOALS AND TASKS FOR 2013 AND DEVELOPMENT OF TACTICAL PLAN FOR 2014**

**I. GOAL – EXPAND FUND RAISING**

**OBJECTIVE 2014 – *Develop Speakers Bureau to include clients. Deliver 6 speeches advocating for our homeless clients and foster children at religious institutions or civic organizations with over 500 members. Provide handouts.***

**STRATEGY** – In the upcoming year (2014) Unity will submit letters of introduction to all Chicago civic organizations and religious institutions with memberships exceeding 500. We will ask to meet the institution body that represents the congregation to advocate for our clients. We may ask to have them meet one of our successful clients so they can tell their story.

**STRATEGY –** Unity has already identified approximately 20 new potential individual donors, some from religious institutions in the area, with a history of giving to agencies like ours, and most are already connecting to Unity in terms of upcoming donations of time, goods and possibly funds. Unity has also identified four religious bodies amenable to potential support for Unity and its programs.

# FUNDRAISING COMMITTEE - Will follow through with soliciting participation in the Speakers Bureau from Board Members, Staff, Foster Parents and Clients. They will then, with the help of participants, develop presentations and hand outs describing the lives of our clients and how we attempt to provide them the nurturing and skills that will allow them to reach their full potential. We will provide suggestions about partnerships between their institution and our mission.

EXECUTIVE COMMITTEE – As we already have a database that has a fundraising module (Fund EZ) it should be possible to develop a donor list as soon as we get interested individuals. The executive committee will approve the Speakers Bureau List, the presentations, the donor base development plan and other volunteer projects that come from our presentations.

**OBJECTIVE 2014:** ***Develop plans for an annual Casino Night for the winter. Research other non-profits to develop joint fundraising events; e.g., wine tasting, walk/run for the homeless of Chicago, silent auctions, etc. Develop sponsorships for our Children’s Christmas Party.***

**STRATEGY** –. Unity’s volunteer intern program has been growing with 5-8 interns each school year. These interns work in both the foster care and housing programs providing a range of clinical services. We found that social work interns make the best volunteers as they have already had training and, in many cases, experience working with clients. This program can grow even further as we determine that there is the need and the capacity to supervise these volunteers. Unity has not yet attained funds for a volunteer coordinator and, as mentioned above, it is challenging to attain such funds. In terms of a cost /benefit analysis, it was decided that it would be more productive to do targeted volunteer recruitment with roles assigned to the Board and the appropriate direct service staff. In this way, we will not be attaining volunteers who require more expense in supervision requirements than they are providing value to the program. For example the interns are providing a valuable and needed service and are supervised by the existing Clinical Supervisor. The agency Employment Specialists and the Executive Director have recruited at least 4 volunteers with specific roles in the employment preparation/life skills training program. Therefore after analysis, it was decided that the need for a volunteer coordinator can be tabled at this time. Needed tasks can be assigned to existing personnel.

# HOUSING EMPLOYMENT SPECIALISTS; HUMAN RESOURCES; EXECUTIVE DIRECTOR - Will develop at job descriptions for volunteer positions and assign program supervisors to oversee the work of the volunteers with supervisory protocols. Volunteers who work with clients will be required to have background screenings.

HOUSING OPERATIONS DIRECTOR AND BOARD FUNDRAISING COMMITTEE

Will develop a “tag day“ event and will recruit volunteers on a one time basis for this activity. This will not occur until Fall, 2014.

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**OBJECTIVE 2014 *- Continue capital campaign, collect $300,000 and initiate purchase of assets***

STRATEGY – We took no action on Capital Campaign largely due to staff time and lack of funding in terms of paying a consultant as well as the challenge of attaining needed funds to purchase or rehab a building. This goal was not prioritized. However, in discussion with staff and Executive Team, this is an important goal, since such a large per cent of Unity Parenting and Counseling, Inc. budget is expended on leasing costs. However, with the current funding sources, if Unity itself owned building for its own housing programs, the agency is not allowed to pay itself leasing costs so the buildings would have no income. Therefore, it might be necessary to develop a separate development entity which could not be a DBA.

STRATEGY – Continue research process of developing a separate development corporation and develop an initial plan including the cost of setting up this corporation, the prioritization of what would be purchased for what purpose. A multi phased business plan should be developed based on this research.

E.D./C.F.O. HOUSING OPERATIONS DIRECTOR – After conferring with program managers for their needs assessments and suggestions, it was determined that a development corporation would be the best path to take. Determine program needs for facilities and equipment (for instance, facilities for housing programs). Bring preliminary report including suggested action plan and estimated start-up costs to the Executive Team of the Board of Directors.

EXECUTIVE TEAM – Review, discuss and revise recommendations, estimated start-up costs and action plan as needed. Complete this process and submit updated campaign plan and goals to the entire Board of Directors.

BOARD OF DIRECTORS – Discuss, revise if needed and vote.

**OBJECTIVE 2014 - *Continue evaluation, modifying and running 5 small events. Run 2 “keystone” events. Run cost/benefit analysis.***

Unity continues to have small Xmas events which focus on clients and their children. This is not really a fundraising event but it includes Christmas toy collection from the Walter Payton Foundation, Toys for Tots and local churches. For the past several years Fifth Third Bank has donated form $1,000-$3000 for Xmas presents. At least another $1,000 is collected from individual donors for Xmas events and presents. However, evaluating other small events, a cost analysis of expenses and revenue was completed. Overall, we tend not to earn any money over our expenses. Because of this a keystone event might be too ambitious over the next year. It was determined instead that a few alternate strategies be employed. (1) Try to have one or two entertainment venues donate a per cent of their ticket price during the upcoming year. This will have a dual benefit of raising funds and potentially acquiring new volunteers and individual donations. Once the contacts are made and agreed to there is no cost to Unity either fiscally or in terms of staff time. (2) Within a year, plan to have a south side art show. This will be of client art and will benefit the client but can be used as a fundraiser as well and will help with media attention and recruitment of individual donors.

EXECUTIVE DIRECTOR, EMPLOYMENT SPECIALIST, FUNDRAISING/EVENT COMMITTEE Confer with not-for-profit agencies similar to ours in the Chicago area about successful events that they have produced. Develop a plan for solicitation of venues in 2014. Develop action steps and follow through on oversight of these steps. Develop a business plan and timelines for the art show. This should include schedule of working with youth on art work, projected date and site, potential corporate funders.

EXECUTIVE TEAM – Review and discuss recommendations for 2014-15 events by July 2014 including costs and revenue for each event, revise schedule if necessary and approve

EXECUTIVE TEAM - Discuss and develop community education/advocacy, marketing and sponsor networking/lobbying plans including the use of Quarterly News Letter, Speakers Bureau, Submit written memo with decisions to the Board of Directors by August 2014 Approve/revise the soliciting letter, budget, start-up costs, source of start-up funds, venue, date of event and action plan.

EXECUTIVE TEAM /FUNDRAISING COMMETTEE – Implement plan.

**II. GOAL - BRIDGING GAPS IN SERVICES OFFERRED IN THE COMMUNITY**

**OBJECTIVE 2013 *- Develop a youth multi-service Center combined with a transitional living program for 10 adolescent and older foster children; The 2012 goal was Maintain occupancy levels of 10 clients in both. Expand the new multi-service center to include follow-up services for those who have left.***

This objective was discontinued in a previous tactical plan review. IDCFS is attempting to reduce these programs and a contract did not seem likely in the near future. If trends change at IDCFS, the Objective can be reassessed.

**OBJECTIVE 2013 *- A transitional job and social enterprise program for homeless youth having served and placed 60 participants;*** ***For 2014-Continue employment programs with improvements based on outcome analysis, secure funds to expand and enhance. Serve & place 40***

Unity had not received specific funding for this and it was put ‘on the back burner“ as other priorities evolved. However, several mini social enterprises were initiated. In evaluating, it seemed however that the enterprise would require a staff which was at least committed part time. Proposals were submitted for a new employment specialist after United Way funding ended (funding cuts) As of January 2014 the Chicago Department of Family and Support Services funded a part time Employment Specialist and a staff member was hired who had both business and homeless youth experience. She has suggested making special order quilts initially.

**OBJECTIVE 2014 – *Research and develop a plan for a transitional job and social enterprise program for homeless youth.***

EXECUTIVE DIRECTOR –Assign project to housing Employment Specialist as Project Manager; develop action plan, develop tasks with timelines including securing targeted volunteers to help with the project itself .

PROJECT MANAGER–Research Social Enterprises and potential models. Do market research on the Quilt and other potential social enterprises. Develop viable models. Research potential funders for this program. Submit list of potential funders and volunteers to the ED by May 2013.

EXECUTIVE DIRECTOR –Identify potential funding sources and review RFP’s, (note due dates) arrange in order of greatest potential, present the three projects with the greatest potential to the Executive Team for discussion by end of the third week in June 2013 .

EXECUTIVE TEAM – Discuss RFP’s and determine whether to apply. Present recommendations to Board for approval.

EXECUTIVE DIRECTOR – Initiate funding proposal(s) and submit when due.

PROJECT MANAGER- Implement a mini social enterprise program , probably creating special order quilts , by September 2013 . This will just be to provide a constructive activity for homeless youth served by Unity and to “get our feet wet” with a social enterprise. This should make it easier to attain funding for an existent program.

**OBJECTIVE 2013 *20 professional foster homes housing 40 adolescent wards; FOR 2012 Recruit, train and license an additional 10 professional adolescent foster parents and their homes. Expand DCFS contract for an additional 20 youth. Place an additional 20 wards and maintain the original program capacity of 40***

**STRATEGY:** This goal was discontinued as the direction of IDCFS was to reduce the number of youth in specialized foster care so they were not offering new specialized contracts.

**NEW OBJECTIVE 2014 – Unity will attain *2 mobile HIV/AIDS prevention units serving 150 youth on the south side of Chicago***

STRATEGY: Although a few proposals were submitted no funding was received for this. Unity might want to look at a cooperative project with South Side Help or to apply again for Runaway and Homeless Youth Act Funds to fund an Outreach Team that could incorporate this program. Unity has been expanding its presence in the communities serving youth with HIV/AIDS so this outreach project has become more viable and the goal should be continued. However, perhaps the project should be implemented in small manageable steps.

EXECUTIVE DIRECTOR/FUNDRAISING COMMITTEE OF BOARD –

Explore funding options using Donors Forum, GrantScape, and related web sites Develop a summary report of each proposal, arrange in order of greatest potential, present the three projects with the greatest potential to the Executive Team for discussion by the end of August 2014. Explore a collaborative project with South Side Help or a similar program.

EXECUTIVE TEAM – Discuss RFP’s and determine whether to apply. Make recommendations to ED and Board.

EXECUTIVE DIRECTOR/FUNDRAISING COMMITTEE – Initiate funding proposal(s) and submit when due.

**OBJECTIVE 2013 – *Research and develop a reentry supportive housing program for ex-offenders living with HIV/AIDS.***

STRATEGY: Explored the possibility of a re-entry program with the Department of Corrections and, although they were enthusiastic about referrals, they did not provide sufficient funding. After discussion with the Board, staff, Executive Team and some consumers, it was determined that this was still an important program but should be aimed at young ex offenders ages 18-24. This would be more consistent with many other Unity programs focus and would also meet an identified community need.

EXECUTIVE DIRECTOR/FUNDRAISING COMMITTEE Develop action plan for 2014 including meetings to obtain additional community support and possible funding mechanisms. Develop tasks with timelines and Facilitate and guide research of models and RFP’s or Grants Develop a summary report of each proposal, arrange in order of greatest potential, present the three projects with the greatest potential to the Executive Team for discussion by the end of September 2014.

EXECUTIVE TEAM – Discuss RFP’s and determine whether to apply. Make recommendations to ED and Board by the end of the first week in October 2014 and obtain Board approval

EXECUTIVE DIRECTOR/FUNDRAISING CMMITTEE/ HOUSING OPERATONS COORDINATOR – Initiate funding proposal(s) and submit when due.

**OBJECTIVE 2013 – *Develop 10 additional HIV/AIDS supportive housing units serving 10 youth at any one time.***

STRATEGY: Continue & improve HIV/AIDS housing program based on outcome analysis, develop more funding, develop additional capacity. Unity is now funded for 11 units (individuals and families) and receives all funding from the Chicago Department of Public Health. Unity currently receives both CGBG and HOPWA funding and funding has increased but each year Unity asks for additional funding from these sources and it seems to have reached the growth potential. However based on the input of staff, consumers the Board and the community there is additional growth required. The best strategy is to continue to be a force in the community and to apply for other funding ie. Ryan White, CDFSS, AIDS Foundation, etc.

EXECUTIVE DIRECTOR/FUNDRAISING COMMITTEE/HOUSING OPERATONS COORDINATOR –Develop action plan for 2014 including meetings to obtain additional community support; revision of proposal and possible funding sources. Develop tasks with timelines by August 2014. Obtain dates for government grant proposals and identify corporations which might support this program. Develop a summary report of each proposal, arrange in order of greatest potential, present the three projects with the greatest potential to the Executive Team for discussion by the end of August 2014. .

EXECUTIVE TEAM – Discuss proposals and determine whether to apply. Make recommendations to ED and Board by the end of the first week in September 2014 and obtain Board approval

EXECUTIVE DIRECTOR/PROJECT COORDINATOR – Initiate funding proposal(s) and submit when due.

**OBJECTIVE 2014 – *Expand housing program for pregnant and parenting teens by 20 units for 20 more residents. FOR 2015 Continue & improve housing program based on outcome analysis. Continue to secure funding to improve program.***

STRATEGY: Unity’s current Harmony Village is a homeless youth program which can serve a total of 56 persons including children of pregnant and parenting teens. This program is funded in part by the Illinois Department of Human Services which requires that at least 18 must be pregnant and parenting plus their children (75% of total population). Harmony is project based so it would be difficult to expand the project based component since it is hard to find a larger building that is vacant and adequate. Unity has received additional funds to enhance the program. To expand, Unity might explore permanent housing or Level 2 housing which is scatter site or a “Harmony Village 2 .” it would be important to decide which is our goal in order to more effectively seek funding.

EXECUTIVE DIRECTOR/HOUSING OPERATIONS COORDINATOR –Research possibilities Develop action plan for 2014/15 including meetings to obtain additional community support, revision of current program plan, policies and procedures, and research possible funding mechanisms. Develop tasks with committee by the end of July 2014.

EXECUTIVE DIRECTOR.HOUSING OPERATIONS COORDINATOR – Review the revised plan, policies and procedures and funding mechanisms. Present recommendations to the Executive Team. If expansion is advisable, submit proposals to funding sources when appropriate.

**OBJECTIVE 2014 – *Expand current housing capacity by 10 more permanent housing units for disabled homeless youth and 10 more for disabled homeless adults.***

STRATEGY: Unity has submitted HUD proposals on 2 occasions to expand permanent housing, particularly for homeless youth but has not been approved. After discussion with the Executive Team, staff, consumers and various community resources, it has been determined that permanent housing for homeless youth addresses the greatest need. Unity should continue to play a leadership role in all constituent groups and Task forces for Homeless youth and should continue to submit to the Continuum for additional HUD funding but should also seek other funding sources.

EXECUTIVE DIRECTOR/ HOUSING OPERATIONS COORDINATOR – Discuss enhanced program with supportive housing staff to revise model if needed, develop action plan assigning tasks with timelines by the end of August 2014. Develop a summary report of each proposal to be submitted for the Executive committee to review by the end of August 2014.

# EXECUTIVE TEAM - Discuss RFP’s and determine whether to apply. Discuss models. Make recommendations to Board by the end of the first week in September 2014.

EXECUTIVE DIRECTOR/HOUSING OPERATONS COORDINATOR - Initiate funding proposal(s) and submit when due.

**OBJECTIVE 2013 - *Submit proposal to IDCFS to include increased maximum contractual amount******for parenting services, add interactive parenting and include revised rate, Market Interactive Parenting to Child Welfare POS agencies and the community and attain additional subcontracts.***

STRATEGY ; This objective was discontinued since IDCFS has ended its parenting contract and Unity now provides some parenting but only for its own clients.

**GOAL III.** : **IMPROVE INFRASTRUCTURE**

**OBJECTIVE 2014:** ***Research and update accounting software. Secure agency management software to include document/information management, personnel retention and gap analysis, fundraising cost/benefit analysis and program services cost/benefit analysis.*** ***Complete replacement of out-dated agency information technology hardware, reconfigure/update network, access & hardware to include links to all programs.***

STRATEGY: The accounting software was updated in 2013 with the most recent FUND EZ system and Unity now has Microsoft Project for information management (internal). Of course Unity has all the software and data systems required by its various funders (SACWIS, HMIS and E cornerstone). Executive Team is responsible for reviewing software needs annually to assess updating and replacement needs. Unity still does not have all data systems at all sites linked by network. This has been because the equipment and wiring at the sites does not currently have the capacity and Unity has not obtained the needed funding to have this happen. In terms of cost/benefit analysis, this expenditure for network linkage is not a priority in the upcoming year.

EXECUTIVE TEAM

Develop a list of hardware, communication systems, and software needs and the CFO will comparison price through bids the cost of these updates. Some costs will be integrated into the current budget and the CFO will research any specific grants available for technology including donations by computer companies.

**RISK MANAGEMENT REVIEW**

a. Compliance with legal Requirements

We possess all relevant licenses and comply with applicable federal, state and local laws and regulations including Child Welfare License, Zoning requirements, ADA requirements to the best of our ability, EEOC Requirements, employment laws, accounting and financial management best practices, Fund Raising Ethical Standards, Confidentiality laws and regulations, Mandated Reporting Laws, Legal Rights of service recipients, Behavior Support and Management (restrictive behavior control) Policies in compliance with federal and state laws, Etc.

b. Insurance and Liability

We have Current D & O coverage and umbrella liability. We also have current Worker’s Comp and Medical Insurance for the staff. Our Broker, GBG Insurance assures us that we have adequate coverage.

c. Health and Safety

Unity’s facilities comply with health and safety requirements. There is a need to insure that landlord’s repair damage that endangers our staff and housing clients faster than they have in the past. We are working on this at our housing programs. We moved Harmony Village out of a facility that was in disrepair to a newly renovated facility in a good neighborhood. We have also employed a maintenance man to help with apartment tenant repairs as we can’t expect our homeless clients to have the necessary tools. We had our refesher training for First Aid and CPR in 2013.

d. Human Resources Practices

We reviewed our discrimination practices and decided that we need more Spanish speaking case managers in Foster Care. We hired two. We have had no discrimination or harassment grievances or complaints this year. Although we had a situation in which we terminated the employment of a Foster Care Case Manager who behaved inappropriately with a client. We developed a Corrective Action Plan (CAP) around the incident and had several trainings pertaining to professional relationships and appropriate behavior.

e. Contracting Practices and Compliance

The Federal, State and City contract compliance is monitored regularly by our funders with program audits, site visits and performance reports. We have had a normal amount of procedural corrections in our reviews such as case file errors, Supervision documentation, Housing Management Information System (HMIS) data corrections and a financial deficit which prompted a deficit reduction corrective action plan.

f. Client Rights and Confidentiality Issues

We had no violations of client rights or client confidentialities and no client grievances in 2013.

g. Financial Risks

The deficit is considered a financial risk and is in the process of being corrected. The other financial risks are cash flow issues. Government contract payments are notoriously subject to delays caused by the many layers of reviews, so when we start a new program, the program may be in operation for months before funding gets to us. Because funding is so tight, we have little flexibility. Therefore, some of our venders must wait for payment of their invoices.

h. Conflicts of Interest

We had an issue with a Board Member who decided that there was a conflict of interest between his board membership and his relationship with the agency as an insurance broker. He resigned from the board and kept the agencies account. There were no other conflicts of interest.

**QUALITY MANAGEMENT**

In FY 2013, we received results from the Client Satisfaction Survey and the foster parent survey that led us to (1) obtain new sites for several housing programs, intensify employment training/placement programs for housing clients and enhance training for foster parents to address informational needs in terms of working with the foster children in their homes.

**QM CORRECTIVE ACTIONS**

Uncompleted and ongoing Corrective Action Plans have been and will continue to be tracked and monitored by the Executive team to insure that they are worked on by those tasked to take action.

**GRIEVANCES**

Grievances are formal letters with the term “grievance” in the body or as a title from clients, staff, foster parents or other stakeholders in the agency submitted to the Executive Director or the Executive Team. Letters from clients and foster parents refer specifically to a client or foster parent “right” (as published in the Clients’ Rights Section of the Client Information Pamphlet and the Foster Parents’ Rights Section of the Foster Parent Law Implementation Plan and the Foster Parent’s Handbook) that was violated. Unity has not received any formal grievances in the last year from a client or staff member that wasn’t immediately resolved to the satisfaction of the aggrieved party.

**OUTCOMES**

We updated our outcomes in 2014 with the new contracts. Each program/service has its own outcomes. These outcomes will become imbedded in our QM Database in 2015 by the Data Entry Specialist/Administrative Assistant . Each program/service director and staff will be rated on how well they respond to the outcome goals developed in our contracts.

**Foster Care**

1. 100% of new cases screened

For AOD Svs within 30 days of case opening.

2. 80% of new HMR/Trad cases in need of AOD Svs

assessed for or are receiving AOD Svs. within 30 days

of assignment.

3. 100% of HMR & Trad Cases assigned to one worker.

6. 90% OF cases will have no moves after 30 days in placement.

7. 100% of children 6-16 enrolled in school.

8. 100% of children over the age of 16 yrs will be enrolled

or attempted to be enrolled in school or an appropriate

educational/vocational program until completion or a work

alternative is obtained

9. Ed Reports (CFS 407) completed for 100% of assigned

child cases.

10.100% of appropriately aged children receive 0-3 evaluations.

11. Where early intervention svs. recommended, 100% receiving services.

12. 100 % 3-5 yr olds enrolled in appropriate early childhood education programs. .

13. 40% of caseload at beginning of each FY achieve permanency

14. 80% of biological parents with a return home goals receive weekly parent child visits ( or more often)

15. 80% of biological parents with a return home goal meet with their assigned case manager face to face at least monthly

16. 90% of relative caregivers who have had children in their home for 90 days or more will be licensed

17. 95% of licensed foster homes receive at least monthly home visits by the case manager including monthly case manager /foster parent visits and monthly face to face visits with each child.

18. 100% of youth in care will be free of maltreatment while in care.

19. 100% of youth will be free of repeat maltreatment for the 6 months post permanency

20. 95% of initial case plans will be completed within 45 days of temporary custody

*Reports on progress toward outcomes will be brought by the Assistant Director of Foster care to both the Foster Care weekly meetings and the QM team meetings where they will be reviewed quarterly and corrective actions developed*

* *The following process was developed to decrease the number of disrupted placements since this is a key outcome/output:*

1. *When possible, Supervisors will ensure that pre-placement staffings occur prior to placement in a foster home to assess an adequate foster parent/child match. When possible, pre-placement visits will occur to assess compatibility and to facilitate transition. Supervisors will ensure that the Case Manager assesses the stability of the home on each home visit and documents this in the case note. If any instability is assessed the Case Manager will fill out a critical alert which will generate an immediate clinical staffing to develop a corrective action plan. This staffing will occur within 72 hours of the critical alert.*
2. *Supervisors will ensure that the Case Manager ensures all services to support placement stability will be in place including counseling, mentoring, and a referral to the designated System of Care agency (SOC) for placement stabilization activities. Supervisors will also ensure that, if the foster parent is issuing a 14 day notice or if Unity is considering a placement change, appropriate clinical staffings occur unless eminent risk is assessed. All of these services and activities will be delineated in the corrective action plan developed in response to the Critical Alert as discussed above.*
3. *The Supervisor of Licensing will enhance foster parent training and develop a motivational system to reward foster parents who attend pertinent foster parent training. All foster parents who request the removal of a foster child two times or more in an 18 month period will be required to attend the requisite foster parent training.*
4. *The Executive Team will develop an analysis of the demographics and other characteristics of children/youth who experience multiple placements and develop appropriate corrective actions based on this analysis.*

* *The following process will enhance school stability and performance:*

1. *Case managers will give the Education Coordinator a copy of the CFS 407 for each child enrolled in school within 14 days of report card pickup. All forms will be kept in a log. Within 30 days of the 14th birthday, all case managers will give a copy of the Ansell Casey Assessment for each child age 14 and over to the Education Coordinator. This will also be kept in a log and will be monitored by the Education Coordinator. The Education Coordinator will provide a report of the status of Education Reports (CFS 407) and other documents to the AD of Foster Care who will distribute it to the QM Cross Program Team at the end of each quarter.*

**Focus Hope II**

1. 80% will remain in permanent housing for more than 18 months months.

2. 35% have paid employment within 12 months of intake.

3. 40 % have GED’s within 24 months of intake.

4. 28 % enter job training or college during stay in program.

5. 55 % of addicted participants stay drug free over 16 months.

6. 65% abstain from drug use for over 9 months.

7. 100% of residents develop service plans.

8. 75% attain the majority of service plan goals resulting in an

improvement in their health, welfare and/or safety.

9. 85% display significantly improved independent living skills.

10. 95% of children and adults receive medical and well-child care as

well as needed MH and developmental services.

11. 80% of residents increase their income

12.Of those who leave the program 90% will leave to permanent housing.

13. The programs will be at least at 80% of capacity at any time.

*City of Chicago Continuum of Care’s required HMIS database tracks the outcomes required in both our transitional housing and our permanent housing programs and provide the decision support reports necessary for management of the programs.*

**Harmony Village**

1. Serve 56 youth including children per fiscal year.

2. 80% will remain in permanent housing for more than 13 months.

3. 35% have paid employment within 12 months of intake.

4. 40 % have high school diplomas or GED’s within 18-24 months of intake.

4. 28 % enter job training or college during stay in program.

5. 65% abstain from drug use for over 9 months.

7. 100% of residents develop service plans.

8. 75% attain the majority of service plan goals resulting in an improvement in their health, welfare and/or safety.

9. 85% display significantly improved independent living skills.

10. 95% of children and adults receive medical and well-child care as well as needed MH and developmental services.

11. 80% of residents increase their income

12. Of those who leave the program 90% will leave to permanent housing.

13. The programs will be at least at 80% of capacity at any time.

**FOCUS HOPE I**

1. 80% will remain in permanent housing for more than 18 months months.

2. 35% have paid employment within 12 months of intake.

3. 55 % of addicted participants stay drug free over 9 months.

4. 100% of residents develop service plans.

5. 75% attain the majority of service plan goals resulting in an improvement in their health, welfare and/or safety.

6. 85% display significantly improved independent living skills.

7. 95% of children and adults receive medical and well-child care as well as needed MH and developmental services.

8. 80% of residents increase their income

9. Of those who leave the program, 90% will leave to permanent housing.

10. The programs will be at least at 80% of capacity at any time.

**UMOJA VILLAGE**

1. 80% will remain in permanent housing for more than 18 months.

2. 35% have paid employment within 12 months of intake.

3. 55 % of addicted participants stay drug free over 9 months.

4. 100% of residents develop service plans.

5. 65% attain the majority of service plan goals resulting in an improvement in their health, welfare and/or safety.

6. 85% display significantly improved independent living skills.

7. 95% of young adults receive medical care as well as needed MH and psychiatric services.

8. 80% of residents increase their income

9. Of those who leave the program, 90% will leave to permanent housing.

10. The programs will be at least at 80% of capacity at any time

**PROJECT IGNITE**

1. 90% will remain in the housing program for over one year.

2. 95% will be linked to permanent housing resources upon program exit.

3. 90% will participate in life skills training needed to maintain stable housing.

4. 100% will be linked to mainstream resources.

5. 98% will be linked to medical treatment programs and facilities.

6. 90% will become medically compliant to health regiments established by medical providers.

7. 90% of clients who lack sufficient income will be referred to employment services or financial entitlements such as: SSI,

TANF, GA, SSDI, food-stamps, etc.

8. 80% of clients who lack sufficient income will increase their income via employment and/or financial assistance.

9. 35% of the residents will attain paid employment

10. 100% of residents develop service plans.

11. 65% attain the majority of service plan goals resulting in an improvement in their health, welfare and/or safety.

12. 85% display significantly improved independent living skills.

**UJIMA VILLAGE**

1 50% of youth connect to supportive services at drop in centers or other community providers.

2. 50% of youth participate in leadership development and community building activities

3. 25% of youth move to more stable housing (family, friends, longer-term shelters/housing programs or permanent housing).

4. Ujima will comply with the HMIS data quality standards by the end of 2014.

**QUALITY OF THE SERVICE ENVIRONMENT**

**HEALTH, SAFETY AND SECURITY**

Monthly facilities inspections by the QM Specialist/Head Life Skills Counselor continue to be performed. Based on these inspections, repair requests are submitted to each building’s managers with copies to the Housing Operations Director and the Executive Director. Based on these reports several actions have occurred.

(1) Two housing programs have relocated since the landlords were not responsive to repair requests.

(2) Unity’s own Maintenance crew has made minor repairs to existing sites.

(3) For residents with apartments which are not clean, intensified life skills training continues to be a priority.

A daily apartment inspection check list for our housing programs is utilized to insure the health, safety and security of our residents. The Director of our Housing Program will monitor the environment at our new housing facility to insure that the landlord and the tenants maintain the promises in a manner that promotes the physical and psychological well being of our program participants.

**TRAINING AND SUPERVISION**

Foster care Supervisors have resumed use of the CSSR and based on the evaluation that some crucial case issues were sometimes missed in supervision, it was determined that case supervision should be monthly and documented in SACWIS. Corrective actions should be developed for each deficit i.e. missing school report, inadequate case notes, file in wrong order, etc. Copies of the corrective action reports are submitted to the Executive Director for review. These are reviewed in bi monthly supervision between the case management supervisors, the licensing supervisor and the Executive Director.

A similar supervisory form is being developed for housing and a similar supervisory process will occur. This will be implemented by May 2013.

A new Training Needs Assessment was also created for use in FY 2013. Based on this assessment a training schedule was developed that includes internal and external training. This will be an annual survey of our staff and will be included in the QM survey data reviewed quarterly by the QM Cross Program Team.

**FOSTER CARE**

In the past year we have decreased the number of disrupted placements according to our outcome report and analysis. We plan to continue to monitor this count, especially since this is a key outcome measured by IDCFS: we will do the following:

* 1. When possible Supervisors ensure that pre-placement staffings occur prior to placement in a foster home to assess an adequate foster parent/child match. When possible, pre-placement visits occur to assess compatibility and to facilitate transition. When the placement has already been made, i.e.; by DCP, an extensive assessment of the appropriateness of the placement occurs in the first 30 days so disruption is minimally traumatic.
  2. Supervisors ensure that the Case Manager assesses the stability of the home on each home visit and documents this in the case note. If any instability is assessed the Case Manager fills out a critical alert which generates an immediate clinical staffing to develop a corrective action plan. This staffing occurs within 72 hours of the critical alert.
  3. Supervisors ensure that all services to support placement stability are in place including counseling, mentoring, and a referral to the designated System of Care agency (SOC) for placement stabilization activities. Supervisors also ensure that, if the foster parent is issuing a 14 day notice or if Unity is considering a placement change, appropriate clinical staffings occur unless eminent risk is assessed. All of these services and activities have been delineated in the corrective action plan developed in response to the Critical Alert as discussed above.
  4. The Supervisor of Licensing has enhanced foster parent training and developed a motivational system to reward foster parents who attend pertinent foster parent training. All foster parents who request the removal of a foster child two times or more in an 18 month period are required to attend the requisite foster parent training.
  5. The Executive Team has developed an analysis of the demographics and other characteristics of children/youth who experience multiple placements and developed appropriate corrective actions based on this analysis.

Despite extensive training of foster parents by the licensing staff, Foster Parents are still not reporting changes in home compositions which, consequently, jeopardized some placements. We are training caseworkers during in-service training to recognize evidence of changes in home composition and how to interview Foster Parents tactfully to determine the changes. Each caseworker will ask the Foster Parent each time the caseworker makes a home visit, “Is anyone new staying in your home?” or “Is anyone staying in your home that wasn’t living here last time I came?” or “Is anyone spending a lot of time in your home that wasn’t when I was last here?” or “Is anyone babysitting the kids that you haven’t told me about?” In-service Foster Parent training is being conducted during the monthly Foster Parent Meetings on the requirement to notify the case worker when a new person comes to stay at their house or they start using a new person to baby sit the children. They have been reminded that a CANTS and LEADS must be conducted on significant people associating with the children.

**VIOLENCE PREVENTION/PARENTING CLASS**

Unity is very proud of the program that was developed by Mrs. Koppel. Our Parent Training Program has an excellent pre/post test to measure program effectiveness and includes an innovative, interactive parent training component that no other parenting education program has. We developed a short client focus group at the end of each training cycle that will discuss one or two questions of a general nature having to do with the client experience here at Unity. We now have several bi lingual staff including a bi lingual clinician so this bi lingual parent training service may be able to be marketed to other Child Welfare agencies.

**HOUSING PROGRAMS**

As mentioned previously , the condition of facilities has been problematic so two programs relocated to newly renovated facilities with a well respected real estate company as the landlord. One program is using the unity maintenance man for repairs.

Employment services at Harmony Village have been intensified and an innovative Life skills training curriculum has been introduced. Unity case managers need to enhance their skills at linking clients to main stream benefits including SSI and TANF. Staff will participate in a training by October 2013 to improve these skills.

**CASE FILE REVIEWS AND CLINICAL SUPERVISORY STAFFING**

During 2013 our Foster Care Case File Peer and Supervisory reviews took place as scheduled. We reviewed 100% of our active and recently closed files in Supervisory reviews. We also reviewed 100% of our open and closed housing case files in supervisory reviews.