

Integrated Community Services

Five Year Strategic Plan

2010-2015

Revised: September 7, 2010

Growth and Expansion:

Last year it was noted that the funding with Department of Rehabilitation was slowly dwindling where it once was a major source of income; (in 1994 it accounted for 84% of ICS' income). Now, Golden Gate Regional Center funding makes up just over 50% of our income. Last year Dept. of Rehab funding was 19% of our budget, and this fiscal year it is just over 11%. The combined ARRA funding for this fiscal year was just over 14% of our income. Habilitation (employment funded by GGRC) is consistent to last year, comprising just over 11% of total gross income. There are several threats to what still remains of our funding from Dept. of Rehabilitation:

- inexperienced counselors who do not understand the philosophy of Supported Employment (do not believe in initial 100% job coaching or the value of job coaching, truncating every case;)
- typical referrals that come straight to us are now being sent to Vocational Assessments and never making it to ICS;
- the inability for SOD (Severity of Disability Code) to be done accurately by DOR counselors, thus consumers who would be eligible with some honest time and evaluation are not made eligible;
- the last threat is our economy/lack of jobs

In 1994, there were two ICS staff that performed all the duties required to run the programs; after one year of operation, it took six. As of June 30, 2009, we had 24 staff members: 16 full-time and 8 part-time. As of June 30, 2010, we have 29 employees: 17 full staff and 12 part-time. Through ARRA funds we were able to keep our existing staff and add four additional permanent positions.

ICS has enjoyed sixteen years of service delivery to the community. The development of the mentorships program with Senior Job Coaches/ILS Trainers has been very successful. These Senior Instructors mentor new staff for 120 days, meeting with them weekly and supervising them on-site when needed. They review benchmarks with the staff as well as sit in on meetings with their supervisors. The staff continues to be exceptional as does our reputation. We are continually sought out by Marin County Health & Human Services and Community Mental Health for new and innovative programs. One ARRA contract with Dept. of Health and Human Services (Welfare to Work Program) will be ending in September 2010; this contract brought us new consumers, employers, and a partnership with a local employment agency. The other ARRA contract with Dept. of Rehabilitation – GEM – will end September 2011. Once the garden is well established, the selling of flowers will assist with revenue. Edibles are also being considered as a source of income. There is a plan to sustain the program after the award is over by providing Occupational Skills Training and Situational Assessments – both funded by Dept. of Rehab. We will also be seeking funding thru GGRC to start a specialized day program.

We continue to be a leader in transitional planning for students in school; primarily 18 – 22 years old through MCOE. Donna has worked closely with the Workforce Investment Board to facilitate a Transition Partnership Program with Dept. of Rehab and the Marin County Office of Education that began August 2010. The Department of Rehabilitation and Golden Gate Regional Center continue to refer clients to us for services as do other agencies and community members.

We continue to benefit from our location at 3020 Kerner Blvd., with the County Offices being right down the street as well as the Marin Community Clinic.

Goals:

- Continue to grow and train our staff; assisting in development of knowledge/expertise in benefits, housing, recreational opportunities, and resources
- Continue to rent and provide services out of our current location
- Provide orientations/outreach in the community: promotion via website, outreach through Marin Employment Connections and outreach to Marin City.
- Expand our funding sources; apply for ARRA funds as they become available and pursue other grants.
- Start up a Vocational Horticultural Program – **Completed**
- Provide subcontracting work and/or receive grant money for Marin County Office of Education and/or Tamalpais Union District for transitional planning – **they have hired their own employee through MCOE for the TPP position.**
- Continue to promote educational and support systems to Dept. of Rehabilitation and Golden Gate Regional Center to promote appropriate referrals.

Finances/Fundraising:

ICS' financial stability continues to be one of the best in Marin County. There have been several challenges including a decrease of funding through Dept. of Rehab (DOR), Golden Gate Regional Center, and Community Mental Health. Clearly, DOR has had the greatest reduction in income. This is due to two major factors identified by ICS staff and the community. First is the economy: fewer jobs are available, and competition for the remaining jobs increases daily. Second is DOR's staff: fewer referrals, lack of knowledge of Supported Employment Program, and pressure to close cases before training has been completed. One year ago, ICS began meeting with the supervisor of DOR on a monthly basis to discuss individual cases as well as problematic DOR staff. The DOR staff overall (with the exception of one or two seasoned members) are not committed to referring consumers to ICS, constantly citing the expense of our programs as the reason to withhold services. ICS' Executive Director and Employment Coordinator have held meetings with the DOR District Administrator and local DOR Supervisor with little success. ICS is currently involving our DOR Community Resource Developer. She has begun a dialogue with the local staff and is supportive of our position.

Overall, through careful planning and saving, our financial solvency ratio is impressive. The two ARRA awards applied for last year sustained and improved ICS's funding base as well as program development and provision.

Our Office Manager continues to provide the Board of Directors with updated Quarterly Financial Reports and works closely with the CPA on the Independent Annual Review. She continues to use the Greater Giving software system for the Blue Jean Ball (promoting ease of tracking most of the activities involved with the event such as ticket sales, auction items, donors, credit card processing, etc.) The Office Manager also uses internal data systems such as our custom-developed ICS Database.

The Blue Jean Ball continues to be a successful fundraiser; it increases the awareness and education to the community while raising money for programs. The Board of Directors has taken a more active role in securing sponsorship, giving donations (money for live auction items & items for the silent auction), and volunteering. This year one of our full time staff was promoted to assist with fundraising/soliciting for live/silent items. Another full time staff volunteered to be the Volunteer Coordinator – a position that was sorely needed at the time.

Goals:

- Increase Revenue through Grants and RFP's by 5%.- **Exceeded by 9%**
- Customize Financial Statements as needed, streamlining financial categories to reflect more concisely where monies are spent.
- Have Department Coordinators more involved with budgeting process; timesheets will be electronic where Coordinator will be able to track hours spent by field staff, income from department, expenses, etc. – **2010 This has been a slow transition with only a few Coordinators participating**

Board of Directors

Board membership reflects a cross representation of the community.

Goal:

Add two more Board of Directors: CPA, and an employer – **partially met**

Surveys

Surveys have been customized over the years. Reports evolve as the clients' needs do. Outcomes of Surveys are addressed individually if requested. Planning for Staff, Employers, Clients, and Community Partners are addressed through outcomes.

Goal:

Continue to customize surveys as needed and make them user-friendly for our consumers.

Services

Support the Economy, Environment, and Equal Access of Sustainability by being:

- Collaborative
- Accountable
- Transparent

Employment

- Objective: All clients who desire employment will be provided employment services to maximize their work potential.
- Successfully use ARRA funds to accomplish work training & employment opportunities
- Obtain Usable Data for better planning and decision making (gather data from individual programs; program goals, financials, etc.)

Independent Living Skills

- Objective: All clients served will be offered and provided, if desired, high quality independent skills training services which meet their interests and needs.

- Obtain Usable Data for better planning and decision making (gather data from ILS/SLS program) – new process of ‘bidding’ on consumer contracts has become confusing and

Community Involvement

- Provide resources to Consumers for Recreational Activities: Movie Club, Bowling, Rec. Inc., etc.
- Quarterly Client Advisory Board Meeting
- ICS involved with San Rafael Chamber of Commerce; attend monthly meetings, and Donna will continue to be an Ambassador for the Chamber – **Added Board member on the Chamber of Commerce**
- Board Member on the Workforce Investment Board County of Marin; attend subcommittee meetings; Strategic Planning Committee, Youth Council
- Monthly Outreach/Orientation of ICS’ programs; Marin Employment Connection, Community Agencies, Service Clubs, etc.
- Develop ongoing relationships with private, for-profit Staffing Agencies

Finances

- Increase income from all sources and continue to develop other revenues of income - **partially met**
- Continue to conduct one annual fundraiser; develop committee with an active chair person - **partially met**

Staffing

ICS staff will have the knowledge, skills, commitment, and confidence to provide the highest quality services to fulfill ICS’ mission.

- All new staff will be provided a comprehensive orientation and training program to be completed within the first three weeks of employment.
- When appropriate and necessary, ICS will provide new staff with a mentor or individual to provide instruction and feedback to them through field observations and trainings – **Developed a bench mark system**
- Continue to improve on training of new staff in job coaching in the areas of: effective instructional strategies; fading procedures; public relations techniques with employers and consumers’ coworkers; and task analysis.
- Provide Evaluations after 4 months of employment and then annually.
- ICS endorses and encourages staff members to continue their education at the post-secondary level, especially in curriculum areas related to the needs of and services for individuals with disabilities.