

**OPPORTUNITIES FOR INCLUSION
SUMMARY
FY 2019 OPERATIONAL PLAN**

We are pleased to present to Opportunities for Inclusion stakeholders, our most important audience, this brief overview of the agency Operational Plan for Fiscal Year 2019 (July 1, 2018 to June 30, 2019). The complete document, FY 2019 Operational Plan, is available for review at Opportunities for Inclusion, 56 Chestnut Street, Waltham, MA.

The plan will be updated mid-year on January 1, 2019 and the Final Report will be completed after June 30, 2019. It is the responsibility of the Department Directors to plan and implement each objective listed below.

Opportunities for Inclusion Mission Statement

The mission of Opportunities for Inclusion is to serve children, adolescents and adults with intellectual and developmental disabilities and their families in the community, utilizing a person-centered planning approach. We provide quality, flexible programs, services and supports which maximize independence, foster inclusion, promote self-advocacy and build community connections. Agency programs are based upon self-determination, sound teaching practices and the latest technology. Opportunities for Inclusion is committed to advocacy and legislation to influence attitudes and perceptions so individuals may choose and achieve life goals.

INTRODUCTION:

The objectives of the Strategic Plan 2018-20, adopted 8-17, written with stakeholder input, calls for enhanced programming in the Community Based Day Supports program and attention to marketing the Employment, Community Based and Transitions Program (ECB). Additionally, the agency will strengthen efforts in community outreach for the Adult Family Care (AFC) program. The agency re-branded as Opportunities for Inclusion, Inc. in the second half of FY 18. Outreach for collaboration with other agencies will continue.

This summary document and the full Operational Plan are a roadmap for continued excellence in the coming fiscal year.

The Administration Department will address ongoing compliance with funding sources and certifications, continued technology upgrades, improving employee benefits and other systems improvements. Both the Day Habilitation Program and the Employment, CBDS and Transitions (ECB) Program will seek to enhance participant programming and market the ECB programs. *Specific goals for these two day programs- Day Hab and ECB- are to be written upon hire of those program directors, positions which are open as FY 19 begins.* A person centered approach - participant preference, goals and abilities - will drive this initiative. Additionally, ECB will continue to seek group supported employment and individual employment opportunities in the community. The Recreation Department will continue to offer accessible recreation programming and cost effective programming which meets city funding provided. Volunteerism continues with both Bentley University and Brandeis University. Through the Adult Family Care program, the agency will continue all efforts in the community as a resource to families with the tax free stipend to family caregivers. The Marketing Department goes forward with Year 9 of the Development Plan to increase revenue and community awareness as we plan the third annual "Spring for Opportunities for Inclusion!" live tv auction in April. Watch City Self Advocates will continue as a strong participant-driven group with a great advisor and possible additional members.

Fiscal Year 2019 continues with challenges, with decreased census, challenged physical space and an aging population. We continue with resilience, inspired by those we serve and our strong staff. Our advantages are many, including an ongoing community reputation for quality programming, committed employees and significant credibility with our funding sources. As we enter our 63rd year of services to individuals with disabilities, Opportunities for Inclusion views economic issues as a challenge, but not a barrier to excellence.

GOALS for the COMING YEAR –

I. OPERATIONS: (FACILITY, ADMINISTRATIVE AND SYSTEMS)

Opportunities for Inclusion will operate at optimum efficiency in managing sites and systems related to policy and procedure, communication and technology.

II. PARTICIPANT PROGRAMMING:

The agency will provide quality day, employment and recreation programming which reflects individuals' preferences/abilities, staffing and financial resources. Programs will be accessible, inclusive and age appropriate for adult participants as well as children and adolescents. Families may be served through the Medicaid AFC program.

III. EMPLOYEES, VOLUNTEERS, BOARD OF DIRECTORS:

Opportunities for Inclusion will hire, train, and retain the best workforce to provide quality services. Valued community volunteers (students, Board members and other agency stakeholders) will continue to be recruited and oriented to the agency to provide much needed additional supports to succeed in our mission ongoing.

Administration -

- Prepare for DDS Survey & Certification, February 2019
- Continue to offer best salary and benefits to staff
- Review ongoing staffing pattern for efficient and safe programming
- Explore feasibility of new programming
- Increase efficiency of financial reporting to stakeholders
- Upgrade technology for both participants and administrative functions

Day Habilitation -

Pending hire of Day Hab Program Director

ECB -

Pending hire of ECB Director

Recreation/Volunteer Coordination & Staff Training -

- Develop and implement Recreation Department programming with instructors; produce quarterly Recreation Department brochures for distribution
- Evaluate cost effectiveness of all recreation activities
- Utilize donations and grants to offset recreation program costs for cost effective programming
- Hire and train additional Recreation Assistants as needed
- Implement use of Bentley University Service Learning Project volunteers at Woodland Road
- Develop "Day Brandeis Buddies" program
- Recruit volunteers for day programs and recreation department
- Utilize staff input for additional trainings

Adult Family Care -

- Continue to serve AFC families with trainings and resources for their support as caregivers
- Update and review AFC files for Medicaid compliance
- Continue marketing AFC to geriatric, developmental disabilities, physically challenged and mental health populations in and beyond the Greater Waltham area
- Attend AFC Council meetings and other networking and training events to remain current with regulations and best practices

Marketing & Development -

- Implement Development Plan, Year 9
- Investigate options and plan for replacement of current donor tracking software
- Plan and execute two community events (Harvest Breakfast, year 48 and WCAC-TV, The Waltham Channel, live cable TV Auction, year three)
- Implement additional revenue/revenue sources for two agency signature community events
- Continue to interface with staff for program needs to be grant funded
- Increase grant revenue through requests to new and previous funders