



STRATEGIC PLAN

2025-2027

UCC's Three Year Strategic Plan serves as an agency-wide road map for fulfilling our mission and maximizing our impact in the community.

Final - Adopted December 2024



Strategic Plan 2025 – 2027

Vision: an empowered and thriving Hispanic community where all achieve their fullest potential.

Mission: to transform the lives of Hispanics, families, and individuals of all ages by providing the highest quality comprehensive services in education, human services, health, community development and cultural arts.

<p>Strategic Priority Area 1: Program Quality and Client Impact</p> 	<p>Strategic Priority Area 2: Workforce</p> 	<p>Strategic Priority Area 3: Strategic Growth</p> 
<p>Vision Statement UCC delivers high quality, high impact education and programs in service to our community.</p>	<p>Vision Statement UCC attracts and retains thriving and qualified employees who are engaged in our mission.</p>	<p>Vision Statement UCC strategically grows programs and strengthens organizational capacity.</p>
<p>Strategy Statement Ensure program quality and effectiveness through metrics, educational milestones, client success definitions, and data informed decisions to best serve community.</p>	<p>Strategy Statement Invest in our workforce to empower our team to positively impact the community.</p>	<p>Strategy Statement Develop innovative growth plans to meet community needs and enhance lives.</p>
<p>Initiative 1.1 Establish and refine agency level KPI's, success definitions and academic achievement goals.</p>	<p>Initiative 2.1 Amplify employee learning and development.</p>	<p>Initiative 3.1 Expand service models in Early Childhood and Human Services.</p>
<p>Initiative 1.2 Implement routine data analytics to inform decision making and communicate outcomes.</p>	<p>Initiative 2.2 Elevate our positive employee culture.</p>	<p>Initiative 3.2 Increase revenue streams and philanthropic support.</p>
	<p>Initiative 2.3 Assess and enhance creative recruiting strategies to attract the best talent and consistent communication to retain our top talent.</p>	

Program Quality PRIORITY 1: and Client Impact

Vision: Deliver high quality, high impact education and programs in service to our community.

Strategy: Ensure program quality and effectiveness by utilizing key performance indicators (KPI's), defining educational milestones and client success, and making data informed decisions.

Initiatives:

- **1.1:** Establish and refine agency level KPI's, success definitions, and academic achievement goals.
- **1.2:** Implement routine data analytics to inform decision making and communicate outcomes.



**Program Quality
and Client Impact**

Program Quality and Client Impact



KEY DELIVERABLES AND ACTIONS:

Initiative 1.1: Establish and refine agency level KPI's, success definitions, and academic achievement goals.

- **Department Development of Key Performance Indicators.**
 - Each client-facing program refines and defines measures of program success
 - Develop agency-wide success definition and KPI's
 - Communication and roll-out
 - Benchmark new test score results and develop/communicate academic achievement goals
- **Invest in technology and systems that facilitate accurate and efficient data collection, storage, and analysis.**
 - Understand how programs track metrics with first round of data roll-up
 - Research, quote, and explore technology solutions to track data
 - Develop SOP's for data collection
 - Training and communication with teams

Initiative 1.2: Perform routine data analytics to inform decision making and communicate outcomes.

- **Create schedule for routine agency wide data analysis.**
 - Develop calendar and timeline of review
 - Identify trends and actions upon review
 - Present results and actions
 - Review local demographics and data against our own
- **Develop Internal Communications Plan to share stories behind data**
 - "Story" collection from all stakeholders
 - Creative storytelling across agency



Workforce

PRIORITY 2:

Vision: Attract and retain thriving and qualified employees who are engaged in our mission.

Strategy: Invest in our workforce to empower our team to make a positive impact in the community.

Initiatives:

- **2.1: Amplify employee learning and development.**
- **2.2: Elevate our positive employee culture.**
- **2.3: Assess and enhance creative recruiting and communication strategies to attract and retain the best talent.**





KEY DELIVERABLES AND ACTIONS:

Initiative 2.1: Amplify employee learning and development.

- **Develop Comprehensive Manager Training Program.**
 - Bi-annual review of Exit Interview Summaries and needed action items
 - Develop, share, and execute menu of classes for supervisors
 - Supervisor “Chats” to address FAQ’s
 - Incorporate Career Pathway discussions into annual performance evaluation process, and utilize for discussions on high potential staff
- **Develop Comprehensive On-Boarding Program.**
 - Checklist of 30-60-90 days for new staff with departmental customization
 - Develop communication plan, tracking mechanisms, and program analysis

Initiative 2.2: Elevate our positive employee culture.

- **Create a culture of celebration through systematic events, programs and communications.**
 - Hold Years of Service event every two years
 - Continue to hold 2-3 larger scale employee events - using feedback to capture employee engagement
- **Formalize Employee recognition with additional program components (agency wide and program/department.)**
 - Create systems and recommendations to formalize all levels of recognition - from peer to peer, manager to employee, and organization wide
 - Determine budget for tangible rewards and develop program

Initiative 2.3: Assess and enhance creative recruiting and communication strategies to attract and retain the best talent.

- Annual review of salary and compensation including communication of the value of non-salary benefits
- Bi-annual recruitment strategy review and analysis



PRIORITY 3: Growth

Vision: Strategically grow programs and strengthen organizational capacity.

Strategy: Develop innovative growth plans to meet community needs and enhance client lives.

Initiatives:

- **3.1: Service model expansion in Early Childhood and analysis of Human Services growth needs.**
- **3.2: Increase revenue streams and philanthropic support.**





KEY DELIVERABLES AND ACTIONS:

Initiative 3.1: Service model expansion for Early Childhood Education and analysis of Human Services growth needs.

- **Early Childhood: Develop the Burnham Campus with capital expansion and review enrollment models to understand long term impact on UCC School system.**
 - Explore construction and design costs
 - Capital campaign launch
 - 5-10 Year Enrollment Plan for school system
- **Human Services: Conduct formal analysis for program expansion including future supportive living (transitional) environment assessing programming, operational, fundraising and revenue needs.**
 - Develop plan with property strategy, operations and revenue potential to address community need

Initiative 3.2: Increase revenue streams and philanthropic support.

- **Build agency wide priority list for capital and program funding that outlines needs vs. wants and how to align resources.**
 - Programs submit bi-yearly funding needs
 - Fundraising and Finance review priorities and resources
 - Strategize on how to up-level corporate and foundation donations
- **Create Profitability-Impact Matrix to assess cost/revenue analysis of current programs.**
 - Budget collection for gaps in funding
 - Create impact vs funding matrix

