

State of Illinois State Use Program

Five Year Strategic Plan

Fiscal Years 2013-2017



State of Illinois

State Use Program

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Fiscal Years 2013-2017

CMS

Illinois Department of
Central
Management
Services

Table of Contents

Introduction.....	1
Executive Summary.....	2
Task Force Methods.....	3
Background and History.....	6
Goals.....	10
Timeline.....	14
Goal Measurements.....	20

State of Illinois
Department of Central Management Services
“State Use Program”
Task Force Strategic Plan
2013 - 2017

Introduction

To many, the State Use Law is an example of State Government operating at its best. The State Use Law enacted in 1983 (Public Act 82-1052) was designed to promote a desirable socioeconomic goal by using the tremendous purchasing power of the State of Illinois government as a catalyst in employing persons with severe disabilities. The Law established the State Use Law Committee to provide oversight to the operation of the State Use Program and to authorize specific contracts for goods and services provided to State Government Agencies by persons with severe disabilities working for Community Rehabilitation Facilities. Under the act, the Department of Central Management Services (CMS) was given the responsibility of administering the program through the State Use Law Committee. CMS staff within the State Use Program carry out day to day operations which facilitate the provision of contracts between Community Rehabilitation Facilities and State Agencies to whom goods and services are sold. During FY’ 10, 2,434 persons with disabilities participated in the work force for a total of 731,251 hours to produce \$31,412,129 of goods and services for various State agencies. Despite these positive numbers, persons with severe disabilities in Illinois continue to struggle to find employment. The March/April, 2011 publication of the Chicago Reporter states that “among all disabled people-both in and out of the workforce- nearly 2 of 3 people are without a job”.

Changes to the State Use provision in the Illinois Procurement Code, 5ILCS 500/45-35, became effective August 24, 2009. Included in those changes was the requirement for the State Use Committee to adopt a five-year plan. The five year plan was to increase the number of products and services purchased from qualified not-for-profit agencies for persons with severe disabilities, including the feasibility of developing mandatory set-aside contracts. The five-year plan was to be developed no later than 180 days after the effective date of this mandatory Act of the 96th General Assembly. The delay in developing the five-year plan was a result of having several vacancies on the State Use Committee and it was not until this fiscal year that a complete eight-member committee was appointed to complete this Act.

At the March 30, 2011 State Use Committee meeting, the State Use Committee voted to create a Task Force consisting of seven members. The goal of the Task Force was to meet and formalize recommendations to present to the State Use Committee by August 31, 2011 for a committee vote. This report contains recommendations listed as goals, objectives and time lines for completion during the five-year plan.

Executive Summary

At the culmination of the many group meetings and individual work by the members of the Task Force, several conclusions were reached. Although the current sales through the State Use Program are significant, much more can be accomplished and many more persons with severe disabilities employed, increasing wages of individuals with severe disabilities and offering jobs that provide skills which can lead to advancement and are transferable to other employment. At the same time, State Agencies can be provided an increase in quality goods and services at competitive prices.

The Task Force believes that the State Use Program will benefit from assistance across governmental agencies in alignment with the Governor's goal for economic growth through increasing jobs for people with disabilities. The Task Force recommends that consideration be given to promoting legislation that would provide for setting aside a percentage of State agency procurement or requiring a minimum percentage of their purchases for goods and services be made through the State Use Contracts. It should be noted that this successful precedent is used regularly through the use of the Business Enterprise Program (BEP) and the Small Business Set-Aside Program (SBSP) to provide goods and services to State agencies.

The overall goal driving all other goals and objectives is the Task Force's determination that the State Use Program is capable of delivering many more hours of work opportunities to persons with severe disabilities. Consequently, the Task Force is recommending as its goal, a 20% increase in employment opportunities through the State Use Program each of the next five years, doubling the number of persons working to provide goods and services through the State Use Program by 2017.

The Task Force is also extremely concerned that the State Use Staff have been cut significantly over the past few years as well as the budget for State Use Travel and membership in . The State Use Programs Association, a national association of private, nonprofit, corporations and state government agencies working to advance preferential purchasing ('state use') programs that create jobs for Americans with disabilities. Together, these factors severely disrupt the State Use Staff in carrying out several of the functions on which the continued success of the State Use Program depends. Many of the discussions of the Task Force centered around the need for increased staffing to carry out the goals and objectives in this report.

The tables contained in this report outline recommended goals, objectives and time lines, which when implemented, will drive the program toward the attainment of the overall employment goal. The strategic plan will be carried out by State Use staff, with ongoing guidance by the Deputy Director of Bureau of Support Services within Central Management Services (CMS). The State Use Committee will monitor and evaluate the implementation of the 5 year Strategic Plan to ensure that work plan activities are undertaken, major outputs are produced, and the intended intermediate and long term outcomes are achieved. The State Use Committee will ensure that key legislative leaders and policy makers are made aware of the release of the strategic plan so that they can better inform their constituents and remain aware of the activities included in the plan.

Task Force Methods

The Task Force met seven times during the months of May, 2011 through August, 2011 as a group. Fourteen hours of group meeting time was supplemented with individual members doing research on how the State Use Program has evolved in Illinois as well as other States.

During work sessions, the Task Force used a SNOT (S-strength N-needs O-opportunity T-threats) analysis to highlight areas that need improvement in order to assist in the determination of what goals and objectives should be established in order to bring about desired change. In these sessions the Task Force identified the following strengths, needs, opportunities and threats to the State Use Program.

STRENGTHS:

- Large workforce
- Statewide coverage
- Internet communication
- State Use Law
- State Use Committee
- Association support IARF and ARC
- Benefits of work to employees/sense of worth
- Centralized contracting process-“one stop shop”
- United purpose
- Established program/credibility/experience
- Knowledgeable/committed staff
- Simple contracting process

NEEDS:

- Travel budget
- Marketing budget
- Interaction with State Use Committee staff and NISH staff
- Intern with a disability working with staff
- Marketing/education funding
- Exploring new opportunities
- More contracts/more jobs
- Job training
- Information on where to find start up resources for new contractors – clearing house for information
- Recognition/awards program/PR program
- ROI of contracts
- Mandated preference
- In state priority

OPPORTUNITIES:

- Federal subsidies for programs
- Vast untapped arena of State agencies with which to contract
- Increased awareness
- Private grants/foundations (State Use and private entities combine efforts)
- Support for State Use Program (public)
- Increased commodity contracts (which ones?)
- Staff meet with State Purchasing Office coordinators
- Rebrand the State Use Program
- Put a human face on the value of the program

THREATS:

- Small business set aside
- Department of Corrections (direct competition and/or looking for ways around it)
- Ignorance Misinformation
- Reduced State funding/lack of progress
- Late payments
- Lack of high level government support
- Intergovernmental competition
- SB51 – restricts communication between State Use employees and community agencies
- Negative legislation

Of the several models of State Use Programs studied from across the country, the Task Force chose to highlight two models which have proven to be successful in New Jersey and Texas, which are different than the model used in Illinois. They are as follows:

New Jersey

CNA Services (CNA stands for Central Non-Profit Agency) is the marketing arm of ACCSES New Jersey (Association for Choices in Community Supports and Employment Services) for the New Jersey State Use program.

In 1981, the New Jersey Legislature passed a bill, The State Use Law for Rehabilitation Facilities (NJSA 30:6-23), which enables Community Rehabilitation Programs (CRP) to do business with government agencies without having to competitively bid on the open market. The law permits the set-aside of designated commodities and services to be sold to State, County and Municipal governmental units, on a sole-provider basis, by a Central Non-Profit Agency (CNA). Once set-aside, the item is removed from competitive bidding and is awarded to an approved center for as long as it continues to meet state specifications.

In 1984, the predecessor organization of ACCSES NJ was appointed by the New Jersey Commissioner of Human Services as the state's Central Non-Profit Agency to administer the set-aside program. CNA Services was created as a division of ACCSES NJ to handle the responsibility, and it has held the state's Central Non-Profit Agency designation ever since.

CNA Services carries out all activities necessary for implementation of the State Use Law, which include:

- Marketing products and services offered by CNA affiliates and approved by the Commodities and Services Council
- Seeking new products and services for the set-aside program
- Managing the set-aside contracts
- Ensuring that all quality and delivery requirements are met
- Acting as liaison between affiliates and the responsible governmental agencies

In the last published report by ACCSES NJ, in April 2009, they noted a substantial **growth** (10%) in sales to governmental units, with a 17% increase in employment opportunities. Over 3,000 people with disabilities associated with 36 CNA certified CRPs were employed as a result of the program. These individuals worked **427,108** hours and earned **\$3,058,478** in wages, with an average hourly wage of **\$7.16**. The annual report noted that there was a substantial economic benefit from the program, through reduced use of entitlements and increased tax payments by individuals who would not otherwise be employed. They estimated the total dollar value of State Use Program contracts to reach \$30,000,000 within FY2013.

Texas

As a Central Nonprofit Agency, TIBH Industries has invested its commissions into the State Use Program over the past 30 years, which has enabled the Texas State Use program to grow from year to year, helping CRPs **employ nearly 7,000 individuals with disabilities**. The TIBH Catalog offers quality products to governmental entities, cooperative purchasing members, & institutions of higher education to meet their competitive bidding requirements. They accept orders from Governmental Agencies, Political Subdivisions & Universities. State law requires agencies to purchase from the State Use Program unless the needed products or services meet certain exceptions, which include:

- When the product or service available through the set-aside program does not meet the reasonable requirement of the agency. This may include an inability to meet product specifications or to deliver the needed product within a certain period of time
- The inability to provide temporary services in certain regions of the state

The State Use Report is a legislatively mandated report, which must be submitted by the 15th of each month for exceptions purchased in the previous month.

The Texas *Works Wonders* State Use Program topped the nation in a number of categories during 2006, including:

- **7,057** - Number of people with disabilities who were employed
- **\$27 million** - Amount of wages earned by people with disabilities
- **3.6 million hours** - Number of hours worked by people with disabilities
- **4,268** - Number of people with disabilities placed in competitive employment

An audit done of the Texas State Use Program in 2000 reported that marketing by TIBH contributed to **growth** in the overall sales from **\$36.6 million** in 1995 to **\$51.7 million** in 1999, overall contracted products and services are expected to reach \$120 million within FY2013. As an example of the marketing efforts made by the Texas program, TIBH hosted its 22nd Annual Products and Services Expo in the state capitol of Austin, Texas in September 2010. The Expo gave representatives from approximately 24 Community Rehabilitation Programs (CRPs) a chance to meet with current and potential buyers, as well as to promote their products. Nearly **400** purchasers from state, city and county organizations – as well as school and hospital districts, universities and political organizations – attended the event. Attendees got the chance to visit vendor booths offering janitorial services and food supplies, as well as products such as furniture and safety vests. The Expo is designed to raise State Use *WorksWonders* Program awareness.

Background and History of State Use in Illinois

In 1985, with unemployment of persons with severe disabilities above 75%, advocates for persons with disabilities begin to consider ways in which to create meaningful employment for this target group. Through the efforts of advocates, legislators and persons with disabilities themselves, legislation was enacted into law to create the State Use program. As stated earlier in this document, the State Use Program was established by Public Act 82-1052, with implementing guidance spelled out in the Standard Procurement Rules of the Procurement Services Division of the State of Illinois, and by qualifying and participation policies and rules promulgated through the Committee. The mission of the State Use Program is to provide employment opportunities to persons with severe disabilities through the establishment of contracts for goods and services between qualified Community Rehabilitation Facilities and State Agencies in need of those goods and services. The State Use Law encourages all State agencies to purchase products and services produced and provided by persons with severe disabilities thus providing long term employment for this group of people.

From the inception of the program CMS, through the State Use Law Committee and its own staff, carried out the functions necessary to meet its responsibility and obligation under the legislation. The State Use Law Committee is responsible for determining the fair market price for commodities and services sold to the State, revising those prices in accordance with changing market conditions and establishing rules as required in administering the program.

The State Use Law Committee consists of the Director of Central Management Services, the Director of the Department of Human Services, two public members representing private business, and one public member knowledgeable of the employment needs and concerns of persons with disabilities, one public member knowledgeable in the needs and concerns of the rehabilitation facilities and two public members from a state wide association that represents community based rehabilitation facilities, all appointed by the governor.. The Committee meets at least quarterly to review contracts proposed; to develop guidelines to be followed by qualifying agencies for participation under the act and to assist staff in the development of policy. The Committee prepares an annual report for submission to the Governor. As part of the Executive Branch of the State, the Committee is empowered in part to:

- Request from any State Agency information as to product specification and service requirements in order to carry out its purpose
- Request a quarterly report from each participating qualified not-for-profit agency for the severely disabled describing the volume of sales of each product or service sold under the act
- Prepare a publication which lists all products and services currently available from any qualified not-for-profit agency for the severely handicapped with the list and any revisions being distributed to all purchasing officers of all State agencies
- Review all bids submitted under the provisions of the act and reject any such bid for any purchase that is determined to be substantially more than the purchase would have cost had it been competitively bid

In order to assist the Committee in the discharge of its functions, there were originally created three geographic divisions within the State, consisting of the Chicago area, Northern Region and the Southern Region. Through CMS, each region was staffed with a Regional Coordinator. A State Use Manager was appointed along with a Coordinator/Assistant to oversee the Regional Coordinators which made up the entire five-member staff for the State Use Program. One key activity State Use Staff performed in fulfilling its responsibility was to visit State Agencies to explain the State Use Program as well as visiting Community Rehabilitation Facilities to see first-hand the capabilities that these facilities possess. The State staff worked closely with the Procurement Services Division, with procuring agencies and with Rehabilitation Facilities to bring about a careful matching of State requirements and Rehabilitation Facility capabilities. Once a product or service was identified as needed by a State Agency and a Community Rehabilitation Facility identified as being able to supply that product or service, State Use Staff worked closely with the procuring agency to obtain data needed by the Committee to determine suitability of the commodity or service for State Use set-aside. Other functions that the State Use Staff must perform are:

- Obtaining and submitting to the Committee documentation showing that Rehabilitation Facilities wishing to participate in the Program are qualified and legally eligible to do so
- Monitoring Rehabilitation Facilities to evaluate their qualification and capabilities and ensure they will be able to produce the commodity or provide the service satisfactorily
- Providing needed technical assistance, either directly or indirectly, to Rehabilitation Facilities in the form of pricing, procurement, contract administration and negotiation
- Making on-sites visits and conducting training sessions to assist Rehabilitation Facilities in complying with State contract provisions and the State Use Act in producing commodities and performing services
- Acting as a troubleshooter when assistance with a State Use commodity or service is needed by the procuring agency

Over the past few years, the CMS Staff who are assigned to the State Use Program have been reduced to two. With the continued financial crisis in the State, budgets for travel and membership in SUPRA have been eliminated. Together, these factors have severely disrupted the State Use staff in carrying out several of the functions on which the continued success of the State Use Program depends.

The purpose of this program is, first and foremost, to provide employment for persons who have severe disabilities. There are many benefits to individuals through employment in jobs provided through State Use. Employment is not a “program”. Employment through State Use contracts can lead to meaningful career options for persons with disabilities. Employment through State Use contracting, provides people with disabilities the opportunity to become self-sufficient while also providing training and fair wages. Employment changes how society views a person, (contributing vs dependent). It is a path out of poverty. It provides contacts and resources for other aspects of a person’s life. It expands the social network and social capital of individuals and the opportunity to use these. It provides status, dignity, and self-worth. Employment allows each individual to challenge themselves and to build self esteem. The wages earned allows the individual the opportunity to select from choices they otherwise would not have available to them. Earned wages offer the employee an opportunity to not only provide for basic needs, (clothing, food, shelter, medical, and transportation) for themselves and their families but also to participate in recreational activities, pursue hobbies and make those choices that offer quality to his/her life. Each of the 2434 persons employed through Illinois State Use contracting in FY’10, no doubt, would have a unique story on the positive impact that this employment has had on themselves and those that depend on them.

While the purpose of the State Use Program is to provide employment for persons who have severe disabilities, there are many benefits to the Program. Community Rehabilitation Facilities who employ persons with severe disabilities are guaranteed the opportunity to demonstrate that they can offer quality products and services at competitive prices. If they are successful, and if certain other criteria are met, the State will purchase the product or service, as long as the item or service is needed, and the Rehabilitation Facility’s performance and production meet applicable standards. This offers the Rehabilitation Facility the opportunity to offer meaningful long term stable employment to persons with severe disabilities and to assist them in learning job skills that offer opportunities for individual advancement. The opportunities afforded employees under these State Use contracts helps to prepare them for a variety of jobs both in the Rehabilitation Facility and for private employers in the community. The employee is paid a commensurate wage which helps persons with severe disabilities to reduce the need for State benefits, enabling them to be tax-payers rather than tax recipients.

One of the primary beneficiaries of the State Use Program is the State itself. Products and services supplied under this program must meet or exceed all specifications. While special manufacturing or procedural techniques may be developed to adapt the production process to meet the need of individuals with severe disabilities, there are no modifications made to the State’s specifications or quality requirements. Furthermore, the State realizes a significant amount of savings in terms of time and resources when a commodity or service is set-aside as part of the program, because they no longer must submit the item to the competitive bidding process. Once the commodity or service contract is awarded under State Use, the State may continue to purchase it from the Rehabilitation Facility as long as performance on the price, quality and delivery is maintained by the Facility. Prices for commodities and services procured under the State Use Act are determined by the Committee, in cooperation with the procuring agency, and are based on prices offered either in recent procurement by the State or in the commercial market for comparable items.

To be qualified for participation in the State Use Program, a community agency must be registered as a not-for-profit agency for persons with disabilities that:

- (1) complies with Illinois laws governing private not-for-profit organizations;
- (2) is certified as a sheltered workshop by the Wage and Hour Division of the United States Department of Labor; and
- (3) meets the applicable Illinois Department of Human Services just standards

On each contract the workshop is required to provide a Certificate of Assurance indicating the number of disabled person who will be working on the contract. This requirement is to make certain that this preferential procurement program serves those for whom the law was intended. Also, like other State contractors, community agencies must be able to provide a quality product or service, on time, and at a fair market price.

Grow State Use Program by 100% by Fiscal Year 2017 and Thereby Increase Employment Opportunities for People with Severe Disabilities

Goal I

Grow contracts between community agencies and State agencies.

Objective A

Identify opportunities and barriers to implementing State Use contracts.

Action Steps:

1. Track and study State contracting needs for products and services to identify short and long range opportunities, and make this information available to community agencies that qualify for State Use. List the information on website and keep it updated.
2. Identify which State agencies are utilizing the State Use Program and which agencies need to be developed.
3. Identify which units of local government are utilizing the State Use Program and which units need to be developed, including State universities and colleges. Survey community agencies as to which units of local government they are supplying services and products, and for which they are not supplying services and products.

Objective B

Identify and secure new opportunities for products and services with an emphasis on State and local governments.

Action Steps:

1. Match existing products and services to all State agencies who are not utilizing them.
2. Secure contracting opportunities with all State agencies.
3. Match existing products and services to units of local government.
4. Secure a 10% increase per year in the number of contracting opportunities with units of local government and State universities and colleges.

Objective C

Increase the numbers and diversity of products and services offered by community agencies.

Action Steps:

1. Identify fifteen new product opportunities.
2. Identify six new service opportunities.
3. Solicit community agencies to determine who can supply or develop the new products or services.

Objective D

Increase the number of products and services purchased by State agencies, units of local government, and State universities and colleges.

Action Steps:

1. Identify fifteen new product opportunities purchased by State agencies, units of local government and State universities and colleges.
2. Identify six new service opportunities purchased by State agencies, units of local government and State universities and colleges.

Goal II

Broaden recognition for Illinois as a leader in the employment of people with severe disabilities.

Objective A

Advance Public Policy to support the employment of people with severe disabilities.

Action Step:

1. Increase legislative awareness of the State Use Program, its value and the objectives of the five year strategic plan.
2. Identify advocates from all levels of government that will support legislation beneficial to the State Use Program.
3. Develop legislative mandates for the State Use Program to be the first choice provider of products and services.
4. Establish adequate budget for staffing and other needs to accomplish goals.

Goal III

Enhance the partnership between State Use Program and community agencies.

Objective A

Enhance communication and coordination between community agencies and State agencies to achieve long term growth and sustainability of contracts.

Action Steps:

1. The State Use Program functions will include being a clearing house of information for products and services.
2. Educate community agencies on development strategies.
3. Regular communication through a combination of site visits and use of evolving available technologies to enhance the partnership between the State Use Program and the community agencies.

Goal IV

Promote the State Use Program.

Objective A

Market the State Use Program to State agencies and to community agencies as a clearing house for products and services.

Action Steps:

1. Identify success stories.
2. Market our successes through the use of technology and social marketing.
3. Develop and implement a specific plan for marketing to each State agency.
4. Join SUPRA to obtain exposure to ideas, to enhance the State Use Program to participate in national surveys, and to learn what other states are doing.
5. Recognize and celebrate the buyers, community agencies and individuals with disabilities through an awards recognition program in conjunction with existing recognition programs. ie ICED (Illinois Committee on Employees with Disabilities), IDCEO (Illinois Department of Commerce & Economic Opportunity)
6. Update and enhance the current State Use Program website.

Objective B

Establish a collaboration with the Illinois Division of Rehabilitation Services to expand employment opportunities.

Action Steps:

1. Meet with the Director of Illinois Division of Rehabilitation Services to assess common goals, and to establish a collaborative working relationship.
2. Identify Illinois Division of Rehabilitation Services placements into jobs created through the State Use Program.
3. Increase the Illinois Division of Rehabilitation Services placements into State Use contracts by 100% over a 5 year period.

Objective C

Investigate the benefits of a collaboration with the Illinois Department of Commerce and Economic Opportunity and the Illinois Department of Human Services Division of Developmental Disabilities to expand employment opportunities.

Action Steps:

1. Meet with the Director of the Illinois Department of Commerce and Economic Opportunity and the Director of the Illinois Department of Human Services to assess common goals, and to establish a collaborative working relationship.

Objective D

Investigate the benefits to state agencies that purchase State Use Program products and services.

Action Steps:

1. Identify benefit to state agency when the decision is made to purchase from a State Use Community Agency.
2. Incorporate the result into the annual State Use report.

Timeline

Goal/Action Item	2013	2014	2015	2016	2017
Goal I: Grow contracts between community agencies and State agencies					
Objective A: Identify opportunities and barriers to implementing State Use contracts					
Action 1: Track and study State contracting needs for products and services to identify short and long range opportunities, and make this information available to community agencies that qualify for State Use. List the information on website and keep it updated	Report on findings annually				
Person Responsible					
Action 2: Identify which State agencies are utilizing the State Use Program and which agencies need to be developed	Report on findings annually				
Person Responsible					
Action 3: Identify which units of local government are utilizing the State Use Program and which units need to be developed, including State universities and colleges. Survey community agencies as to which units of local government they are supplying services and products, and for which they are not supplying services and products	Report on findings annually				
Person Responsible					
Objective B: Identify and secure new opportunities for products and services with an emphasis on State and local governments					
Action 1: Match existing products and services to all State agencies who are not utilizing them	Report on findings annually				
Person Responsible					
Action 2: Secure contracting opportunities with all State agencies	Completed by end of year 2				
Person Responsible					

Timeline

Goal/Action Item	2013	2014	2015	2016	2017
Action 3: Match existing products and services to units of local government who are not utilizing them	Completed by end of year 2				
Person Responsible					
Action 4: Secure a 10% increase per year in the number of contracting opportunities with units of local government and State universities and colleges	Completed by end of year 2				
Person Responsible					
Objective C: Increase the numbers and diversity of products and services offered by community agencies					
Action 1: Identify fifteen new product opportunities		4 opportunities identified	4 opportunities identified	4 opportunities identified	3 opportunities identified
Person Responsible					
Action 2: Identify six new service opportunities		2 opportunities identified	2 opportunities identified	1 opportunity identified	1 opportunity identified
Person Responsible					
Action 3: Solicit community agencies to determine who can supply or develop new products and services.	Each year as needed				
Person Responsible					
Objective D: Increase the number of products and services purchased by State agencies, units of local government, and State universities and colleges					
Action 1: Identify fifteen new product opportunities purchased by State agencies, units of local government and State universities and colleges		4 opportunities identified	4 opportunities identified	4 opportunities identified	3 opportunities identified
Person Responsible					
Action 2: Identify six new service opportunities purchased by State agencies, units of local government and State universities and colleges		2 opportunities identified	2 opportunities identified	1 opportunity identified	1 opportunity identified
Person Responsible					

Timeline

Goal/Action Item	2013	2014	2015	2016	2017
Goal IV: Promote the State Use Program					
Objective A: Market the State Use Program to State agencies and to community agencies as a clearing house for products and services					
Action 1: Identify success stories	Accomplish in the first	Continue each year			
Person Responsible					
Action 2: Market our successes through the use of technology and Social Marketing.	Accomplish in the first year	Continue each year			
Person Responsible					
Action 3: Develop and implement a specific plan for marketing to each State agency		Accomplish in year 2	Continue marketing each year		
Person Responsible					
Action 4: Join SUPRA to obtain exposure to ideas, to enhance the State Use Program to participate in national surveys, and to learn what other states are doing	Accomplish in the first year	Continue each year			
Person Responsible					
Action 5: Recognize and celebrate the buyers, community agencies and individuals with disabilities with an awards recognition program in conjunction with existing recognition programs, ie. ICED (Illinois Committee on Employees with Disabilities), IDCEO (Illinois Department of Commerce & Economic Opportunities)	Accomplish in the first year	Continue each year			
Person Responsible					
Action 6: Update and enhance the current State Use Program website	Accomplish in the first year	Continue each year			
Person Responsible					

Timeline

Goal/Action Item	2013	2014	2015	2016	2017
Objective B: Establish a collaboration with the Illinois Division of Rehabilitation Services to expand employment opportunities					
Action 1: Meet with the Director of Illinois Division of Rehabilitation Services to assess common goals, and to establish a collaborative working relationship	Accomplish in the first year				
Person Responsible					
Action 2: Identify Illinois Division of Rehabilitation Services placements into jobs created through the State Use Program	Accomplish within the first 2 years				
Person Responsible					
Action 3: Increase the Illinois Division of Rehabilitation Services placements into State Use contracts by 100% over a 5 year period		Increase 25%	Increase 25%	Increase 25%	Increase 25%
Person Responsible					
Objective C: Investigate the benefits of a collaboration with the Illinois Department of Commerce and Economic Opportunity and the Illinois Department of Human Services Division of Developmental Disabilities to expand					
Action 1: Meet with the Director of the Illinois Department of Commerce and Economic Opportunity to assess common goals, and to establish a collaborative working relationship	Accomplish in the first year				
Person Responsible					
Objective D: Investigate the benefits to state agencies that purchase State Use Program products and services					
Action 1: Identify benefit to state agency when the decision is made to purchase from a State Use Community Agency	Report on findings				
Person Responsible					
Action 2: Incorporate the result into the annual State Use report.	Report on findings annually				
Person Responsible					

**Grow State use Program by 100% by Fiscal Year
2017 and Thereby Increase Employment
Opportunities for People with Severe Disabilities
The State Use Program Revenue Growth Target**

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Targeted Revenue by Year	\$37,694,554	\$43,976,979	\$50,259,405	\$56,541,831	\$62,824,257

Purpose: Increase the State Use Program Revenue by 100%	
Timeline: Report on findings annually	
Measurement	1. 20% increase per year
Standard	1. Yes or No

The State Use Program Client Hour Growth Target

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Targeted Client Hours Worked by Year	877,501	1,023,751	1,170,001	1,316,251	1,462,501

Purpose: Increase the State Use Program client hours worked by 100%	
Timeline: Report on findings annually	
Measurement	1. 20% increase per year
Standard	2. Yes or No

Measurement

Grow State Use Program by 100% by Fiscal Year 2017 and Thereby Increase Employment Opportunities for People with Severe Disabilities

Goal I: Grow contracts between community agencies and State agencies.

Objective A: Identify opportunities and barriers to implementing State Use contracts.

Action Step 1: Track and study State contracting needs for products and services to identify short and long range opportunities, and make this information available to community agencies that qualify for State Use. List the information on website and keep it updated.

Purpose: To identify product and service opportunities and communicate same to community agencies	
Timeline: Report on findings annually	
Measurement	<ol style="list-style-type: none"> 1. Completed report of State contracting needs 2. Available to community agencies and listed on the State Use Program website www.cms.il.gov/cms/1_servicesa/stuse.htm
Standard	<ol style="list-style-type: none"> 1. Yes or No 2. Yes or No
Associated Costs: To be determined	
Additional Staffing: Staffing to be employed to meet goal	

Action Step 2: Identify which State agencies are utilizing the State Use Program and which agencies need to be developed.

Purpose: Determine which State agencies are underutilizing the State Use Program	
Timeline: Report on findings annually	
Measurement	<ol style="list-style-type: none"> 1. Complete report 2. Make available on website
Standard	<ol style="list-style-type: none"> 1. Yes or No 2. Yes or No
Associated Costs: To be determined	
Additional Staffing: Staffing to be employed to meet goal	

Measurement

Action Step 3: Identify which units of local government are utilizing the State Use Program and which units need to be developed, including State universities and colleges. Survey community agencies as to which units of local government they are supplying services and products, and for which they are not supplying services and products.

Purpose: Provide opportunities for local government to benefit from the State Use Program	
Timeline: Report on findings annually	
Measurement	<ol style="list-style-type: none"> 1. Survey agencies 2. Compile and make available
Standard	<ol style="list-style-type: none"> 1. Yes or No 2. Yes or No
Associated Costs: To be determined	
Additional Staffing: Staffing to be employed to meet goal	

Objective B: Identify and secure new opportunities for products and services with an emphasis on State and local governments.

Action Step 1: Match existing products and services to all State agencies who are not utilizing them.

Purpose: Match existing products and services to State agencies	
Timeline: Report on findings annually	
Measurement	<ol style="list-style-type: none"> 1. Provide informational report 2. Make report available to community agencies
Standard	<ol style="list-style-type: none"> 1. Yes or No 2. Yes or No
Associated Costs: To be determined	
Additional Staffing: Staffing to be employed to meet goal	

Measurement

Action Step 2: Secure contracting opportunities with all State agencies.

Purpose: Ensure the participation of all State agencies in the State Use Program	
Timeline: Completed by the end of year 2	
Measurement	1. All State agencies have State Use contracts
Standard	1. Yes or No
Associated Costs: To be determined	
Additional Staffing: Staffing to be employed to meet goal	

Action Step 3: Match existing products and services to units of local government who are not utilizing them.

Purpose: Ensure the participation of local government and State universities and colleges to utilize the State Use Program	
Timeline: Completed by the end of year 2	
Measurement	1. Compile report 2. Make available on website
Standard	1. Yes or No 2. Yes or No
Associated Costs: To be determined	
Additional Staffing: Staffing to be employed to meet goal	

Measurement

Action Step 4: Secure a 10% increase per year in the number of contracting opportunities with units of local government and State universities and colleges.

Purpose: Maximize the participation by local government and State universities and colleges with the State Use Program	
Timeline: Completed by the end of year 2	
Measurement	<ol style="list-style-type: none"> 1. Compile report 2. Make available on website
Standard	<ol style="list-style-type: none"> 1. Yes or No 2. Yes or No
Associated Costs: To be determined	
Additional Staffing: Staffing to be employed to meet goal	

Objective C: Increase the numbers and diversity of products and services offered by community agencies.

Action Step 1: Identify fifteen new product opportunities.

Purpose: Ensure that community agencies are providing all the products that the State needs	
Timeline: 2014, 2015, 2016 – 4 opportunities identified each year 2017 – 3 opportunities identified	
Measurement	<ol style="list-style-type: none"> 1. Survey community agencies for numbers of product opportunities 2. Inform community agencies about products that the State needs
Standard	<ol style="list-style-type: none"> 1. Report compiled 2. Report on working with individual community agencies
Associated Costs: To be determined	
Additional Staffing: Staffing to be employed to meet goal	

Measurement

Action Step 2: Identify six new service opportunities.

Purpose: Expand on services being offered	
Timeline: 2014, 2015 – 2 opportunities identified each year 2016, 2017- 1 opportunity identified each year	
Measurement	<ol style="list-style-type: none"> 1. Survey community agencies for the number of service opportunities 2. Inform community agencies about services that the State needs
Standard	<ol style="list-style-type: none"> 1. Report compiled 2. Report on working with individual community agencies
Associated Costs: To be determined	
Additional Staffing: Staffing to be employed to meet goal	

Action Step 3: Solicit community agencies to determine who can supply or develop new products and services.

Purpose: Communicate product and service needs, and request community agencies to meet those needs	
Timeline: Each year as needed	
Measurement	<ol style="list-style-type: none"> 1. Contacts made 2. Qualifying community provider identified
Standard	<ol style="list-style-type: none"> 1. Yes or No 2. Yes or No
Associated Costs: To be determined	
Additional Staffing: Staffing to be employed to meet goal	

Measurement

Objective D: Increase the number of products and services purchased by State agencies, units of local government, and State universities and colleges.

Action Step 1: Identify fifteen new product opportunities purchased by State agencies, units of local government and State universities and colleges.

Purpose: Expand on the number of products to meet what the State needs	
Timeline: 2014, 2015, 2016 – 4 opportunities identified each year 2017 – 3 opportunities identified	
Measurement	<ol style="list-style-type: none"> 1. Products identified 2. Findings communicated to community providers
Standard	<ol style="list-style-type: none"> 1. Yes or No 2. Yes or No
Associated Costs: To be determined	
Additional Staffing: Staffing to be employed to meet goal	

Action Step 2: Identify six new service opportunities purchased by State agencies, units of local government and State universities and colleges.

Purpose: Expand on the services being provided to meet what the State needs	
Timeline: 2014, 2015 – 2 opportunities identified each year 2016, 2017 – 1 opportunity identified each year	
Measurement	<ol style="list-style-type: none"> 1. Services identified 2. Findings communicated to community providers
Standard	<ol style="list-style-type: none"> 1. Yes or No 2. Yes or No
Associated Costs: To be determined	
Additional Staffing: Staffing to be employed to meet goal	

Measurement

Goal II: Broaden recognition for Illinois as a leader in the employment of people with severe disabilities.

Objective A: Advance Public Policy to support the employment of people with severe disabilities.

Action Step 1: Increase legislative awareness of the State Use Program, its value and the objectives of the five year strategic plan.

Purpose: Make legislators aware of the State Use Program	
Timeline: Within first year, report annually	
Measurement	1. Contacts made
Standard	1. Yes or No
Associated Costs: To be determined	
Additional Staffing: Staffing to be employed to meet goal	

Action Step 2: Identify advocates from all levels of government that will support legislation beneficial to the State Use Program.

Purpose: Find advocates of the State Use Program to assist with new legislation	
Timeline: Identify within first 2 years then continue communications with legislation	
Measurement	1. Listing with details
Standard	1. Yes or No
Associated Costs: To be determined	
Additional Staffing: Staffing to be employed to meet goal	

Measurement

Action Step 3: Develop legislative mandates for the State Use Program to be the first choice provider of products and services.

Purpose: Provide a strategy to establish legislation	
Timeline: Complete within years 2 and 3	
Measurement	<ol style="list-style-type: none"> 1. Legislation developed and sponsored 2. Legislation implemented into law
Standard	<ol style="list-style-type: none"> 1. Yes and No 2. Yes and No
Associated Costs: To be determined	
Additional Staffing: Staffing to be employed to meet goal	

Action Step 4: Establish adequate budget for staffing and other needs to accomplish goals.

Purpose: Ensure the financial means to accomplish the plan	
Timeline: Obtain within first 2 years	
Measurement	<ol style="list-style-type: none"> 1. Adequate budget
Standard	<ol style="list-style-type: none"> 1. Yes or No
Associated Costs: To be determined	
Additional Staffing: Staffing to be employed to meet goal	

Measurement

Goal III: Enhance the partnership between State Use Program and community agencies.

Objective A: Enhance communication and coordination between community agencies and State agencies to achieve long term growth and sustainability of contracts.

Action Step 1: The State Use Program functions will include being a clearing house of information for products and services.

Purpose: Adequate resources sufficient to enhance communication and coordination for program growth	
Timeline: Accomplish in first 2 years, continue each year after that	
Measurement	<ol style="list-style-type: none"> 1. Identify resources 2. Establish method to disseminate information
Standard	<ol style="list-style-type: none"> 1. Yes or No 2. Yes or No
Associated Costs: To be determined	
Additional Staffing: Staffing to be employed to meet goal	

Action Step 2: Educate community agencies on development strategies.

Purpose: Provide resources for the success of community agencies	
Timeline: Begin in year 2, continue each year	
Measurement	<ol style="list-style-type: none"> 2. Develop training programs 3. Conduct training programs
Standard	<ol style="list-style-type: none"> 2. Yes or No 3. Conduct training programs
Associated Costs: To be determined	
Additional Staffing: Staffing to be employed to meet goal	

Measurement

Action Step 3: Regularly communicate with community agencies through site visits and the use of available technology to enhance the partnership between the State Use Program and the community agencies.

Purpose: Regular communication, education and support of the community contractors	
Timeline: Regular communications	
Measurement	1. Communicate with each community agency – visits and through technology
Standard	1. Yes or No
Associated Costs: To be determined	
Additional Staffing: Staffing to be employed to meet goal	

Measurement

Goal IV: Promote the State Use Program.

Objective A: Market the State Use Program to State agencies and to community agencies as a clearing house for products and services.

Action Step 1: Identify success stories.

Purpose: Ensure agencies are informed, knowledgeable, and provided the opportunity to participate in the State Use Program	
Timeline: Accomplish in the first year, continue each year	
Measurement	1. Multiple stories identified each year
Standard	1. Yes or No
Associated Costs: To be determined	
Additional Staffing: Staffing to be employed to meet goal	

Action Step 2: Market our successes through the use of technology and Social Marketing

Purpose: Emphasize the benefits of the State Use Program to individuals with disabilities	
Timeline: Accomplish in the first year, continue each year	
Measurement	1. Use success stories in all aspects of marketing
Standard	1. Yes and No
Associated Costs: To be determined	
Additional Staffing: Staffing to be employed to meet goal	

Measurement

Action Step 3: Develop and implement a specific plan for marketing to each State agency.

Purpose: Emphasize the benefits of the State Use Program to State agencies	
Timeline: Accomplish in year 2, continue marketing each year	
Measurement	<ol style="list-style-type: none"> 1. Identify an agencies specific plan for each State agency 2. Implement each
Standard	<ol style="list-style-type: none"> 1. Yes or No 2. Yes or No
Associated Costs: To be determined	
Additional Staffing: Staffing to be employed to meet goal	

Action Step 4: Join SUPRA to obtain exposure to ideas, to enhance the State Use Program to participate in national surveys, and to learn what other states are doing.

Purpose: Obtain information useful to assist with successfully meeting goals	
Timeline: Accomplish in first year, continue each year	
Measurement	<ol style="list-style-type: none"> 1. Join SUPRA
Standard	<ol style="list-style-type: none"> 1. Yes and No
Associated Costs: \$500.00	
Additional Staffing: Staffing to be employed to meet goal	

Measurement

Action Step 5: Recognize and celebrate the buyers, community agencies and individuals with disabilities with an awards recognition program in conjunction with existing recognition programs.

Purpose: To enhance participation and build support for the State Use Program	
Timeline: Accomplish in the first year, continue each year	
Measurement	<ol style="list-style-type: none"> 1. Awards program developed 2. Awards program conducted
Standard	<ol style="list-style-type: none"> 1. Yes and No 2. Yes and No
Associated Costs: To be determined	
Additional Staffing: Staffing to be employed to meet goal	

Action Step 6: Update and enhance the current State Use Program website.

Purpose: Develop an easily accessible tool for communication	
Timeline: Accomplish in the first year, continue each year	
Measurement	<ol style="list-style-type: none"> 1. The website has all product and service information 2. The website is continuously updated
Standard	<ol style="list-style-type: none"> 1. Yes or No 2. Yes or No
Associated Costs: To be determined	
Additional Staffing: Staffing to be employed to meet goal	

Measurement

Objective B: Establish a collaboration with the Illinois Division of Rehabilitation Services to expand employment opportunities.

Action Step 1: Meet with the Director of Illinois Division of Rehabilitation Services to assess common goals, and to establish a collaborative working relationship.

Purpose: Establish a working partnership with Illinois Division of Rehabilitation Services to employ more individuals with disabilities	
Timeline: Accomplish in the first year	
Measurement	<ol style="list-style-type: none"> 1. Meeting accomplished 2. Mutual priorities established 3. Mutual support opportunities established
Standard	<ol style="list-style-type: none"> 1. Yes or No 2. Yes or No 3. Yes or No
Associated Costs: To be determined	
Additional Staffing: Staffing to be employed to meet goal	

Action Step 2: Identify Illinois Division of Rehabilitation Services placements into jobs created through the State Use Program.

Purpose: Expand the participation of partners in the effort to employ more individuals with disabilities	
Timeline: Accomplish in the first 2 years	
Measurement	<ol style="list-style-type: none"> 1. Placements identified
Standard	<ol style="list-style-type: none"> 1. Yes or No
Associated Costs: To be determined	
Additional Staffing: Staffing to be employed to meet goal	

Measurement

Action Step 3: Increase Illinois Division of Rehabilitation Services placements into State Use contracts by 100% over a 5 year period.

Purpose: Provide work placement through Illinois Division of Rehabilitation Services for individuals with disabilities	
Timeline: 25% increase each year beginning in year 2	
Measurement	<ol style="list-style-type: none"> 1. 25% increase in year 2 2. 25% increase in year 3 3. 25% increase in year 4 4. 25% increase in year 5
Standard	<ol style="list-style-type: none"> 1. Yes or No 2. Yes or No 3. Yes or No 4. Yes or No
Associated Costs: To be determined	
Additional Staffing: Staffing to be employed to meet goal	

Objective C: Investigate the benefits of a collaboration with the Illinois Department of Commerce and Economic Opportunity and the Illinois Department of Human Services Division of Developmental Disabilities to expand employment opportunities.

Action Step 1: Meet with the Director of the Illinois Department of Commerce and Economic Opportunity to assess common goals, and to establish a collaborative working relationship.

Purpose: Expand the participation of partners in the effort to employ more individuals with disabilities	
Timeline: Accomplish in the first year	
Measurement	<ol style="list-style-type: none"> 1. Meeting accomplished 2. Mutual priorities established 3. Mutual support opportunities established
Standard	<ol style="list-style-type: none"> 1. Yes or No 2. Yes or No 3. Yes or No
Associated Costs: To be determined	
Additional Staffing: Staffing to be employed to meet goal	

Measurement

Objective D: Investigate the benefits to state agencies that purchase State Use Program products and services.

Action Step 1: Identify benefit to State agencies, when the decision is made to purchase from a State Use Agency.

Purpose: Demonstrate the value of State Use contracts to state agencies	
Timeline: Accomplish in the first year	
Measurement	<ol style="list-style-type: none"> 1. Listing of dollar savings to state agencies 2. Listing of other benefits to state agencies
Standard	<ol style="list-style-type: none"> 1. Yes or No 2. Yes or No
Associated Costs: To be determined	
Additional Staffing: Staffing to be employed to meet goal	

Action Step 2: Incorporate the result into the annual State Use Report

Purpose: Publicize the benefits to state agencies from participating in State Use Programs	
Timeline: Accomplish in the first year	
Measurement	<ol style="list-style-type: none"> 1. Contract dollar savings and other benefits to state agencies listed in the annual report
Standard	<ol style="list-style-type: none"> 1. Yes or No
Associated Costs: To be determined	
Additional Staffing: Staffing to be employed to meet goal	