



15221 Eureka Rd., Southgate, MI 48195
Direct #: (734) 284-2929 Fax #: (734) 281-3921
www.miarkay.org

Three - Year Strategic & Action Plan *FY 2023 to FY 2025*

Approved by the Board of Directors _____



Table of Contents

Introduction:	Page 3-4
1. AGENCY VISION AND MISSION STATEMENT	4
2. STRATEGIC VALUES / SERVICE PRINCIPLES	4-7
3. BACKGROUND	7-10
4. CURRENT AND FUTURE ENVIRONMENT	10-12
5. IMPORTANT POINTS IN THE ENVIRONMENT	12-14
6. DEFINITION OF EMPLOYMENT	14-15
7. SWOT ANALYSIS	15-18
8. STAKEHOLDERS	18
9. CORE SERVICES	19
10. STRATEGIC PLANNING PROCESS	19-23
11. GOALS, OBJECTIVES & MEASUREMENTS	23-37
12. THE STRATEGIC DIRECTION	37-39

INTRODUCTION

On _____, ARKAY Board of Directors approved the **FY 2023 to FY 2025** Strategic Plan defining our strategy and direction, and making decisions on allocating our resources to pursue more opportunities for the people we support. This plan provides their insights and dreams for the future of Arkay.

ARKAY makes every effort to engage the people we serve, our Board, staff, provider network, and other stakeholders in a variety of ways. We hold to our value that we serve "people with developmental disabilities". Simply, that is they are people first, and that they should be defined by whom they are as individuals rather than by the fact that they have disabilities. We believe that the people we support should be the driving force behind our strategic initiatives.

Analysis:

The COVID-19 pandemic, which began in March of 2020, has created unprecedented stressors on the public mental healthcare system in Michigan and our society as a whole. With a continuing need to adapt to an ever changing environment and obtaining meaningful input from the people we support, Arkay has reviewed its operations, service delivery, and overall position within the larger network in developing a new 3-year strategic plan.

The COVID-19 pandemic has created uncertain times and resulted in unprecedeted workplace changes and a reduced consumer census. Strategic planning is never easy, and it has gotten harder with the Covid-19 pandemic. Baseline forecasts of revenue and costs are tough, and who knows whether a second wave or a vaccine will change everything on short order? Yet decisions are to be made. The strategic planning process's greatest value may be in identifying uncertainties and options even more than laying out a fixed path for the future. During the Covid-19 pandemic, it' may be best to begin by thinking about what has not changed. For Arkay, our mission and vision has not changed. Further, our fundamental values have not changed because of the pandemic which is good news, because they are hard to change.

Strategic planning process is a good time to think about future changes, the return to a new normal, and building flexibility into the Arkay system. Should Arkay recruit people who want to work from home, want to commute to an office, or be flexible enough to work any place? Will employee retention become more important in the aftermath of the pandemic? Virtual Board and staff meetings have become much more popular during the pandemic. Arkay's emphasis is on the health of our employees & consumers as a result of the pandemic. Because of this, Arkay came up with the concept of Virtual Classroom for the Developmentally Disabled population. This project will allow Individuals 18 & over to have online virtual skill building & supported employment classes while they're at home to enhance independent living.

Nonprofits need to be financially viable to deliver impact. Sustainable organizations have predictable and reliable revenue, expenses that line up with expected revenue, sufficient cash on hand to cover routine and emergency needs, and processes in place to monitor finances and plan for contingencies. Arkay is in a very good position with solid reserves & very viable to deliver impact on our mission.

Any disruptions in the environment surrounding Arkay could prove to be incredibly detrimental to this strategic planning process. This is the new environment that Arkay finds itself in which resulted in the FY 2023 to FY 2025 Strategic Plan. The Strategic Plan was created in consideration of many known environmental opportunities and threats, with the awareness that adaptations and shifts may need to occur should unforeseen local, state, or federal changes come about. Of significance is that since March 2020, the agency, and the rest of the world has been impacted by the Coronavirus-19 Pandemic. Many of our plans for the past planning cycle were thwarted by the pandemic as Arkay had to change to emergency response and suspend or alter programs for periods

1. AGENCY VISION AND MISSION STATEMENT

Mission

“To assist the Developmentally Disabled & the Elderly Disabled to achieve community inclusion that enhances personal potential, employment opportunities and /or volunteerism.”

Vision

To be recognized as a premier provider of services that utilizes “best practices” in exercising its commitment to providing a range of programs for individuals with disabilities which enable those served to maximize their individual quality of life potential as contributing members of the community.

Destination

Posture our organization and its non-profit status to forecast and implement quality services that meet the changing requirements of its stakeholders from one generation to the next.

2. STRATEGIC VALUES / SERVICE PRINCIPLES

Strategic Values

- **Self Determination:** The right to make one's own life decisions and to take advantage of opportunity.

- **Independence:** Freedom from control of others; freedom to exercise the right to make one's own life decisions.
- **Partnership:** Working together with other agencies in a cooperative and collaborative environment.
- **Inclusion:** All participants are welcomed and included in the employment and social opportunities and choices within their community.
- **Choice:** Make informed choices and decisions about their lives. Arkay honors the choices of people with disabilities, encouraging each person to take control over his/her own life, and helps to shape these based on what is important to each consumer.
- **People First:** All people are to be treated with respect and dignity. Their rights are ensured by persons providing them with services and supports. Everyone has strengths, abilities, and inherent value. We respect the role that families have in helping to shape these choices as well.
- **Design:** All participants design their own services and supports to enhance their lives and achieve their personal vision.
- **Quality:** All participants determine the quality of their services and supports based on the outcomes they experience.
- **Integrity and Accountability:** Arkay has the highest level of integrity in its administrative, service, and program activities; we tie these activities directly to our mission, and we maintain and report our records accurately.
- **Visionary Leadership:** By staying true to our mission and partnering with others, we provide innovative, unique, creative services that enhance the lives of those we support.
- **Financial Sustainability:** Arkay believes its work as a service provider will be needed for many years into the future. Therefore, we strive to deliver on our mission with thoughtful strategic choices that ensure we have sufficient financial resources.

Ethical Code

- Staff shall treat participants with respect and dignity.
- Staff shall support participants in achieving their own goals and empower them to actively participate in developing their Person-Centered Plan, measuring outcomes, and determining their level of satisfaction with supports.
- Staff shall support participants to participate in quality community supports that provide choices and opportunities for full inclusion in education, employment, housing and social opportunities.
- The agency will decline to participate in meetings and conferences where the physical facility excludes persons with disabilities.
- The agency will adhere to all health, and safety policies and procedures. Each employee is responsible for the health, safety, and well-being of all individuals served.
- Waste, fraud, abuse and other wrongdoing will not be tolerated and there will be no retaliation to personnel for reporting any such incidents.

- This organization will not disclose information about individuals being served for marketing purposes without full and informed consent.
- The agency shall adhere to its Code of Ethics. Any allegations of violations of this Code of Ethics will be investigated using the procedures outlined in the Employee Grievance Procedures.

Service / Quality Principles

- Individuals have access to a system of comprehensive and integrated community-based services that are “user friendly”.
- Individual choice, satisfaction, safety, positive outcomes, and quality of life are the focus of services.
- Employment is a privilege and a responsibility. Everyone has the ability to contribute to the community in a meaningful way.
- Services demonstrate respect for the rights and dignity of all individuals, and incorporate their cultural and value systems.
- Services should promote empowerment, provide opportunities, offer options and advance personal fulfillment.
- All participants are viewed as individuals who are valued members of families and communities and not as individuals with a diagnosis to be treated.
- Individuals are offered the support and services necessary to be successful where they live, work and develop community relationships.
- Services promote natural and community supports including family, friends and other citizens.
- The agency listens to, learns from, and responds to our consumers and other stakeholders to improve services.
- Trust, encouragement and support of our employees fosters a creative work setting and helps staff find innovative solutions to complex problems.

The agency exemplifies the highest standards of integrity, ethical behavior, and courtesy in the work environment.

Strategic Principles

Five intentionally focus principles that help shape Arkay's roadmap for the future:

- Client Outcomes
- Organizational Effectiveness
- Program Excellence
- Expansion
- Financial Outcomes.

Five broad strategic goals, that are unchanged from the previous three-year strategic plan, that target Arkay's path over the next three years in achieving Arkay's mission to provide 'choice and possibility':

Strategic Goals

- Outstanding Client Satisfaction and Excellence in Service.
- Great Workforce.
- Great Workplace.
- Highest Quality Standards.
- Targeted, Smart Growth.
- Financial Sustainability.

The core of the three-year strategic plan is built upon the expectations of individuals and families served; expectations of our stakeholders including donors, employees, and the communities we serve; the competitive environment of our provider service offerings and alternatives; financial opportunities and risks as address annually through the budget process; the agencies capabilities; social determinants of health in areas served which can affect a wide range of health, functioning and quality-of-life outcomes and risks; demographics of the service area; both regulatory and legislative environments; use of technology throughout the agency and in programming including consideration of access to technology; and information and feedback from the analyses of performance both operationally as well as programmatically.

3. BACKGROUND

Developmental disability is a diverse group of chronic conditions that are due to mental and/or physical impairments. Developmental disabilities cause individuals living with them many difficulties in certain areas of life, especially in "language, mobility, learning, self-help, and independent living". Developmental disabilities can be detected early on, and do persist throughout an individual's lifespan.

Most common developmental disabilities:

- Fragile X syndrome (FXS) is thought to cause autism and intellectual disability, usually among boys.
- Down syndrome is a condition in which people are born with an extra chromosome. Normally a person is born with 46 chromosomes. However, if they're born with Down syndrome, they have an extra copy of one of these chromosomes. This extra copy changes the body's and brain's normal development and causes mental and physical struggles for the individual.
- Pervasive developmental disorders (PDD) are a group of developmental disabilities that can cause significant social, communication and behavioral challenges (i.e. Asperger's Syndrome, Autism).
- Fetal alcohol spectrum disorders (FASD) are a group of conditions that can occur in a person whose mother drank alcohol during pregnancy.

FASDs are 100% preventable if a woman does not drink alcohol during pregnancy.

- Cerebral palsy (CP) is a group of disorders that affect a person's ability to move and maintain balance and posture. CP is the most common motor disability in childhood.
- Intellectual disability is defined as an IQ below 70 along with limitations in adaptive functioning.

Arkay is a well-established, community-based non-profit [501(c) (3)] organization, assisting the community in becoming more aware of the needs and potential of individuals with Disabilities and Cognitive Impairments. The organization provides vocational and community-based services in Wayne, Oakland, Macomb, & Monroe County to the Disabled and Cognitively Impaired community. Arkay began service in 1983. The agency, under the direction of a volunteer Board of Directors, received initial funding from Community Living Services (CLS) to provide vocational services, in a community setting, to over 80 adults experiencing complex mental, physical, and behavioral disabilities. Arkay provides individualized services ranging from vocational evaluations and basic skill development activities to real work opportunities with community employers. It offers services that support the Disabled, and indirectly, their caregivers.

Over the years, the agency has dramatically increased the number of people it serves. Prior to the COVID 19 Pandemic, Arkay was serving approximately 400 individuals. Arkay receives its funding through CLS, Detroit Wayne Integrated Health Network (DWIHN), Michigan Rehabilitation Services (MRS), Monroe Community Mental Health Authority, Oakland Community Health Network (OCHN), and Macomb Community Mental Health Authority. Arkay, also, contracts with Wyandotte Special Education Services for students who fit into the inclusive supports afforded by the school system.

Arkay has faced many new challenges due to the COVID 19 Pandemic. It was a major paradigm shift in how to provide services virtually & keep its operation running at the same time. Arkay will continue to face a number of new opportunities and challenges over the next few years. Dramatic changes within the Michigan Department of Health & Human Services and local mental health programs will continue to have an impact on our agency's service and fiscal operations. Arkay must respond to the new Home & Community Based Rules. Arkay had to respond to changes & the elimination of Managed Care Provider Networks (MCPNs) in Wayne County & contracting directly with the DWIHN. Arkay did make this transition in Wayne County in FY 2019. These projects will have an impact on Arkay's programs and financials. Arkay must continually prepare to face new service demands, fiscal challenges, pandemic challenges, changing technologies, virtual skill building & supported employment, and new consumer populations.

Arkay's goal is to improve the quality of life for individuals with Disabilities and their families through advocacy, skill development and work opportunities in integrated settings.

Arkay provides the following services:

- **Assessments and Evaluation**

Identification of personal goals, options for employment, individual strengths and interests, and the person's level of skills and experiences provide the framework for planning and implementing "person centered services" chosen by the consumer.

- **Social and Community Skills Training**

Training activities including social skills, stamina building, community safety, survival skills, and other individually identified skill areas are provided in various community environments selected by the consumer. Real-work environments are used to facilitate the transition into community employment.

- **Career Preparation, Exploration and Employability Skills Training**

Training opportunities designed to teach all facets of employment including job seeking, interviewing skills, networking, work ethic, job selection, job retention, identification of interests and values, development of career goals, resume writing, arranging transportation, and other skills needed to succeed at work are provided by the agency.

- **Virtual Skill Building & Supported Employment**

Arkay's virtual program for consumers who cannot come back to in-person services due to COVID 19. These programs are acquiring increasing credibility as a tool for teaching independent living skills to people with Intellectual Disability (ID). Arkay will assess the feasibility and verify effectiveness of a remote home-based rehabilitation, focused on functional living skills & supported employment for adults with ID.

- **Job Placement Assistance**

Assistance in locating and applying for suitable jobs, consultation with employers regarding reasonable accommodation and adaption, accessibility issues, job coaching, personal care assistance, and use of rehabilitation technology are some of the services Arkay provides to enhance job placements.

- **School to Work Partnerships**

Individually tailored programs bring students, educators, businesses, parents and the community together to prepare them for employment through skill building and exploration of career interests and options.

- **Micro Business**

Explore options and possibilities of owning your own business or microenterprise through developing a business plan, finding financial support, marketing and bookkeeping.

- **Respite Services**

Respite programs provide planned short-term and time-limited breaks for families and other unpaid caregivers.

4. CURRENT AND FUTURE ENVIRONMENT

Standards and expectations for people with disabilities have changed. In the early part of the 20th Century, many believed that people with disabilities were best protected and educated in large institutions. At that time, people with disabilities had little say in their own destinies.

In 1999, the Supreme Court ruled that under the Americans with Disabilities Act, people with disabilities cannot be unnecessarily segregated and must receive services in the most integrated setting possible. That ruling, known as the *Olmstead* decision, sparked significant changes in how federal, state, and local agencies support people with disabilities and their families.

The Court held that states are required to provide community-based services for people with disabilities who would otherwise be entitled to institutional services when: (a) such placement is appropriate; (b) the affected person does not oppose such treatment; and (c) the placement can be reasonably accommodated, taking into account the resources available to the state and the needs of other individuals with disabilities. Since this time:

- Individuals who had been institutionalized for decades are now receiving services in their community.
- Individuals who lost their housing and/or community-based supportive services when they were forced to enter institutions due to an acute health care problem have had the needed services provided or restored.
- Individuals with disabilities are able to access home and community-based services through Medicaid "Waiver" programs.
- Increased hours of personal care and assistance are being provided to individuals who require additional services to remain in the community.
- Individuals with disabilities now have greater control over their community-based care and services.
- Individuals' needs are met by providing reasonable accommodations in their communities, and not by moving to a more restrictive setting.

Arkay promotes the view that people with disabilities should not be segregated; are entitled to equal opportunity; and are usually able to hold employment and otherwise participate in community living. People with developmental disabilities,

their families, and other advocates have worked to enlarge the opportunities and choices available to them by changing our society's beliefs and values. They have insisted, for instance, that they are "people with developmental disabilities". Simply, that is they are people first, and that they should be defined by whom they are as individuals rather than by the fact that they have disabilities.

They have also rejected the "medical model" of regarding developmental disabilities as an incurable disease to be "treated" rather than a condition that is simply a part of life. The medical model simply didn't work. It assigned a superior, "expert" status to doctors and other professionals, rather than acknowledging that it is people with developmental disabilities and their families who best understand what they need and want. This change in thinking may sound simple and straightforward, but it has huge and complicated implications many of which are unresolved. Some people with developmental disabilities and their advocates, for example, now question the wisdom of events like the Special Olympics that segregate people with disabilities from others. They don't want to be regarded as "special," but simply as ordinary.

Others contend that the enemy of people with developmental disabilities is not segregation, but isolation and therefore they continue to support some living, working and recreational arrangements that provide ways for people with developmental disabilities to work and socialize with each other. There is a strong consensus; however, that everyone should be able to choose how he or she will live, be accepted by others as an individual, and be included in the activities of his or her community.

"We all want the same basic things out of life: a decent and comfortable place to call 'home', something meaningful to do during the day, some close friends with whom to share the good times and from whom we receive support in difficult times, and the opportunity to make our own decisions about things that will affect our personal lives. People with disabilities want these same basic things and are increasingly speaking up for themselves about what they want." (Home, Sweet Home, Susan L. Babin, Supported Living, 1995).

Arkay supports individuals as they develop their capacity to live, learn, work and participate in all aspects of living in the community life in meaningful & productive ways. We help the community develop its capacity to welcome and support people who have not always had the same opportunities as the rest of us to participate in community life in meaningful & productive ways.

Society benefits when persons with intellectual and/or developmental disabilities are included in community life. Every person in our society is born "included," which means inclusion is the natural state of being. Long gone are the days when people with developmental disabilities are shut away and segregated. In fact, society is enhanced and enriched by the diversity of the people. Everyone with different

backgrounds, abilities, and interests all bring something unique and can contribute to the richness of society. True inclusion is the premier way to make this happen.

People with disabilities should have the opportunity to:

- Have relationships of their own choosing with individuals in the community, in addition to paid staff and/or immediate family;
- Live in a home where and with whom they choose;
- Have access to the supports that they need;
- Engage in meaningful work in an inclusive setting;
- Enjoy the same recreation and other leisure activities that are available to the general public; and
- Participate fully in the religious observances, practices, events, and ceremonies of the individual's choice.

5. IMPORTANT POINTS IN THE ENVIRONMENT

Arkay will need to respond to three main challenges in the new environment at the Federal, State, and Local level as follows:

Federal Level

At the Federal level on March 17, 2014, the Centers for Medicare and Medicaid Services (CMS) published a new set of rules for the delivery of Home and Community Based Services (HCBS) through Medicaid waiver programs. Through these new rules, CMS aims to improve the experience of individuals in these programs by enhancing access to the community, promoting the delivery of services in more integrated settings, and expanding the use of person-centered planning (PCP).

In response, the Michigan Department of Health and Human Services has been developing a statewide transition plan to bring its waiver programs into compliance with the new regulations while continuing to provide vital services and supports to Michigan citizens.

These rules will ensure individuals who have disabilities have the same access to the community as individuals who do not have disabilities. It allows individuals the opportunity to make decisions about the services they receive and who provide their services. The goal of the HCBS Final Rule is to make sure that the services individuals receive, give people the opportunity for independence in making life decisions, to fully participate in community life, and to ensure that individuals' rights are respected.

Language in the preamble to the final HCBS regulations governing services provided under sections 1915(c), 1915(i) and 1915(k) of the Social Security Act, indicate that compliance with the proposed regulations on the settings criteria is quite a complex process. As a result, CMS indicated that states were permitted to propose transition plans (i.e., Statewide Transition Plans) encompassing up to five years after the effective date of the regulations for settings to come into compliance with the regulation.

However, in light of the difficult and complex nature of this task, CMS recently has extended the transition period to March 17, 2023 for states to demonstrate compliance with the home and community-based settings criteria in ensuring all settings are in full compliance with the HCBS settings criteria. Several states have requested an extension to demonstrate compliance with the HCBS settings criteria because of the inability to complete site-specific assessment and remediation activities due to the COVID-19 public health emergency (PHE). Social-distancing requirements in response to the PHE are resulting in the inability to complete activities outlined in approved statewide transition plans and/or activities required to obtain final approval of those plans. During this extension, CMS urges states to continue to identify settings in need of remediation and work on the development, approval and implementation of their Statewide Transition Plans.

The Michigan Medicaid program has created several “waiver” programs to provide services to Michigan residents who have aging-related needs, disabilities, or other health issues. Individuals in these programs can receive services in their own homes and/or communities rather than in an institutional setting. CMS has issued new rules for HCBS to ensure that individuals who receive home and community-based services through waivers are a part of the **community** and have **access to the same** set of community options as people who do not receive services through these waivers. The Michigan Department of Health and Human Services (MDHHS) is working to align these programs with the new federal rule. As part of this process, the MDHHS developed a statewide transition plan to bring settings related to these waivers into compliance with the new rule.

Arkay will need to continue to emphasize community integration with supported employment and skill building services. Full participation in community life is the goal: All individuals are to be supported to take part in their community and have the same access as other individuals in the community. This requires full participation in community life. Arkay will need to emphasize & focus on integrated and unsubsidized employment for our consumers.

State Level

The Michigan Section 298 Initiative was an effort to improve the coordination of publicly-funded physical and behavioral health services in the state. The initiative began with the Governor’s 2016 executive budget, which sparked a statewide discussion on the best approach for integrating physical and behavioral health services. The Section 298 Initiative was a statewide effort to improve the coordination of physical health services and behavioral health services.

Under this law, the Michigan Legislature directed the department to develop a set of recommendations regarding the most effective financing model and policies for behavioral health services for individuals with mental illnesses, intellectual and developmental disabilities and substance use disorders.

However, this initiative to combine physical and behavioral funding through Medicaid in Michigan has come to an end as of October 2019. The Michigan Department of Health and Human Services (MDHHS) ended the Section 298 pilots following the governor's veto and the pilot participants' inability to reach an agreement on a path forward. The pilot program created was tried in three different regional mental health authorities in the state beginning in 2018.

As of June 8, 2022, a new initiative is making its way through legislation. It is Senate Bills 597 & 598 which is a new attempt to reboot the failed section 298 effort from a few years ago. This legislation would privatize all Medicaid mental health services by giving full financial control and oversight or decision making to for-profit insurance companies. These bills appear to shift who pays the bills for a small fraction of people in the Medicaid program. It is questionable on whether these bills will improve care for Michigan's most vulnerable citizens.

Local Level

At the local level, Detroit Wayne Integrated Health Network (DWIHN) is responsible for providing specialty behavioral health supports & services for the citizens of Wayne County through its Pre-Paid Inpatient Health Plan (PIHP) under the MDHHS. DWIHN is both a PIHP and a Community Mental Health Service Program (CMHSP). DWIHN has been working with nationally recognized experts in health care to identify various models. Arkay will need to review how the organization will "fit-in" to any new integrated model.

Further, Arkay receives its funding through Community Living Services (CLS), Michigan Rehabilitation Services (MRS), Monroe Community Mental Health Authority, Oakland Community Health Network (OCHN), and Macomb Community Mental Health Authority. Arkay, also, contracts with Wyandotte Special Education Services for students who fit into the inclusive supports afforded by the school system.

Arkay will need to keep itself constantly updated on the progress of any Systems Integration Plan from all funding sources. In Arkay's view, this Systems Integration Plan should save cost, reduce duplication of effort, & increase efficiency & services.

6. DEFINITION OF EMPLOYMENT

Individuals with developmental disabilities want to work in integrated settings along with their non-disabled colleagues. They want to be afforded the same wages, benefits, and opportunities to advance in their careers, and contribute to society,

and move out of poverty. To obtain equal access to employment, education systems must make the transition from school to work a priority rather than an add-on. Further, adult service providers must work to remove barriers and support individuals in real jobs for real pay.

Developmental disability is defined in the Developmental Disabilities Assistance and Bill of Rights Act, as amended by Public Law 103-230, as a “severe, chronic disability of an individual five years of age or older that is attributable to a mental or physical impairment or combination of mental and physical impairments; manifested before the individual attains age 22; likely to continue indefinitely; and results in substantial functional limitations in three or more areas of major life activity.” Nationally, the number of persons with developmental disabilities is estimated at approximately three to four million.

Major life activities which may be affected by a developmental disability include: self-care; receptive and expressive language; learning; mobility; self-direction; capacity for independent living; or economic self-sufficiency. Developmental disabilities affect a person’s ability to work, live, socialize, and maintain self-sufficiency in a community setting. Individuals with developmental disabilities need a combination of special interdisciplinary services, supports, or other assistance of lifelong or extended duration. Such services or assistance are typically planned and coordinated individually. Without appropriate services, people with developmental disabilities are isolated rather than fully integrated into mainstream society.

7. SWOT ANALYSIS

It is often put in the framework of a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis. **Strengths** are internal characteristics, qualities, and capacities that are doing well and are part of the reason the organization’s accomplishments. **Weaknesses** are internal qualities that need to be improved. **Opportunities** refer to external activities or trends that the organization may benefit from, connect with or take advantage of to grow or enhance its performance. **Threats** are external activities or trends that threaten the current and future success of the organization.

The following is a brief summary of opportunities, threats, strengths and weaknesses highlighted by various focus groups of staff, consumers, and Board of Arkay.

Strengths

- Arkay’s key strengths include the organization’s demonstrated ability to provide high quality, necessary services, which help people with disabilities live a fuller life in the community.
- Increased teamwork & respect for one another & consumers.

- Organizational Flexibility.
- Visionary Leadership / Collective leadership.
- Consistency in programming despite turnover.
- Staff commitment, and the services offered are monitored for quality. When there is a challenge, the organization meets it through innovation. People with disabilities themselves help guide the work of Arkay.
- Dedication of staff, board, and constituents to continue quality work as best as they see it.
- Creating real empowerment to drive services and lives (i.e. “inclusion” activities).
- Systems change: Some awareness of changes needed to survive as a non-profit.
- Great work environment.
- Family friendly work environment.
- Healthy financial reserves and owns four of its buildings.
- The company encompasses the entire spectrum of disabilities and cultural backgrounds. Each Arkay program is unique to serve their consumer individual needs and to best address their challenges.
- Collective Leadership & adaptable to change as seen by the Pandemic.
- Business Development preparing for the new HCBS rules
- The ability to transport consumers with its transportation fleet.
- Technology Increases, support, website & social media input.
- Arkay has a positive public image.

Weaknesses

- Arkay needs to meet the ever changing mental health network which is strongly data driven.
- Staffing challenges; recruitment & turnover.
- Arkay needs to respond to external quality metrics.
- COVID 19 Pandemic consequences on consumer census.
- Rework; waste & inefficiency; Errors in final product to customers.
- Hiring process.
- Arkay could enhance communication among all departments.
- Arkay should look at new ways to increase staff motivation by encouraging rewards, creativity and empowerment in their positions.
- Better coordination among departments.
- Improved need & use of technology.
- Need for critical training for management staff.
- Arkay could expand in employee marketing to meet staffing needs.
- Funding diversification: Arkay is overly dependent on the Mental Health Authority (MHA) revenue. In many cases, lack of diversification of revenue sources can pose a risk to the financial stability of an organization should a single large revenue source become unavailable.

Opportunities

- There has been increasing community acceptance and opportunity for further inclusion through employment. There appears to be increased emphasis on inclusion at schools and increased openness by employers to hire people with disabilities. These changes make Arkay's philosophy more prevalent and may increase demand for its services and opportunities for employment and inclusion.
- Greater inclusion raises the community's consciousness to see our consumers as untapped resources. This can change the outlook at schools and technical programs and lead to independence and economic stability for our consumers.
- Utilizing agency website & social media for resource development & recruitment.
- There is an ongoing need for social, recreational, and skill building opportunities for people with disabilities, including opportunities after the workday in the 3:00 to 6:00 pm timeframe. Increasing these opportunities may draw in more consumers and increase their quality of life and community contact. Consideration can be given to an afternoon program for its consumers via funding sources.
- Autism: The relationship with the Autism Society should be considered as a possible funding opportunity.
- Government Agency Waiver 1915(C) Waiver: Government will now provide a person who is either aged and or disabled with 13 additional community-based services. This change will provide a greater opportunity to expand services for our consumers.
- Arkay needs to study the feasibility of serving the mentally impaired and the aged population. Opportunities may be available to diversify its resources.
- There is a need to review family support especially, respite, overnight respite, adult day care, & dementia care. These have been determined as a service gaps in the local community. Arkay needs to determine its role in these areas,
- Arkay needs to review & expand its contract with each Mental Health Authority.
- Expand MRS services.
- Review & expand services to local school districts.

Threats

- Dependence on government funding. The funding stream doesn't keep up with needs and is actually deflating. A decrease in financial resources from Government programs is a threat for Arkay.

- Regulations at the Federal, State, & Local level reduces resources & creates unfunded mandates.
- Audit requirements from our funding sources have expanded which will bring more compliance metrics & regulations to services.
- Changes in policy / regulatory (Medicaid / Medicare).
- State budget reductions. Mental Health Authority budget and rate reductions.
- Pandemic financial consequences.
- Workforce needs.
- Staffing challenges and the cost of providing good care. It's hard to maintain an experienced workforce given the rate reductions from funders with the need to ensure a balance budget.
- High turnover, especially among direct support staff, leads to increased administrative costs.
- Employment barriers for persons with disabilities.
- Proper balancing of staff to programs.
- Lack of strong or diverse corporate sponsorship.
- Inspection, Panelization, & Accreditation.
- New HCBS rules from CMS.

8. STAKEHOLDERS

The Arkay stakeholders include: Collaborators, Partners, Funders, Community, Consumers, and Parents/ Caregivers.

- **Collaborators** are public and private entities that informally share common goals with Arkay.
- **Partners** are public and private entities that share a formal commitment with Arkay to achieve common goals.
- **Funders** are government agencies, Mental Health Authorities, and Schools that commit financial resources to Arkay.
- The **Community** includes all of Monroe, Macomb, Wayne and Oakland County, and the larger community serving people with developmental disabilities.
- The **Consumers** are Arkay's customers and the reason why the organization exist.
- The **Parents/Caregivers** have a legal responsibility to our consumers. They are also our customers and the reason why the organization exist.

9. CORE SERVICES

Employment support usually consists of two types of support. Arkay provides the following core services:

Support to access or participate in integrated employment, in a workplace in the general community. This may include specific programs to increase the skills needed for successful employment (work preparation), one-to-one or small group support for on-the-job training, or one-to-one or small group support after a transition period (such as advocacy when dealing with an employer or assistance to complete an application).

The provision of specific employment opportunities is within segregated **business services**. Although these are designed as "transitional" services (teaching work skills needed to move into integrated employment), many people remain in such services for the duration of their working life. The types of work performed in business services include mailing and packaging services, cleaning, retail, and landscaping, metal fabrication, and factory. Now, Arkay is moving in the direction of integrated & unsubsidized employment for our consumers by following the new Federal HCBS rules. Arkay is in the process of having our own coffee shop for an integrated supported employment opportunity for our consumers.

Workers with developmental disabilities have historically been paid less for their labor than those in the general workforce, although this is gradually changing with government initiatives, the enforcement of anti-discrimination legislation and changes in perceptions of capability in the general community.

10. STRATEGIC PLANNING PROCESS



Arkay is undertaking this strategic planning process for several reasons:

1. To set direction and priorities:

First and foremost, Arkay needs a strategy because it sets the direction and establishes priorities. It defines our view of success and prioritizes the activities that will make this view our reality. The strategy will help our people know what they should be working on, and what they should be working on first. Without a clearly defined and articulated strategy, Arkay may very well find that our priority initiatives—the ones that will drive the highest success—are being given secondary treatment.

2. To get everyone on the same page:

If you find that you have departments working to achieve different aims, or going in different directions, you need a strategy. Once you define our strategic direction, Arkay can get operations and all business units moving together to achieve Arkay's goals.

3. To simplify decision-making:

If our leadership team has trouble saying no to new ideas or potential initiatives, we need a strategy. Why? Our strategy will have already prioritized the activities necessary for success. Priorities make it easier to say no to distracting initiatives.

4. To drive alignment:

Many organizations have hard-working people putting their best efforts into areas that have little to no effect on strategic success. They're essentially majoring in the minors—because their activities aren't aligned with the priorities. Our strategy serves as the vehicle for answering the question, "How can Arkay better align all our resources to maximize our strategic success?"

5. To communicate the message:

Many leaders walk around with a virtual strategy locked in their heads—they know where their organization needs to be and the key activities that will get it there. Unfortunately, the strategy isn't down on paper and hasn't been communicated thoroughly. As a result, few people are acting on it. When our staff & customers know where you're going, you allow even greater opportunities for people to help you maximize your success in getting there.

The development of the strategic plan involves representatives of all of our constituent groups, including staff, board members, clients and other organizations. The process of developing and reviewing the strategic plan is evolving and dynamic.

Strategic Planning



11. GOALS, OBJECTIVES & MEASUREMENTS

These are the key areas to consider in measuring our organization's ability to evolve over time to meet the full inclusion expectations held by people with disabilities.

The goals and objectives of Arkay are the strategic direction that maps the course of action over the period of FY 2023-2025. The anticipated outcomes are expected results of achieving the goals and objectives. Indicators are how success is measured. The strategic direction and goals included in this plan are Arkay's response to understanding of what its customers' value most about the organization and current opportunities and challenges for offering a high-quality system of support in the community for persons with disabilities. The next three years will be a time of assessing and deepening its approaches to work. Arkay will take on more of a leadership role in working with a broader array of community resources.

The following goals for Arkay over the next three years are the organization's response to the important issues identified in the environmental scan that was completed as part of the strategic planning process. Arkay received many

responses from participants with feedback on strengths, weaknesses, opportunities, and threats for the organization. The plan has incorporated input from staff, consumers, and the general population. These goals provide a roadmap for fulfilling the strategic direction with our opportunities and threats in the current environment.

Arkay, Inc. services begin, exist and end with our mission. As such, client satisfaction & excellence of services is at the top of the map. Everything we do, is to support this. Organization effectiveness, expansion, financial sustainability are all principles that guide our commitment to provide excellence of services.

“Big Questions” Facing ARKAY

- A. How will the ARKAY strategically manage available resources to impact future service priorities?
- B. How will people with developmental disabilities in Southeastern Michigan receive quality services?
- C. How does ARKAY assure quality opportunities and choices are available and accessible when people need them throughout their lives?
- D. How does ARKAY make sure people get the information they need when they need it?
- E. How does ARKAY educate the community on the value of fully including people with developmental disabilities?

Goals / Objectives to Impact “Big Questions.”

- 1. CLIENT OUTCOMES: Client Satisfaction & Excellence of Service**
 - a. Clients have a choice & control in their lives.
 - b. Clients maximize personal capabilities.
 - c. Clients have relationships & community inclusion.
 - d. Clients have purposeful lives and meaningful activities for skill building & supported employment.

GOAL 1: Secure buildings & affordable accessible transportation services.

Leader: Transportation Director, Quality Manager, Program Directors

- Objective A:** Review alternatives and funding sources for options in providing Transportation Services. **Ongoing.**
- Objective B:** Update information booklet with potential transportation providers. **FY 23, Ongoing.**
- Objective C:** Hire and train competent drivers; Implement accountability & responsibility for drivers; obtain new funding for vehicles; proper maintenance of vehicles; plus, sensitivity issues for drivers. **Ongoing.**
- Objective D:** Sharing of routes & vehicles among all programs to reduce duplication. Develop a bus routing system for all programs to prevent unnecessary travel and gasoline. **Annually.**
- Objective F:** Review current vehicles & consumer's routes to see if there is a need for two additional vehicles to add to our fleet. Consider wheelchair needs. **FY 23, 24, 25.**
- Objective G:** Provide an in-service training to staff on safe driving & enhanced building security. All locations should be reviewed to ensure that safety protocol is being followed. Include accountability & responsibility metrics. **Annually.**
- Objective H:** Provide written building & transportation maintenance schedule(s) by month to ensure longevity of vehicles. **Monthly.**
- Objective I:** Annual evaluations are to include how staff are maintaining vehicles & building premises. This would allow a person to score points or reduce points in the evaluation process. **Annually.**
- Objective J:** Contact dealerships to see if they offer any donations to non-profits for new vehicles. **FY 23, 24, 25.**
- Objective K:** In following procurement policy, ensure three bids are obtained & documented for vehicle & building repairs. **Ongoing.**

Outcomes:

- Those with developmental disabilities served by Arkay will have access to transportation that enables full participation in all aspects of community life.
- Reduce cost & create efficiency in transportation.
- To create accountability & responsibility with vehicle longevity & drivers

Indicators:

- Arkay staff will identify transportation barriers that limit persons served from full participation in all aspects of community life, including obstacles presented by parents, service providers, and public transportation. Develop an action plan to remove identified barriers.
- Evaluations; Monthly vehicle maintenance log; Reduce cost.
- Vehicle Routes. Services will be accessible to the individuals seeking services.

Goal 2: Increase employment for people with developmental disabilities.

Leader: Business Developers (BD), Quality Manager, Program Directors,

Objective A: Educate employers, employees and the community in order to debunk the myths about hiring and working with individuals who have developmental disabilities. Participate in community events for this purpose. **Ongoing.**

Objective B: Advocate for increasing the number of individuals with developmental disabilities employed in the private sector by 10% based on the new Federal HCBS rules. **Annually.**

Objective C: Employment plans are to be individualized to accomplish dreams, goals, & desires. Look for businesses that would allow three plus consumers to work at a time. This would help with staffing. **Ongoing.**

Objective D: Advocate for increased federal/state supported and self-directed supports in the work place for persons with developmental disabilities. **Ongoing.**

Objective E: Assess the effectiveness of programs/employee retention rates for persons with developmental disabilities. Provide an annual analysis for improvement. **FY 23, 24, & 25.**

Objective F: Job Development and Supported Employment are core competencies of Arkay's mission. Employment is a privilege and a responsibility. Everyone has the ability to contribute to the community in a meaningful way. With this belief, Arkay's

Business Developers are to create a quarterly progress reports indicating the number of consumers in subsidized & unsubsidized employment; and MRS clients. This would be a measurement for compliance with the benchmarks of HCBS new rules. **Quarterly for FY 23, 24, 25.**

Objective G: The new HCBS rules stress external integrated employment for our consumers. Partner or build relationships with local businesses to ensure that our consumers can obtain quality employment from external sources. Report quarterly on the number of new businesses contacted. Add to the above numbers to the quarterly progress report. **Quarterly for FY 23, 24, 25.**

Objective H: Arkay has consumers that currently work within Arkay. Transition plan needs to be created by Arkay Business Developers to ensure that new rules are followed prior to new rule implementation. Have consumers transfer to the coffee shop as needed. **FY 23, Ongoing.**

Objective I Address new & innovative ideas for our consumers in supportive employment. Utilize business concept of a coffee & tea shop operated by our disabled consumers. Consider target areas: Trenton, Taylor, Wayne, Westland, etc... **FY 23, 24, 25.**

Objective J: Ensure that all locations are being served by business developers. **3rd Quarter FY 23.**

Outcome: More people with disabilities find and keep jobs in the community that pay a living wage and are satisfying. Consumers are more socially interactive and are better integrated into the community.

Indicators:

- The number of referrals for jobs and the amount of available training support increases.
- Quarterly report measurements for trends.
- Local public policy continues to create favorable conditions for supported employment.

2. ORGANIZATIONAL EFFECTIVENESS: Great Workforce. Great Workplace.

- a. **Stabilize workforce through prioritized recruitment & retention strategies.**

- b. Reinforce agency values & build positive through supervision & training.
- c. Accomplish effective leadership development & succession.

Goal # 1: Arkay will develop a stable, highly qualified and motivated workforce that actively delivers the organization's mission and provides culture change.

Leader: Human Resources Specialist, Quality Director, Business Development Director, CEO, Controller

- Objective A:** Promote recruitment and retention of direct support professionals. Develop a recruitment plan for Job Coaches. Market the plan by using many communication channels. Utilize staff referral incentives. **FY 23, 24, 25.**
- Objective B:** Continue to organize & update personnel files according to new trends from CARF & MHAs to comply with HR Tracking. Document dates of file changes. **Weekly; Ongoing.**
- Objective C:** Provide agency retention tools, on-going employee recognition activities, & increase visibility and awareness of internal promotional and lateral opportunities. Create a new employee incentive plan based on current organizational needs. Be flexible in changing incentives based on market & needs. **First quarter of FY 23. Ongoing.**
- Objective D:** Enhance efforts to secure a quality workforce with minimal turnover to provide continuity of care and services. **Ongoing.**
- Objective E:** Consider adding a position to expand resource development activities that has a return on investment. The position should pay for itself & more. **FY 23.**
- Objective F:** Job descriptions need to be reviewed annually. **Annually.**
- Objective G:** Enhance leadership & professional development of management, and identified future leaders. Continue to focus on staff development including developing a supervisory and management curriculum for staff to strengthen and expand the supervisory and management capacity. Utilize meetings for training. **Ongoing.**
- Objective H:** Continue to update training curriculum for direct support staff to ensure compliance with Funders. **Ongoing.**

Objective I: Reduce rework; waste & inefficiency in the culture at Arkay. Reducing error & defects can enhance efficiency, reduce rework & duplication of effort. Can result in a better product to customers. Use both technology & critical thinking for this purpose. To be discussed at meetings. **Ongoing.**

Objective J: Provide a Gentle Teaching Training for all Job Coaches. **Annually.**

Objective K: Consider posting jobs at city hall & library peg boards. For Macomb, place postings at Social Service agencies & Social Security Administration. **FY 23, 24, 25.**

Objective L: Review an upgraded sign at the Crossings. Also display information i.e. Job Postings. **FY 23, 24.**

Objective M: Have an annual staff appreciation day with certificates, treats & foods for all programs. **FY 23, FY 24, FY 25.**

Outcomes: All staff thoroughly understands the meaning of the mission and how their job contributes to achieving it. Well-trained and motivated staff makes a difference in the lives of people with disabilities.

Indicators:

- Arkay improves its capacity to attract and retain qualified direct care staff.
- Changes in organizational culture reflected by a decrease in incident reports.
- Great Workplace; Great Workforce.

3. PROGRAM EXCELLENCE: Highest Quality Standards.

- a. Engage clients in program development.
- b. Maintain effective board governance that support active & engaged members.
- c. Excel in certifications, credentialing, panelization, accreditation, & audits.

Goal 1: **Quality supports and services delivered to consumers, more consumers welcomed in the community, actively involved in community life, and a broader array of resources in the community valuing and supporting adults with disabilities. Arkay will assess and strengthen its existing direct supports and services to ensure they are state of the art.**

Leader: Quality Manager, Program Directors, Case Managers, Special Projects Director, Business Development Director

- Objective A:** Directly provide cutting-edge, model services that meet identified gaps. Direct services are to be of the highest quality. Survey consumers for their needs, desires & wants. **Quarterly; Ongoing.**
- Objective B:** Provide ongoing service updates at the monthly Quality Meetings. **Ongoing.**
- Objective C:** Empower persons with developmental disabilities. What Arkay aspires to achieve is far beyond high quality supports and services for people with disabilities. It is about changing community conditions that make full community life possible for every person. Use the coffee shop for training support & community living to empower consumers. **Ongoing.**
- Objective D:** Develop consumer trainings in all area of working in a coffee shop which includes technology. **Ongoing; FY 23, 24, 25.**
- Objective E:** Increase the number of participants in each program and implement a continuum of care within Arkay programs. Census report to be given at monthly Program Director Meetings. **Monthly; Ongoing.**
- Objective F:** Ensure that each program has measurable goals to improve quality, with a time frame for achievement. **Quarterly; FY 23, 24, 25.**
- Objective G:** Revise existing satisfaction surveys for each program in order to be able to respond to participant needs, desires, goals and services. **FY 23; with Quarterly Feedback.**
- Objective H:** Identify gaps in services and work to eliminate these gaps. **Ongoing; to be discussed at meetings.**
- Objective I:** Conduct a survey for new consumers/families after 90 days of service and an annual survey. Review survey results for possible implementation within budget constraints. Measure results. **4th Quarter FY 23, 24, 25.**
- Objective J:** Continue to translate materials into primary language groups, including non-readers. **Ongoing.**

- Objective J:** Program audits are to be done quarterly for each program. Monthly if problem arises. **Quarterly; Ongoing.**
- Objective K:** Arkay needs to assess private pay options, and be prepared to explore other opportunities for generating revenue. Ensure that intake & written materials allow for this option. **2nd Quarter FY 23; Ongoing.**
- Objective L:** Provide tools to staff in how to deescalate a conflict before it becomes a problem. **FY 23, 24, 25.**
- Objective M:** Create / purchase professional displays & signage for events. Have takeaway items with logo to market. Consider staff logo shirts at job work sites for professionalism. **FY 23.**

Outcomes:

- Service Gaps Identified and analyzed. Feedback trends identified and analyzed.
- Those with developmental disabilities served by Arkay will have access to quality services that enables full participation in all aspects of community life.

Indicators:

- New program(s) reviewed and developed based on service gaps within budget constraints.
- Arkay support staff will identify quality barriers that limit persons served from full participation in all aspects of community life.

Goal 2: Build an Arkay that ensures effective and efficient governance.

Leader: Board of Directors / CEO

- Objective A:** Board Training - everyone must know their proper roles and what is expected of them. Everything Arkay does is to support the Mission Statement. Arkay will provide a Board training materials for members. **Ongoing.**
- Objective B:** Provide a formal orientation and training program to all new members of the Board. **Ongoing.**
- Objective C:** Provide informational updates to Board members under the Board agenda. **Ongoing.**

Objective D: Involve the Board in Resource Development. Create a strong Board buy-in to the Arkay's mission so that Board members will eventually contribute to Arkay. Develop a Resource Development Event with board participation. **FY 24.**

Outcomes:

- Board members are knowledgeable, productive and efficient in their role as governance.
- Better incoming training for potential new Board members.
- Initiate Board Members in Resource Development.

Indicators:

- Potential new Board members state they are confident in their ability to describe Arkay services and mission.
- Number of Board members who understand roles of the Board & Board officers in overall governance and the CEO over administration.
- Board understands its role in resource development.

4. EXPANSION: Targeted, Smart Growth.

- a. **Strengthen partnerships that increase the number of individuals served.**
- b. **Complete expansion of services in other counties such as Monroe & Macomb.**
- c. **Provide community leadership in I/DD services via the coffee shop programming.**

Goal 1: Promote public awareness of Arkay's services.

Leader: Business Developers, Information Technology, CEO, Program Directors, Controller

Objective A: Arkay will need to be more visible, marketing and promoting the organization's "brand", and its high-quality services. Arkay will develop new updated brochure and a professional display to be utilized for external marketing. Brochure is to include new services, i.e. Community Living Service, Respite, and Virtual. Also, include all new locations. **1st Quarter of FY23; Ongoing.**

- Objective B:** Provide a monthly on-line version of the newsletter for each business unit. Create and promote success stories. Use website & social media. **Ongoing.**
- Objective C:** Arkay staff will participate in meetings of its funding agencies & other community agencies including PAWC, DWIHN, OCHN, Monroe Mental Health Authority (MMHA), and Macomb MHA. This will advance and expand Arkay's networking and public awareness. **Ongoing.**
- Objective D:** Create a feedback tool & a suggestion box at each location for Arkay staff to share ideas and resources. Utilize the website for providing feedback. Create feedback tool for this purpose on the website. **1st Quarter of FY 23; Ongoing.**
- Objective E:** When coffee house opens, have consumers (supported employment) distribute flyers advertising the grand opening. Also, contact news channels to have them air the grand opening live for advertisement of not only our coffee shop but also our programs. **FY 23, 24.**
- Objective F:** Explore respite services that are currently being provided by Arkay Staff. Review if it is feasible to provide services under Arkay by creating a win-win situation for staff. **FY23, 24.**
- Objective G:** Request from Macomb MHA & / or supports coordinator to see if another home is available for Arkay to obtain for services. **FY 23, 24, 25.**

Outcomes:

- People who need our services seek them out.
- Arkay becomes more known in the community.
- Consumer referrals to Arkay increase.
- Increase in resource development funds.

Indicators:

- Staff, consumers report improvements to projects due to increased collaboration internally and/or externally.
- Increased number of organizations seeking collaborations with Arkay.
- Increased funding opportunities due to collaborations.
- Number of clients' increase.
- Newsletter on-line.
- Press Releases

Goal 2: **Arkay will seek new opportunities to expand services to its consumers and expand its mission statement.**

- Objective A:** Arkay should review the feasibility of short-stay respite services (for people who live with family members or other caregivers).
- Objective B:** Arkay should review the feasibility of overnight respite services to provide caregiver relief. **FY24, FY 25.**
- Objective C:** Arkay should review the location feasibility of the Unity (Flat Rock) program to enhance its census based on consumer demographics for service expansion. **FY 24.**
- Objective D:** Arkay should review its service delivery role in providing services for the Medicaid Waiver (1915 c). The Medicaid Waiver provides an additional 13 services for those who are aged or disabled. Arkay needs to seek funding from the Area Agency on Aging for support services to the elderly & disabled. **FY 24 & 25.**
- Objective E:** Arkay needs to consider autism services. There is a different approach and need for different types of communication with consumers with autism, so there would be a learning curve for building trust. A relationship with the Autism Society would need to be considered. **FY 24 & 25.**
- Objective F:** There is an ongoing need for social, recreational, and skill building opportunities for people with disabilities, including opportunities after the workday in the 3:00 to 6:00 pm timeframe. Increasing these opportunities may draw in more consumers and increase their quality of life. To be successful here, Arkay could consider an afternoon program for its consumers' contingent on funding sources & the new external environment. **FY 24 & 25.**
- Objective G:** Arkay needs to expand its contract with Monroe County Mental Health Authority & OCHN. This needs to be reviewed & steps need to be taken to lead in this direction. **FY 23 & 24.**
- Outcomes:** Assess fiscal issues and sustainability for new programs, reviewing startup costs, potential funding sources and conducting break-even analyses for new projects.

Indicators:

- Meeting documents, Letters of Inquiry, etc.
- New contracts.

5. FINANCIAL SUSTAINABILITY: Expand Resources.

- a. Utilize available resources in client plans to meet their outcomes.
- b. Grow revenues & maintain margins to promote quality services.
- c. Increase development effectiveness.

Goal 1: Arkay will be a highly visible, well-respected nonprofit organization that attracts higher levels of contributions to support operations.

Leader: Administrative Assistant, Quality Manager, Program Directors, CEO, Controller

Objective A: Establish at least three new fundraisers for Arkay. **FY 23, 24, & 25.**

Objective B: Arkay needs to consider a staff position for marketing/resource development to increase funding opportunities through donations, fundraising, resource development and branding. **FY 24.**

Objective C: Maintain a financially strong Arkay in both human and financial resources by maintain strong reserves & low turnover. **FY 23, 24, 25.**

Objective D: Build capacity of resource development efforts including technology and tracking giving trends. Use website & social media for Resource Development. **FY 23, 24, 25.**

Objective E: Our ideal position would be that resource development grows to 7% of Arkay's operating budget. **FY 24 & 25**

Objective F: Create an annual resource development plan that details out the specifics & goals. **FY 23, 24, 25.**

Objective G: Need to advance in resource development. Assess the need for a major fundraiser (s) for Arkay to increase revenue. Assess the need for future foundation grants to Arkay. **FY 23, 24, 25.**

Objective H: Need to build relationships for a major sponsor for Arkay. **FY 23, 24, 25.**

Objective I: Contact Dell / HP or any other computer company to see if they can donate any new equipment. **FY 23, 24, 25.**

Outcomes:

- Arkay has a strong, sustainable infrastructure with diversified resources.
- Arkay will be a highly visible, well-respected, nonprofit organization that attracts higher levels of contributions to support operations.
- Arkay and its constituents are confident that Arkay will offer stable and strong services.

Indicators:

- Increased staff, Board, funders, and clients who feel confident and secure in the sustainability of the organization.
- Arkay is able to diversify its sources of revenue.
- Increased flexible funding from sources such as private donors, and contributions from foundations and corporations.
- Resource Development Plan.

Goal #2: Arkay will strive to be responsible and accountable for all its resources.

Leader: CEO, Controller, Quality Manager, Program Directors

Objective A: Arkay will comply with applicable state and federal laws, regulations and contracts. **FY 23, 24, 25.**

Objective B: Ensure that public funds are expended cost-effectively and appropriately by all its programs and services. Provide good stewardship of tax dollar funds. **FY 23, 24, 25.**

Objective C: Arkay needs to continue to build its discretionary financial resources to invest in providing quality services. This includes building healthy reserves to ensure future services in the current external environment. **FY 23, 24, 25.**

Objective D: Ensure that the budget process links with both planning and accountability in diversifying funding resources. **FY 23, 24, 25.**

Objective E: Implement best practices to continue with clean audits and a financially sound & stable organization. **FY 23, 24, 25.**

Objective F: Continue with approval process for overtime. It should be projected before sign-off. If need for overtime, it should be based on equitable distribution. The two principles to include are **control & equitable** distribution. **FY 23, 24, 25**

Objective G: Internal Controls Policy is to include overtime controls. **FY 23.**

Objective H: Continue to review waste, inefficiency, & duplication at monthly Program Director Meetings to reduce and/or eliminate non-essentials. **FY 23, 24, 25.**

Objective I: Consider a financial procedures minimum standards handout for Program Directors. Include internal controls, consumer funds, payroll checks, company checks, etc... for signature. **FY 23. Ongoing.**

Outcomes: Arkay is to fulfill its mission to our consumers. In doing this, Arkay will be a good steward of its finances. Arkay will demonstrate its accountability and responsibility to all customers.

Indicators:

- Arkay will have a policy on Theft, Fraud, and abuse and will take swift action on non-compliance.
- Cost reduction
- Greater efficiency
- Less duplication of effort.

Goal #3: Arkay will improve business practices and efficiencies by enhancing information technology.

Leader: IT Manager, Quality Director, Program Directors, Controller, CEO

Objective A: Arkay will develop an online Job application on the website. **FY 23.**

Objective B: Arkay will do a complete annual revamp of the website to include resource development & recruitment. **FY 23, 24, 25.**

Objective C: Arkay will update our minimum standard requirements for computers within budget constraints. **FY 23.**

Objective D: Arkay will seek to establish comprehensive MIS system that tracks all customer information and provides data for analysis, trends, and demographics. **FY 23, 24.**

- Objective E:** Provide a cost-benefit analysis to determine the need for additional servers for coffee house(s) &/or bakery. **FY 23.**
- Objective F:** Arkay will review linking all locations with one infrastructure so that we could monitor internet usage from our service center. We would also be able to transfer calls to/from any location. Arkay will provide a cost-benefit analysis of linking all locations. **FY 24, 25.**
- Objective G:** Use current technology to promote Arkay events, fundraising, and services and communicate with our community. **FY 23, 24, 25.**
- Objective H:** Consider upgrading to electronic consumer charts to reduce FTE time, money, paper, & ink. **FY 23, 24, & 25.**

Outcomes:

- Arkay will enhance its technology across all locations.
- Arkay will use technology for with increased efficiency across all locations.

Indicators: Server, Website, Software, Hardware, Phone System

12. THE STRATEGIC DIRECTION

The strategic direction and goals included in this plan are Arkay's response to its understanding of what its customer's value most about the organization, and current opportunities and challenges for offering a high quality system of support in the community for people with disabilities.



The three-year period of this strategic plan will be a time of assessing and deepening Arkay's approaches to its work. Concurrently, Arkay will take more of a leadership role in working with a broader array of community resources. With a fresh perspective on its mission, understanding what it does well, and the environment in which it operates, Arkay will pursue the following strategic direction:

1. Arkay will review and deepen its existing direct supports and services over time to ensure that they are state-of-the art for working effectively with adults with disabilities.
2. Arkay will further assess consumer and community needs to identify gaps or needed shifts in service delivery. This assessment will serve as the basis for expanding or adding new services.
3. Arkay will take a leadership role in working with a range of providers (not just disability providers) to identify and meet the needs of adults with disabilities.
4. Arkay will explore the feasibility of expanding the organization's visibility in the community and making greater use of staff & volunteers.
5. Arkay will emphasize building its discretionary financial resources to invest in providing quality services. This includes building reserves and diversifying resources for the purpose of accomplishing our mission.

The Action Plan for Arkay provides the tasks, timelines, and resources necessary to carry out the FY 2023-2025 Strategic Plan. Arkay's Strategic Plan includes the steps that will be taken on an annual basis to ensure successful implementation of each goal. The "strategic goals" have been assigned to appropriate management. The management report will assess progress in obtaining desired, annual

outcomes and will be reported to the Board of Directors. The report will be reviewed and updated as needed at monthly management meetings.

This strategic plan will serve as a blueprint for the transformation of Arkay. We will align our financial, human and physical resources to meet the goals identified in this plan. As Arkay makes these changes, we must be adaptable and resilient in the face of a changing external environment. At the same time, it is important that we strike a balance between the aspects of Arkay that must adapt and evolve and the aspects that make it truly distinctive. Finding the balance and making the right measure of adaptation and gauging the “market” impact will take time, learning and re-calibration—there is no precise model for translating our actions into the desired outcomes. Thus, this strategy should be treated as a living document, subject to course corrections along the way.

Annual reviews of progress against each of the strategic objectives and reviewing it in the monthly committee process, Arkay will be able to assess how effective the current plan has been in meeting the objectives. This is an ambitious but manageable plan with many actionable elements. Not all good things can be done at once; some sequencing is inevitable, especially for elements that will require additional resources. We will need to seize on opportunities for efficiencies and savings—in terms of both time and money,

Through the successful implementation of this plan, Arkay will be better-prepared for its future in meeting the needs of its consumers, families & caregivers, and staff.

Category: Strategic Plan
Approved by the board (mo/day/year): 07/28/2022