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*Four - Year Strategic & Action Plan  
FY 2019 to FY 2022*

**Amended & Approved by Board of Directors January 28, 2021**

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# Table of Contents

<b>Introduction:</b>	<b>Page 3</b>
<b>1. AGENCY VISION AND MISSION STATEMENT</b>	<b>4-5</b>
<b>2. STRATEGIC VALUES / SERVICE PRINCIPLES</b>	<b>4-5</b>
<b>3. BACKGROUND</b>	<b>6-8</b>
<b>4. CURRENT AND FUTURE ENVIRONMENT</b>	<b>9-10</b>
<b>5. IMPORTANT POINTS IN THE ENVIRONMENT</b>	<b>10-13</b>
<b>6. DEFINITION OF EMPLOYMENT</b>	<b>13</b>
<b>7. SWOT ANALYSIS</b>	<b>13-16</b>
<b>8. STAKEHOLDERS</b>	<b>16-17</b>
<b>9. CORE SERVICES</b>	<b>17</b>
<b>10. STRATEGIC PLANNING PROCESS</b>	<b>17-19</b>
<b>11. GOALS, OBJECTIVES &amp; MEASUREMENTS</b>	<b>19-43</b>
<b>12. THE STRATEGIC DIRECTION</b>	<b>43-44</b>

## INTRODUCTION

On January 28, 2021, ARKAY Board of Directors approved to extend the current 3-year strategic plan for one year. This results in the plan expiring September 30, 2022, which will allow strategic planning activities to occur in FY 2021 and FY 2022 where it is hoped that more opportunities for the people we support to provide their insights and dreams for the future of Arkay exist. The current strategic plan expires September 30, 2021.

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, the inability to provide a variety of opportunity for meaningful input from the people we support and other stakeholders, and to allow Arkay adequate time to fully evaluate Arkay’s operations, service delivery, and overall position within the larger network, it was recommended & approved that the current strategic plan be extended for one year.

The COVID-19 pandemic has created uncertain times and resulted in unprecedented workplace changes. The greatest current challenge that Arkay had to face is the COVID 19 Pandemic. Arkay was closed from March 2020 to July 1, 2020. During these months of closure, Arkay did not receive any billable revenue. During these months, we kept all of our staff employed with full benefits. When Arkay reopened, we had only 7 clients returning to our programs. In the past, we have approximately over 400 clients attending our programs.

As communicated throughout Arkay’s “Return to Work Action Plan”, Arkay prioritized the health of our employees & consumers every step of the way in reopening our business’s doors. Because of this, Arkay came up with the concept of Global 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.

This results in the Strategic Plan expiring September 30, 2022, which will allow & extends strategic planning activities to occur in FY 2021 and 2022.

## **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.

### **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 Global Education**  
Arkay's Virtual Global Education 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 adaptation, 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.

#### **4. CURRENT AND FUTURE ENVIRONMENT**

Standards and expectations for people with disabilities have changed. In the early part of the 20<sup>th</sup> 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.

## ***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, comments on the regulations proposing the settings criteria indicated that compliance with the new regulations would be a quite 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. This would require statewide compliance by March 17, 2019. However, in light of the difficult and complex nature of this task, CMS recently has extended the transition period for states to demonstrate compliance with the home and community-based settings criteria by March 17, 2022. Since the COVID 19 Pandemic, Arkay has not heard from the State of Michigan. It appears to be pending.

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. The final rule applies to waiver programs authorized under the 1915 (c) section of the Social Security Act. The MDHHS currently operates the following programs through 1915 (c) waivers: Children’s Waiver Program, Waiver for Children with Serious Emotional Disturbances, MI Choice Program, Habilitation Supports Waiver, & MI Health Link HCBS Waiver

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 is 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. In order to facilitate this discussion, the Lieutenant Governor convened an initial meeting of stakeholders. The Section 298 Initiative is a statewide effort to improve the coordination of physical health services and behavioral health services.

Section 298 was approved as part of Public Act 268 of 2016. 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. The Michigan legislature recently passed an appropriations bill for Fiscal Year 2019. This bill contains new boilerplate language for the Section 298 Initiative.

On March 9, 2018, Michigan Department Health & Human Services (MDHHS) announced the pilot sites for the Section 298 Initiative:

- A. Pilot #1: Muskegon County CMH (dba Health West) and West Michigan Community Mental Health
- B. Pilot #2: Genesee Health System
- C. Pilot #3: Saginaw County Community Mental Health Authority.

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. Arkay will need keep itself constantly updated on similar initiatives in the State of Michigan.

### **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.

Arkay will need to keep itself constantly updated on the progress of any Systems Integration Plan. 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.
- Consistency in programming despite turnover.
- Staff is committed, and the services and programs 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.
- Arkay has hired a Human Resources Specialist to ensure compliance and development of staff.
- Arkay currently has healthy financial reserves and owns three of its buildings.
- The company encompasses the entire spectrum of disabilities and cultural backgrounds. Arkay has four (4) programs. Each program is unique to serve their consumers 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.
- Increased transportation fleet.
- IT Support.
- Public image, flexibility, and family friendly.

### **Weaknesses**

- Arkay needs to do a paradigm shift to meet the challenges of the external mental health network which is strongly data driven and transitioning.
- Arkay needs to respond to external quality metrics and the recent methodology change in the mental health authority.
- Recruitment & turnover.
- COVID 19 Pandemic consequences.
- Rework; waste & inefficiency; Errors in final product to customers.
- Hiring & compliance process errors in Human Resources.
- 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.
- More structure needed for coordination among departments.
- There is a perceived need for improved use of technology.
- There is a greater need for critical training among staff.
- Better tracking, matching people to jobs, training, and finding more opportunities. Arkay could do more selling to potential employers and be responsive to those who are interested.
- Arkay is overly dependent on the Mental Health Authority (MHA) as a single source of 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.
- Arkay can be too flexible and family friendly.

### **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 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. To be successful here, Arkay could consider an afternoon program for its consumers via funding sources.
- Autism: The relationship with the Autism Society should be considered as a possible funding opportunity. There is also a question about who will pay for these new services.
- 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. Consider contracts with the local Area Agency on Aging(s).
- 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,

- Demographics indicate a greater need for housing for both the developmentally & elderly disabled.
- Arkay needs to expand its contract with Monroe County Mental Health Authority & OCHN.
- Seek & expand a MRS contract.
- Continue to explore Supported Housing for the Developmentally Disabled.

### **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.
- 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 ongoing process & financial consequences.
- Staffing challenges and the cost of providing good care. It's hard to maintain an experienced workforce given the rate reductions from our funders and the need to ensure the budget continues to be balanced.
- Staffing challenges and the cost of providing good care. It is hard to maintain a competent staffing pool. Although increased efficiency and technology may help, high turnover especially among direct support staff, leads to increased administrative costs.
- Employment for persons with disabilities.
- Proper balancing of staff to programs.
- External collaboration could be stronger in areas of resource sharing & resource development.
- 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 the Arkay to achieve common goals.

- **Funders** are government agencies, Mental Health Authorities, and Managed Care Provider Network (MCPN) that commit financial resources to Arkay.
- The **Community** includes all of Monroe, 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 a bullying colleague, 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.

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*



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## **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 2019-2022. 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 four 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 26 survey

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.

## **AREA: BRANDING / LEADERSHIP**

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

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

**Objective 1.1:** Arkay will need to be more visible, marketing and promoting the organization's "brand", and its high-quality services. This will accelerate the development of "niches" of different service providers. Arkay will develop new updated brochure and a professional display to be utilized for external marketing.

**Comment:** Arkay has become active on social media and a new brochure is in process by staff (Femi). The virtual skill building team (Josh, James and Femi) continue to think of ways that we can enhance marketing. Business development has developed new promotional material & a display to enhance marketing

**FY 2019, & FY 2022**

**Objective 1.2:** Provide a monthly on-line version of the newsletter for each business unit. Create and promote success stories.

**Comment:** Arkay has consistently been posting newsletters online for all programs. On social media, we publish stories about micro business and employer paid sights once monthly.

**FY 2019, 2020, 2021, 2022**

**Objective 1.3:** Arkay staff will participate in meetings of its funding agencies & other community agencies including PAWC, DWIHN, OCHN, & Monroe Mental Health Authority (MMHA). This will advance and expand Arkay's networking and public awareness.

Comment: Arkay has consistently been attending appropriate meetings with funding agencies. Arkay has further gone to virtual meetings during the COVID 19 Pandemic.

FY 2019, 2020, 2021, 2022

**Objective 1.4:** Create a feedback tool for Arkay staff to share ideas and resources, identify what's working well and not so well. Ly

Comment: Currently Arkay has suggestion boxes and a survey employees can complete at **Staff Survey – Arkay Incorporated (miarkay.org)**. Staff may need to be further educated on the process. Also, each staff completes a self-evaluation & feedback tool during their annual evaluation.

FY 2019, Ongoing

**Objective 1.5:** Promote the development and implementation of a comprehensive caregiver seminar open to the public regarding the needs, issues of people with developmental disabilities. Provide feedback from seminar attendees to see if it should be benchmark for other seminars.

Comment: Business development department had a seminar with a law firm on this topic which was successful. Food was provided.

FY 2020, FY 2022

**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

**AREA: GOVERNANCE**

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

**Leader: Board President / CEO**

**Objective 2.1:** 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 for members.

Comment: Arkay CEO sends board updates & other materials to support the mission. Much of this has been done virtually during the pandemic.

FY 2021, 2022

**Objective 2.2:** Provide a formal orientation and training program to all new members of the Board. (Ongoing)

Comment: All new board members are provided an orientation & a training manual.

FY 2019, 2020, 2021, 2022

**Objective 2.3:** Provide informational updates to Board members under the Board agenda.

Comment: Provided at each board meeting.

FY 2019, 2020, 2021, 2022

**Objective 2.4:** 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.

Comment: This will be reviewed after the pandemic.

FY 2022

**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.

**AREA: OBTAINING RESOURCES AND MANAGING THEM**

**Goal 3: 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 3.1** Establish at least three new fundraisers for Arkay.

Comment: Arkay continues to think of new ways to raise funds and consistently have had at least 3 new fundraisers annually.

FY 2019, 2020, 2021, 2022

**Objective 3.2** Arkay needs to consider a staff position for marketing/resource development to increase funding opportunities through donations, fundraising, resource development and branding. Arkay has created a Job Description for this purpose.

Comment: Arkay has hired a staff position for this purpose. The pandemic came and the person terminated employment. Because of this, Arkay created a resource development committee. The administrative assistant leads the committee which and Josh/Femi department working on fundraisers, grant prequalifying, brand, and marketing

FY 2022

**Objective 3.3** Maintain a financially strong Arkay in both human and financial resources.

Comment: Arkay has remained strong both in human & financial resources even though the COVID 19 Pandemic created a decrease in staffing & revenue. Arkay continues to have strong reserves at approximately 30 months.

FY 2019, 2020, 2021, 2022

**Objective 3.4:** Build capacity of resource development efforts including technology and tracking giving trends. Use website for Resource Development.

Comment: Arkay is currently working on this and discussing ways to use the website more effectively. All resource development activities have been posted on the website. Pay Pal has been activated for donations on Arkay's website.

FY 2019, 2020, 2021, 2022

**Objective 3.5:** Our ideal position would be that resource development grows to 7% of Arkay's operating budget.

Comment: Arkay has been advancing in resource development by expanding fundraisers & writing grants. We average at least 3 fundraisers a year & have received four foundation grants,

FY 2021, FY 2022

**Objective 3.6:** Design and implement creative fundraising strategies to attract support from demographically or geographically diverse populations. Create an annual resource development plan that details out the specifics & goals.

Comment: We continue to improve our network of supporters and are discussing ways we can engage our donors. We have created an annual resource development plan which has been effected by the pandemic.

FY 2021, 2022

**Objective 3.7:** 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.

Comment: We continue to discuss large scale fundraisers but we have not been able to have one due to the pandemic. In FY 2021, Arkay is planning a virtual event online.

FY 2020, 2021, 2022

**Objective 3.8:** Need to build relationships for a major sponsor for Arkay.

Comment: The Virtual Skill Building Department (Josh/Femi) is working & making progress in this area. Arkay is working on a time bank idea which will help us network with local leaders. Further, this may be a stepping stone to a connection with a major sponsor.

FY 2021, 2022

**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.

**AREA: EMPLOYMENT**

**Goal 4: Increase employment for people with developmental disabilities.**

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

**Objective 4.1:** 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.

Comment: BD is currently attending events with Downriver Community Transition Counsel to increase awareness about working with people with developmental disabilities & cognitive impairments

FY 2019, 2020, 2021, 2022

**Objective 4.2:** Advocate for increasing the number of individuals with developmental disabilities employed in the private sector based on the new Federal HCBS rules.

Comment: Arkay is focused on employment first. We work with local agencies to increase the number of people we can place into paid employment positions. The pandemic has decreased the number of individuals working in supported employment. This is the reason why Arkay created virtual skill building & supported employment due to the pandemic.

FY 2019, 2020, 2021, 2022

**Objective 4.3:** Advocate for and promote a number of employment opportunities for people with developmental disabilities consistent with their interests, abilities and needs including self-employment (micro-enterprise).

Comment: Each individual gets a customized employment plan based on personal choice. The business developer works with each individual to accomplish their dreams, goals, & desires.

FY 2019, 2020, 2021, 2022

**Objective 4.4:** Advocate for increased federal/state supported and self-directed supports in the work place for persons with developmental disabilities.

Comment: Arkay continues to be a voice for the people we support as exemplified in Americans with Disabilities Act advocacy for consumers in the work place.

FY 2019, 2020, 2021, 2022

**Objective 4.5:** Assess the effectiveness of programs/employee retention rates for persons with developmental disabilities. Provide an annual analysis for improvement.

Comment: The BD department conducts monthly site surveys to get feedback from employees and employers. This information is discussed annually/ and as needed to expand retention rates.

FY 2019, 2020, 2021, 2022

**Objective 4.6:** Job Development and Business Development 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. There should be an upward trend in unsubsidized counts.

Comment: BD department generates monthly reports on these figures.

FY 2019, 2020, 2021, 2022

**Objective 4.7:** 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.

Comment: BD department is currently tracking this.

FY 2019, 2020, 2021, 2022

**Objective 4.8:** 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 when new rules are implemented.

Comment: This is an ongoing process. Some individuals we support will need extensive training before being able to hold an employer paid job. Transition planning has been held up due to the pandemic in which the Governor has closed site employment due to the pandemic

FY 2020, 2021, 2022

**Objective 4.9** Address new & innovative ideas for our consumers in supportive employment such as creating a coffee & tea shop operated by our disabled consumers.

Comment: Arkay was working on creating local coffee shops for the employment of individuals with developmental disabilities. We are targeting locations until the pandemic came. After the pandemic, Arkay will be pursuing this initiative. Arkay also applied for grant funds for this initiative.

FY 2021, 2022

**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.
- There is an increase in the number of businesses in the county that employ people with disabilities.
- Local public policy continues to create favorable conditions for supported employment.

**AREA: TRANSPORTATION**

**Goal 5: Advocate for an affordable accessible transportation services.**

**Leader: Transportation Director, Quality Manager, Program Directors**

**Objective 5.1:** Review alternatives and funding sources for options in providing Transportation Services.

Comment: Arkay has submitted grants for options.

FY 2019, 2020, 2021, 2022

**Objective 5.2:** Update information booklet with potential transportation providers.

Comment: Arkay booklet has been updated.

FY 2021, FY2022

**Objective 5.3:** Hire and train competent drivers; Implement accountability & responsibility for drivers; obtain new funding for vehicles; proper maintenance of vehicles; plus, sensitivity issues for drivers.

Comment: Arkay evaluates staff who drive in the evaluation process. Specialized training has been provided health, safety, & maintenance of vehicles. Ongoing.

FY 2019, 2020, 2021, 2022

**Objective 5.4:** Sharing of routes & vehicles among programs to reduce duplication.

Comment: A special committee was formed by the transportation director to reduce duplication of routes.

FY 2019, 2020, 2021, 2022

**Objective 5.5:** Develop a bus routing system for all programs to prevent unnecessary travel and gasoline.

Comment: This has been done. Ongoing.

FY 2019, 2020, 2021, 2022

**Objective 5.6:** 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.

Comment: This has been reviewed & two new vehicles were purchased in FY 2020. Since the pandemic & the decrease in consumers coming to the site, purchasing has been put on hold until trends change.

FY 2020, FY 2021, FY 2022

**Objective 5.7:** Provide an in-service training to staff on safe driving. Include accountability & responsibility metrics.

Comment: In-service trainings have been & continue to be provided to staff on safe training.

FY 2019, Annually

**Objective 5.8:** Provide written transportation maintenance schedule(s) by month to ensure longevity of vehicles.

Comment: Arkay's transportation director has created a monthly transportation schedule for vehicles.

FY 2019, Annually

**Objective 5.9:** Annual evaluations are to include how staff are maintaining vehicles. This would allow a person to score points or reduce points in the evaluation process.

Comment: This has been done.

FY 2019, 2020, 2021, 2022

**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 support 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 and then develop an action plan to remove identified barriers.
- Evaluations; Monthly vehicle maintenance log; Reduce cost.
- Vehicle Routes.
- Arkay Inc. services will be accessible to the individuals seeking services.

**AREA: QUALITY ASSURANCE /QUALITY INDICATORS (QI)**

**Goal 6: 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**

**Objective 6.1:** Directly provide cutting-edge, model services that meet identified gaps. Direct services are to be of the highest quality.

Comment: Arkay strives to give the best service possible to the people we support. We have developed a virtual program for our individuals stuck at home due to the COVID-19 Pandemic.

FY 2019, 2020, 2021, 2022

**Objective 6.2:** Provide ongoing updates to the monthly Quality Meetings.

Comment: This is provided monthly at the marathon meetings.

FY 2019, 2020, 2021, 2022

**Objective 6.3:** 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.

Comment: Arkay is working & continues to work with partners to provide devices to consumers so they can join our virtual zoom services.

FY 2019, 2020, 2021, 2022

**Objective 6.4:** Develop a consumer training in the safe use of computers, social media, & electronics.

Comment: Arkay has been providing new technology to consumers especially during the pandemic in which many consumers are stuck at home. This has expanded communication between staff & consumers.

FY 2020, 2021, 2022

**Objective 6.5:** Increase the number of participants in each program and implement a continuum of care within Arkay programs. Report to be given at monthly Program Director Meetings.

Comment: Reports are given monthly. The pandemic has reduced the number of consumers attending programs. Arkay needed to do a paradigm shift & create virtual services to maintain our existence as a non-profit organization due to reduce financials.

FY 2019, 2020, 2021, 2022

**Objective 6.6:** Ensure that each program has measurable goals for level of participant participation, with a time frame for achievement and a time frame for improvement.

Comment: Arkay's quality director ensures that each program has measurable goals for program improvement.

FY 2019, 2020, 2021, 2022

**Objective 6.7:** Revise existing satisfaction surveys for each program in order to be able to respond to participant needs, desires, goals and services.

Comment: This has been done.

FY 2019, 2020, 2021, 2022

**Objective 6.8:** Identify gaps in services and work to eliminate these gaps.

Comment: This has been done especially during the pandemic to reviewing customer needs & creating a virtual program.

FY 2019, 2020, 2021, 2022

**Objective 6.9:** 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 (4<sup>th</sup> Quarter).

Comment: This has been done.

FY 2019, 2020, 2021, 2022

**Objective 6.10:** Continue to translate materials into primary language groups, including non-readers.

Comment: This continues to be done as needed.

FY 2019, 2020, 2021

**Objective 6.11:** Program audits are to be done quarterly for each program.

Comment: Quarterly audits of each program have been conducted.

FY 2019, 2020, 2021, 2022

**Objective 6.12:** Arkay needs to assess the real demand for its services, increase private pay options, and be prepared to explore other opportunities for generating revenue.

Comment: Arkay had to “reinvent the wheel” since the pandemic for the creation of virtual services, private pay, & new grant revenue.

FY 2019, 2020, 2021, 2022

**Objective 6.13:** Develop and/or participate in a translator pool.

Comment: If needed, Arkay participates in a translator pool.

FY 2019, 2020, 2021, 2022

**Objective 6.14:** Develop quarterly quality updates for staff on new information regarding changes to quality metrics, trainings, & other requirements from funders.

Comment: This has been done at monthly marathon meetings.

FY 2019, 2020, 2021, 2022

**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.

**AREA: HUMAN RESOURCES**

**Goal # 7:** 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 Manager, CEO, Controller

**Objective 7.1:** Promote recruitment and retention of direct support professionals. Develop a recruitment plan for Job Coaches. Market the plan by using many communication channels.

Comment: The pandemic caused a major decline in Arkay services both programmatically & financially. This resulted in Arkay being closed for 4 months & a major decrease in staffing needs.

FY 2019, ongoing

**Objective 7.2:** Continue to organize & update personnel files according to new trends from CARF & MHAs to comply with HR Tracking. Document dates of file changes.

Comment: Personnel files are updated weekly by human resources. Status tracking is sent to each program on a weekly basis,

FY 2019, 2020, 2021, 2022

**Objective 7.3:** Review employee incentive plan. Is it actually working to motivate & retain staff? Measure turnover to retention rate since incentives have been established. Compare to the same period in the prior year.

Comment: The need for staffing has significantly decreased due to the pandemic. Incentives needed to stop due to the major decrease in financials 7 moving towards a balance budget.

FY 2019, 2020, 2021, 2022

**Objective 7.4:** Enhance efforts to secure a quality workforce with minimal turnover to provide continuity of care and services.

Comment: Arkay ensures a quality workforce to meet the need of our current client count which has been decreased due to the pandemic.

FY 2019, 2020, 2021, 2022

**Objective 7.5** Consider adding a position to expand resource development activities.

Comment: Arkay did add a position which terminated prior to the pandemic. Arkay created a resource development committee for this purpose,

FY 2021, FY 2022

**Objective 7.6:** Learn to use Human Resources Information System for efficient retrieval of employee data. Payroll system has the capabilities to provide needed data.

Comment: Payroll system & Big Fish are being used for this purpose.

FY 2021, FY 2022

**Objective 7.7:** Job descriptions need to be reviewed annually.

Comment: This is done annually.

FY 2019, 2020, 2021, 2022

**Objective 7.8:** Continue to focus on staff development including developing a supervisory and management curriculum for staff to strengthen and expand the supervisory and management capacity. Present at Risk Management Meeting.

Comment: Staff development is on an ongoing basis. A seminar was used for this purpose at Risk Management Meetings.

FY 2019, 2020, 2021, 2022

**Objective 7.9:** Continue to update training curriculum for direct support staff to ensure compliance with Funders.

Comment: Training curriculum continues to updated to ensure compliance with Mental Health Authorities.

FY 2019, 2020, 2021, 2022

**Objective 7.10:** Reduce rework; waste & inefficiency in Human Resources. Reducing error & defects can enhance efficiency, reduce rework & duplication of effort. This can result in a better final product to customers. Create an efficiency plan that uses both technology & critical thinking for this purpose.

Comment: Arkay has created an efficiency plan using technology to enhance human resources by utilizing the "Big Fish" spreadsheet.

FY 2019, 2020, 2021, 2022

**Objective 7.11:** Provide a Gentle Teaching Training Mandatory for all Job Coaches.

Comment: This has been provided.  
FY 2020, FY 2022

**Objective 7.12:** Create a relationship with local child care center where our employees could get a group rate or something similar.

Comment: This is being reviewed to determine the need due to decrease staffing.

FY 2022

**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.
- Plan creation.

**AREA: FINANCE / ACCOUNTABILITY & RESPONSIBILITY**

**Goal #8:** Arkay will strive to be responsible and accountable for all its resources.

**Leader:** CEO, Controller, Quality Manager, Program Directors

**Objective 8.1:** Arkay will comply with applicable state and federal laws, regulations and contracts.

Comment: This continues to be done.

FY 2019, 2020, 2021, 2022

**Objective 8.2** Ensure that public funds are expended cost-effectively and appropriately by all its programs and services. Provide good stewardship of tax dollar funds.

Comment: This continues to be done as indicated by compliance with external audits & solid internal controls.

FY 2019, 2020, 2021, 2022

**Objective 8.3** 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.

Comment: This continues to be done as reflected in our financial statements.

FY 2019, 2020, 2021, 2022

**Objective 8.4:** Ensure that the budget process links with both planning and accountability in diversifying funding resources.

Comment: This continues to be done.

FY 2019, 2020, 2021, 2022

**Objective 8.5:** Implement best practices to continue with clean audits and a financially sound & stable organization.

Comment: This continues to be done.

FY 2019, 2020, 2021, 2022

**Objective 8.6:** Develop & implement a new 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. Overtime should be included in the Internal Control Policy.

Comment: This continues to be done. All overtime is on hold due to the pandemic.

FY 2019, 2020, 2021, 2022

**Objective 8.7:** Review Arkay internal controls policy with outside Auditor to see if additional improvements are needed. Policy should include overtime controls.

Comment: This continues to be done.

FY 2019, 2020, 2021, 2022

**Objective 8.8:** Review waste, inefficiency, & duplication (lean six sigma) at monthly Program Director Meetings. The strategy is to reduce and/or eliminate non-essentials.

Comment: This continues to be done at monthly meetings.

FY 2019, 2020, 2021, 2022

**Objective 8.9:** Review & compare Health Insurance Plans & cost.

Comment: This continues to be done annually.

FY 2019, Annually.

**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.

**AREA: SERVICE DELIVERY EXPANSION**

**Goal #9: Arkay will seek new opportunities to expand services to its consumers and expand its mission statement.**

**Objective 9.1:** Arkay should review the feasibility of short-stay respite services (for people who live with family members or other caregivers) as project within the housing project.

Comment: This has been put on hold due to the pandemic.

FY 2021, FY 2022

**Objective 9.2:** Arkay should review the feasibility of overnight respite services to provide caregiver relief as product within the housing product.

Comment: This has been put on hold due to the pandemic.

FY 2021, 2022

**Objective 9.3:** Arkay should review its capacity data based on future locations for service expansion.

Comment: This has been put on hold due to the pandemic.

FY 2019, 2020, 2021, 2022

**Objective 9.4:** 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.

Comment: This has been reviewed & Arkay did apply for this service. Arkay was not awarded this contract at this time.

FY 2021, 2022

**Objective 9.5:** 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. There is also a question about who will pay for these new services.

Comment: Arkay has a relationship with the Autism Society.

FY 2021, 2022

**Objective 9.6:** 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.

Comment: This has been put on hold due to the pandemic. Services have been reduced due to the pandemic.

FY 2020, 2021, 2022

**Objective 9.7:** Demographics indicate a greater need for housing for both the developmentally & elderly disabled. In FY 2018, Arkay has done a feasibility study in providing independent apartment living. Further, Arkay has a partner in Cleveland, Ohio working with MSHDA for this project. Arkay needs to determine if

MSHDA is the best alternative and/or consider another alternative in the private sector to accomplish this project

Comment: Arkay has determined that MSHDA was not the best option for housing alternatives. The Board of Directors voted not to pursue housing at this time.

FY 2019, 2020, 2021

**Objective 9.8:** 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.

Comment: This has been done.

FY 2019, 2020, 2021, 2022

**Objective 9.9** Arkay is to consider establishing a contract with MRS. This would help Arkay expand its service base. A meeting is to be scheduled for this purpose. (

Comment: This has been done, & MRS referrals have steadily increased.

FY 2019, 2020, 2021, 2022

**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.
- Specialist behavior support services, such as high-security services for people with high-level, high-risk challenging behaviors.

**AREA: INFORMATION TECHNOLOGY**

**Goal #10: Arkay will improve business practices and efficiencies by enhancing technology.**

**Leader: IT Manager, Quality Manager, Program Directors, CEO**

**Objective 10.1:** Arkay will develop an online application on the website.

Comment: We have developed an online application which collects basic information from applicants. They must then be contacted by HR to fill out a full application.

FY 2019

**Objective 10.2:** Arkay will do a complete an annual revamp of the website to include resource development & recruitment.

Comment: This has been done & continues to be updated as needed. The website is up for renewal in March of 2021. Arkay may seek a new provider. We should have a new website or the current one updated by April 2021.

FY 2019, 2020, 2021, 2022

**Objective 10.3:** Arkay will redefine our minimum standard requirements for computers within budget constraints.

Comment: This has been done. This FY 2021's IT plan should reflect the new standard minimum requirements which are core2duo or better processor, 4gb ram (ddr2 or better), and 64bit windows 10. IT manager continues to monitor the need for increased standards.

FY 2019, 2020, 2021, 2022

**Objective 10.4:** Arkay will seek to establish comprehensive MIS system that tracks all customer information and provides data for analysis, trends, and demographics.

Comment: We are currently using Microsoft teams for record keeping of consumer acquisition. We are considering moving to Microsoft Azure and need to complete a cost benefit analysis.

FY 2021, 2022

**Objective 10.5:** Arkay will develop a digital solution for HR.

Comment: IT manager continues to check in with the HR manager about the need for digital systems. Currently HR using BIG FISH, an excel spreadsheet to track employee information which keeps efficiency at its core.

FY 2019, 2020, 2021

**Objective 10.6:** Provide a cost-benefit analysis to determine the need for additional servers such as virtual skill building, coffee house &/or bakery.

Comment: This has been put on hold due to the pandemic with the reduction of consumers. IT will run cost benefit analysis to see if we need servers for applications related to new ventures in the future.

FY 2020, 2021, 2022

**Objective 10.7:** 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.

Comment: There does not appear to be a need for this at this time due to pandemic & closure of the Taylor location. Arkay will complete a cost benefit analysis in FY 2022 if the need arises.

FY 2021, 2022

**Objective 10.8:** Use current technology to promote Arkay events, fundraising, and services and communicate with our community.

Comment: The BD & the VSB Department continues to us technology & social media in communications to the community at large. This is done monthly &/or more often if needed.

FY 2019, 2020, 2021, 2022

**Objective 10.10:** Arkay will review developing digital systems for all aspects of daily operations.

Comment: IT department strives to transition Arkay operations toward digitization of all documents and processes. This year (FY 21), we have begun to digitize the supply order form and process.

FY 2021, 2022

**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 four-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 children and 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 2019-2022 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 "action steps" have been assigned to appropriate Program Directors, Managers, and Staff. 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 program director 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.