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*Three - Year Strategic & Action Plan
FY 2019 to FY 2021*

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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. Currently, we are serving approximately 400 individuals. Arkay receives its funding through CLS, Consumer Link Network (CLN), Integrated Care Alliance (ICA), 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 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. Managed care initiatives at both the federal and state levels will demand even greater changes in the way services are funded and evaluated. Arkay must respond to the new Home & Community Based Rules and to the Michigan Section 298 Initiative in Wayne County. The possible elimination of MCPNs in Wayne County & contracting directly with the DWMHA will also be a new challenge. These projects will have an impact on Arkay's programs and financials. Arkay must continually prepare to face new service demands, fiscal challenges, changing technologies, 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.
- **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.

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.

Arkey 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. Currently, Arkay has not heard from the State of Michigan that the extended date will be honored.

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.

MDHHS is currently reviewing stakeholder input on the project. MDHHS has announced a new target date for pilot implementation for October 1, 2019. MDHHS will be engaging the members of the Leadership Group and other stakeholders in a discussion about the impact of the amended timeline on the pilots. The University of Michigan (UM) evaluation team has been working on identifying performance metrics for the evaluation of the pilots and demonstration project.

Some provider concerns about Section 298 Initiative are as follows:

- A. **Immediate Reduction of Benefits:** The average administrative cost for the public system is 6%; for for-profit health plans, it is 15-17%. This could bring an immediate 10% reduction in funds available to provide services to people.
- B. **Mingling of funds:** There may be no protections in place to prevent Health Plans from co-mingling funds. This means that health plans would have free access to public dollars to use at their discretion. Also, local community match dollars (tax dollars) are at risk of being used for Health Plan profits rather than community benefit.
- C. **Loss of Public Accountability:** Private entities may not have the same obligations to the community as the public behavioral health system. Public oversight and accountability for the resources are required. Michigan's community based behavioral healthcare system is interwoven into the fabric of its communities which includes a safety net.
- D. **Loss of Transparency:** The Health Plans may not be required to hold open meetings or solicit and use input from persons served or the community.

- E. **Loss of Consumer Self-Direction:** Important and unique gains in the Michigan system of care may be lost. These include the Person Centered Planning Model, self-determination, peer support systems and services, the rights protection system, and other important protections designed to respect service users as valued members of their communities.
- F. **Loss of known local providers:** The management or delivery of public behavioral health services by private companies simply to save money has not been effective in other states. Providers, especially small local providers, have been forced to cut services or leave the system, weakening the local network.
- G. **Michigan's current structure,** known as a "carve out", allows it to offer specialty mental health services not offered by health plans. Examples include help with housing, employment, transportation, and community inclusion. These supports may be lost in a "carve in," for profit model.

Arkay will need keep itself constantly updated on the Michigan Section 298 Initiative so a proper response can be made to the implementation of this project. Stakes could be high on how Arkay services will "fit-in" to this new system of care.

Local Level

At the local level, Detroit Wayne Mental Health Authority (DWMHA) 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. DWMHA is both a PIHP and a Community Mental Health Service Program (CMHSP), but it was excluded from the MDHHS Section 298 pilot projects. In June 2018, DWMHA Board has approved a resolution to explore the possibility of initiating its own Section 298 pilot project with a Medicaid Health Plan(s) (MHP).

DWMHA has been working with nationally recognized experts in health care to identify various models. The DWMHA is now proying to do their own integrated pilot project with a MHP in line with the State 298 initiative that can be implemented by October 1, 2019. This is the same implementation date of the MDHHS pilot projects.

Arkay will need to review the Wayne County Demonstration Model and see how the organization will "fit-in" to this model. Points to consider are if the model will increase the delivery of services or decrease services to the developmentally disabled population. Arkay is to have a liaison staff for all DWMHA meetings.

Further, DWMHA Board has approved a Systems Transformation Plan on June 13, 2018 which eliminates the MCPN structure. The DWMHA Board of Directors passed a resolution regarding the future of DWMHA and its System of Care. With

input from the DWMHA Board of Director's System Transformation Committee, healthcare delivery experts, MDHHS, and executive leadership, DWMHA concluded & resolved to eliminate the current MCPN structure. With this, DWMHA will be assuming the full management of all services and supports thereby taking over the responsibility for delegated services and responsibilities.

The DWMHA's Systems Transformation Plan seeks to eliminate the roles of the MCPN and to begin to directly manage the services and responsibilities currently delegated to the MCPNs in accordance with a key target dates of October 1, 2018, January 1, 2019 and October 1, 2019. DWMHA will need to re-establish a direct relationship with our providers and the people we serve. Also, DWMHA needs to migrate delegated functions from all MCPNs.

Arkay will need to keep itself constantly updated on the progress of the DWMHA's Systems Transformation Plan. In Arkay's view, this Systems Transformation Plan should save cost, reduce duplication of effort, & increase efficiency. Currently, there is overlap in the following areas:

1. Customer Services
2. Finance
3. Billing Systems
4. Information Technology
5. Community Living Support Coordination
6. Credentialing
7. Paying Claims
8. Provider Relations
9. Quality Monitoring & Audits
10. Utilization Management
11. Process / Interpretation of Code of Federal Regulations.

By centralizing & reducing administrative cost, the plan should increase additional revenue to the network. Restructuring & reengineering processes & people's talents should improve service quality.

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 Director of Human Resources 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.
- 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.
- 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.
- Opportunities may be available within the new pilot projects with DWMHA

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. MCPN budget and rate reductions.
- 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.
- Michigan Section 298 Initiative.
- DWMHA June 2018 approved resolutions

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



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 2019-2021. 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 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, Special Projects Director, 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.

FY 2019

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

FY 2019

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

FY 2019, 2020, 2021

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

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.

FY 2020

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.
FY 2020

Objective 2.2: Provide a formal orientation and training program to all new members of the Board. (Ongoing)
FY 2019, 2020, 2021

Objective 2.3: Provide training updates to Board members under the Board agenda.
FY 2019, 2020, 2021

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. Special Projects Director will develop a Resource Development Event with board participation.
FY 2020

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/Executive Director 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: Special Projects Director, Quality Manager, Program Directors, CEO, Controller

Objective 3.1 Establish at least three new fundraisers for Arkay.
FY 2019, 2020, 2021

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. (Special Projects Director)
FY 2019

Objective 3.3 Maintain a financially strong Arkay in both human and financial resources.
FY 2019, 2020, 2021

Objective 3.4: Build capacity of resource development efforts including technology and tracking giving trends. Use website for Resource Development.
FY 2019, 2020, 2021

Objective 3.5: Our ideal position would be that resource development grows to 10% of Arkay's operating budget.
FY 2021

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.

FY 2019, Annually

Objective 3.7: Need to advance in resource development. Assess the need for a major fundraiser (s) for Arkay to increase revenue.

FY 2019, Annually

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

FY 2019, 2020, 2021

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 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.

FY 2019, 2020, 2021

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.

FY 2019, 2020, 2021

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).

FY 2019, 2020, 2021

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

FY 2019, 2020, 2021

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

FY 2019, 2020, 2021

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.

FY 2019, 2020, 2021

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.

FY 2019, 2020, 2021

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.

FY 2020, 2021

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.
FY 2019
- Objective 5.2:** Update information booklet with potential transportation providers.
FY 2020
- 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.
FY 2019, 2020, 2021
- Objective 5.4:** Sharing of routes & vehicles among programs to reduce duplication.
FY 2019, 2020, 2021
- Objective 5.5:** Develop a bus routing system for all programs to prevent unnecessary travel and gasoline.
FY 2019, 2020, 2021
- Objective 5.6:** There appears to be a lack of consumer space on current vehicles to add new consumers on routes. Invest in two more vehicles to add to our fleet. Consider wheelchair needs.
FY 2019, 2020, 2021
- Objective 5.7:** Provide an in-service training to staff on safe driving. Include accountability & responsibility metrics.
FY 2019, Annually
- Objective 5.8:** Provide written transportation maintenance schedule(s) by month to ensure longevity of 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.

FY 2019, 2020, 2021

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.

FY 2019, 2020, 2021

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

FY 2019, 2020, 2021

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.

FY 2019, 2020, 2021

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

FY 2019, 2020, 2021

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.

FY 2019, 2020, 2021

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.

FY 2019, 2020, 2021

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

FY 2019, 2020, 2021

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

FY 2019, 2020, 2021

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 (4th Quarter).

FY 2019, 2020, 2021

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

FY 2019, 2020, 2021

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

FY 2019, 2020, 2021

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.

FY 2019, 2020, 2021

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

FY 2019, 2020, 2021

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

FY 2019, 2020, 2021

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 Director, 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.

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.

FY 2019, 2020, 2021

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.

FY 2019, 2020, 2021

- Objective 7.4:** Enhance efforts to secure a quality workforce with minimal turnover to provide continuity of care and services.
FY 2019, 2020, 2021
- Objective 7.5** Consider adding a position to expand resource development activities.
FY 2019
- Objective 7.6:** Learn to use Human Resources Information System for efficient retrieval of employee data. ADP system has the capabilities to provide needed data.
FY 2019
- Objective 7.7:** Job descriptions need to be reviewed annually.
FY 2019, 2020, 2021
- 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.
FY 2019, 2020, 2021
- Objective 7.9:** Continue to update training curriculum for direct support staff to ensure compliance with Funders.
FY 2019, 2020, 2021
- 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.
FY 2019, 2020, 2021
- Objective 7.11:** Provide a Gentle Teaching Training Mandatory for all Job Coaches.
FY 2020
- Objective 7.12:** Create a relationship with local child care center where our employees could get a group rate or something similar.
FY 2021
- 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.
FY 2019, 2020, 2021

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.
FY 2019, 2020, 2021

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.
FY 2019, 2020, 2021

Objective 8.4: Ensure that the budget process links with both planning and accountability in diversifying funding resources.
FY 2019, 2020, 2021

Objective 8.5: Implement best practices to continue with clean audits and a financially sound & stable organization.
FY 2019, 2020, 2021

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.
FY 2019, 2020, 2021

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

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.
FY 2019, 2020, 2021

Objective 8.9: Review & compare Health Insurance Plans & cost.
FY 2019

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.
FY 2019, 2020, 2021

Objective 9.2: Arkay should review the feasibility of overnight respite services to provide caregiver relief as product within the housing product.
FY 2019, 2020, 2021

Objective 9.3: Arkay should review its capacity data based on future locations for service expansion.
FY 2019, 2020, 2021

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.
FY 2019, 2020, 2021

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.
FY 2020, 2021

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.
FY 2019, 2020, 2021

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.
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.
FY 2019, 2020, 2021

Objective 9.10 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.
FY 2019, 2020, 2021

Outcomes: Assess fiscal issues and sustainability for new programs, reviewing start up 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.
FY 2019

Objective 10.2: Arkay will do a complete revamp of the website to include resource development & recruitment.
FY 2019, 2020, 2021

Objective 10.3: Arkay will redefine our minimum standards requirements for computers within budget constraints.
FY 2019

Objective 10.4: Arkay will seek to establish comprehensive MIS system that tracks all customer information and provides data for analysis, trends, and demographics.
FY 2021

Objective 10.5: Arkay will develop a digital solution for HR.
FY 2019, 2020

Objective 10.6: Arkay will establish a comprehensive MIS system that tracks all customer information and provides data for analysis, trends, and demographics.
FY 2019, 2020

Objective 10.7: Provide a cost-benefit analysis to determine the need for additional servers.
FY 2020

Objective 10.8: 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 2020

Objective 10.9: Use current technology to promote Arkay events, fundraising, and services and communicate with our community.
FY 2019, 2020, 2021

Objective 10.10: Provide effective training for the public to increase skills and awareness of electronic products and services.
FY 2019, 2020, 2021

Objective 10.11: Arkay will review developing digital systems for all aspects of daily operations.
FY 2021

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 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 2019-2021 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.