

The Arc of the Ozarks Strategic Plan 2017-2020 2019 Revision

1. The Arc of the Ozarks will implement best leadership practices in recruiting and managing the workforce.

- Hire
 - Explore methods for active recruitment, providing a proposal to Executive Staff. -M. Kleinsasser -September 2019
- Train
 - As a part of the succession plan, provide a leadership program for employees interested in advancement, as identified by Program Directors. -C. Hite -January 2020
 - Implement training program for existing Program Supervisors and develop materials for new and existing Shift Supervisors. -F. Ortman -Program Supervisor, Nov. 2019 -Shift Supervisor, February 2020
- Manage
 - Reduce overtime to under ten percent by July 2020 and nine percent by July 2021. -T. Dygon
 - Implement permanent scheduling practices in ADP for all programs. -T. Dygon -January 2020
 - Explore new creative scheduling practices and bring a report to Executive Staff for consideration. -T. Dygon -January 2020
 - Develop and implement a communication strategy that improves agency wide communication. -Internal Communication Committee, T. Dygon -June 2020
 - Evaluate the current management structure and develop a plan with recommendations to President/CEO. -Tim Dygon -December 2019
- Appreciate
 - Continue to implement the Appreciation Plan as recommended by the Employee Relations Committee with an annual evaluation. -Mike Powers -annually
- Retain

- Improve employee retention rate by three percentage points from the previous year. -HR Department -July 2020
- Increase the salaries of current direct support staff for recruitment and increase starting wages for new hires. -Mike Powers -Aug. 2019

2. The Arc of the Ozarks will position itself for future growth and expansion to advance the mission of the organization.

- Increase gross revenue to \$56 million by FY-2020. -Mike Powers - June 30, 2020
- Continue to implement annual plans for departmental growth to include goal target areas. -Alisa Lowry -June 2020
- Implement a quarterly process for financial review to establish accountability at all program levels to include personnel costs, positive cost centers, acceptable overtime, and effective purchasing practices. - John Everest -September 2019
- Maintain a four-month financial reserve for stability of the organization. -Mike Powers -June 2020
- Redesign the Activity Center/Administration Office for better accessibility and security. -Mike Powers -June 2020
- Add an executive position to assist in responsibilities of Program Services. -Mike Powers -October 2019
- Revise the billing process and procedures for all residential services. - John Everest, Tiara Slack
 - Phase one: compare CIMOR authorizations to submitted budgets prior to billing. -July 2019
 - Phase two: ensure complete and adequate documentation prior to billing. -June 2020
 - Phase three: implement electronic billing process for all residential services. -June 2020
- Improve tracking systems and processes for room and board billing, payee contracts and ISL leases. -John Everest
 - Develop and implement a process to recoup unpaid room and board expenses. -July 2019
 - Explore becoming payee for persons served in residential services. - June 2020
 - Develop and implement payee contracts for parents/family of person served. -August 2019

- Track and report unpaid invoices to Executive Staff. -July 2019
- Recruit and hire a professional to oversee leasing agreements for persons served. -J. Everest -October 2019
 - Investigate process for executing lease agreements for ISL services. - January 2020
- Evaluate and modify billing process and procedures for clinical services, Rivendale and therapy services. -T. Dygon -June 2020

3. The Arc of the Ozarks will provide innovative services that meet the desires and preferences of its clientele and stakeholders.

- Enhance program implementation, design and structure for the following programs: -Tim Dygon
 - Norton -August 2019
 - ABA -August 2019
 - Cornerstone -August 2019
 - Employment Solutions -October 2019
 - Community Connections -October 2019
 - Rivendale -April 2020
 - Crisis Team -June 2020
- Implement Quality Assurance Committee to ensure conformance to CARF standards. -Tiara Slack -October 2019
- Become a technology first organization by integrating remote supports and assistive technology to further the mission of The Arc of the Ozarks. -Tim Dygon
 - Develop a technology first policy. -October 2019
 - Develop a job description and pay scale for remote support staff. - October 2019
 - Identify individuals in residential services who could benefit from remote supports. -January 2020
 - Implement remote supports with all individuals identified. -October 2019
- Explore the possibility of Arc Property Management investing in community housing to support individuals with high intensity behavior support needs. -Mike Powers -November 2019
- Evaluate service capability of a respite home in Cassville. -Alisa Lowry -March 2020

- Investigate and develop a diagnostic and treatment clinic for individuals on the Autism Spectrum for the greater Springfield area. - Mike Powers -June 2021
- Continue to research and consider merger, acquisition and collaboration opportunities. -Mike Powers -June 2020
- Develop a plan to enhance the Arc's mission by providing innovative person-centered training to staff focusing on a culture of independence (as evaluated by the annual client satisfaction surveys). -Tiara Slack - January 2020

4. The Arc of the Ozarks will be actively involved in the community.

- Participate actively in education and advocacy efforts in the legislative processes in regard to the provision of services to individuals with disabilities. -Mike Powers -continue beginning in July 2019
- Utilize public service announcements quarterly and social media on a daily basis to inform the public regarding disability awareness and to promote Arc events. -Danielle Wise -continue annually, July 2019
- Increase the number of Arc representatives are actively involved in local, state and national associations to advocate, educate and promote disability awareness. -Mike Powers -June 2020
- Ensure a diverse and competent Board of Directors that is representative of the community and service populations by adding three members from varying occupations. -Mike Powers -Jan. 2020
- Develop a plan to increase awareness of services by branding The Arc of the Ozarks in the Joplin, Kansas City and Monett geographic areas. -Danielle Wise -June 2020
- Increase the number of legislators involved with the "Day in the Life of a DSP" project. -Karen Burnell Ruff -June 2020
- Increased brand recognition through marketing materials utilized by The Arc including promotional videos, the organizations website and style guides. -Stevie Stryker -June 2020