



# 2021 Strategic Plan Focus Areas



# The Arc of the Ozarks

## MISSION

To support individuals with disabilities in directing their own lives as valued members of the community

## VISION

To be a leader in service delivery for persons with disabilities by providing an array of supports and services to integrate them into their communities and to enhance the quality of their lives

## STRATEGIC PLAN

Focus 1	Enhancing Innovative Services	To provide high quality services for clients and families
Focus 2	Ensuring Business Sustainability	To position viable financial, operational, and infrastructure supports
Focus 3	Enriching Workforce Development	To develop a diverse, well-trained and engaged staff
Focus 4	Maximizing Strategic Partnerships	To cultivate and leverage business alliances that support our mission
Focus 5	Strengthening Community Engagement	To increase brand awareness, educational and advocacy efforts

# The Arc of the Ozarks 3-Year Strategic Plan

Outcome Goals	Action Items	Strategic Focus	Timeline	Ownership
1. Expand existing children services.	<ul style="list-style-type: none"> <li>● Expand assessment/therapy options and locations of Mercy Autism clinic.</li> <li>● Discuss service needs and funding potential with local stakeholders.</li> <li>● Evaluate staffing needs in Mercy clinic.</li> <li>● Expand Rivendale Services to include in-home ABA therapy options.</li> </ul>	1. Enhancing Innovative Services	2-3 years	Tim, Mike, Mercy, Alisa, Clay
2. Revise behavioral crisis services to better meet the needs of individuals with dual diagnosis.	<ul style="list-style-type: none"> <li>● Explore and evaluate feasibility of residential crisis services based on new DMH model and Mercy partnership.</li> <li>● Identify facility locations, rate structure, salary/pay structure, staffing credentials per DMH.</li> <li>● Determine Mercy's involvement.</li> <li>● Explore the feasibility of investing in community housing to support individuals with high intensity behavior support needs.</li> </ul>	1. Enhancing Innovative Services	1-2 years	Mike, Tim

3. Maintain and expand Pathways to Greater Independence initiative.	<ul style="list-style-type: none"> <li>● Increase number of individuals receiving assistive technology and remote supports services.</li> <li>● Monitor KPI's by each department, quarterly.</li> <li>● Reduce service hours provided, when possible.</li> </ul>	1. Enhancing Innovative Services	1-2 years	Tim, Clay, Alisa
4. Renew three-year accreditation with CARF in Spring 2022.	<ul style="list-style-type: none"> <li>● Complete management training for all staff on principles of CARF Accreditation.</li> <li>● Review all polices by December 2021.</li> <li>● Work on filing all required CARF documents electronically in preparation for survey.</li> <li>● Submit CARF application by September 2021.</li> </ul>	1. Enhancing Innovative Services	1-year	Tiara
5. Implement benefits payee process for persons in residential services.	<ul style="list-style-type: none"> <li>● Investigate requirements to become organizational representative payee.</li> <li>● Develop processes and procedures for becoming organizational representative payee.</li> <li>● Apply for and be approved by SSA as organizational representative payee.</li> <li>● Apply for and be approved by SSA to become a Fee-For-Service payee.</li> <li>● Become payee for 50 individuals by the end of FY22.</li> <li>● Become payee for 150 individuals by the end of FY23.</li> </ul>	2. Ensuring Business Sustainability	1-2 years	John, Gwen F.
6. Reduce overtime to under eight percent.	<ul style="list-style-type: none"> <li>● Develop an overtime utilization policy that includes pre-approval for overtime and how/when it can be used.</li> </ul>	2. Ensuring Business Sustainability	1-2 years	Executive Staff

	<ul style="list-style-type: none"> <li>• Monitor monthly reports showing reasons for over time, number of open hours, etc. by program.</li> <li>• Utilize ADP mobile platforms for changes in staffing.</li> <li>• Maintain schedules in ADP system.</li> </ul>			
7. Explore alternate office location in Kansas City Division.	<ul style="list-style-type: none"> <li>• Determine program growth direction/area with KC Director, team, stakeholders, and Exec Staff.</li> <li>• Review KC financials with VP of Finance to ascertain available funding for building purchase/lease.</li> <li>• Review available facilities in Independence, Blue Springs, KC area (outside of metro area) with team or through real estate agent.</li> <li>• Develop business proposal and present to Operations Committee and the Board of Directors for approval.</li> <li>• Maintain current lease and communicate with landlord regarding timelines for move.</li> </ul>	2. Ensuring Business Sustainability	1-2 years	Mike, Tim, Clay, Karen
8. Redesign the Activity Center/Administrative Office for better accessibility and security.	<ul style="list-style-type: none"> <li>• Finalize the estimated costs on the project list.</li> <li>• Prioritize and develop a timeline for projects.</li> <li>• Obtain board approval on the budget for selected projects.</li> </ul>	2. Ensuring Business Sustainability	2 years	Mike, John, Ron
9. Improve consistency and reliability of data collection in the program services departments.	<ul style="list-style-type: none"> <li>• Complete workgroup on documentation concerns including recommendations.</li> <li>• Edit the progress note templates to three tasks rather than five.</li> <li>• Implement and train staff on the Therap App.</li> </ul>	2. Ensuring Business Sustainability	1 year	Tiara, Tim, Alisa, Clay

	<ul style="list-style-type: none"> <li>Continue to monitor documentation and send reports to VPs daily on missing documentation.</li> </ul>			
10. Evaluate and implement a multi-pronged approach to recruit, and retain a diverse, well trained work force.	<ul style="list-style-type: none"> <li>Continue to increase DSP and program staff wages to remain competitive in recruitment as funding sources permit.</li> <li>Enhance community partnerships to source diverse, quality candidates. Maintain healthy pipeline of candidates with consistent, proactive outreach.</li> </ul>	3. Enriching Workforce Development	1-2 years	Marybeth, Executive Staff
11. Enhance the program management structure by clearly defining roles, expectations and job functions by addressing deficits and focusing on efficiency-	<ul style="list-style-type: none"> <li>Recruit and assign members to a management structure task force.</li> <li>Assign members of the task force, chaired by the VP of HR and Staff Development and the Executive VP, to complete the organizational analysis by December 2021.</li> <li>Complete a budget analysis on the enhanced management structure plan to ensure cost feasibility.</li> <li>The task force will make formal recommendations and implementation plan for enhancing management structure to Executive Staff by January 2022.</li> <li>Job and task analysis will be completed for the following positions: Director, Assistant Director, Program Supervisor, Team Manager, Shift Supervisor and other positions, deemed necessary.</li> <li>Job descriptions and performance appraisals for the management positions will be edited.</li> </ul>	3. Enriching Workforce Development	1-2 years	Tim, Alisa, Clay, Marybeth

	<ul style="list-style-type: none"> <li>● Complete a wage survey for positions outlined in the enhanced management structure plan.</li> <li>● The task force will begin implementing the enhanced management structure plan as approved by Executive Staff by March 2022.</li> <li>● Design and complete feedback sessions with key staff members.</li> <li>● Communicate changes to all members of the organization.</li> </ul>			
12. Improve retention rate by two percentage points each year.	<ul style="list-style-type: none"> <li>● Expand the reach of Growth Academy throughout the organization.</li> <li>● Implement leadership development learning opportunities for all levels of management.</li> <li>● Implement additional development opportunities for all levels of the organization in the form of monthly webinars.</li> <li>● Continue to nurture a culture focused on coaching conversations.</li> <li>● Evaluate and make recommendations for revisions to performance appraisal processes.</li> </ul>	3. Enriching Workforce Development	1-3 years	Marybeth Executive Staff
13. Improve internal communication processes.	<ul style="list-style-type: none"> <li>● Create a robust internal communication plan.</li> <li>● Create internal process for media interviews, presentations, crisis communication, etc.</li> <li>● Revise internal communication policy.</li> <li>● Continue management communication memos.</li> <li>● Develop a text blast system for employee communication.</li> </ul>	3. Enriching Workforce Development	1 year	Marybeth, Jessica, Mike R.

<p>14. Establish a minimum of three relationships and alliances in each division to include chamber of commerce, colleges, universities and civic groups that will increase awareness and further our mission.</p>	<ul style="list-style-type: none"> <li>• Expand OIP to one other division over the next year.</li> <li>• Obtain memberships in Chamber of Commerce in all communities where we provide services.</li> <li>• Expand opportunities to educate school districts in KC, Monett and Joplin areas regarding supports provided and employment opportunities.</li> </ul>	<p>4. Maximizing Strategic Partnerships</p>	<p>1-3 years</p>	<p>VPs, Development Team, Division Directors</p>
<p>15. Increase the awareness and visibility of The Arc through public engagement, media relations, advocacy/public policy efforts, internal communications, and marketing &amp; community activities.</p>	<ul style="list-style-type: none"> <li>• Be the organization called upon as the expert in DEI (Diversity, Equity, Inclusion) regarding individuals with disabilities.</li> <li>• Be actively involved in the Springfield community.</li> <li>• Be active in Joplin, Monett, and KC Divisions <ul style="list-style-type: none"> <li>○ Create engagement plan for each Division.</li> <li>○ Review plans and roles with Directors and Exec Team.</li> </ul> </li> <li>• Explore opportunities to get involved in the Branson community.</li> <li>• Identify and train internal ambassadors. <ul style="list-style-type: none"> <li>○ Train all staff with an “elevator pitch”.</li> </ul> </li> <li>• Implement an awareness campaign during National Disabilities Awareness month.</li> <li>• Social media <ul style="list-style-type: none"> <li>○ Improve qualities of photos being posted.</li> <li>○ Provide a consistent voice, messaging.</li> <li>○ Create toolkit for staff use requiring approved assets, photos, and messaging.</li> <li>○ Increase followers and engagement.</li> </ul> </li> <li>• Marketing and Communication <ul style="list-style-type: none"> <li>○ Roll-out new website by end of September.</li> <li>○ Establish all marketing materials to meet brand guidelines.</li> </ul> </li> </ul>	<p>5. Strengthening Community Engagement</p>	<p>1-3 years</p>	<p>Jessica, Stevie, Karen</p>



	<ul style="list-style-type: none"> <li>○ Re-design newsletter and annual report to meet brand guidelines.</li> <li>○ Create new photo &amp; video “library”.</li> <li>○ Design and implement a refreshed logo for the Kansas City Division.</li> <li>● Public Policy and Advocacy <ul style="list-style-type: none"> <li>○ Plan for 2022 A Day in the Life of a DSP.</li> <li>○ Participate in Lobby Day 2022.</li> <li>○ Build advocacy volunteer base of staff, clients and donors.</li> <li>○ Consistent outreach and engagement activities for all divisions and key stakeholders that include government officials and legislators.</li> </ul> </li> <li>● Media Relations <ul style="list-style-type: none"> <li>○ Produce new PSAs.</li> <li>○ Distribute press releases and/or pitch the media for events, org updates/successes, human interest story.</li> </ul> </li> </ul>			
<p>16. Prioritize grant writing opportunities, tracking, and reporting.</p>	<ul style="list-style-type: none"> <li>● Research and identify grant opportunities.</li> <li>● Establish a system for applying, tracking, and reporting.</li> <li>● Create an internal grant request form.</li> <li>● Work with departments on understanding and quantifying needs to help with prioritization and identification of realistic grant opportunities.</li> <li>● Explore federal grant opportunities.</li> </ul>	<p>5. Strengthening Community Engagement</p>	<p>1-3 years</p>	<p>Jessica, Stevie, Karen</p>

<p>17. Focus attention on fundraising events with significant return on investment to raise funds that support The Arc's programs with limited funding such as Rivendale, Ed/Rec and Autism Clinic.</p>	<ul style="list-style-type: none"> <li>• Sunset underperforming events such as Clay Shoot and Hunt &amp; Fish. <ul style="list-style-type: none"> <li>○ Continue to review and access events moving forward.</li> </ul> </li> <li>• Host a signature fundraising event – Christmas Extravaganza.</li> <li>• Continue the Fishing Tournament and Monett Golf.</li> <li>• Participate in PCCC 2021; evaluate participation for 2022.</li> <li>• Review and confirm yearly calendar that includes such events as Give Ozarks, Giving Tuesday, EOY Campaign, Wings for Autism, etc.</li> <li>• Plan and execute an Employee Giving Campaign to raise funds for Ed/Rec and ISL start up.</li> <li>• Plan an annual luncheon/awards banquet in 2022.</li> <li>• Explore: Estate/planned giving, recurring gifts, major gifts and other revenue streams.</li> </ul>	<p>5. Strengthening Community Engagement</p>	<p>1-3 years</p>	<p>Jessica, Stevie, Karen</p>
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