Strategic Visioning Committee Meeting
May 6, 2021

Attending: Strategic Visioning Committee Members, Strategic Initiative Workgroup Members, Dr. John Kowalczyk, John Huber (Chairperson of the SVC), Erik Geizer, Kirk Lewis, Bruce Parsons (Mahoney Performance Institute)

The meeting was called to order at 1:05 pm on May 6, 2021.

Introductions

Mr. John Huber gave introductory remarks regarding the objective of today's meeting to review each of the strategic initiatives definition tool worksheets and provide feedback on each. Mr. Huber briefly touched on the process to date within the visioning committee and the contributions being made through each of the initiative workgroups and looked forward to hearing the work that has been done thus far and any assistance that may be required.

Mr. Erik Geizer echoed the comments made by Mr. Huber and how these meetings and all the tools that have been presented are project management tools that all workgroups can use in their work. Mr. Geizer did encourage all to ask questions of the workgroups so that feedback can be incorporated into a stronger work product in the end.

Mr. Bruce Parsons welcomed all to the meeting and briefly touched on the agenda that was laid out to hear the report out on each initiative's definition, collaborate with each other, and what work has completed to date. Mr. Parsons noted that we want to leave the meeting today to commit and set expectations for the next quarter (90 days).

Report out on Definition Tool Worksheets and Any Requests

Governance Initiative – Ms. Ellen Feldman as the lead, reported out on the Governance Initiative.

#1 Implement a Universally Strong Governance Structure with Clarified Roles. This initiative is aimed at improving governance, currently defined by multiple stakeholder groups with varying levels of understanding of their scope and roles. Ms. Feldman noted that the intent is to create a governance model that is aligned with the

overarching vision for The Arc New York. It will also add greater clarity of functional responsibilities and accountabilities, while also integrating and eliminating overlapping roles, resulting in greater efficiency & speed in needed decision-making. #2 – *Implement organization-wide change management/culture shift initiative to support all of the strategic initiatives and strengthen The Arc New York.* This initiative will focus on Change Management aimed at reducing resistance to change, providing timely & transparent two-way communication on the need for the changes, the expected return, while at the same time fostering trust & collaboration across the organization at all levels. We intend to pave the way for the successful implementation of the strategic initiatives by helping to support innovation, collaboration among stakeholders and expediency.

Ms. Feldman also reviewed and shared the Governance workgroup's design principles, Key Insights worksheet along with a RACI Matrix that was a work product they designed to determine and clarify roles across all stakeholders within the organization for the future state.

Request for SVC: The Governance Initiative has a proposal from Gregory North Consulting to help facilitate the Change Management piece. It was noted that this will go before the Executive Committee at their meeting held on May 27th as the cost and scope of the work is outside of the budget set for this priority.

The other request from the Governance Workgroup is to receive feedback on the Design Principles that were developed to ensure that those elements and all stakeholder groups were captured in the process. The Workgroup also expressed the need for communication and transparency as being key throughout the process.

Feedback: Any feedback should be sent to Bridget by the end of May.
Any roll out process of change management would be considered? Ms. Feldman noted that there is no content yet, but the intention is to have that process of change management through a strategy plan with four distinct phases.
The next steps will be also to plot out who the key influencers and opinion leaders are and would like to receive feedback on those stakeholder groups to pull from.
Mr. Kirk Lewis inquired about changes to the governance structure or any governance documents. It was noted that the Workgroup will be reviewing those tasks during the next phase in their process to determine if any changes will be necessary to governing documents. It was also stressed that the Governance Workgroup will not be touching the overall structure of the organization.

Advocacy Initiative Workgroup
Ms. Robin Pierce reported out on the Advocacy Initiative Workgroup - The Advocacy Workgroup met several times over the last month and have agreed that when they begin to define how to accomplish their goals they will need to expand representation in order to get a diverse perspective. The Workgroup also realized that there will be overlapping priorities with other groups and understood that there will be interfacing with each initiative thus communication being key. It was also clear during their discussions that there a staffing crisis and that this topic should be a top priority for the entire organization.

Ms. Pierce presented the Advocacy Workgroup's three Initiatives that will be the basis of the Advocacy plan and will be delving deeper in what they plan to achieve going forward; Importance of having short and long term initiatives defined in the importance of engaging our members and those not members of the organization:
Initiative #1: Solidify the Advocacy Framework – The Workgroup feels that we need to identify the roles and expectations across the Arc New York family. A semi-formal network that exists across The Arc New York does not represent and leverage the size of the organization so the development of a robust grassroots network can ensure a collective voice is heard on various issues and a support to one another. The Workgroup also believes the development of some toolkits for recruitment can be used for advocacy endeavors and plan to develop the advocacy framework network that also engages and interacts with external stakeholders. Finally, the Workgroup would also like to update the definition of advocacy in consultation with the Issues and Positions Workgroup.

Initiative #2 – Produce a Definitive Advocacy Plan. Currently there is no formal document that guides our advocacy efforts for the calendar year, the Workgroup would like to accomplish, and provide the tools/resources we use to achieve our goals. This helps solve the issue of feeling reactive and not proactive in our advocacy. The Workgroup plans to accomplish this by creating a set of expectations, re-occurring activities with our advocacy network, advisory groups on priorities/tactics, produce materials to support information provided to network/legislators, be a go-to-resource for internal and external stakeholders, expand online content, media, usability, resource our advocacy network, and modernize our approach to external audiences.

Initiative #3 – Be a Partner to Government and External Stakeholders – The Workgroup noted the importance of the data that was collected over the last 12 months and how they would like to focus and engage with outside groups and

stakeholders so we do not lose out in other areas we may have impact and influence. The Workgroup plans to accomplish this by advancing The Arc New York as a go-to resource by producing white papers and producing an annual report with recommending conducting at least two focus groups for information gathering on topics and need to research examples on what the gold standards should be; engage outside organizations where our interests align and intersect; engage with state agencies.

Ms. Pierce noted those key insights where we have a lot of stakeholder groups that we can look at ways to engage them in a common message; trying to engage families more than currently engaged and how to build that momentum; and by engaging our members. The key obstacles noted would be to define key roles and what metrics we should be measuring.

Request for SVC: Awareness that we need to communicate and work together to achieve the common goals and making sure we are aligning ourselves in our efforts.

A brief discussion took place on the scope and content of our advocacy efforts particularly from year to year, inventory of experts that will be available for talking points, and how to leverage those key legislative stakeholders at the state and federal levels that will ensure we have an investment, resource, and partnership for them as we move through the various initiatives.

Supports and Services Initiative
Mr. Josh Christiana reported out on the Supports and Services Initiative: As the Workgroup moves through their process, they plan to being in other stakeholder members to work on various topics related to operational and programs and services.

Initiative #1 - Develop new and innovative day and residential habilitation integrated supports. Initiative is to develop new and innovative day and residential habilitation integrated supports. The initiative will address or resolve the current OPWDD system that is under significant financial difficulty. The Workgroup has looked at expanding supportive housing options and including flexible funding tiers and will also reach out to the Chapters to gain insight on what programs and models that are being worked on or already in place that we can draw from. The Success Measures and Complexities were noted, but there will be a need for us to engage in several different stakeholders specifically OPWDD, State Office, and Chapters. The Workgroup acknowledged some of the key risks to ensure that our direction and

recommendations are consistent with The Arc New York's mission, vision, and aligned with OPWDD regulatory environment, self-advocates, and family expectations as well as the resistance to new models and approaches, that also will lead to addressing the staffing crisis.

Initiative #2 – Promote current practices of excellence and innovation within the Chapter network. The Workgroup discovered that this priority matches very closely to the same priorities of the Financial Sustainability Workgroup and will be collaborating with them on any overlap. The organization lacks a consistent method and location for routine sharing and indexing of unique Chapter projects and funding that supports them. The Workgroup at their competition of this initiative would allow for the collection of data, ideas, projects, and grant success to be shared across The Arc network of providers. Expenses will be associated with this initiative but have not been identified as of yet.

Initiative #3 – Develop a blueprint to assist Chapters in implementing self-determination programs. The Workgroup are in the process of framing this initiative out but do know there are several Chapters that currently provide self-determination programs and will rely on those Chapter representatives that have that experience. The Workgroup also recognizes that OPWDD is very interested in self-direction and plan to leverage and grow the program by developing a blueprint and model for the field.

Key insights were noted that there is significant talent within the Chapters where we can draw from and drive innovation; recognize that we need input and buy-in from both internal and external constituents; address additional programs and supports and services beyond those identified; models outside of New York State; and financial aspects of any support models developed.

Request for SVC: Will need clarification on Priority #2, building the database and will need collaboration with the Financial Sustainability Workgroup; need clarification on what residential and day services models are available; overall scope is achievable and making sure that it is manageable amongst the other conflicting priorities.

Ms. Erica Berman suggested the possibility of incorporating program models to support individuals with more intensive medical needs, for example those that are in our guardianship program. Mr. Christiana stated that the Workgroup is looking at all the different ways that will support the most people and will consider that suggestion in their future discussions.

A discussion took place on looking at those services that our competitors provide and to see where the gaps are within our programs and those transitioning into a less restrictive environment. It was also recognized that this initiative does overlap with several of the initiatives (Finance - Advocacy in particular in changing laws) and will need to be addressed within their next few meetings.

Financial Sustainability Initiative
Mr. Perry Courto and Mr. Howie Ganter presented the Financial Sustainability workgroup's initiative.

Initiative #1 - Fiscal Sustainability Best Practices – Currently the Organization does not have a mechanism to identify, implement, and monitor/manage best practices by utilizing metrics to ensure financial sustainability, program quality and efficiencies. The Workgroup plans to accomplish this problem by identifying promoting and communicating best practices to achieve financial sustainability through metrics and efficient operations to provide the highest quality services to the individuals we support.

The Workgroup plans to create a roadmap for each service provided throughout the Organization to achieve positive financial outcomes to maximize quality and opportunities for the people we support. The road map will reduce/eliminate Chapters on FSRC monitoring; identification of system, operational and administrative efficiencies that increase productivity and reduce costs; common software that reduces costs and allows to transfer of knowledge and support; technical expertise on common platforms that reduces the need for consultant or support services; maximize utilization and revenue opportunities.

The Workgroup reviewed their Key risks most notably the platform being developed and it being user friendly; ensuring trust among the organization. The stakeholders will need to be key in financial and IT areas (obviously with the metrics both input and output). Key obstacles and assumptions were reviewed with stress being put on the willingness to trust and share as we need to have the commitment by all.

Request for SVC: At this time, the Financial Sustainability will need outside resources for IT to help for both systems and chart of accounts – potentially Sigma Six to help with program experts. The Workgroup will also be looking for additional resources from the State Office in all areas to include program and services, finance, IT, HR, Legal, and Public Relations. As noted previously there will be collaboration with

Supports and Services Initiative Workgroup particular in the program development. No capital expenses are requested yet in the common chart of accounts or peer review system as they will need further review.

Mr. Huber noted how the Financial Workgroup is on target with the many assumptions and tasks that the Strategic Visioning Workgroup has previously addressed and how they have much work to do in their data collection so it provides information that means something through synthesis to the Chapters and the Board.

A brief discussion took place on diversifying the potential of growing our revenue stream by capitalizing on our size through procurement. However, the Workgroup did not agree to move forward with those tasks in their initial work due to available resources but will take them into consideration for the next phase in their process as they are valuable initiatives to tackle.

Staffing
Mr. Donald Mullin reported out on the Staffing Initiative Workgroup.

Initiative #1 – Attract and Retain Staff
This initiative will address and/or resolve in providing people with disabilities with the ordinary and extraordinary opportunities of life. To achieve this mission, the Staffing Initiative Workgroup will need an engaged workforce committed to working with us, learning with us, and growing with us professional and personally. The Workgroup has always been working to address this primarily at the local or regional levels but will be developing a comprehensive plan that can be implemented state-wide to recruit and retain new employees.

The Workgroup will be meeting to select a marketing firm that will help with a statewide comprehensive recruitment/retention program, a microsite for job postings, and statewide use of apprenticeship program for their initial phase. Standardized statewide employee training, transferable between Chapters, developed career ladder, targeted retention surveys will also be developed down the road.

Mr. Mullin reviewed the Workgroup's success measures will be achieved by reducing vacant positions along with some data collection to achieve that measure; complexities will take a full force effort by all initiatives in the work that the workgroup will be trying to achieve in this area. No capital expenses are requested as of yet to report out; stakeholders to be added are self-advocates, existing DSPs, mid

managers; Under the assumptions the Workgroup does realize that we will need to incorporate additional compensation.

The key insights gained so far will be to address the immediate/crisis level for staffing and those longer term and mid-term strategies and may need meaningful data/metrics that Chapters are already capturing that could indicate if the initiative needs to change or be prioritized differently.

Request to SVC: The Workgroup noted that there will be a need for overlap with the other initiatives on how to support each other and make sure lines of communication are clear to avoid duplicating efforts; and other groups that need similar information/data. Ms. Jennifer Jones indicated that a statewide employment group came out of the Leadership Institute where they will be working with the Staffing Workgroup to combine their efforts in re-branding the DSP role. It is anticipated that they will have a marketing vendor selected by June with the microsite up and running by early to late fall.

A discussion took place with the Staffing Workgroup in addressing the need for a living wage for our workforce but also be aware that it is the relationships that people develop with our individuals and their fellow employees that bring someone to becoming a direct support professional in our field. We need to not only advocate and address the living wage issue but also give a story to tell to entice others to want to work for the organization.

A lengthy discussion also took place on the staffing crisis and wage equity issue as an immediate priority for the organization to address. While the staffing crisis is clearly being incorporated into almost all of our strategic initiatives, the members present agreed that there needs to be a seventh initiative to address it as a top priority in our strategic plan. It was decided that a group will be formally assigned to come back to the Strategic Visioning Committee with a proposal and report out at the next quarterly meeting.

Diversity Equity and Inclusion
Mr. Stanfort Perry presented the DEI Initiative Workgroup definition as follows:

Initiative #1 - Improving Diversity Equity and Inclusion in The Arc New York. This initiative as noted will address or resolve the lack of diversity within all levels of The Arc New York and will be accomplished by increasing diversity equity: This will be accomplished by gathering demographic data related to DEI at all levels of the Arc

NY; develop a career pathway for BIPOC DSPs and others; create DEI strategies at all levels of the Arc NY; create a welcoming environment and inclusive culture.

Success Measures was briefly touched on and will be completed upon the initial baseline of multiple target points and gathering of demographic data, which will serve as the base for determining success metrics on the achievement of various goals. The complexities were noted as well, that will entail the help of a professional DEI consultant; Resources will be needed from the State Office for assistance and support with surveys and any other legal and public relations areas. No capital expenses were noted at this time but will be determined as the Workgroup moves forward in their work. Regarding the risks, the Workgroup felt that we will need to be prepared for resistance that can be addressed through education but also be aware of the expectations based on the Chapters demographics of their communities. The DEI Workgroup did note that to ensure diversity is incorporated on the multiple sub-committees they will need assistance in this area.

Request for SVC: Incorporate diversity, equity and inclusion across all initiatives and the organization to ensure we create an inclusive culture for the future; first big step is gathering information by receiving it from the other initiatives to cut down on multiple surveys.

It was suggested that when all Workgroups consider planning and drawing out their timelines for their upcoming work that we add in a timeline for education sessions and communicate from the beginning the various surveys that will be going out to stakeholders.

Next Steps
Initiative Workgroups will continue with their work throughout the next quarter and will report out their expectations for the next three months to include finalizing their definitions and plans. By the end of August, it is anticipated that we will have a clear understanding of each initiative plan and how they will achieve their successes. In the interim each Workgroup will need to finalize and identify 3-5 objectives/commitments for the next quarter by submitting them to Erik within the next two weeks.

At the next quarterly meeting we will measure out the work completed to date and determine if any additional items surfaced during that time.

The Strategic Visioning Committee meeting adjourned at 4:47 pm.