



3/10/2022

Arc/Morris Five Year Strategic Plan

Board of Directors & Executive Team

Part II

(DRAFT)



Salvador Moran

EXECUTIVE DIRECTOR, ARC/MORRIS

Strategic Vision Statement

Arc/Morris will develop and offer community-based opportunities to individuals with Intellectual and Developmental Disabilities and their families through innovative and high-quality support services, programs and first-rate community residences.

Arc/Morris will actively embrace a culture of learning and ensure that our workforce has the skills to be well-positioned to support the people we serve. We will utilize and apply technology as a tool to improve services and empower staff to perform to the best of their abilities.

Strategic Initiative #1

Arc/Morris' board of directors will strive to maintain a highly proficient and competent board at all times. There should be a maximum of 18 members and no less than 12 members at any given time. The ideal number of board members in a given term shall be 15. Regarding the recruitment of new board members, it is essential that:

1. Arc/Morris welcomes all community members to serve on its board. During recruitment of new board members, a particular emphasis will be made to recruit family members of individuals with intellectual and developmental disabilities.
2. Any potential new member may have a variety of professional skills and political or economic influence. The potential candidate must acknowledge and sign the conflict-of-interest policy and understand and accept the organization's nonpartisan position.
3. The board should strive to promote diversity and recruit members that represent the community and constituents it serves.

Within the next year, the Executive Director will create a training manual for new board members.

Strategic Initiative #2

Arc/Morris will identify opportunities to grow and expand services and programs throughout Morris County that align with projections of future needs of individuals and families as well as funding streams. Arc/Morris will strive to increase capacity and capabilities to serve people with IDD who have challenging medical and behavioral needs. Any growth shall align with the current needs of members.

Action Steps:

1. Expand Arc/Morris's geographical area of services to incorporate all of Morris County.
2. Revitalize and expand the McARP program.
3. Expand day hab (without walls) programs to other communities.
4. Facilitate residential opportunities to individuals with autism.
5. Increase capacity to serve individuals with IDD & special medical needs.
6. Open a new day habilitation service facility consistent with individual and family needs for community-based services.
7. Explore clinical services with focus on behavioral supports, counseling, occupational and physical therapy, speech therapy and assessment services.
8. Explore offering career-development services, specifically to assist with transition services for youth with disabilities.
9. Create partnerships with colleges and universities within the county and provide opportunities for IDD individuals who want to experience college life.

Strategic Initiative #3

Arc/Morris should build the organization's capability to become an employer of choice among competitors and to provide career opportunities for staff. It should work to reduce staff turnover by providing the education and opportunities that would attract and retain talented workers.

Action Steps:

1. Assess benefits offered and improve them to attract employees and explore extending benefits to employees' family members.
2. Evaluate the 403-B plan offered to employees and ensure that we are offering a competitive package and investing in the best plan possible for our employees.
3. Offer innovative tuition reimbursement models that would attract top-level candidates for hard-to-fill positions. Scholarship models also could be explored.
4. Assess compensation and wages at regular intervals to ensure that we offer living wages to our staff to retain talent and stay competitive with companies seeking the same pool of employees. Adjust where appropriate.
5. Offer employees a career path within the organization to attract and retain talent. Promote from within for management positions where possible to help employees see that there is a path of growth.
6. Offer a transformative, comprehensive training program to all employees to ensure that competencies are developed among staff and there is a greater focus on quality of services.
7. Continue to employee recognition program to honor years of service and exemplary employees.

Strategic Initiative #4

Arc/Morris should continue to upgrade and to improve technology and systems throughout the organization. It will seek to maximize staff's performance by providing employees with better tools to do their job.

Action Steps:

1. Transition all Medicaid manual billing to an electronic billing system.
2. Transition all individual paper-files to an Electronic Health Record (EHR) System.
3. Transition all network (Central, Hanover and Flanders) storage to a cloud-based storage system. Allow access from any location.
4. Digitize all files/records and store them in the cloud.
5. Automatize all Account Receivables (AR) and Account Payables (AP) processes and procedures.
6. Develop a reliable and proficient Social Media presence.
7. Overhaul and upgrade Arc/Morris's website.
8. Expand overall technological capabilities consistent with program needs.
9. Equip people we support with assistive technology

Strategic Initiative #5

Arc/Morris should identify and make all necessary capital improvements and investments to equip and modernize all facilities and fleet. The effort should ensure compliance with the ADA throughout.

Action Steps:

1. Identify and prioritize capital improvements in property portfolio.
2. Make homes ADA compliant.
3. Upgrade and renovate kitchens, bathrooms and common areas.
4. Equip homes with emergency back-up generators.
5. Identify and install solar panels where appropriate.
6. Replace furniture.
7. Replace old fleet of agency vehicles.
8. Implement a total facility maintenance tracking system.
9. Implement a vehicle fleet management system.

Closing Remarks

I am extremely grateful to all board members and the staff who have invested their time to meet, review and discuss ideas, goals during our strategic planning meetings.

I strongly believe that we have a great opportunity in front of us to make Arc/Morris one of the best service providers in Morris County NJ for years to come. We are determined to continue to deliver quality services to the people and families we serve.

Therefore, there is nothing more important than to carefully plan the future of such a great organization.

I look forward to continue our engaging and productive discussion during our next meeting of Wednesday March 23, 2022.

Yours Truly,

Sal Moran,
Executive Director
Arc/Morris, Morris County Chapter NJ.