

**PERFORMANCE PROFILE FOR:  
EMPLOYER:**

**President and CEO  
The Arc of Monroe (“AOM”)**



## THE ORGANIZATION

The *Arc of Monroe (“AOM”)* is a \$50M not-for-profit that has been providing programs and services for people with intellectual and developmental disabilities in the Greater Rochester, New York region for over 65 years. The organization’s mission is “to create an inclusive society where the people we support may live truly integrated lives and reach their full potential as a part of our community.” After over 40 years of employment with The Arc of Monroe, the organization’s current and well-respected President and CEO is retiring, leading to this rare opportunity to lead one of the region’s most impactful not-for-profit organizations.

The Arc of Monroe provides a continuum of programs and services to meet the needs of individuals with intellectual and developmental disabilities and their families. **The organization prides itself on recognizing the capabilities of each person served, providing tailored services that best leverage each person’s potential.** Some of the largest and most recognizable programs and services provided by The Arc of Monroe include: Residential services – thirty housing options throughout the county; Community Habilitation – support to build daily living skills for those residing in the community; Employment services including Employment Readiness, Supported Employment at employer locations and contract manufacturing employment at an AOM production facility (“Arc Works”); and Day Habilitation services – socialization and skill enhancement support provided in a variety of locations throughout the region. AOM provides many more group and self-directed programs and services that are highlighted here on their website: <https://arcmonroe.org/>.



The Arc of Monroe employs approximately 800 people in approximately 40 locations throughout the region, making it the largest Arc chapter in the state outside of New York City. The organization is headquartered on Brighton-Henrietta Town Line Road in Rochester. Staff consistently receive high marks from those served and their families, with dedication and passion for the work at the top of listed attributes. While turnover of direct service providers is lower than average for the industry, adequate staffing levels remain an impediment to program growth. The *Executive Management Team (“EMT”)* reports that staff trust and respect each other and are eager for opportunities to grow the capabilities of the AOM.

The organization has a track record of financial stability, but repeated cuts to Medicaid, other state funding sources and the impact of COVID have cast a shadow of financial challenges into the foreseeable future. The EMT and the Board of Directors are focused on diversifying the organization’s sources of revenue by:

Growing existing high-potential non-Medicaid-funded programs; Creating or acquiring programs that afford the opportunity for net positive cash flow while increasing the independence of those served; and/or are synergistic with AOM's unique value proposition.

### **The Arc Foundation of Monroe**

The ***Arc Foundation of Monroe (“The Foundation”)*** is a separate not-for-profit organization with its own board of directors, led by its own Executive Director. The mission of the Foundation is to raise and manage funds to enhance the quality of life for those supported by The Arc of Monroe. The Foundation currently manages a \$3.0M endowment and raises approximately \$500K and \$1M annually. The Foundation board determines the best use of funds provided annually to the AOM, typically focusing on needed enhancements not typically reimbursed from Medicaid or other state-funded resources. The Executive Director of The Foundation is also responsible for managing marketing and communications efforts for The Arc of Monroe and The Arc Foundation of Monroe.

### **The Arc New York**

The Arc of Monroe is one of 37 Arc operating chapters located across the state that are under the umbrella of The Arc New York. Collectively, The Arc New York represents over 100K members and almost \$2B in annual revenue generated from programs and services provided by the Arc chapters. The Arc New York provides advocacy at the state and federal level on a variety of policy and rate reimbursement issues and also provides programmatic, financial, legal and compliance assistance. The Arc New York owns the assets and debt of each Arc chapter, and its Board of Governors is made up of board members from each Arc chapter.

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## **THE OPPORTUNITY- Propel The Arc of Monroe forward**

Organizations that support the needs of those ***with intellectual and developmental disabilities (“I/DD”)*** are in the midst of a paradigm shift – in fact, several layers of paradigm shifts. The next President and CEO will be charged with establishing The Arc of Monroe as New York State’s most innovative thought leader and service provider to individuals with I/DD and their families/caregivers. It is no longer enough to provide services that ensure the health and safety of those who utilize AOM’s services. Shifts in social norms and funding changes have led to a growing demand for services that promote independence, community integration and pathways to self-determination for those with I/DD needs. **At present, AOM is in varying stages of exploring, planning and/or executing the following changes at the organization or individual service levels:**

### **Transitioning from:**

- 85% reliance on Medicaid as the primary source of revenue to a reduced level of Medicaid reliance
- Sheltered and/or centralized workshops to integrated workshops and/or independent supported employment opportunities
- Certified residences to integrated supportive housing and non-certified residences
- Support for individuals with I/DD challenges to support for individuals with multiple, more complex I/DD and medical challenges
- Centralized Day Habilitation programs to community integrated day services and supports, including employment options
- Fee-for-service to value-based payments/managed care
- Centralized support services to self-directed “waiverized” services

**In summary, AOM's board, staff and EMT are eager to be recognized as the organization that improves the quality of life and level of independence of those with I/DD challenges in our community.** None of the aforementioned shifts are absolute, as supports and services must meet everyone at his/her optimal ability level. For example, there will always be demand for residences for clients with more complex I/DD and medical needs. The next President/CEO will team with the EMT to determine the optimal mix of programs and services that meet both the current and evolving needs of those served by AOM, led by a goal to diversify away from reliance on Medicaid-funded programming.

**The Arc of Monroe is seeking a confident, experienced leader who possesses an established reputation for the following key skills and attributes:**

**Visionary leadership** – The next President/CEO will enroll the organization in new ways of thinking about supporting and developing the potential of those served by AOM. The successful candidate will be driven to stay on the cutting edge of emerging concepts, programs, policy and funding changes, leading the way to explore new ideas that have promise. The successful candidate will have examples of calculated risk-taking that led to career successes, failures and lessons learned along the way.

**Advocacy** – The successful candidate will be a skilled advocate on many levels: Advocating for staff training, competitive wages with a focused, achievable career path for Direct Service Providers, diverse hiring and service recognition; Advocating with state legislators, OPWDD and DOH leaders and other influencers on a policy agenda that benefits those served by AOM; Advocacy with the board of directors for high quality organizational governance, diversity of leadership and adherence to mission, and Advocacy for funding sources in concert with The Arc Foundation of Monroe leadership.

**Business savvy within the construct of a social mission-** the next President/CEO will evangelize the staff around the power of innovation and optimized efficiency and its resultant ability to support the needs of more clients. The organization doesn't have to choose between service quality and efficiency improvements, rather they should go hand in hand.



**Collaboration with external organizations** - The successful candidate will have a track record for collaborating with other organizations, leveraging the power of cost-neutral or net income positive synergistic program acquisitions and joint ventures to diversify revenue sources and improve the organization's capacity to better serve its constituents.

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## IS THIS THE RIGHT CAREER MOVE FOR YOU?

This opportunity should be of particular interest to an experienced not-for-profit leader with a clear vision for the future of service delivery for those with I/DD challenges but who currently lacks organizational support and/or resources to act on that vision. Leading The Arc of Monroe certainly provides an opportunity to make a difference in the lives of those served, but as one senior manager phrased it, "I think the people we serve actually make a bigger difference in *our* lives."

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## GOALS AND RESPONSIBILITIES

Over the next six to eighteen months, the President and CEO will:

- Team with the Executive Management Team and the Board of Directors to develop a multi-year strategic plan and the supporting annual goals that will advance the organization towards the achievement of that strategic plan.

- Meet regularly with representatives from The Arc of New York, other area service providers, policy advocates, government funders and industry organizations to scan the environment for opportunities for synergistic growth, including diversification away from Medicaid-funded programming wherever possible.
- Work with staff and relevant consultants/vendors to develop a data management strategy that leads to an ability to prove the efficacy of programs and services. The strategy should include a process for efficiently capturing data and performing data analytics and data visualization.
- Place a high priority on creating an annual program outcomes report and real-time dashboard for a variety of purposes, from managed care metrics to board accountability.
- Team with the Executive Management Team to develop strategies for filling open positions and reducing turnover.
- Team with the Executive Director of The Arc of Monroe Foundation and the EMT to further develop and market a brand identity for The Arc of Monroe.
- Proactively identify and manage an appropriate response to changes in organizational priorities and economic conditions as needed.

## CANDIDATE QUALIFICATIONS

**In addition to the skills and traits described in detail under “The Opportunity” section of this document, the successful candidate will possess the following:**

- Baccalaureate Degree in business, marketing, social work, not-for-profit administration, finance, or a related degree; Master’s Degree or higher in a relevant educational program a plus.
- At least 8 years of not-for-profit senior management/leadership experience. Those with familiarity with the Office for People With Developmental Disabilities (“OPWDD”), the Department of Health (“DOH”), Medicaid, and the New York State Education Department’s ACCES-VR program are preferred.
- Proven experience with the acquisition of cost-neutral or net surplus synergistic programming or establishment of productive joint ventures.
- A proven ability to lead, motivate and challenge the status quo with staff, board members and industry influencers.
- Experience as an advocate for policy and programmatic changes, including outreach and collaboration with similarly aligned providers, advocacy organizations and government organizations.
- A reputation for diplomacy, respect for, and empathy with individuals from all cultures, ability levels and socio-economic backgrounds.
- Unquestioned professional and personal integrity.

This description is not meant to be an all-inclusive list of duties and responsibilities but constitutes a general definition of position scope.

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### HOW TO APPLY/MAKE INQUIRIES:

This retained search is being conducted exclusively by Patty Phillips of Clarity Recruiting and Career Management, Inc. for The Arc of Monroe. All applicants must contact Patty directly, as all applicants and inquiries, regardless of how sourced, will be forwarded to her attention. If interested, please submit a cover letter and resume to: [patty@clarityracm.com](mailto:patty@clarityracm.com). In your cover letter, please explain the basis for your interest in the position and highlight relevant experience for the role. *AOM performance profile final.pdf*