

Strategic Visioning Committee Meeting

August 4, 2021

Attending: Dr. John Kowalczyk, John Huber (Chairperson of the SVC), Erik Geizer, Bruce Parsons (Mahoney Performance Institute), James Scott (Mahoney Performance Institute), Cyndi Borozny, Kate Jerian, Stanford Perry, Judy O'Rourke, Joseph Zifchock, Susan Lucas, Shaloni Winston, Mary Skillan, Mari Howard, Ellen Feldman, Kate Geurin.

Absent: Sandy Gumerove and Kirk Lewis (please note that Sandy and Kirk joined the meeting after the vote was taken on the mission statement.)

The meeting was called to order at 12:15 pm on August 4, 2021.

The Strategic Visioning Committee came together prior to the quarterly meeting to review and recommend the next steps as it relates to the mission statement. Mr. John Huber briefly touched on the process that took place the last two meetings and how at this point in time we need to move forward to put the concern to rest. Mr. Erik Geizer then shared the current mission statement, an option #1 and an option #2 for consideration and noted that there will not be any further debate within the Strategic Visioning Committee. The decision for today will be for the Strategic Visioning Committee to vote on moving both of these options forward to the Board of Governors in October. Dr. John Kowalczyk did point out however, that we do have a mission statement currently that was approved by the BOG in April so the options that will be moving forward are #1 and #2 as they were presented today.

Current Approved Mission Statement – “To provide people with disabilities with the ordinary and extraordinary opportunities of life.”

Option #1 - “To provide people with intellectual, developmental and other disabilities the ordinary and extraordinary opportunities of life.”

Option #2 – “To provide people with differing abilities the ordinary and extraordinary opportunities of life.” (this was suggested due to numerous self-advocates who have expressed a dislike for the term disability altogether).

A vote was taken with those Committee members present and all agreed with moving the options forward to the Board of Governors in October. Ms. Judy O'Rourke and Ms. Susan Lucas agreed with the vote but did want to stress the importance of ensuring that the Board of Governors as well as our Chapter Board of Directors understand, are informed and given the opportunity to express their opinion as to what our mission statement should be for the organization going forward. Mr. Geizer agreed with Judy and Susan noting where those opportunities will lie for all stakeholders so they are included in the process and can be kept informed. It was also stressed the importance of providing stakeholders with both the positives and negatives and to also provide a background as to why we are changing our mission

statement. Mr. Geizer also suggested that a discussion be held with the leaders of the self-advocacy association to ask their opinion of what we plan to present.

It was noted that the State Office will take the lead in preparing the background material and any necessary presentations in preparation for the October Board of Governors meeting.

The Strategic Visioning Committee meeting adjourned at 12:28 pm

Strategic Visioning Committee Quarterly Report Out Meeting

Present: The Strategic Visioning Committee Members noted above; Strategic Initiative Leads and Staff members

The meeting was called to order at 12:32 pm on August 4, 2021

Introductions

Mr. John Huber as Chairperson welcomed all to the second quarterly report out meeting of the Strategic Visioning Committee where all will hear one of our first progress reports on the work to date over the last 90 days.

Mr. Erik Geizer noted the purpose of the meeting was to hear from the Strategic Initiative leads, gauge progress and set additional goals for the next quarter. Mr. Geizer was very proud to state that the six initiatives completed over 80% of their goals from the first quarter and owed that accomplishment to all who have been involved in efforts to moving forward the organization. As we did for the last quarterly meeting, he stated that a summary packet will be sent out to all stakeholders with meeting minutes, meeting recordings, and summary sheets that will give a detailed description of each initiatives progress to date.

Mr. Bruce Parsons commended all for the amount of work that has been completed to date and was overwhelmed by how prepared and committed everyone has been to the process. Mr. Parsons then briefly went through the agenda that not only included each initiatives report outs for the last 90-days, their early wins and insights gained, and their plans for the next 90 days, but also an exercise that all will engage in that highlights the bright spots, challenges and ideas to improve in the next quarter.

Mr. Parsons walked the SVC and SI Leads through two exercises where each were to note their bright spots and challenges that they felt were important to note over the last 90 days and then each were asked to note any ideas to improve on in the next quarter. The major themes that came across in the exercises were collaboration, commitment, relationship building, and meeting the needs of those we serve. The challenges expressed were more along the lines of being able to continue the pace of the work, funding streams to meet the needs of the organization, and duplication of work across the initiative workgroups. In terms of the ideas to

improve on going into the next 90 days, it was clear that stakeholder engagement needs to be coordinated (through surveys or other means of data gathering) along with communicating any impact it may have on them individually or as a collective group, and to ensure we are preparing those to make informed decisions for the organization in the future state. It was noted that we are aware of the communication challenges that we face and will check back within the next report out period to look at a mechanism that Chapters can use that will help achieve our communication efforts across all stakeholders that ensures we continue with transparency throughout the entire process.

Report out on Previous 90 Days, Insights, and Next 90 Days

Each Strategic Initiative reported out on their previous 90-day deliverables, Insights and small wins, and their next 90-day deliverables. The specific details have been captured in the executive summary report out document.

Financial Sustainability/Best Practices – Mr. Howard Ganter reported out on the Financial Sustainability/Best Practices Initiative.

Highlights to note: Researching Accounting Software and common accounting across all chapters; collaboration with subgroups in areas of chapter best practices and advocacy efforts; subgroups that were noted at 50% complete will be done within the next 90 days (tool kit developed); realize that all initiatives will not happen overnight and will develop a timeline that is reasonable; tremendous amount of data to review and come up with parameters for quality that are consistent.

Feedback: Focusing on a larger than Chapter business/revenue generating business outside the scope of the Chapter services; looking into corporate sponsors/foundations; shared services for back-office functions. It was noted that back-office functions for now can be achieved through the accounting and charting accounts and will explore longer term objectives once more Chapters are on board; connect with The Arc US on a preferred list of vendors that may offer discounts to members.

It was noted that collaboration has taken place across other initiative workgroups where they have met with the Supports and Services Workgroup and Advocacy Workgroup to ensure that duplicative efforts are not being done but also realizing that in these three areas there is integration to advocate for funding (sustainability) and that supports and services are funded appropriately for what is needed in the future.

Advocacy Initiative Workgroup - Ms. Robin Pierce reported out on the Advocacy Initiative Workgroup.

Highlights to note: Workgroup expanded its members over the 90 day period where it now includes self-advocates and family members; toolkit to be developed for both set of members; Actions we proposed have been practiced and now are working with other initiatives to ensure

our momentum continues in the advocacy area; surveys will be forthcoming; requested resources for a lobbyist/consultant support to State Office departmental area; produce a definitive advocacy plan with an annual calendar; partner with government and external stakeholders in developing a white paper; evaluate and recommended to BOG any changes to the Advocacy structure.

Feedback: Collaborate with the Governance and Change Management workgroup to establish those roles and expectations in the advocacy stakeholder framework (BOG, and family members, and those wearing multiple hats and any external stakeholders); real goal is to organize our grassroots network and have them work together to stay connected; looking for feedback through the surveys on what should be included in each of the toolkits.

Governance and Change Management – Ms. Ellen Feldman, Ms. Kate Jerian, and Ms. Shaloni Winston, Mr. John McHugh each reported out on the Governance and Change Management Workgroup.

Highlights to note: All previous 90-day deliverables were 100% completed; changes are less about structure than about awareness, orientation, competencies, preparation and behaviors; vision for governance is well defined, enhancing our ways of working together; clarified explicit delegated authority of the Executive Committee; update Governance model, RACI, etc. to take into account role of Self-Advocates; engagement plan to be finalized and begin to develop training/coaching requirements, and socialize influencers through a process to gain feedback.

Feedback: All workgroups consider using the “Governance Model Future State Planning Roadmap” model to show what could be different, its design and rolling it out - this model is a standard approach we could take related to strategy; In terms of Change Management, when we start to roll out training and as each group progresses, we want to make the roles clear in the successful execution on what each workgroup is tackling – coordinate meeting with each workgroup throughout this process so there is alignment; For discussion on board composition, make-up committees, we want to ensure that the DEI workgroup is consulted so all demographics are represented. To note: more detailed work will be going before the EDA in September and a BOG workshop in October.

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

Highlights to note: Complete and develop a survey on DEI assessment; obtain DEI best practices from each Chapter and rely on them to come up with creative ways on engaging DSPs and its workforce; conduct regional focus groups to glean information on DEI; develop an RFP to hire a DEI consultant; Open to learning and growing to accomplish our goal of creating a more diverse Arc NY; All are excited about the future of this initiative and the future benefits of DEI in cultural competence; abundance of resources and information related to DEI available to us.

It was noted that the collaboration in advocacy and governance as well as with staffing will be essential in moving their work forward to ensure their initiative is successful.

Feedback: suggest speaking to role models in DEI whose journey could be valuable to the team and learn from that; Number of national foundations and academic institutions that we can look to for potential partnership and funding – consultant could assist in this area; engaging families that have similar backgrounds and experiences that can appeal to different demographics to talk about the issues; anticipated that the expert consultation will help the workgroup structure the orientation in understanding the demographics, of our history, and imperative to move forward; Survey of BOG will be geared towards the demographics themselves. Also, ensure to include those who have lived experiences and will have cheerleaders in every Chapter to keep people engaged and connected.

Supports and Services Initiative – Ms. Amy Howard reported out on the Supports and Services Initiative.

Highlights to note: engage in a process with OPWDD with feedback relative to the 5.07 planning process and eFMAP priorities; survey developed to gather information on innovative programming and approaches as well as capturing baseline information on chapter experience with self-direction and fiscal intermediary services; create a forum for meeting with Chapters in those experiences in self-determination programs; collaboration with financial sustainability workgroup; initiatives often overlap in activities and goals.

Feedback: Common themes were noted across focus groups – request for advocacy to be included into a specific topic and be included into either the DEI or Support and Services so there is not that duplication of efforts; important to note when we begin stakeholder engagement, that we consolidate what our plans are to avoid that duplication and stakeholder confidence.

It was noted that from the information sharing today, its clear that most workgroups are collaborating, ideas are surfacing, and we are seeing opportunities. However, it was suggested that we compile a list/chart of what workgroups are working with who, so we don't have potential duplication. Suggestion was also given on looking at key competitors (similar to OPWDD in other states; case coordinators part of CCOs) on what innovative services are being delivered that may show where the gaps are. Ms. Howard noted that she will add this detail to her workgroup activities to have those conversations with CCOs.

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

Highlights to note: Many workgroups were formed and have been working collaboratively in this area which have many moving pieces related to financial sustainability, advocacy, supports and services/best practices and a DSP marketing brand; Talent is being used all across the state in supporting this initiative; Data collection has accomplished their goal that was pulled from the survey that was launched; advocacy has been coordinated more on the federal level;

eFMAP funding available and awaiting guidance; Professionalized Direct Support role is at 180 day goal; regulatory relief has generated many ideas and how to help staffing with less regulations; be mindful of value based payments; and again stressing advocating for better wages; noted their next 90 days the workgroup will be collaborating with data/best practices/advocacy groups to coordinate, developing, and launching a survey to understand the profile of the DSP – determine funding allocation for DSP marketing initiative; continue work with OPWDD to reform the survey process to help obtain relief from overenforcement of regulations; explore grant opportunities; and create a Phone2Action Center.

Feedback: Given how critical the workforce shortage is and all the work that needs to be done, does the workgroup have enough resources available to them. It was noted that we have put more staff in this area (workgroup and subgroups) than any of the others and feel we are adequately staff internally and not enough external funding at this time but recognize that it's a national issue that we could not solve on our own.

Suggestions were made to tap into the lobbying consultant request that could augment the work of both the advocacy and staffing initiatives and how it may be a great time to do so considering the current political environment within the state. A brief discussion took place on the resources that are available to us through NYDA and how tapping into a lobbying consultant would be an additional resource that could assist us in our other efforts outside of their scope.

Challenges were noted in this area specific to the ongoing funding required to sustain our workforce shortage.

Next Steps

Mr. Parsons commended all for the great work that was done in preparing and presenting for the meeting. He did want the Workgroups to be mindful though that we do not want to over commit with our 90-day deliverables there are things that could surface that may cause us to pivot and change and how we respond to those. He also reminded the workgroups on their coordination of efforts in engaging our stakeholders, so they do not get overwhelmed and lose confidence in the process. In his final remarks, Mr. Parsons stated that we should continue to execute our plans that shows transparency in sharing lessons learned and communicate regularly on what each are doing.

Each Initiative workgroup will be expected to refine their action plans for the next quarter based on modifications that surfaced during today's meeting. Those should be sent to Erik within the next week or so.

Mr. Erik Geizer reiterated to what was stated by Mr. Parsons and was also extremely proud of the work that has been completed to date. Mr. Geizer noted that as part of the process going forward we will continue to summarize the work to date and will also coordinate the change management piece through a smaller group of workgroup members that will keep all informed as to what is being proposed. He also touched briefly on the DSP workforce and how we need

to continue to communicate to staff the efforts we have taken in supporting them for all the work they do as well as communicating out to our membership the advocacy wins that we had accomplished over the last year.

Mr. John Huber gave his closing remarks and noted how inspired he was by all that has been done to date. Mr. Huber asked and encouraged the workgroup members to continue to advertise, share, and being proud of our work and taking credit for the work we have accomplished. Our next challenge he noted will be how do we communicate out our work without offending or oversharing those we are trying to reach.

The Strategic Visioning Committee meeting adjourned at 4:28 pm.