Goals ➔ Objectives ➔ Strategies ➔ Tactics
Workforce Crisis

Work Group #1 Members
9 Meetings from March–July, 2023

Carrie Barrett
Cindy Boyle
Rachel Chung
Julie Croker
James Gipson
Niambi Heyward
Tom Mavrikis
Kelly Mitchell
Ayoola Oluyomi
Christina Young
Workforce Crisis

Goal 1–Sustained Pipeline of Passionate People
Create and sustain a pipeline of people interested in working with people who have IDD

Goal 2–Intentionally Foster a Thriving Workforce
Reimagine behaviors, practices, and policies to intentionally foster a thriving workforce
Workforce Crisis

Goal 1 Objectives

1. Increase applications from people with the skillset to succeed as DSPs

Goal 1 Strategies in Progress

1. 100%
   2. 75%
   3. 50%
   4. 25%
   5. 0%

A. Streamline and improve application process
B. Implement effective recruitment marketing
C. Create a supportive onboarding process
D. Offer opportunities for career growth
E. Convert contract/temp staff into employees
Workforce Crisis

Goal 2 Objectives

1. Implement new flexibilities valued by employees

Goal 2 Strategies in Progress

1. 100%
2. 75%
3. 50%
4. 25%
5. 0%

A. Survey employees to determine their needs
B. Focus on equity instead of equality
C. Support employees in balancing work with their personal lives
Goal 1
Objective 1—Increase applications from people with the skillset to succeed as DSPs

Strategy A—Streamline and improve application process

Provide multiple application pathways (virtual, in-person, hybrid)

Potential employees can apply virtually or in-person or using a combination approach. If a problem is identified, the HR recruiter and HR assistant reach out to assist.

A contact phone number will be added to the website landing page for support with completing applications.

Utilize text messages to support applicant engagement

HR has a new dedicated mobile phone for managing requests and issues via text.

ADP provides automatic notifications to candidates as their applications move through the process.

Researching how to better utilize ADP text messaging to motivate applicants.
Goal 1
Objective 1–Increase applications from people with the skillset to succeed as DSPs

Strategy A–Streamline and improve application process

- Create a phased application process, deepening engagement and commitment at each step
- A select few positions allow resume upload instead of completing an application, with a review and reach back if interest expressed matches The Arc’s needs.
- Tentative offers of employment are being provided, pending completion of new hire process.

Strategy B–Implement effective recruitment marketing

- Ensure applicants can speak with a "real" person at any time
- Potential employees contacting front desk for assistance are connected directly with HR staff.
- Current phone tree is being evaluated to determine if updates are needed to provide a faster, more personal response.
Goal 1
Objective 1—Increase applications from people with the skillset to succeed as DSPs

Strategy B—Implement effective recruitment marketing

- Hire DSPs as recruitment ambassadors
  - Loretta Howell, DSP, stars in our new recruitment video.

- Invest in non-traditional postings, like community newsletters and school job boards
  - New posting locations include Hispanic Center and Rockville Welcome & Worker Center.

- Build up an online recruitment presence
  - Current online postings include: Indeed, Glassdoor, Montgomery College–Rockville, Work Source Montgomery, Maryland Child Care Resource Network, Barefoot Student, Handshake, Maryland Workforce Exchange.
  - We are getting more “hits” but not corresponding increases in the number of people applying.
I'm Loretta,
Goal 1
Objective 1—Increase applications from people with the skillset to succeed as DSPs

Strategy C—Create a supportive onboarding process

Reduce Orientation to two days and offer on varying days and times

Orientation is reducing to 2 full days, effective February 2024. As many documents as possible will be completed by candidates electronically in advance.

Orientation will focus on steps to starting work, benefits, and essential training.

Essential training will include basic technology skills, CIMS, First Aid, CPR, and Inclusion.

Create a formal peer mentoring process for new hires

A new onboarding manager has been hired to connect with employees as they are cleared for work, welcoming them, reminding them about information they were given, etc.

Onboarding manager will be responsible for supporting new hires in completing remaining trainings over coming months.

Onboarding manager will set up a buddy system for new hires.
Goal 1
Objective 1–Increase applications from people with the skillset to succeed as DSPs

Strategy C–Create a supportive onboarding process

Introduce new employees to people supported, families, and other team members

Beginning in February we will host new hires and their supervisors for beverages and snacks on the first morning of orientation.

Strategy D–Offer opportunities for career growth

Create career ladders with increasing responsibilities and financial incentives

Applied for and awarded a $50,000 from MD Department of Labor for career exploration for DSPs. The grant is to be used over a 3-year period.

Identified two internal leads to run the grant initiatives.

Strategy E–Convert contract/temp staff into employees

Develop a formal "temp to hire" program

Renegotiated contracts with outside vendors to reduce the time commitment contractors must work before converting to employees.

Requiring outside vendors to train their staff similar to our employees.
Goal 2
Objective 2—Implement new flexibilities valued by employees

**Strategy A—Survey employees to determine their need**
- Review currently available survey data and share with employees
- In process of compiling data from multiple sources and surveys for reporting back to employees.

**Strategy C—Support employees in balancing work with their personal lives**
- Share information about currently available benefits frequently and regularly
- Developing a “Did You Know...?” benefits newsletter for employees.
Objective 2: Implement new flexibilities valued by employees

Strategy B: Focus on equity instead of equality

Restructure holiday leave policy to better suit a variety of faiths and priorities.

Holiday leave policy has been completely overhauled, and now every full-time employee receives 11 floating holidays each fiscal year, to take whenever they designate.

Scatter chart shows most employees used floating holidays at Thanksgiving and Christmas, with significant bumps on July 4, September 4, and October 9 (federal holidays), plus October 2.
Questions?
Communication & Connection

Work Group #1 Members
10 Meetings from March–July, 2023

Calixta Benitez
Beth-Ann Carter
Jean Hamilton
Kim Hope
Michele Kirkpatrick
Lori Krolikowski
Kim Njowusi
Lauren Peirce
Communication & Connection

Goal 1—Enhance Communication
Enhance communication between and among people supported, their families, and our team.

Goal 2—Reimagine Technology Use
Reimagine using technology to support better connections.
Communication & Connection

Goal 1 Objectives

1. Create a customer service department to address questions and resolve issues
2. Create new opportunities for people to connect personally

Goal 1 Strategies in Progress

1. 100%
2. 75%
3. 50%
4. 25%
5. 0%

B  Create shareable org chart with contact information
D  Develop team of employees to serve as POC
A  Expand Discussions with Daria
B  Provide ways for all employees to interact with people supported
Communication & Connection

Goal 2 Objectives

1. Pilot groups of family members to enhance understanding and use of technology
2. Pilot groups of people supported to enhance understanding and use of technology
3. Enhance employees’ understanding and use of technology

Goal 2 Strategies in Progress

1. Offer technology trainings
2. Train families on using technology
3. Ensure tools are provided which meet employees’ needs

A  B  C

0%  25%  50%  75%  100%
Goal 1
Objective 1—Create a customer service department to address questions and resolve issues

**Strategy B—Create a shareable organization chart with contact information**

- Incorporate “automatic” ways of updating based on systems already in place
  - Microsoft 365 automatically updates as staff are added and removed by the IT department. This “internal” organizational chart can be viewed by all staff.
  - We are investigating ways to allow this data to be available to families, likely by linking the data with another application.

**Strategy D—Develop a team of employees to serve as division/department points of contact**

- Create 1-2 new customer service positions with responsibility for intake/response to questions and concerns from all stakeholders
  - Our Communications department was rebranded as Communications & Outreach and a new Director was appointed. This Director will oversee new customer service positions and work to complete this strategy.
Goal 1
Objective 3—Create new opportunities for people to connect personally

**Strategy A—Expand Discussions with Daria**

- Expand Discussions with Daria to monthly sessions with other Directors as “guest hosts”
  - The Leadership team hosted a call for all employees on November 27, titled “Links to Leadership.” It was well-publicized, but not well-attended, with less than 15 employees participating.

- Start with proscribed questions, then move to Q&A
  - The inaugural Links to Leadership for families was rescheduled from November to Monday, February 12. We currently have 11 registrations.

- Record sessions and make available to all new and existing employees
  - *Links to Leadership* had each director introduce themselves and their work for the organization. At the end, we took questions.

- We recorded the employee version and plan to upload it to The Hub, our internal website for all employees.
Goal 1

Objective 3–Create new opportunities for people to connect personally

Strategy B–Provide ways for all employees to interact with people supported

Leverage existing opportunities, like DSP week

All employees and people supported, plus Board members and families, were invited to the 65th anniversary kickoff in June. 277 people registered and we estimated that 220 people participated.
Goal 2
Objective 1—Pilot groups of family members to enhance understanding/use of technology

Strategy B—Offer technology trainings

- Identify technology trainings that will improve family engagement

A series of technology trainings was offered to families, to participate alongside our employees, from July 17–August 14. These trainings were funded through a grant from The Arc’s national chapter.

- Each person was required to take an assessment and then matched with classes that would be beneficial.

Identified technology training needs: basic computer operations, basic Microsoft Office, basic Google, basic Excel, intermediate Excel, and Microsoft 365.

- Based on the assessments, 11 classes were scheduled across five weeks, at different times of the day.

- Identify opportunities for family members to participate in technology trainings
Goal 2
Objective 1-Pilot groups of family members to enhance understanding/use of technology

Strategy C—Train families on using technology

- Invite adult family members to participate in trainings
  - Families were invited through a letter mailed USPS, with follow-up email.
- Provide hands-on, professional training
  - Most classes were taught by external trainers, and the rest were taught by staff with subject matter expertise.

Objective 3—Enhance employees’ understanding/use of technology

Strategy A—Ensure tools are provided which meet employees’ needs

- Provide all DSPs with tablets having cellular and Wi-Fi connectivity
  - All Direct Support Professionals have new iPads with cellular and Wi-Fi connectivity, which are protected by passwords and multi-factor authentication.
- Provide all supervisors and administrative staff with laptops
  - All supervisors and administrative staff have laptops, and most have double-monitors at their workstations.
Goal 2
Objective 3—Enhance employees’ understanding/use of technology

Strategy B—Identify useful technology support

- Identify technology trainings that will improve employee performance
  - Identified technology trainings: basic iPad operations, CIMS, Microsoft 365 and SharePoint.

- Hire professional trainers to provide technology training.
  - OfficePro, Inc. has been contracted to provide most technology trainings, and has demonstrated a deep understanding of how to meet employees’ needs.

Strategy C—Train employees on using available technology

- Provide all employees with formal Microsoft 365 training
  - Hands-on trainings are delivered in-person at headquarters.

- Provide all DSPs with formal iPad training
  - Required for all DSPs and added to employee onboarding.
Goal 2
Objective 3—Enhance employees’ understanding/use of technology

Strategy C—Train employees on using available technology

Provide all DSPs, contractors, and their supervisors with formal CIMS training

Required for all DSPs and their supervisors, offered weekly.

Provide all supervisors with formal SharePoint training

Leadership team completed in December 2023.

Employees in administrative roles will be provided training in early 2024.
Questions?

How do we get people to participate in these conversations?
(Less than 15 employees, 11 family registrations)

How do we get families to participate for in-person trainings?
(Disappointing results: 2 adult family members and 1 person supported.)
External Funding Security

Work Group #1 Members
4 Meetings from April–May, 2023

Julia Abate
Stephanie Benedetti
Doreen Engel
Adrienne Gude
Lydiene Kadji
Eugene Mark
Stephen Palan
External Funding Security

Goal 1—Social Entrepreneurship
Leverage a social entrepreneurial mindset to create new funding streams

Goal 2—$1M Annual Financial Support
Increase overall financial support to a sustained level of $1 million annually
External Funding Security

Goal 1 Objectives

1. Develop two new pathways to generate revenue
2. Identify two new, profitable business opportunities

Goal 1 Strategies in Progress

1. Identify current resources which may be repurposed
2. Research new business opportunities that can support The Arc
External Funding Security

Goal 2 Objectives

1. Increase corporate/grant/other fundraising to $650,000 annually

2. Increase member/family/employee/board fundraising to $350,000 annually

Goal 2 Strategies in Progress

1. Develop corporate partnerships
2. Increase public and private grant funding

A. Increase annual membership contributions and engagement
B. Shift Board to active engagement in fundraising
C. Develop opportunities to encourage employee support
D. Develop opportunities to encourage family support
E. Increase success of other donation opportunities
Goal 1
Objective 1- Develop two new pathways to generate revenue

Strategy B- Identify current resources which may be repurposed

Research how current headquarters space could be subleased or utilized in a different way

We are in the process of researching how we can lease some of the Headquarters space to other nonprofits.

Objective 2- Identify two new, profitable business opportunities

Strategy B- Research new business opportunities that can support The Arc

Coordinate with a consultant to seek strategic review and advice on expansion of current revenue models for supporting young people

Awarded a $250k in-kind services grant from Compass Pro Bono to complete a review of our existing revenue model at KFICCC and to provide follow-up opportunities for expansion.
Goal 2
Objective 1-Increase corporate/grant/other fundraising to $650,000 annually

Strategy A—Develop corporate partnerships

1. Identify and cultivate corporate partners to sponsor events
   - Partnered with SECU and Prudential for holiday gift giving to adults and children supported.
   - Partnered with Rebuilding Together on repairs and updates to Community Living homes (over $50,000).

2. Successfully renew current corporate partners and solicit new ones annually
   - Successfully renewed 80% of corporate partners in 2023 and added 3 new corporate partners.

3. Create a corporate sponsorship packet which details opportunities for support
   - Created a sponsorship package for 65th kickoff celebration and connected with new sponsors through this package.

4. Create a Welcome Home program to support residential locations
   - Launched Welcome Home and created materials and webpage; currently marketing to companies.
Goal 2
Objective 1—Increase corporate/grant/other fundraising to $650,000 annually

Strategy B—Increase public and private grant funding

- Identify and secure at least 3 new or recompeted grants for public funding annually
- Secure significantly increased private/foundation grant funding for identified initiatives
- Create and maintain an internal grant/renewal calendar and share with key personnel

- Secured 3 new public grants (Department of Transportation $30,000 for transport services, Department of Labor $50,000 for DSP Career Laddering Analysis, MSDE $312,000 for PreK-3 and PreK-4 expansion classrooms).
- Overall grant funding has increased 43%.
- Created a grant application and renewal calendar, which is continuously updated and used as a guide.
Goal 2
Objective 2—Increase member/family/employee/board fundraising to $350,000 annually

Strategy A—Increase annual membership contributions and engagement

- Identify and implement ways to promote membership, including a summary of benefits
  - Shared membership opportunities with all families.
  - Developing a family-to-family membership drive for FY24.

- Host membership campaigns on social media and in other marketing materials
  - Promoted membership in an email banner through October.

Strategy B—Shift Board to active engagement in fundraising

- Encourage Board to set an example of philanthropy by making significant donations
  - Asked Board members to participate in a Board sponsorship of 65th anniversary kickoff event.
  - Created a Marketing & Development Committee plan that includes active Board participation goals.
Goal 2
Objective 2–Increase member/family/employee/board fundraising to $350,000 annually

Strategy B–Shift Board to active engagement in fundraising

Promote Board accountability through a performance dashboard
- Created a draft performance dashboard.

Support Board members in promoting the organization through social media
- Promoted Board giving as part of the Giving Tuesday campaign.

Strategy C–Develop opportunities to encourage employee support

Educate employees on revenue shortfalls and the impact of fundraising
- Through Giving Tuesday promotions to employees, received over $700 in employee donations.

Strategy D–Develop opportunities to encourage family support

Launch an individual giving society with tiered membership benefits
- Created a draft for tiered giving society, which will launch in 2024.
Goal 2
Objective 2–Increase member/family/employee/board fundraising to $350,000 annually

Strategy E–Increase success of other donation opportunities

- Increase vehicle donations through regular marketing efforts
  - Drafted vehicle donation program for 2024.

- Increase workplace giving and workplace matching
  - Renewing applications for United Way and Charity One Stop.

- Create and implement a monthly appeal/donor marketing calendar
  - Drafted monthly appeals and donor marketing requests.

- Increase Amazon Wish List donations through regular marketing efforts
  - Increased Amazon Wish List gifts to over $2,500.
Questions?
Diversity, Equity, Inclusion & Belonging

Work Group #1 Members
7 Meetings from May–August, 2023

Nikos Daley
Deby Kijak
Olufunke Obalase Howie
Olivia Jebboe Gassim
Lizette Hoffman
Kelli Hunter-Bennett
Diversity, Equity, Inclusion & Belonging

Goal 1–Dynamic & Diverse Workforce
Cultivate, sustain, celebrate and appreciate a dynamic and diverse workforce

Goal 2–Demonstrate Workforce Equity
Demonstrate workforce equity, nurturing DEIB
Diversity, Equity, Inclusion & Belonging

Goal 1 Objectives

1. Launch a diverse and comprehensive DEIB work group, guided by a consultant

2. Provide employees with opportunities designed to facilitate belonging

Goal 1 Strategies in Progress

1. Solicit volunteers
2. Research DEIB group structures, roles, and duties
3. Define DEIB for The Arc
4. Survey employees for current DEIB data

A. Celebrate impact of employees’ life and work
B. Structure opportunities to allow full participation
Goal 1
Objective 1—Launch a diverse and comprehensive DEIB work group, guided by a consultant

Strategy A—Solicit volunteers

First work group included staff, outside stakeholders, and Board members.

Additional work groups will be formed to continue this work.

Strategy B—Research DEIB group structure, roles, and duties

Created an equity-focused agreement to guide the work groups moving forward.

- Use “I” statements
- Support change
- Commit to doing the work
- WAIT—Why am I talking?
- Welcome curiosity

- Make space, take space, create space
- Take responsibility
- Progress ≠ Perfection
- Respect other voices

Determined that ETA would lead the group, but every person had responsibility for participating to the best of their ability, and for meeting established deadlines.
Goal 1
Objective 1—Launch a diverse and comprehensive DEIB work group, guided by a consultant

Strategy C—Define DEIB for The Arc

Diversity—An open and genuine appreciation of people different from you. This includes empathic acceptance, validation, and celebration of different cultures, viewpoints, characteristics, and lived experiences.
  • At The Arc, we embrace diversity by seeking curiosity, open and fair engagement, and by replacing assumptions with learning about each other.

Equity—Applying an empathetic lens to each situation or person instead of a blanket action, reaction, or direction. This includes providing flexibility to what the person needs to be successful.
  • At The Arc, we embrace equity by offering choices and workplace support based on the person’s requirements, committing to revisit policies, practices, and systems that limit growth.

Inclusion—Everyone is valued, and space is created to contribute to processes, activities, decisions, and policies in a way that shares power.
  • At The Arc, we embrace inclusion by committing to incorporate feedback into our policies, practices, and behaviors.

Belonging—The organization engages in people’s full potential with the creation of multiple spaces and multiple ways for the person to be part of the whole.
  • At The Arc, we embrace belonging by ensuring various voices and groups are represented, even when not in the room, and there is a commitment to remembering that individuals make up the collective.
Goal 1
Objective 1—Launch a diverse and comprehensive DEIB work group, guided by a consultant

Strategy D—Survey employees for current DEIB data

Anonymous survey was conducted by ETA in June and July to assess the working environment as it relates to DEIB.

Survey themes included team relationships, supervisory relationships, connection & belonging, workplace culture, DEIB actions & efforts, and growth and opportunities.

Response rate was low, but some information was gleaned from responses received.

- Generally, staff feel connected to their teams and respected and supported.
- Staff see strong leadership for DEIB.
- Departmental dynamics are generally positive, with some underlying challenges.
- Not everyone felt their thoughts and opinions are valued.
- There are opportunities to bring more staff into DEIB conversations.
Goal 1
Objective 2—Provide employees with opportunities designed to facilitate belonging

Strategy A—Celebrate impact of employees’ life and work

Provide opportunities for employees to share personal and professional accomplishments

- Created a weekly, internal newsletter which delivers to all employees by email.
- Employees can submit their own news, and supervisors are encouraged to share news about their divisions/departments (Who’s New, Who’s Leaving, What’s Changing, Other Personal or Professional News).

Strategy B—Structure opportunities to allow full participation

Ensure communications and presentations are accessible for all stakeholders

- Working to ensure documents, presentations, and electronic media communications are accessible for all stakeholders.
- Tools include screen readers, accessible language, HTML tags, and descriptions of embedded photos.
Questions?
New Work Groups Forming Spring 2024

Contact DeborahM@arcmontmd.org to join a work group

Details also available at www.TheArcMontgomeryCounty.org