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Strategic Planning Committee Meeting

August 24, 2016

2:30 PM

Present: Colin Donahue (Chairperson), Glenn Baker, John D. Bunzel, Stu Jaffe, Barry Krowne, Dana Martin,

Staff: Cynthia Sewell, Roschell Ashley, Greg Santilli, Ron Silverman, Diane Thorsell, Michelle Veals

Guests: Ken Miles, Christine Ward, Doug Green (La Piana Consultant)

I. Reviewing Strategic Questions and Framework

The meeting was called to order at 2:36 PM by Committee Chairman Colin Donahue. He said that the staff will be speaking on the Workshop. He then asked for thoughts/comments on the Strategic Questions that were provided ahead of the meeting. The questions came from the Succession Task Force meeting in preparation for the September Board meeting.

Everyone was in agreement that the questions were ready to distribute to the other committees. It was discussed as to whether or not the other committees should make any recommendations to the Board. The questions are a guide to see if they will give us the answers that we need.

We are not ready to make any land use decisions yet. Mr. Donahue said that the Strategic Planning Committee should be able to offer options and ideas about programs for the Board to consider. However, we need to prepare the Strategy Screen first. There are many drivers before making any land use decisions. Director Barry Krowne said that a “stand-alone” organization is a prominent idea in the documents. That is a starting point. We need to be strong to be financially sustainable. He asked the timeframe for other large decisions? Mr. Krowne said that the decisions need to be presented to the Board in-depth for those who have not be as intimately involved in the committee work. Only then will they be able to make a well-informed decision. We may not want to make a decision on land use until we consider a merger/acquisition. The land we own may be a selling point.

Mr. Donahue asked if anything should be added to the Framework. It was decided that the proper information is in the document.

Are we approaching a plan to be a stand-alone agency? We are not a failing organization that is looking for a lifeline. Director Glenn Baker said that we should work on becoming a better stand-alone to become a more attractive partner for a merger/acquisition. It may be a year or more away. Mr. Donahue stated that we need to set the organization up for success whether we partner with another agency or not.

Director Ken Miles said that we must find weaknesses and strengths to match. We may find areas that we can no longer continue. Director Stu Jaffe recommended removing the term stand-alone and just focus on successfully serving our clients.

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Mr. Krowne asked if a discussion has been held on the benefits or negatives of a merger. La Piana Consultant Doug Green said that the conversation happened prior to the Board Retreat, but that it may have been premature. He said that we should take the Strategy Screen as the criteria for evaluating program elements to see what we do well and what the missing pieces are. Then, decide if we want to pursue a merger to fill the gaps. The benefits of a merger cannot be answered without the partner being identified. Find gaps in the program to see how a merger might work with potential partners. We should have exploratory conversations with potential partners. We must hear what a partner brings to the table and what we bring. A partnership does not mean merger. It could be a mutually beneficial partnership without a full merger. Have we maxed our fundraising potential? As long as we remain independent, we remain competitors.

Mr. Donahue asked to move to discussion of Programs. Mr. Green asked to be emailed the Framework. Board Chairman John Bunzel emailed it to him from his notepad.

COO Roschell Ashley discussed changes to the Workshop. The low hanging fruit is to serve the senior population. This is an area to easily step into. It will bring more funding and satisfy the new integration requirement. Areas where we can serve seniors:

- Residential
- MMDP (Monarch Mobile Day Program)
- Sam's Café lunches
- Work Services
- Finding employment for seniors
- Creating a senior center

Serving seniors will open up private pay through Medicare and private insurance.

Mr. Bunzel said that we need to find our identity before we talk about programs/services. Chief Development and Marketing Officer Ron Silverman asked, "Who are we right now?" We are campus-based, we care about the clients and we want to provide the best services possible. Chief Human Resources Officer Diane Thorsell said that we provide a continuum of services. President/CEO Cynthia Sewell added that we have the best Residential program and are the largest provider of employment for persons with special needs.

Director Alan Goodstein said that we should not forget that we provide for the intellectually and developmentally disabled. Ms. Sewell reminded that our focus must move to inclusion/integration. We must move clients to the community as well.

Mr. Goodstein asked if we have seen any organizations that have gone through the integration yet. Ms. Ashley has seen programs become art centers and integrated Workshops. She will be going to Ohio to visit organizations that have gone through integration.

Mr. Baker asked about the possibility of becoming multiple small campuses. We have some aging buildings to consider. Clients no longer have the option to choose a campus-based program. Their days will be split with 1/3 of the day on campus and 2/3 of the day in the community. December 2018 is the deadline for integration compliance.

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Ms. Ashley gave a Workshop presentation. She handed out a flow chart entitled, “Work Services Transformation Plan to Comply with the CMS Rule” (attached). In order to be in compliance, the items in red will no longer be allowed (currently a Work Activity Program). The items in yellow represent what must be accomplished in the next fiscal year, namely reducing the number of consumers in Work Services. The remaining consumers will receive minimum wage pay and will be working shorter hours and will be in the community part of the day. These consumers must be at 11% productivity level.

Mr. Bunzel asked the condition of the Work Services building. It is 40 years old, built in 1975. It was upgraded 20 years ago. It is not state of the art. Mr. Goodstein asked what we could put into the Workshop. Is there any kind of inclusive activity, perhaps an art program? Our goal is to have something in place for all of our clients.

We have until October 1 to apply for money to help us meet compliance.

Mr. Krowne asked if we have projected the cost for these changes. Yes, we have. The new model will help us financially. We will be able to bring in more complex and higher paid work. We don't know the ratio requirement for disabled to non-disabled workers.

Director Dana Martin asked if we are able to break out components (Shipping, Fulfillment, Administration). Ms. Ashley does not think this meets the integration requirement. Mr. Martin stated that some of the work will not be interesting or challenging enough for typical workers.

Mr. Green asked, “What is the end we are trying to achieve and what strengths we bring” (to help define our identity)? Mr. Donahue asked if there is any partner we can identify that will use the work space. Ms. Sewell said she referred to it as the Anheuser-Busch model (business center model). Mr. Bunzel said that whoever took over the space would have to invest in upgrading the building. Ms. Sewell doesn't know if anyone would accept the building in the condition it is in.

II. Identity

Discussion move to defining our Identity.

- Serving the developmentally disabled and the community
- Some of our clients are seniors. A senior is a person 55 and over. Funding is available for this group.
- Director Chris Ward stated that typical workers may be seniors. High school students, interns and veterans are others we can serve.
- What about the 200 clients in the Achievement Center? It will be tough to place them in the community. Mr. Santilli said there are some exceptions to the CMS rule. Some are able to be on campus for a short time while being prepared to go to the community.
- Maybe more MMDP services will be provided. We are looking to find activities here that we can take into the community.
- Mr. Bunzel asked where we need to do more work.

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Mr. Bunzel called for a special conference call for the Board in mid-September. Mr. Donahue asked for more information on the program side. He would like an explanation as to why the senior population is good for integration.

Another meeting of the Strategic Planning Committee will be scheduled. Mr. Donahue said that we must get the big points laid out to present to the Board at the September Board meeting.

Mr. Green said that the Program Committee should take a fresh look at the program mix using the Strategy Screen and Matrix Map. He offered to look at the criteria that the staff developed to review the programs.

What pattern are we on for fundraising growth? Flat. Mr. Goodstein said that we need something exciting to get behind (i.e. a capital campaign to redo the buildings).

The next meeting will be focused on how to present information to the Board. Ms. Sewell asked Mr. Donahue to let the staff know what we need to do.

III. Adjournment

The next meeting is to be determined. (After this meeting it was set for Friday, September 16, 2016 at 5:30 PM.)

Meeting adjourned at 4:33 PM.

Recorded by:
Michelle Veals, Executive Assistant