



Career Opportunity Development, Inc. (CODI)

Strategic Plan

Amendment

January 1, 2021 through December 31, 2023

Adopted: July 29, 2021

Introduction

The following Strategic Plan amendment will be in effect from January 1, 2021, through December 31, 2023.

Previous Strategic Plan Risks were remediated and removed accordingly.

Priority Areas of Risk, Threats, and Weaknesses

Risk- After review of recent Critical/Unusual Incident Report, it was determined that unattended items on electric stove increase fire risk in residential settings-

Strategy #1- Purchase and install mechanism to reduce burner temperature and decrease risk of fire

- Smart Burner installed July 2021

Strategy #2- Future stove purchases will be electric

Risk- Existing FOB system and intercom are obsolete-

Strategy #1- Research and replace existing intercom and FOB system with a cloud-based system for enhanced safety and accessibility

- Intercom and cloud-based system installed March 2021

Strategy #2- Increase monitored door access at 901 to include PRI and Outsource Center

- PRI and Outsource doors added March 2021

Risk- Existing sprinkler system would destroy server if triggered-

Strategy #1- Research converting to chemical suppression system in LAN room

- No longer necessary due to upgrading cloud-based storage-
Discontinued- 7/1/2022

Risk- Employee lawsuits cause financial hardship-

Strategy #1- Retain an employment law attorney for \$25,000

- Discontinued- 7/1/2022

Risk- Due to COVID-19 unemployment and stimulus payments unable to get applicants for open positions, and experiencing excessive overtime-

Strategy #1- Provide signing bonus upon probation completion

- Signing bonus started July 2021
- Discontinued during FY 22

Strategy #2- Provide recruitment bonus for existing staff upon probation completion

- Recruitment bonus started July 2021

Strategy #3- Increase minimum hourly rate for all direct care staff to \$16

- Increased hourly wage to \$16 July 2021

Strategy #4- Increase hourly rate of direct care staff in lead and caseworker positions accordingly

- Increased hourly wages July 2021

New Strategy #5- Increase minimum hourly rate for all direct care staff to \$18

- Increased hourly wage to \$18 July 2022

New Strategy #6- Increase pay rate for staff other than previously funded, Direct Service Professionals

- Increased hourly wages July 2022

Risk- Prepare for discontinuation of EE program. Legislation change may prohibit paying EE consumers sub-minimum wage for piecework.-

New Strategy #1- Participate in 4-C National Group to advocate for alternative programming

New Strategy #2- Aggressively campaign our elected officials to reconsider shuttering sheltered workshops by educating them through video, letters, and a visit to the Outsource Center

Strategy #3- Expand production work to include contracts paying consumers at least minimum wage without supplemented funding through DVRS Extended Employment

Strategy #4- Aggressively seek external employment opportunities for EE consumers in preparation for Outsource Center closure

Strategy #5- Maximize 901 property by renting Outsource Center and ATS space. Relocate ATS to PRI and relocate maintenance department to one-half of residential offices

Strategy #6- Transition eligible consumers into ATS

New Threat- Cybercrime is increasing and would be costly for agency-

New Strategy #1- Purchase cyber liability insurance

- Cyber liability insurance purchased August 2021

New Strategy #2- Cyber insurance rider requires CODI to set up Multi-Factor Authentication (MFA) to access the Server

Weakness- 901 Building needs primer and paint to prevent rusting-

Strategy #1- CODI Maintenance crew will spray paint building

- 901 painted September 2021

Weakness- Technology Plan does not align with Strategic Plan-

Strategy #1- Review and address technology expenditures in Strategic Plan to enhance and upgrade system

- FY 2022 included technology expenditures in Strategic Plan

Strategy #2- Replace system server, cabinet, and rewire switches \$21,075

- State-approved CSS Medicaid Accrual Funds totaling \$13,632.50 applied to purchase- approved June 2022

Strategy #3- Replace Desktop and Laptops no longer able to accept updates \$19,750

- State-approved CSS Medicaid Accrual Funds totaling \$9,000.00 applied to purchase- approved June 2022

New Weakness- Lack of interconnectivity of inventories of high-value items-

New Strategy #1- Combine inventories to increase accountability

New Strategy #2- Develop a policy for high-value items

Resource development-

Ensure telecommuting staff are aware of expectations-

Strategy #1- Review and revise job descriptions for hybrid employment model

Increase face to face billable hours for CSS-

Strategy #1- Increase CSS units of service to pre-COVID requirement equaling 65% of billable time

Research ongoing programming viability-

Strategy #1- Complete cost/benefit analysis in FY 2023 to determine feasibility of continuing to operate courthouse coffee shops

New Strategy #2- Complete cost/benefit analysis in FY 2023 to determine feasibility of continuing to operate ATS

Barriers with transportation-

Strategy #1- Research the feasibility of discontinuing transportation services for EE and ATS program participants. Monitor attendance and barriers within each program.

- April 2022- Most EE and ATS program participants secured alternate transportation. CODI will sell buses and purchase two vans instead to save on gas and upkeep of buses.

Ensure operational continuity of group homes-

Strategy #1- Purchase one whole house generator per year

- Generator installed at 106, July 2022

Ensure adequate cash reserves for capital improvement and vehicle replacement-

Strategy #1- Include in annual budget a minimum of forty thousand dollars per month beginning FY 2022 to be deposited into a reserve account to cover capital improvement and vehicle purchases

- \$40,000 deposited monthly in reserve account beginning July 2021

Opportunity

Opportunity- Donated furniture is accumulating at an increasing rate in off-site storage-

Strategy #1- Rent storage space

- Storage unit rented February 2021

Strategy #2- Develop inventory and photograph incoming donations before storing

- Photographing donations began February 2021

Strategy #3- Create an online catalog of donations to enable residential staff to select furniture for consumers with limited income and supplement refurbishing living areas to ensure safe- comfortable housing

- Online catalog established March 2021

Opportunity- Government funding available for increasing energy efficiency-

Strategy #1- Complete New Jersey Clean Energy Program rebate application

- Application completed and accepted February 2022

Strategy #2- Add \$4,800 annually for five years to capital improvement schedule to cover expenses related to New Jersey Clean Energy Program

- \$4,800 annually added to capital improvement schedule

Strategy #3- Coordinate converting to LED lighting for increased energy efficiency, replacement of three aging HVAC units, and addition of economizers to remaining HVAC units

Opportunity- Research alternate payroll companies to enhance HR and payroll capabilities-

Strategy #1- Research payroll companies and upgrade to online onboarding and mobile app for document storage

- Switched payroll companies October 2021

New Opportunity- Enhance technology-

New Strategy #1- Upgrade TimeClock system

New Strategy #2- Update Quickbooks to cloud version

Growth and Expansion Opportunities

New Growth and Expansion Opportunity- Expand employment opportunities-

New Strategy #1- Research and develop proposal to provide staff and food for FOJW Kitchen

Expand accessible consumer housing-

Strategy #1- Sell 1717 lot and recoup expenses

- Sale completed April 2021

Strategy #2- Subdivide 319 for accessible housing

Strategy #3- Prepare land to drop-ready specifications for two prefabricated houses. Set concrete pad foundations and run water, gas, electric, and sewage.

Strategy #4- Install previously purchased Durabuilt home at 319 location

Strategy #5- Purchase second Durabuilt home and place on concrete pad at 319 location

Expand revenue sources through CODI owned properties-

Revised Strategy #1- Within FY 2022, pay off balance to the State of New Jersey for 1309 \$35,316. Then CODI will pay off the remaining licensed properties. 901 lien will be paid off last.

- Negotiated release of the \$35,316 mortgage lien for 1309 with the State of New Jersey

Revised Strategy #2- Within FY 2023, pay off balance to the State of New Jersey for 711 \$112,430

Strategy #3- Redesign office space to accommodate hybrid staffing model. Research viability of renting out PRI.

Long-Term Goals (Three to Five Years)

Long-Term Goal- Research and develop a plan to transition from Fee-for-Service to Value-Based Care-

Strategy #1- Research requirements and subjective indicators of Value-Based Care and how services have impacted the individual served

Strategy #2- Research requirements to establish a medical care house and secure required operational funding

Long-Term Goal- Develop Endowment Fund-

Strategy #1- Research requirements and establish fund to enhance cash reserves and address unbudgeted or unanticipated monetary needs

New Long-Term Goal- Institute inventory and tracking system to decrease labor costs and waste-

New Strategy #1- Hire vendor to conduct initial inventory

New Strategy #2- Institute ongoing tracking system for janitorial, food service, and food pantry to increase efficiency and decrease waste

Long-Term Goal- Hire Human Resources Assistant to complete routine HR tasks for Director of Human Resources and Community Outreach position to perform social media, volunteer oversight, and community outreach responsibilities

***New Long-Term Goal-* Expand revenue sources through CODI-owned properties-**

New Strategy #1- Within FY 2024, pay off balance to the State of New Jersey for 233 \$151,635.50