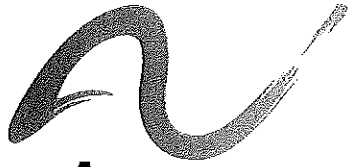


Arc Strategic Plan 2016 - 2018



The Arc[™]
Carroll County

Achieve with us.

Mission

To support people in their individual pursuit of a fulfilling life

Vision

We are a leading organization that champions for and supports people with developmental disabilities, while cultivating relationships that enrich our community

Values

Innovation - our founders pioneered the opportunities that exist today for people with developmental disabilities. We build on their courageous tradition of innovation and creativity in the design and delivery of our services.

Integrity - we operate with integrity in all that we do—as a service provider, as an employer, and as members of our community.

Respect - we treat everyone with respect. Dignity, choice, ability, privacy and opinion are fundamental principles of who we are.

Quality - we embrace the highest standards in all that we do. Quality in service and character drives our actions and attitudes.

Caring - we act with a genuine spirit of caring. A sincere interest and concern for the complete well-being of all people define our actions.

For people with intellectual and developmental disabilities

To: Board of Directors
From: Don Rowe
Date: May 17, 2016
Re: Strategic planning

The following is a recap of the strategic planning committee's progress:

June 2015: Strategic planning committee identified, members include; Lisa Breslin, Sherri Le Bream, Corynne Courpas, Lynn Davis, Jenny Dalrymple, Lou Salafia, Mary Jo Walla and Don Rowe. First meeting held on June 17, 2015: Agenda includes purpose of committee, review of past strategic plan, overview of services, identify areas of need.

July 2015: Agenda includes identifying a vision for strategic planning, determining information needs of committee, sharing of current situation at The Arc, discussion of potential outcomes and goals, and process for engaging and informing the board and involving agency staff. Decision to hire Bob Martin to facilitate future meetings.

September 2015: Bob Martin facilitates meeting. Agenda includes; purpose of group, review of mission, vision and values. Developing statements about strengthening the core services and business activities of The Arc. Discuss agenda for all staff in-service meeting in October.

October 2015: All staff in-service, over 80 staff members present and participated. Agenda includes; discussion about present conditions at The Arc, identifying highlights and exceptional activities, identify priorities, report on priorities, identify and select top priorities, and Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis.

November 2015: Strategic planning committee reconvenes, reviews past 2 years of satisfaction survey results, SWOT analysis from staff in-service, and top priorities. The following top priorities are recommended for inclusion in The Arc's strategic plan: Committee recommends that the executive director identify a leader and the leader selects a co-leader and together they select 3-4 committee members. Executive director selects leaders.

January 2016-April 2016: The following committees convene to finalize objectives, priorities, target dates and responsible departments:

Employees/Communication

Co-Leaders: Kathy Forbes, director of human resources, Kim Booe, executive coordinator

Committee members: Shelba Uhrhin, Lydia Hubble, Jess Hall, Starr Jolbitado, Jennifer Staub

Funding/Branding

Leader: Jenny Griffin, director of finance

Committee members: Bob Condon, Linda Dalton, Shelly Garber, Lisa Saxon

Programs:

Leader: Mary Jo Walla, deputy executive director

Committee members: Krissy Heuer, Erin Lindholm, Becky Barry, Britt Burr

STRATEGIC PLAN

Key Focus Area: Employees & Communication

Goal: All employees feel valued and work together as a high-performing team with low turnover/high retention.

Objective # 1: Thoroughly explain mission/vision/values, live it every day, hold people accountable and facilitate fluid communication (keep employees “in-the-know”).

Target Date - November 2016

Action Steps:

- Implement a more comprehensive HR/HCM system (Paylocity) that will tie together time and attendance, payroll, training and communication options for all of our employees, on-site and off-site, for a more cohesive organization. **HR/Payroll**
- Review and revise our performance evaluation system, to include the establishment of clear expectations with more frequent follow-up throughout the evaluation timeframe. This ensures everyone is working toward fulfillment of our mission/vision/values, and provides clarity as to how performance is measured. **HR/Focus Group/ED/DED/DOF**
- Establish break schedule for direct-care employees at the Kriders Church Road facility to allow for specified periods of personal time and time to eat lunch. Will require collaborative effort between management and staff. **HR/Employment Services Dept**
- Develop procedure for posting vacancy announcements to ensure everyone is aware of growth opportunities within our organization. **HR**

Objective # 2: Provide comprehensive on-boarding/training.

Target Date – May 2017 (on-going)

Action Steps:

- Ensure on-line trainings are conducted during first week of hire, and train more trainers to do the live/interactive sessions so we develop and retain confident/competent employees. **HR/Trainers/Receptionist-Training Assistant**
- Retrain management-level employees on The Arc’s policies/procedures and hold everyone accountable. For example, we have a cell phone usage

policy. We just need to ensure understanding and compliance across the board! **HR/Mgmt Team**

- Develop and implement activities our employees can use to engage the individuals we serve. Doing so will create job satisfaction for employees, make each day more productive/enjoyable for clients, and make the days go by more quickly for all involved! **Employment Services**
- Simplify our earned time off benefit by combining Vacation, Personal and Sick time accrual into one PTO (Paid-Time-Off) accrual, and evaluate possibility of implementing a PTO accrual benefit for part-time employees. **HR/Payroll, ED, DED**

Objective # 3: Foster an Open Door Policy where management listens and acts, and everyone is engaged/respected/trusted.

Target Date – July 2017 (on-going)

Action Steps:

- Increase visibility of management and administrative staff with employees and clients...more face-to-face interaction. **EC/Mgmt Team**
- Establish more low-cost/no-cost ways of recognizing our fabulous employees and demonstrating our appreciation for their work.
HR/Mgmt Team/CIA Group
- Review and revise our Employee Survey with more targeted questions about job satisfaction, communication, and loyalty. **HR/QA/Mgmt Team**

Objective # 4: Hire competent employees.

Target Date – September 2017

Action Steps:

- Revamp/standardize our interview process, to include HR, Dept Rep(s) and realistic job preview. **HR/Mgmt Team**
- Provide interviewers with training on conducting behavior-based interviews and establish standard questions for consistency in evaluation of candidates. **HR/Mgmt Team**

Happy employees = Happy clients and families = Happy Board!

STRATEGIC PLAN

Key Focus Area: Service Delivery

Goal: The Arc Carroll County will provide quality services and supports for people with intellectual and developmental disabilities and their families by working directly with or through partnerships with community stakeholders to strengthen the following areas:

Objective #1: Residential supports including and enhancing community participation
Target Date – ongoing **ADCL, ED, DED**
Priority #3

Action Steps:

- Clients will have greater choices and opportunities in social, recreational and civic activities in their communities
- Services will change as clients needs change to adapt to aging, physical or cognitive needs

Objective #2: Develop work week opportunities to include employment and / or day supports.

Target Date – ongoing **DES, ED, DED, Coordinators**
Priority #4

Action Steps:

- More clients will find and keep jobs in the community that pay a living wage
- There will be an increase in the number of employers in the business community employing people with disabilities
- In house day services schedules will be developed to be of an educational benefit to consumers by providing an instructional approach
- In house day services will conduct activities with civil mindfulness that gives back to the community

Objective #3: Continue autism services by identifying resources and new partnerships

Target Date – ongoing **ADAS, DED, ED**

Priority # 1

Action Steps:

- Grant funding will be explored
- Partnerships with the school system will be developed to serve transiting youth
- Division of Rehabilitation Services funding will be utilized as appropriate

Objective #4: Sustained growth in personal supports programs utilizing and complying with funded hours **OSS Coordinators, Ed, AED, DOF**

Target Date: September 2016

Priority #2

Action Steps:

- The support services programs will provide a structured approach in scheduling to clients and their families
- The support services program will utilize in- house space to provide opportunities for activities, learning opportunities and creative programs in order to be fiscally prudent with travel and activity costs

Objective #5: The Arc will provide a formalized program in working with volunteers

Target Date – September 2016 **DES, HRD, HRG, ADAS, DED**

Priority #5

Action Steps:

- The Arc will standardize volunteer / intern admission paperwork for in – house participants
- The Arc will provide program orientation for new volunteers / interns who assist at any Arc Carroll County locations.
- The Arc will set up partnerships within the community, developing external volunteers who will host Arc participants at local, community sites.

STRATEGIC PLAN

Key Focus Area: Funding

Goal #1: Hire qualified Development Director

Target Date - completed May 2016

Goal #2 – Meet or exceed Standards for Excellence benchmark of 3X return on investment

Objective #1: Increase grants by \$250k

Target Date - June 2018 DD

Objective #2: Increase ongoing non-capital campaign fundraising to \$400k

Action Steps:

- Additional \$75,000 – *Target Date - June 2017 DD*
- Additional \$170,000 – *Target Date - June 2018 DD*

Key Focus Area: Brand and Awareness

Goal #1 : The Arc's mission, vision and values will be shared clearly and consistently among all stakeholders.

Target Date – December 2016

Objective #1 : Increase community awareness of The Arc
DD, Dir Empl Scvs, Autism Mgr, Coordinators

Action Steps:

- Public/traditional advertising - quarterly
 - WTRR – public service announcements (something to counter Arc PA ad using the “R” word)
 - Cable channel – “day in the life” videos
 - Carroll Magazine – spotlight on key personnel, programs
- Social media – YouTube, Facebook, etc. - monthly
 - spotlight individual stories, successes
 - Identify clients interested in learning to shoot video
 - Partnership with McDaniel, Carroll Community, Career & Tech Center
 - Self-advocacy project
- Speaking to local groups – opportunities for individuals to tell their stories/successes – as available
- Individuals at volunteer and enclave sites wear Arc-branded clothing (T-shirt, vest) – Fall 2016
- Job coaches in community have Arc-branded IDs – Dec 2016

Objective #2 : Increase The Arc's participation in giving back to community
Autism Mgr, Dir Empl Svcs, EDD, ED

Action Steps:

- Volunteer at elementary/middle/high schools – *Target Date - June 2017*
- Host programs for young people – *Target Date - June 2017*
 - parent/kid fun nights
 - other outreach
- other volunteer opportunities – *Target Date - June 2018*

Objective #3: Identify Arc spokespeople—those who embody the spirit of our mission, vision, and values—to accompany Development Director when introducing potential partners/donors to The Arc

Directors

Target Date - June 2017

Action Steps:

- Individuals
- Staff
- Family Members – testimonials