



# **The Arc Carroll County Strategic Plan 2018-2020**

## **Vision Statement**

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

## **Purpose Statement**

*To support people in their individual pursuit of a fulfilling life.*

## **Core 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 sense of caring. A sincere interest in and concern for the complete well-being of all people define our actions

**Goal:** As services transition, The Arc will proactively manage the organization programmatically and financially to assure minimal disruption.

**Objectives:**

- The executive director will provide the board of directors with a quarterly update regarding program and financial changes and their impact on the organization.
  - Quarterly update will include financial and program changes from Community Settings Rule and DDA.
- The Arc will pursue industry best practices to assure that services are relevant and meet the needs of people receiving support.
  - The Arc will utilize funding from Kahlert Foundation to hire, train and develop position dedicated to employment. (April 2019)
  - The Arc will seek partnerships with existing housing programs to increase housing options. (December 2019)
- The Arc will utilize resources, speakers, and on going staff/board development opportunities to better understand, evaluate and implement changes in service delivery.
  - At least annually, the board will invite a speaker from DDA, The Arc Maryland and Maryland Association of Community Services (MACS) to discuss future developments and trends. (Ongoing)
  - The board will conduct an annual retreat annually to evaluate strategic progress and revise as necessary. (October 2019, 2020)

**Responsibility:** Executive Director, Board Officers/Directors

**Resources Necessary:** Time during board meetings, speakers

**Priority Level:** High

**Timeline:** Ongoing, re-evaluated July 2020

**Goal:** The Arc will expand a development program that supports initiatives that are not funded.

**Objectives:**

- The Arc will develop and launch a campaign that grows The Arc's investment account to \$2 million so that an Endowment Fund can be created, of which its earnings will be used to strengthen The Arc's staff-training, staff-recruitment, career-tracks, wages and retention efforts.
  - The director of development and development committee will design, implement and evaluate a campaign to provide funding resources. (July2019)
- The Arc will create programs that recognize and encourage both planned and cumulative giving.
  - The director of development and development committee members will identify individuals and businesses to approach regarding a planned gift. (July 2019)
- The Arc will identify and establish an ongoing development process and structure that seeks to provide financial stability and community awareness.
  - The director of development and development committee will draft a policy that outlines the structure of the development process. (July 2019)
  - The document will be shared with an attorney and be reviewed next to the Association of Fundraising Professional's donor rights and best practices regarding fundraising. (July 2019)

**Responsibility:** Director of Development, Executive Director, Development Committee

**Resources Necessary:** Development and campaign materials

**Priority Level:** Highest

**Timeline:** July 2020

**Goal:** The Arc will develop a stable, qualified and motivated workforce that actively delivers the organizations mission.

**Objectives:**

- The Arc will improve its capacity to attract and retain qualified DSP's
  - An annual wage review will be completed each April to assure market rates. (Ongoing)
  - The Arc will implement a training and wage initiative that identifies up to 30 DSP (1<sup>st</sup> year) for training and wage enhancement program. (September 2019)
  - The Arc will incorporate best practice competencies and align job descriptions for 3 levels of DSP that also identifies commensurate training and wages. (September 2019)
- The Arc will provide training to all staff to ensure understanding of the mission and how each job contributes to achieving it.
  - The Arc leadership team will conduct annual training regarding The Arc's mission, vision and values. (July 2019)
  - The Arc will create a video that provides examples of mission in action and use during the onboarding process. (July 2019)
- The Arc will investigate and implement a professional development program to provide opportunities for growth within the organization and expand the capacity of DSP's to integrate the principles of person-centered beliefs with people supported.
  - The Arc will identify up to 3 training programs ie; (ACRE, College of Direct Support, National Association of Direct Support, RELIAS) and determine which program best meets needs.
- The Arc will provide on-going professional development opportunities to supervisors and mid managers to increase their skills to enable growth within the agency.
  - The Arc will include a least 1 staff person in the following leadership and professional development opportunities; Leadership Carroll, Leadership The Arc, MACS executive leadership conference. (Ongoing)

**Responsibility:** Director of Human Resources, Deputy Executive Director, Executive Director

**Resources Necessary:** Funding for staff training, development, retention, wages.

**Priority Level:** Highest

**Timeline:** December 2020

**Goal:** The Arc will create an organizational structure to support the values in personal centered planning and beliefs:

**Objectives:**

- The Arc will provide on-going training to staff members to enable them to incorporate the person centered approach into their daily interactions with people supported.
  - The Arc will identify up to 2 agency trainers for person centered planning as a result of the TIPs grant and monthly meetings with consultant. (February 2020)
- The Arc will develop a network of resources and partnerships to develop a structured approach to facilitate community integration opportunities.
  - Through the creation of the Community Advancement Team, which comprises, AD of Employment First (future), AD of Educational Partnerships, AD of Service Planning & Community Partnerships, Director of Development, Deputy Executive Director, and Executive Director, an ongoing list of leads, resources and approach strategies will be developed. (April 2019)
- The Arc will educate people supported about choice, decision making and self advocacy to assist them in leading self directed lives in communities of their choice.
  - The Arc will continue to offer a Pre-ETS program for students regarding self advocacy. (Ongoing)
  - The Arc will provide a quarterly meeting for individuals receiving services to learn about self advocacy and choice making. (Ongoing)

**Responsibility:** Assistant Director of Quality, Deputy Executive Director, Director of Human Resources, AD Service Planning and Community Partnerships

**Resources Necessary:** Training and Consultant Funding

**Priority Level:** High

**Timeline:** December 2020