



# The Arc Carroll County Strategic Plan 2023-2026

## **Introduction:**

The Arc Carroll County is excited to share its strategic plan for the next three years (2023-2026). The plan was developed with significant and meaningful input from The Arc's many stakeholders. The board of directors and leadership team reviewed input from stakeholder surveys, staff member discussions, and information gathered from individuals supported by The Arc. This plan seeks to capture opportunities as The Arc charts a new course post pandemic as we transition into a new service and funding program. The pandemic had a significant impact on The Arc's workforce, as we experienced almost a 30% decline in staff members throughout the organization. In reviewing the feedback, the answer to where The Arc needed to focus its efforts, was to rebuild the workforce. The decline limited The Arc's ability to bring people back into services and impaired our ability to grow.

## **The feedback also included key themes that we want to address in the next 3 years, which include:**

- Monitoring wages and benefits to ensure that The Arc remains competitive.
- Strengthen the knowledge and skills of our direct support professionals.
- Ensure a high level of competence and consistency among supervisors.
- Ensure that all The Arc's properties are warm, welcoming and accessible.
- Ensure that The Arc has available resources to support strategic initiatives.
- Understand and thoughtfully develop strategies regarding diversity, equity and inclusion.

Additionally, the board and leadership team reviewed The Arc's mission, vision and core values and feels that each statement still reflects The Arc's beliefs.

We are excited to move forward with this bold and ambitious plan as we believe it will continue to strengthen our organization and position us to grow services.

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Mission – The Arc Carroll County:  
The mission of The Arc Carroll County is to support people with disabilities in their individual pursuit of a fulfilling life

Vision – The Arc Carroll County:  
The Arc Carroll County is a leading organization that champions for and supports people with disabilities while cultivating relationships that enrich our community

## Core Values— The Arc Carroll County

**INNOVATION:** Our founders pioneered the opportunities that exist today for people with 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 member of our community

**RESPECT:** We treat everyone with respect. Dignity, choice, ability, privacy and opinion are fundamental principals of who we are.

**QUALITY:** WE embrace the highest standards in all we do. Quality in service and character rives our actions and attitudes.

**CARING:** We act with a genuine spirit of caring. A sincere interest in and concern for the complete well being of all people define our actions.

## Investing in our Workforce



Benchmark wages and benefits to ensure that we are attracting the best talent in the workforce.



Develop a meaningful and competitive wage/benefit scale for each department.



Increase benefit offerings to better serve our staff members.



Develop a strategy for future wage/benefit enhancements that recognizes longevity and performance.



INCREASE THE NUMBER OF STAFF MEMBERS WHO PARTICIPATE IN THE RISE PROGRAM.



DEVELOP SUPERVISORY AND MANAGEMENT TRAINING AND COACHING PROGRAM

## Team Member Advancement and Support

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## Recruitment and Marketing

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Develop and implement creative and engaging ways to recruit staff members



Develop and implement a communication plan for internal staff members that shares organizational information and opportunities for employment.

# Resource Investment

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EVALUATE RESIDENTIAL HOMES  
AND DETERMINE UPGRADES,  
REMODELING NEEDS



VEHICLE REPLACEMENTS



TECHNOLOGY UPGRADES AND  
GROWTH



# Resource management

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Review and evaluate	Determine	Develop and implement
Review and evaluate current investment strategy	Determine what resources may be available for investments in workforce, homes, vehicles and technology	Develop and implement fundraising campaign/strategy



# Diversity

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1

Determine what a diversity, equity and inclusion program should look like at The Arc Carroll County.

2

Develop and implement an ongoing meaningful and sustainable diversity, inclusion and equity training program to strengthen The Arc.

3

Actively recruit and promote diversity at all levels of the organization.

