

# **STRATEGIC PLAN**

Goals & Objectives

2026–2029

**The Arc Carroll County**

# Mission, Vision, and Values

## Mission

The mission of The Arc Carroll County is to support people with intellectual and developmental disabilities in their individual pursuit of a fulfilling life.

## Vision

The Arc Carroll County is 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 in and concern for the complete well-being of all people define our actions.

## Executive Overview

This strategic plan establishes The Arc Carroll County's priorities and objectives for the period 2026–2029. Our strategic vision is built upon five foundational pillars that will guide our organization's growth, strengthen our service delivery, and ensure we remain responsive to the evolving needs of the individuals and families we serve.

These five strategic priorities represent our commitment to innovation, sustainability, and person-centered excellence:

- Implement a Robust and Forward-Looking Technology Strategy
- Conduct a Feasibility and Capacity Planning Initiative
- Strengthen and Leverage Strategic Community Partnerships
- Build a Training, Career Ladder, and Succession Planning Model
- Embed Person-Centered Values into Organizational Culture

Each strategic goal outlined in this plan is supported by specific, actionable objectives designed to drive measurable progress and meaningful impact. Through intentional planning, thoughtful resource allocation, and unwavering commitment to our mission, we will advance our capacity to serve individuals with intellectual and developmental disabilities and their families with excellence, dignity, and innovation.

# Strategic Goals & Objectives

## 1. Implement a Robust and Forward-Looking Technology Strategy

**Strategic Intent:** The Arc Carroll County will intentionally leverage technology to enhance service delivery, improve operational efficiency, and support innovation—always guided by ethics, accessibility, and person-centered values.

**Objectives:**

- Develop and implement an organizational AI strategy, including clear governance, policies, ethical guidelines, and thoughtful application across programmatic and operational areas.
- Evaluate and integrate smart-home technologies into the two homes currently under construction to promote independence, safety, and quality of life for residents.
- Continue strategic investment in technology infrastructure, including hardware, cybersecurity, and emerging technologies that strengthen mission delivery and long-term organizational sustainability.
- High Priority: July 2027

## 2. Conduct a Feasibility and Capacity Planning Initiative

**Strategic Intent:** The Arc will proactively plan for current and future space, programmatic, and housing needs to ensure sustainable growth and responsive service models.

**Objectives:**

- Develop a best-practice model for space utilization within the day and employment program, incorporating technology, fitness, and programmatic areas.
- Conduct a comprehensive residential needs assessment to evaluate current and future housing demands and evolving service models.
- Develop and implement a phased facility and housing plan informed by feasibility findings and identified community needs.
- Medium/High Priority: December 2027

### 3. Strengthen and Leverage Strategic Community Partnerships

**Strategic Intent:** The Arc will intentionally cultivate, activate, and steward strategic community partnerships that expand impact, strengthen services, and clearly articulate The Arc's contributions to the broader community.

**Objectives:**

- Intentionally leverage partnerships to advance shared goals, including service delivery, workforce development, advocacy, visibility, and resource sustainability.
- Clearly define and communicate The Arc's contributions to the community, including economic impact, workforce participation, inclusive employment, and community engagement.
- High Priority: Ongoing Commitment

### 4. Build a Training, Career Ladder, and Succession Planning Model

**Strategic Intent:** The Arc will invest in people by developing future leaders, creating transparent career pathways, and ensuring organizational continuity, stability, and excellence.

**Objectives:**

- Identify, recruit, and develop emerging leaders across all levels of the organization.
- Create and implement individualized leadership development and training plans that support growth, accountability, and long-term leadership capacity.
- Design and maintain clear career ladders that outline advancement opportunities, required competencies, and progression steps for all roles, ensuring employees understand how to grow within the organization.
- Integrate career ladders into succession planning to align employee development with future organizational needs and strengthen internal talent pipelines.
- High Priority: December 2026

## 5. Embed Person-Centered Values into Organizational Culture

**Strategic Intent:** The Arc will intentionally embed person-centered values into organizational culture, hiring practices, and service delivery—ensuring these principles guide daily decisions, interactions, and outcomes across the organization.

### **Objectives:**

- Develop and implement hiring practices informed by Predictive Index outcomes that emphasize person-centered values, competencies, and alignment with The Arc's mission.
- Design and implement ongoing person-centered training and coaching for all staff that focuses on best practices, continuous learning, and translating person-centered principles into meaningful daily action.
- High Priority: Ongoing Commitment

## **Implementation & Accountability**

The successful execution of this strategic plan requires intentional coordination, clear accountability, and ongoing measurement of progress. The Arc Carroll County's leadership team will establish specific action plans, timelines, and key performance indicators for each strategic goal to ensure meaningful advancement and impact.

Progress toward these strategic objectives will be regularly reviewed by leadership and reported to the Board of Directors. This iterative process of planning, implementation, evaluation, and adjustment will ensure we remain responsive to emerging opportunities and challenges while maintaining focus on our core mission and values.

Through disciplined execution and collaborative commitment, this strategic plan will position The Arc Carroll County for sustained excellence and expanded impact over the next three years and beyond.