



2018 STRATEGIC PLAN

Presented by





EXECUTIVE SUMMARY

The Arc of Central Chesapeake Region began 57 years ago, born out of desire to radically challenge the status quo for people with intellectual and developmental disabilities. Today, the organization stands strong, serving over 1500 children and adults with intellectual and developmental disabilities and their families, with over 350 staff across a 6-county region in Maryland.

Amidst a future marked by robust and constant change, both internal and external, the Arc's newly appointed leadership embarked on a strategic planning process to define a roadmap for the immediate and long-term future.

In a brief 10-month tenure, new leadership articulated 3 core areas for emphasis in the new strategic plan:

- 1) Programs, Services and Advocacy;
- 2) People;
- 3) Organizational Infrastructure.

Through robust stakeholder engagement and data collection, coLAB validated these areas of emphasis, with input from staff, community members, and partners. This effort included 10 interviews, 2 focus groups, and a Sustainability Assessment conducted with the Board of Directors. Themes and findings were shared with the full Board of Directors during the Strategic Planning Retreat, facilitated by coLAB on May 3, 2018.

During the retreat, the Board of Directors participated in frank discussion about the core areas, identifying much of the foundation for this plan. With insights gathered through breakout sessions, coLAB and Arc leadership crafted this five-year strategic plan.

The Arc operates within a landscape governed by significant external influences, including policy shifts at the local, state, and national levels. These policies affect wide-ranging factors, such as wage rates, housing, education, Affordable Care Act (ACA) mediated battles, and the Americans with Disabilities Act (ADA). Transformation of the Developmental Disabilities Administration (DDA) includes new waivers, billing, and



Primary Care Provider (PCP) procedures, while the new Community Setting Rule will dramatically affect delivery of disability services and programs through to 2022.

Internally, the Arc continues to evolve with similar velocity. Expanded IT infrastructure, modernization efforts, facility improvements, and realignment and development of internal resources have already demonstrated the organization's willingness to adapt.

These efforts also speak to new leadership's vision for and commitment to organizational agility.

Solutions and strategies to address a full spectrum of risks and opportunities are detailed in this plan. Team Members responsible for implementing this plan and coinciding metrics will be determined through facilitated sessions to be conducted with Arc staff during Summer 2018.



VISION

Equity and access for people with intellectual and developmental disabilities to be fully included in the community where they live.

MISSION

We promote respect, create opportunities, facilitate services and advocate for equal rights for all people with intellectual and developmental disabilities.

CORE VALUES

People First - The Arc believes that all people with intellectual and developmental disabilities are defined by their own strengths, abilities and inherent value, not by their disability.

Equity - The Arc believes that people with intellectual and developmental disabilities are entitled to the respect, dignity, equality, safety, and security accorded to other members of society, and are equal before the law.

Community - The Arc believes that people with intellectual and developmental disabilities belong in the community and have fundamental moral, civil and constitutional rights to be fully included and actively participate in all aspects of society.

Self-determination - The Arc believes in self-determination and self-advocacy. People with intellectual and developmental disabilities, with appropriate resources and supports, can make decisions about their own lives and must be heard on issues that affect their well-being.

Diversity - The Arc believes that society in general and The Arc in particular benefit from the contributions of people with diverse personal characteristics (including but not limited to race, ethnicity, religion, age, geographic location, sexual orientation, gender and type of disability)



GUIDING PRINCIPLES

Participatory Democracy - The Arc acts to ensure that people with intellectual and developmental disabilities, their parents, siblings, family members and other concerned members of the public have meaningful opportunities to inform and guide the direction of the organization's advocacy, including determining policy and positions on important issues. The Arc strives for diversity in its leadership, as well as in all facets of the work of the organization.

Visionary Leadership - The Arc leads by articulating a positive vision for the future of people with intellectual and developmental disabilities and catalyzes public and private support in realization of that vision through carefully planned and well-executed goals, strategies and actions.

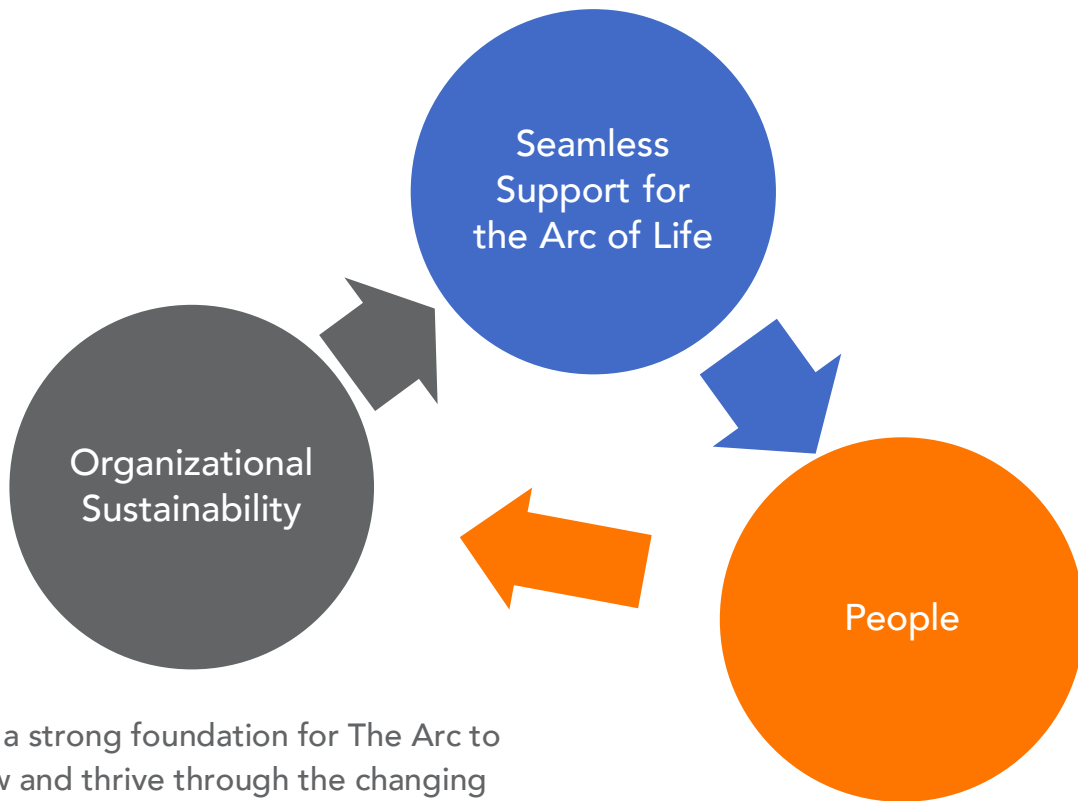
Public Interest - The Arc represents the public interest, supporting and acting with and on behalf of all people with intellectual and developmental disabilities and their families regardless of the type of disability or membership in The Arc.

Collaboration - The Arc works with individuals, organizations and coalitions in a collaborative fashion. The Arc values and promotes effective partnerships between volunteer and staff leadership at all levels of the organization.

Transparency, Integrity and Excellence - The Arc conducts its business with integrity, accountability, and open, honest and timely communication. The Arc is committed to quality and excellence in all it does.

2018 STRATEGIC PLAN PRIORITY AREAS

Provide seamless support for people with intellectual and development disabilities throughout the arc of their life through meaningful and impactful programs.



Build a strong foundation for The Arc to grow and thrive through the changing landscape of disability support services.

Sustain a valued, engaged workforce that feels a sense of purpose in their roles and supports the community at large.



STRATEGIC INITIATIVE #1: SEAMLESS SUPPORT FOR THE ARC OF LIFE

Provide seamless support for the people with intellectual and developmental disabilities and their families throughout the arc of their life through meaningful and impactful programs.

GOAL #1

Build a continuum of programs and services across the arc of a person's life (birth to end of life) to promote equity, self-determination and choice.

GOAL #2

Create a culture of community building and social connection for full inclusion of people with intellectual and developmental disabilities.

GOAL #3

Create supports to services that enable people with intellectual and developmental disabilities.

GOAL #4

Serve as a community liaison to support a person with intellectual or developmental disabilities and their family through all of life's transitions.



STRATEGIC INITIATIVE #2: PEOPLE

The Arc will sustain a valued, engaged workforce that feels a sense of purpose in their roles and supports the community at large.

GOAL #1

Become a leading regional employer, sought out by professionals with a diverse range of skills and talents.

GOAL #2

Cultivate a workforce that is representative of the community the Arc serves.

GOAL #3

Build a workforce that meets the operational and strategic needs of The Arc.

GOAL #4

Develop culture of recognition and professional growth at all levels.



STRATEGIC INITIATIVE #3: ORGANIZATIONAL SUSTAINABILITY

Build a strong foundation for The Arc to grow and thrive through the changing landscape of disability support services.

GOAL #1

Develop a culture of dynamic leadership and adaptive operations for continued excellence.

GOAL #2

Strengthen governance by further enhancing the diversity and geographic representation of the Board of Directors.

GOAL #3

Integrate and diversify development and revenue producing strategies that encompass The Arc's variety of service options and programs.

GOAL #4

Develop partnerships with like-minded & mission related organizations to strengthen Strategic Initiative #1, Seamless Support for the Arc of Life.