

The Arc Baltimore Strategic Plan

2016-2019

Mission

- The Arc Baltimore provides advocacy and high quality, life- changing supports to individuals with intellectual and developmental disabilities and their families

Vision

- People with intellectual and developmental disabilities and their families THRIVE in the community

Values

- People First
- Citizenship
- Community
- Visionary Leadership
- Diversity
- Integrity and Excellence

Goals

- Quality
- Finances
- Public Policy
- Community
- Board Governance
- Leadership Transition
- Technology

Quality

Support individuals to thrive in their communities and be supported by quality staff.

- Maintain CARF (or other nationally recognized) accreditation and Standards for Excellence accreditation through Maryland Nonprofits.
- Revise the QE plan to incorporate the Centers for Medicaid Services (CMS) Final Rule regarding inclusion.
- Maximize safe and healthy environments by creating a comprehensive capital property and fleet acquisition, repair and disposition plan (include accessible housing).
- Build a culture that leads to a high quality workforce by increasing direct support wages, reducing turnover, expanding training opportunities (management, autism, mentoring), recognition processes, leadership opportunities and wellness initiatives.
- Develop or expand program models to address changing needs of person/families supported including: Licensure to be Autism Waiver Provider, Trauma Program, Sibling Outreach and Mental Health programming.
- Expand and diversify employment opportunities and increase the number of individuals working in the community.
- Expand opportunities for the people we support to attend and/or participate in all aspects of the community for purposes of recreation, health and fitness, socializing, spiritual fulfillment, fostering relationships, volunteerism and civic involvement, and neighborhood relations.

Finances

Continue to strengthen our financial position and maximize financial controls, accountability and transparency with all funders, public and private

- Reflect robust controls and maximum integrity of fiscal management in the annual independent audit
- Maintain Statement of Activities within 1% of budget annually.
- Increase the charitable revenue to \$1.1 million annually by the end of FY2019.
- Diversify revenue by growing all public and private revenue sources other than Medicaid waiver funds as a proportion of total revenues.
- Increase net assets by 1% annually, adding to operating reserves as needed to maintain an adequate level and adding any additional available portion to the capital reserve fund.

Public Policy

Maximize The Arc's impact on public policy, advocating for the full protection and exercise of human and civil rights for individuals with intellectual and developmental disabilities (I/DD) and seeking to ensure accessibility and adequacy of funding for services and supports needed by individuals with I/DD and their families.

- Expand the number of volunteers (Board and family members), staff and self-advocates involved in grassroots public policy activities, continuing to provide and expanding access to easy-to-use e-communication tools.
- Organize small teams of public policy activists in each State legislative district in Baltimore City and Baltimore County.
- Refine and expand strategic initiatives to seek support and funding from Baltimore County and Baltimore City government.
- Increase volunteer (Board and family members), staff and self-advocate participation in public policy advocacy at the federal level.
- Continue collaboration on public policy efforts with The Arc Maryland, The Arc United States and other members of the Developmental Disabilities Coalition.

Community

Engage the Community to more fully reflect and include people with I/DD in all aspects of society and to embrace their families so the community at large is transformed and all benefit from fully realized inclusion.

- Include people with I/DD in all of The Arc's community programs activities and events (fundraising events, education programs, training, HR outreach).
- Expand communications with and among families so that they feel connected and supported, and so they are involved in a way so they can help us link to partnering opportunities in the community (volunteers, employers, sponsors, funders).
- Use a combination of traditional and current-day communication methods (e.g. social media) to grow the general community's knowledge of The Arc Baltimore as the preeminent provider of disability services and of people with I/DD as contributing members of society.
- Position The Arc Baltimore as the 'go to' resource for families seeking information, access and funding for critically needed services with special emphasis on parents of students entering the transitional years near the end of school.

Board Governance

Advance the organization's mission through each Board Member's engagement in governance, philanthropic support, advocacy in public affairs, and as ambassadors in the community.

- Develop an *Ambassador Commitment Plan* with each Board member to maximize their impact on the organization.
- Individualize goals with each board member for their philanthropic support and strategies to increase their annual commitment.
- Add at least one board member to the Legacy Society each year.
- Establish a strategy with each board member in first quarter of each year as to how they can assist in donor identification and cultivation.

- Deepen each member's connection to The Arc through active engagement in board meetings, committee participation and opportunities to interact with people supported by The Arc.
- Identify with each member their corporate connections or other affiliations that could assist with job development or cultivation of potential new board members.
- Continue to seek nominations of effective and high-quality members that complement the Board profile (diversity, self-advocate) and provide for future leadership of the officers and key committee chairs.

Leadership Transition

Ensure continuous quality enhancement, growth and diversification of programs and supports and financial strength and integrity through anticipated Board and staff leadership transitions during the period of this plan.

- Develop and refine plans for key leadership staff transitions, both planned and unanticipated, throughout this plan period.
- Appoint a Transition committee in mid-FY2016 to begin the planning for the executive transition anticipated to occur in mid to late calendar 2017.

Technology

Utilize assistive technology (AT) to enhance people's lives as well as technology that increases the efficiency and cost effectiveness of managing operations.

- Develop infrastructure to support expansion of remote monitoring supports.
- Increase the sustainability of AT program by provision of billable services through the waiver, Division of Rehabilitation Services (DORS) and any other sources.
- Increase the use of AT throughout programs with focused efforts on Activities of Daily Living, Transitioning Youth, Employment, autism and virtual job coaching
- Strengthen the infrastructure and sustainability of Life Print.
- Develop infrastructure and practices for cloud computing providing an accessible platform for mobile friendly work environment.
- Develop infrastructure to advance a mobile workforce.
- Develop a document management and work flow process which will support a more paperless platform.
- Utilize technology to develop and utilize a position control system.