

Strategic Plan FY 2018-2020

----- PROGRAMS AND SERVICES -----						
	GOAL AND ACTION PLAN	WHEN? (END DATE)	WHO?	WHERE?	HOW/ WHY?	COST \$\$
1.	EMPLOYMENT FIRST					
	a. Community job placement		Employment Program Director, Job Development staff	Community	A net of	
		Year 1			4 new job placements	DDS funding
		Year 2			5 new job placements	DDS funding
		Year 3			6 new job placements	DDS funding
	b. Develop businesses for jobs			Community	Research dog walking, cleaning, window washings, shredding, kiosk, shoe shining	Transportation, Staffing
2.	COMMUNITY INCLUSION					
	a. Increase and develop CBDS and Day Hab out of building opportunities	Year 1, 2,3	Executive Director, Employment Program Director, Day Hab Program Director	Community	Different programming to address <ul style="list-style-type: none"> • Autism • Life skills and learning opportunities • Community access • Recreation and Leisure activities • Adapt CBDS curriculum to serve adults with autism • Volunteer opportunities 	Is DDS funding available?
	b. Programs/Services for participant retirees/elderly	Year 1, 2,3	Executive Director, Employment Program Director CBDS, FSC		Modify existing programs or develop new ones for this targeted audience	
	c. Transportation	Year 1, 2,3	Executive Director, Employment Program Director		Add 3 vehicles over 3 years	Lease cost for vehicles (van vs car)?

Strategic Plan FY 2018-2020

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3.	FAMILY SUPPORT CENTER					
	a. Autism Services 1. Develop social opportunities for individuals who do not have an intellectual disability		FSC Director & staff		Outreach to adults with autism and their families	Paid staff College student volunteers
	b. Explore applying to become Agency of Choice (SSQUAL) and apply if favorable	Year 1	Executive Director, FSC Program Director		Wave of the future. DDS is prodding us.	
	c. Transition services for HS students (T-22)		FSC Director & staff		Develop and provide a program for parents and students that will help	
	d. Sports Partnerships with area schools		FSC Director & staff			
	e. Create a Center for the Arts		FSC Director & staff			

Strategic Plan FY 2018-2020

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4.	ADULT FAMILY CARE (AFC)					
	a. Research feasibility of offering new service	Year 1	Executive Director	AFC provided in approved host families' homes	<ul style="list-style-type: none"> To address housing and home care and living needs for some adults with disabilities. Consult with other Arc Exec's who have initiated AFC 	
	b. Study AFC income and expense model	Year 1	Executive Director		<ul style="list-style-type: none"> Verify income and expense model with Arc chapters providing AFC 	
	c. Decide on offering AFC	Year 1	Executive Director FSC Director Board of Directors	<ul style="list-style-type: none"> House at 1250 		
	d. With affirmative decision, hire a consultant to complete MassHealth application	Year 2	Executive Director FSC Director Board of Directors		<ul style="list-style-type: none"> Acquire MassHealth applications from other Arc chapters to aid application 	Consultant costs
	e. With successful application, hire AFC Program Director and Nurse	Year 2	Executive Director FSC Director			Personnel start up costs Operating budget
	f. Implement and market AFC programming	Year 2 and Year 3	Executive Director, AFC Director, AFC Nurse, FSC Director, FSC staff		<ul style="list-style-type: none"> Market to known families Market to new families Expand AFC beyond I/DD population 	Income via MassHealth and ICO's

Strategic Plan FY 2018-2020

----- MARKETING AND FINANCE -----					
GOAL AND ACTION PLAN	WHEN? (END DATE)	WHO?	WHERE?	HOW/ WHY?	COST \$\$
1.	CAPITAL CAMPAIGN				
a. Seek corporate sponsors to help fund the building renovations.	Year 1	Board of Directors Executive Director		<ul style="list-style-type: none"> Identify community leaders. Seek celebrity sponsors to promote cause 	None
b. Targeted grant writing	Year 2	Executive Director Grant writer			Grant writer
c. Restore money expended for renovation; stipulation from donator	Year 1, 2,3	Board of Directors Executive Director, Accountant			\$250,000
2.	WEBSITE AND SOCIAL MEDIA				
a. Continue website enhancement	Year 1, 2, 3	Executive Director		<ul style="list-style-type: none"> Research adding staff person to implement and maintain: <ul style="list-style-type: none"> more social media blogging SEO specify report back time with recommendations 	

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2.	DEVELOP REVENUE STREAMS					
a.	Fundraising					
	1. "All Aboard The Arc!"	Year 1, 2, 3	Board of Directors Executive Director Recruitment Mgr BAArc staff Heartbeats for Down Syndrome		<ul style="list-style-type: none"> • More publicity in area • Future collaboration • Corporate sponsors 	
	2. Golf Tournament (120 golfers)	Year 1, 2, 3	Board of Directors Executive Director Marketing Mgr		<ul style="list-style-type: none"> • Recruit more golfers with BAArc ties. 	
b.	Grant Writing					
	Continue successful applications	Year 1, 2, 3	Executive Director FSC Program Director		<ul style="list-style-type: none"> • Pilgrim Foundation • Clippership Foundation • Legion Foundation • UWGPC 	
c.	Determine need and feasibility of hiring specialists					
	1. Development specialist a. Professional fundraiser b. Grant Writer c. Marketing consultant	Year 1,2,3	Board of Directors Executive Director		<ul style="list-style-type: none"> • Corporate sponsor targeted grant writing • Cultivate new funding relationships • Research additional grant resources (Center for Non-profit Management at Stonehill College) 	Consultant fees, part-time

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GOAL AND ACTION PLAN	WHEN? (END DATE)	WHO?	WHERE?	HOW/ WHY?	COST \$\$
3.	LEGISLATIVE ADVOCACY AND CONTACT				
a. Continue current efforts	Year 1, 2, 3	Executive Director Board of Directors BAArc staff BAArc self-advocates		<ul style="list-style-type: none"> • Work with The Arc Massachusetts "duos" plan, etc. • Continue Legislative Breakfast Collaboration with The Arc of the South Shore 	Breakfast is \$15/person
b. Involve more families, BAArc members, and service recipients	Year 2	Executive Director		<ul style="list-style-type: none"> • Use Social Media and website tools to keep people informed 	
4.	INCREASE REVENUE				
a. Redemption Trend report on state of redemption industry	Year 1			<ul style="list-style-type: none"> • Challenges in industry 	
b. Create a plan to increase redemption income by 2% per year	Year 1, 2, 3	Employment Program Director, Redemption Mgr		<ul style="list-style-type: none"> • Explore ways to collect more product • More pickups, stay local • Research reverse vending machine • Advertise in Penny Savers and ValuPak • Change signage • Vests/t-shirts for workers 	Truck Costs, Advertising expenses

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6. MAKE BAARC THE GO TO PLACE					
a. Initiate and develop a marketing plan to promote BAARC to young adults and Turning-22 population	Year 1 Year 2 Year 3	Executive Director Board of Directors Program Directors		<ul style="list-style-type: none"> develop/initiate marketing plan outreach to all area high schools 	
b. New referrals for CBDS and Day Hab	Year 1 Year 2 Year 3	Executive Director Board of Directors Program Directors		<ul style="list-style-type: none"> Add 4 new referrals Add 5 new referrals Add 6 new referrals 	Funding with person Add'l staff
c. Hire marketing consultant (refer to 2c)		Executive Director Program Directors		<ul style="list-style-type: none"> To reach area school systems to new referrals Promote awareness of services 	
7. EXPAND VOLUNTEER OPPORTUNITIES AT BAARC					
a. General public inquiries		Executive Director Program Directors	BAARC	<ul style="list-style-type: none"> Develop a listing of opportunities promote on website 	Liability
8. COST OF IMPLEMENTING STRATEGIC PLAN					
a. Develop a report that includes the costs associated with each idea.		Board of Directors Executive Director	BAARC	<ul style="list-style-type: none"> prioritize goals according to funding identify funding 	

Strategic Plan FY 2018-2020

----- STAFF IMPROVEMENT -----						
	GOAL AND ACTION PLAN	WHEN? (END DATE)	WHO?	WHERE?	HOW/ WHY?	COST \$\$
1.	RESEARCH COMPENSATION AND BENEFITS					
	a. Research benefit opportunities a. Analyze cost of matching 403B contributions	Year 2	Executive Director, Controller/accountant		<ul style="list-style-type: none"> • Match in whole or in part • Determine cost scenarios • Include only those enrolled in 403B or all employees? 	
	b. Improve staff pay rates	Year 1, 2, 3	Executive Director, Program Directors, Board of Directors		<ul style="list-style-type: none"> • Consider merit system using performance evaluation • Connect staff training and education to pay 	Based on available funding
	c. Develop and implement an employee recognition and appreciation program	Year 1	Executive Director, Program Directors		<ul style="list-style-type: none"> • Establish committee to seek employee input • Consider full range of reinforcements 	
2.	TRAINING AND EDUCATION					
	a. Develop a comprehensive training program for all BA Arc employees according to their job responsibilities	Year 2	Executive Director, Program Directors, Board of Directors		<ul style="list-style-type: none"> • Identify agency goals • compensation criteria (i.e. credits earned, course completion, CEU, use of new skills) • Autism, Behavior management, Alzheimer's 	
	b. Enhance orientation program for New Hires	Year 1	Executive Director, Program Directors		<ul style="list-style-type: none"> • formulize 	
3.	ADDITIONAL PERSONNEL					
	1. Add personnel to support CBDS, Day Hab and Employment programs	Year 1, 2, 3	Executive Director, Board of Directors		<ul style="list-style-type: none"> • As needed to accommodate programs 	

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----- FACILITIES -----						
	GOAL AND ACTION PLAN	WHEN? (END DATE)	WHO?	WHERE?	HOW/ WHY?	COST \$\$
1.	FURNISHINGS	Year 1	Board of Directors Executive Director		BAArc annual budget process Needed to accommodate new space	
2.	IMPROVE APPEARANCE OF OUTSIDE OF BUILDING	Year 2	Executive Director Yard Crew		Signage, landscaping, facade	

Strategic Plan FY 2018-2020

----- SUCCESSION PLANNING -----						
GOAL AND ACTION PLAN	WHEN? (END DATE)	WHO?	WHERE?	HOW/ WHY?	COST \$\$	
1. BOARD MEMBERS						
a. Ensure Board membership – maintain 90% to 100% capacity annually	Year 1	Board of Directors				
b. Develop resignation replacement plan	Year 1	Board of Directors				
2. BAARC STAFF			<u>PRIORITIZING NEEDED</u>			
a. Determine Timeframe & Who	As needed	Executive Director Program Directors		Provide continuity		Additional staff positions; FSC Asst, Exec Dir Asst, Work Svs Asst Defining costs Budgeting impact
b. Detail listing of all job responsibilities	Year 1	Executive Director Program Directors		Provide continuity		
c. Transition defined	Year 1	Executive Director Program Directors		Provide continuity		
d. Review and understand organizational structure Review policy/procedures Review annual budget Review salaries and benefits	Year 1	Executive Director Program Directors				
e. Determine realistic recruitment and development options (e.g. internships, assistant directors, etc.	Year 1	Executive Director Program Directors				
f. Develop talent pipeline	On-going	Executive Director Program Directors		Try to ID internal talent for: • FSC Asst • Asst Executive Director • HR person		