

This current Strategic Plan was extended by one year to 6/30/2017 by a vote of the Board of Directors on 1/11/2016.

----- PROGRAMS AND SERVICES -----							
	GOAL AND ACTION PLAN	WHEN? (END DATE)	WHO?	WHERE?	HOW/ WHY?	COST \$\$	
1.	<u>COMMUNITY EMPLOYMENT</u>						
a.	Community job placement (per transition plan)		Employment Program Director, Job Development staff	Community			
		Year 1				4 new job placements	DDS funding
		Year 2				4 new job placements	DDS funding
		Year 3				4 new job placements	DDS funding
b.	Development new business that employs people with I/DD		Executive Director, Employment Program Director, Employment Program Staff, Board of Directors	BAArc, 1250 or elsewhere?	A business that employs some people with I/DD.	Start-up costs?	
	1. Research and identify business	Year 1					
	2. Develop the business model and identify revenue sources	Year 2					
	3. Implement new business	Year 3					
2.	<u>COMMUNITY BASED DAY SUPPORTS</u>						
a.	Explore re-activation of CBDS program model		Executive Director, Employment Program Director	1250 renovations	Different programming to address <ul style="list-style-type: none"> • Transition from facility based work • Downtime • Life skills and learning opportunities • Community access • Recreation and Leisure activities • Adapt CBDS curriculum to serve adults with autism 	Is DDS funding available?	
	1. Research updating CBDS curriculum 2. Apply for DDS funding	Year 1	Executive Director				
	3. Implement new CBDS services	Year 2	Employment Program Director, Employment Pgm Staff	Community			
	4. Renovate space to enhance CBDS programming	Year 3	Executive Director, Board of Directors				

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3.	<u>FAMILY SUPPORT CENTER</u>					
a.	Development plan for new FSC space (consider entire BA Arc facility needs)	Year 1	Executive Director FSC Director	• Renovate 1250? • Explore alternate sites	• To enhance FSC programming • To develop a place to feel connected to BA Arc	Unknown
b.	Research funding 1. DDS 2. Grants	Year 1	Executive Director FSC Director			
c.	Implement Plan	Year 2	Executive Director FSC Director FSC staff			
4.	<u>ADULT FAMILY CARE (AFC)</u>					
a.	Research feasibility of offering new service	Year 1	Executive Director	AFC provided in approved host families' homes	• 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	• Determine AFC administration office space needs	• Verify income and expense model with Arc chapters providing AFC	
c.	Decide on offering AFC	Year 1	Executive Director FSC Director FSC staff Board of Directors	• House at 1250 • Renovate office space		

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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

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----- MARKETING AND FINANCE -----						
GOAL AND ACTION PLAN		WHEN? (END DATE)	WHO?	WHERE?	HOW/ WHY?	COST \$\$
1. <u>WEBSITE AND SOCIAL MEDIA</u>						
a.	Professional development for staff and Board Members	Year 1	Lisa Johnson	September 2013 Board meeting	To gain understanding of Social Media	None
b.	Website redesign 1. Content 2. On-line giving 3. Social media links 4. Mobile media enable	Year 1	Executive Director, Program Directors, Nancy Isabelle	On-site	Hire website design	
c.	Further constant contact usage	Year 1				
d.	Link improvements to #4 Legislative advocacy/contact	Year 2	Executive Director Nancy Isabelle		Involve more families and service recipients	None
2. <u>CORPORATE SPONSORS</u>						
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		Connected with goal 3.b	Grant writer

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3. <u>DEVELOP REVENUE STREAMS</u>					
a. Fundraising					
1. "All Aboard The Arc!"	Year 1, 2, 3	Board of Directors Executive Director Recruitment Mgr BAArc staff		<ul style="list-style-type: none"> • More publicity in MA and beyond • Involve National Society for Leadership Success, local and statewide. • Corporate sponsors 	
2. Golf Tournament (120 golfers)	Year 1, 2, 3	Board of Directors Executive Director Steve Petluck, Marketing Mgr		<ul style="list-style-type: none"> • Recruit more golfers with BAArc ties. 	
b. Grant Writing					
1. 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 	
2. Determine need and feasibility of hiring: a. Grant writer b. Development specialist	Year 1	Board of Directors Executive Director		<ul style="list-style-type: none"> • Corporate sponsor targeted grant writing (2b) • Cultivate new funding relationships • Research additional grant resources (Center for Non-profit Management at Stonehill College) 	Consultant fees, part-time

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4. <u>LEGISLATIVE ADVOCACY AND CONTACT</u>					
a. Continue current efforts	Year 1	Executive Director Board of Directors BAArc staff BAArc self-advocates		<ul style="list-style-type: none"> • Work with The Arc Massachusetts • 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 	
5. <u>INCREASE REVENUE</u>					
a. 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 • Promote expanded "bottle bill" • More pick ups • Research reverse vending machine • Advertise in Penny Savers and ValuPak 	Truck Costs, Advertising expenses
b. Determine feasibility of Yard Work Crew expansion	Year 1	Employment Program Director, Yard Work Supervisor		<ul style="list-style-type: none"> • Staffing • Crew members • Additional equipment • Additional vehicle to transport workers • Customer contact and scheduling • Advertise 	Wages, Equipment

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c.	Research car donation program for BAArc	Year 1	Board Member Shaun Fitzgerald, Executive Director	Everett's Auto Parts	<ul style="list-style-type: none"> The Arc Mass program is defunct A local connection for BAArc with Everett's Auto Parts of Brockton could be beneficial 	
	1. Based on research, activate a car donation program	Year 2	Executive Director		<ul style="list-style-type: none"> Advertise and publicize 	None

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----- STAFF DEVELOPMENT -----						
	GOAL AND ACTION PLAN	WHEN? (END DATE)	WHO?	WHERE?	HOW/ WHY?	COST \$\$
1.	RESEARCH COMPENSATION AND BENEFITS					
a.	Analyze "State Profile Tool: Direct Service Worker Survey Results Nov. 2012 and Mass. DSW Minimum Data Set and Workforce Policy Recommendation 2012	Year 1	Executive Director, Board of Directors		Summarize survey and results and policy recommendations	
b.	Determine cost of increasing BAArc's DSW lowest hourly rate to the State average	Year 1	Executive Director, Controller/accountant		<ul style="list-style-type: none"> • Determine cost of increasing BAArc's DW \$11.05 rate to state average. • Chapter 257 implementation? 	<ul style="list-style-type: none"> • Hourly increase for some staff • Comparable hourly increase for all staff.
c.	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? 	
d.	Research a merit pay system based on job performance	Year 3	Executive Director, Program Directors, Board of Directors		<ul style="list-style-type: none"> • Identify Criteria using performance evaluation • Connect staff training and education to compensation 	
e.	Consider increasing earned time according to years of service	Year 2	Executive Director, Program Directors, Board of Directors		<ul style="list-style-type: none"> • Add earned time at longevity anniversaries (ie 20 years, 25 years) • Determine cost • Formalize policy revision, as needed 	TBD

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	GOAL AND ACTION PLAN	WHEN? (END DATE)	WHO?	WHERE?	HOW/ WHY?	COST \$\$
f.	Develop and implement an employee recognition and appreciation program	Year 1	Executive Director, Program Directors		<ul style="list-style-type: none"> • Seek employee input • Consider full range of reinforcers 	
2.	<u>TRAINING AND EDUCATION</u>					
a.	Increase tuition reimbursement annual limit beyond \$1,000 per year	Year 1	Board of Directors		<ul style="list-style-type: none"> • Consider recommendations for changes • Decide on budget for any limit changes • Revise policy 	TBD
b.	Research professional development plan that connects staff training to agency goals and increased staff compensation	Year 2	Executive Director, Program Directors, Board of Directors		<ul style="list-style-type: none"> • Identify agency goals • Identify staff training needed to respond to agency goals • Staff input • Determine increased compensation criteria (i.e. credits earned, course completion, CEU, use of new skills) 	
3.	<u>ADDITIONAL PERSONNEL</u>					
	1. Add Direct Care position in Day Hab	Year 1	Executive Director, Board of Directors		<ul style="list-style-type: none"> • BAARC annual budget process 	
	2. Determine feasibility of Coordinator of Curriculum position.	Year 2	Executive Director, Board of Directors		<ul style="list-style-type: none"> • Tie to CBDS Program Development • Day Hab • Job readiness 	

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----- FACILITIES -----						
	GOAL AND ACTION PLAN	WHEN? (END DATE)	WHO?	WHERE?	HOW/ WHY?	COST \$\$
1.	REPAIR AND PAINT PEARL STREET SIDE OF BUILDING	Immediate Year 1	Executive Director		<ul style="list-style-type: none"> • Seek Bids • engage contractor to perform work 	Estimate \$5,000
2.	RE-DESIGN AND RENOVATE FACILITY TO ACCOMMODATE PROGRAM AND STAFF GROWTH					
a.	Program Directors identify space needs <ul style="list-style-type: none"> • FSC • Employment/redemption • CBDS • Day Hab • Additional considerations <ul style="list-style-type: none"> • Front office redesign • Expanded/improved break area (w/ kitchen?) 	Year 1	Executive Director, Program Directors Redemption Manager		Determine duality of purpose for rooms	
b.	Prioritize space needs	Year 1	Executive Director, Program Directors			
c.	Arrange & consult with architect to obtain drawings, direction, etc	Year 1	Executive Director, Board of Directors		<ul style="list-style-type: none"> • Put ideas into drawings • Determine possibility of 2nd floor • See additional considerations (2.a.) 	Request reduced rate or donate time?
d.	Determine Costs to support space needs	Year 1	Executive Director, Board of Directors		<ul style="list-style-type: none"> • Seek bids from contractors based on architectural plans 	Cash reserves
	1. Improvements <ul style="list-style-type: none"> a. Heating b. air conditioning 2. Renovations					

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	GOAL AND ACTION PLAN	WHEN? (END DATE)	WHO?	WHERE?	HOW/ WHY?	COST \$\$
3.	PRIORITIZE SPACE USAGE					
a.	Based on needs, ideas, drawings, cost, and affordability, define plan to proceed	Year 2	Executive Director, Program Directors, Board of Directors		Prioritize usage. (see attached)	
4.	MAKE CONTINUED IMPROVEMENTS					
	Attend to any unaddressed Year 2 goals per finances	Year 3	Executive Director, Program Directors, Board of Directors		<ul style="list-style-type: none"> • air conditioning • more ceiling fans • better heating • parking lot drainage/resurfacing • carpets/flooring 	

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PRIORITIZE USAGE

SCENARIO A

1.	CBDS with computer area	<ul style="list-style-type: none"> • Reallocate DDS funding? • Additional DDS funds?
2.	FSC <ul style="list-style-type: none"> • growing staff • more space • AFC office space • Conference room 	AFC generates income
3.	Expansion of Day Hab	Generates income
4.	Redemption	
5.	New businesses <ul style="list-style-type: none"> • Packaging company with integrated workforce • Others? 	Income generation?
6.	Offices	
7.	Workshop	

SCENARIO B

1.	Expansion of Day Hab	Generates income
2.	CBDS with computer area	<ul style="list-style-type: none"> • Reallocate DDS funding? • Additional DDS funds?
3.	FSC <ul style="list-style-type: none"> • growing staff • more space • AFC office space • Conference room 	AFC generates income
4.	Redemption	
5.	New businesses <ul style="list-style-type: none"> • Packaging company with integrated workforce • Others? 	Income generation?
6.	Offices	
7.	Workshop	