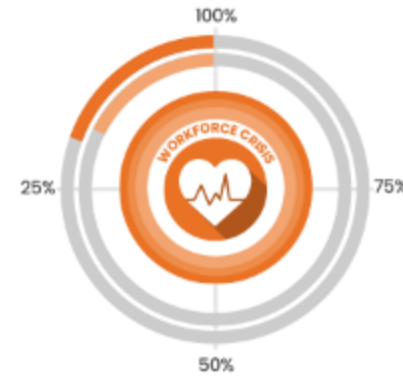
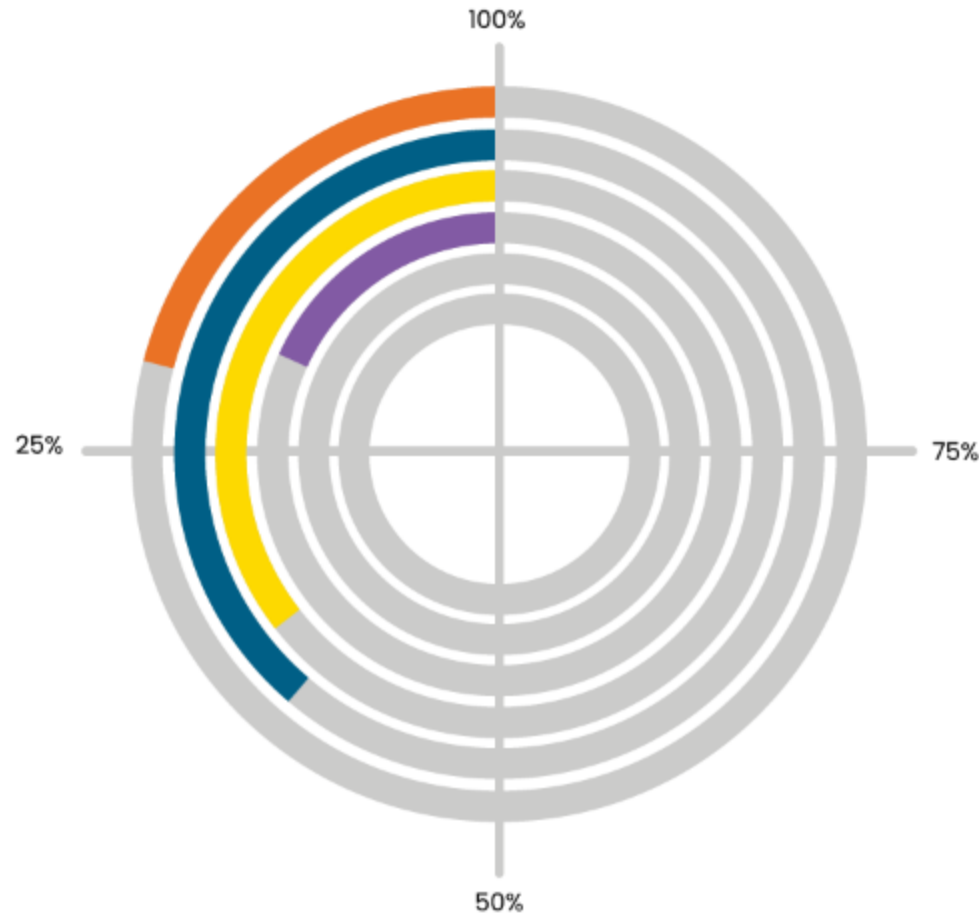


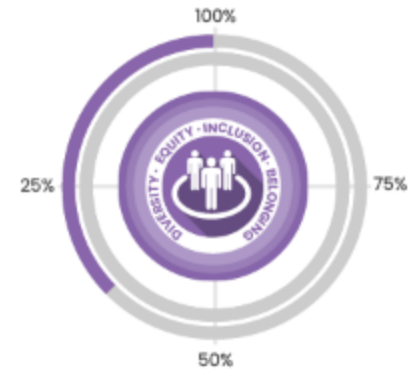
Strategic Plan Implementation Update- January 2024



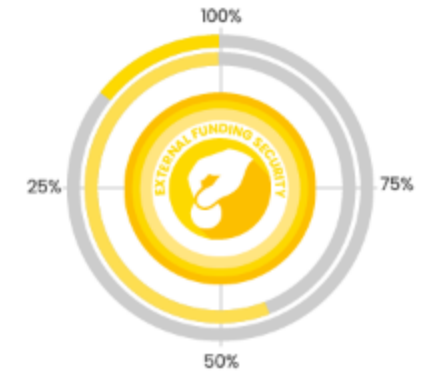
WORKFORCE CRISIS



COMMUNICATION & CONNECTION



DIVERSITY · EQUITY · INCLUSION · BELONGING



EXTERNAL FUNDING SECURITY



Goals → Objectives → Strategies → Tactics

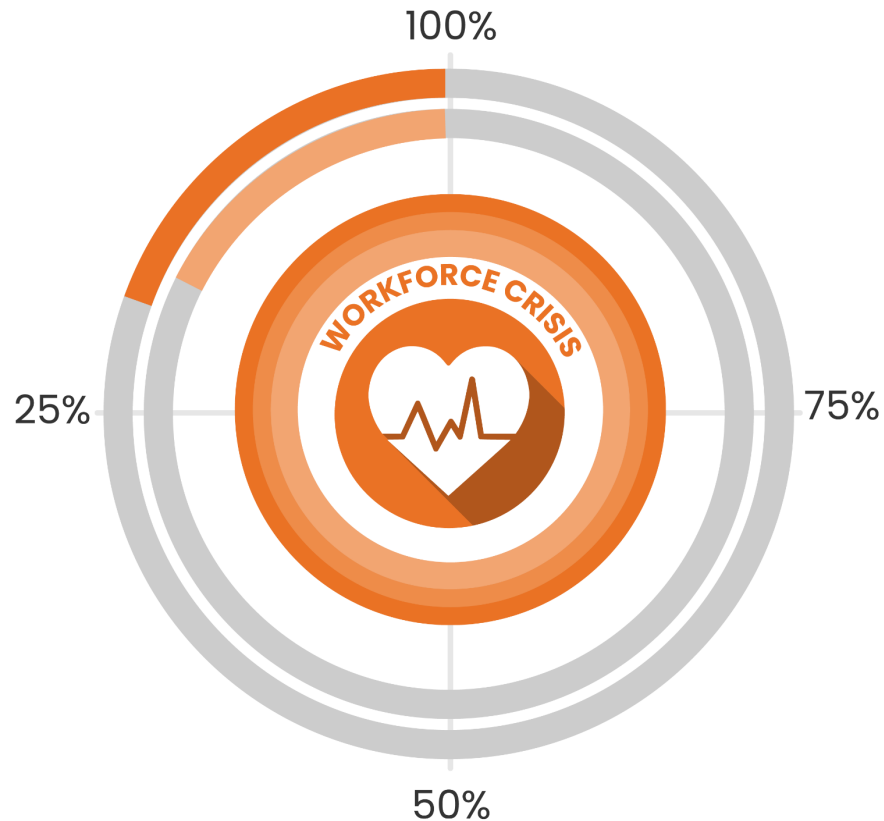


Workforce Crisis

Work Group #1 Members
9 Meetings from March-July, 2023

Carrie Barrett
Cindy Boyle
Rachel Chung
Julie Croker
James Gipson
Niambi Heyward
Tom Mavrikes
Kelly Mitchell
Ayoola Oluyomi
Christina Young

Workforce Crisis



Goal 1–Sustained Pipeline of Passionate People

Create and sustain a pipeline of people interested in working with people who have IDD

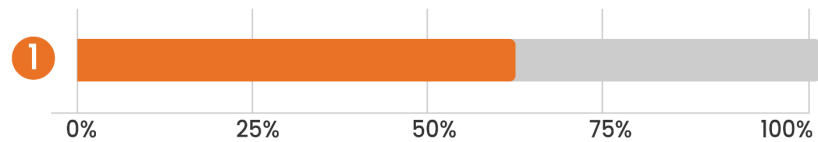
Goal 2–Intentionally Foster a Thriving Workforce

Reimagine behaviors, practices, and policies to intentionally foster a thriving workforce

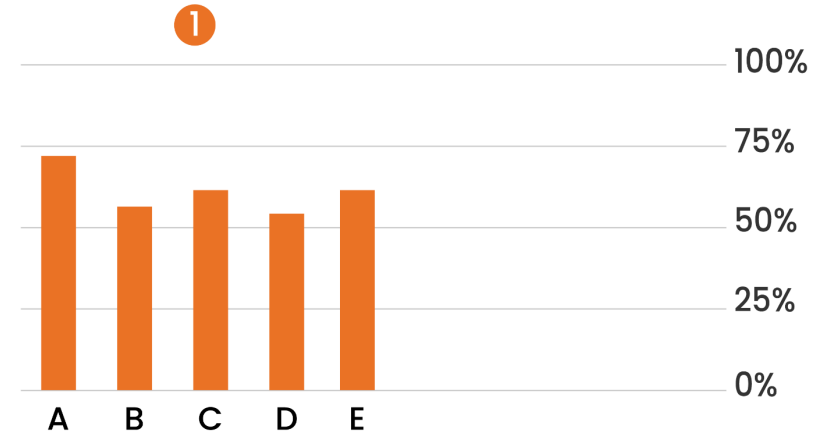
Workforce Crisis

Goal 1 Objectives

- 1 Increase applications from people with the skillset to succeed as DSPs



Goal 1 Strategies in Progress

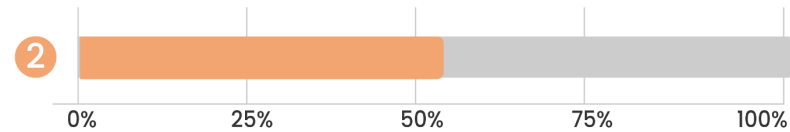


- A Streamline and improve application process
- B Implement effective recruitment marketing
- C Create a supportive onboarding process
- D Offer opportunities for career growth
- E Convert contract/temp staff into employees

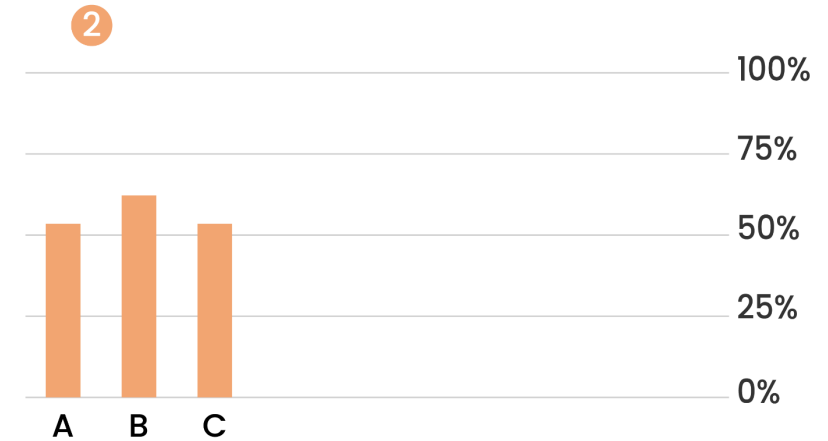
Workforce Crisis

Goal 2 Objectives

- 2 Implement new flexibilities valued by employees



Goal 2 Strategies in Progress

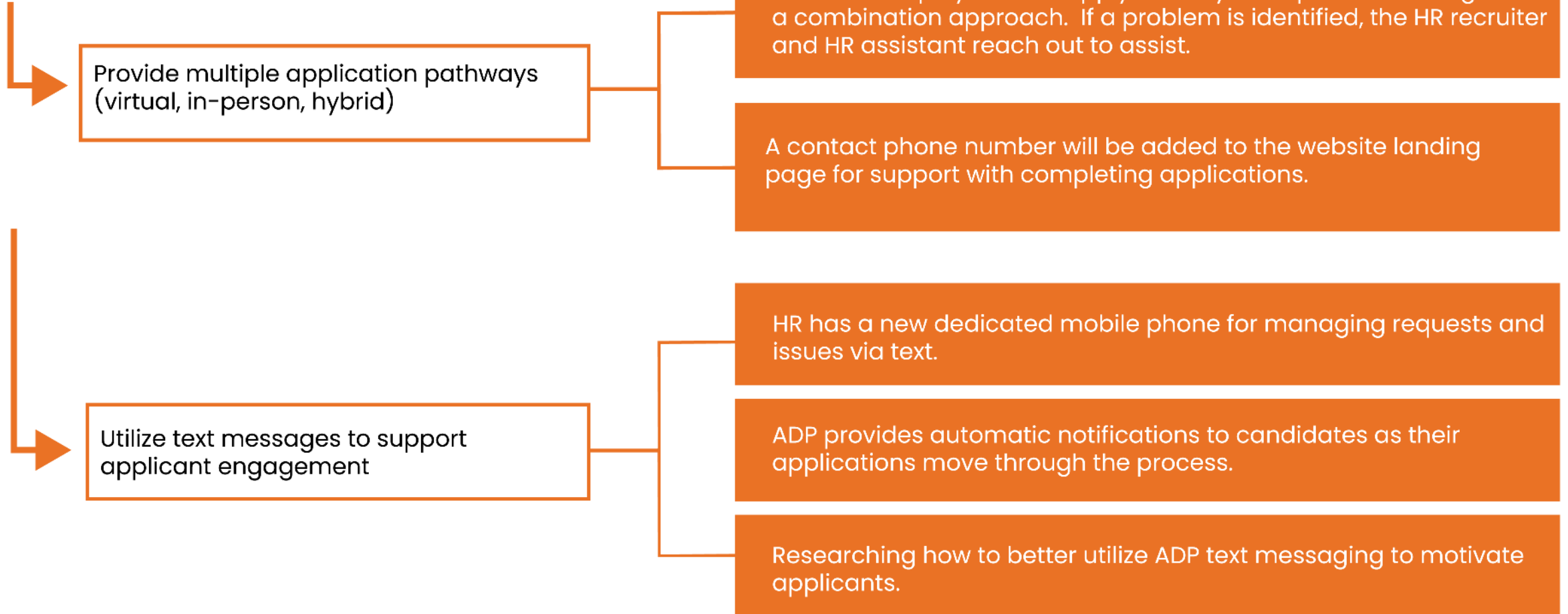


- A Survey employees to determine their needs
- B Focus on equity instead of equality
- C Support employees in balancing work with their personal lives

Goal 1

Objective 1-Increase applications from people with the skillset to succeed as DSPs

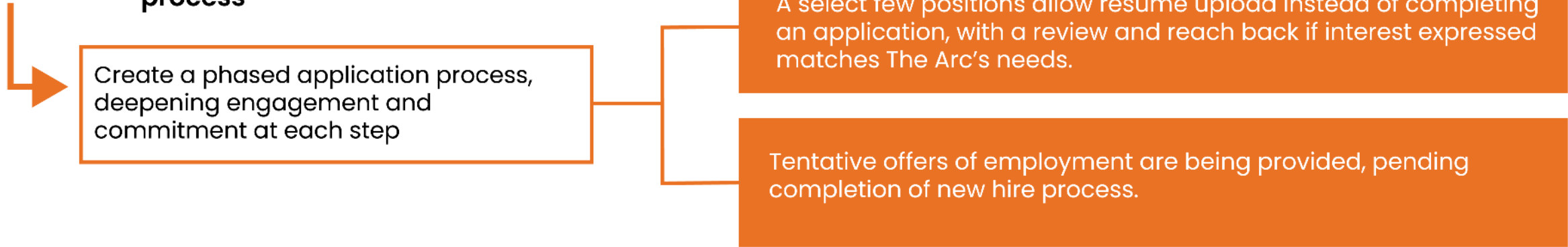
Strategy A-Streamline and improve application process



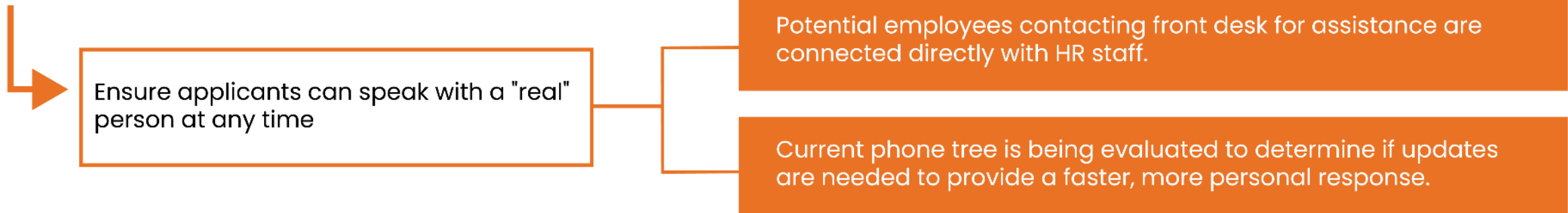
Goal 1

Objective 1-Increase applications from people with the skillset to succeed as DSPs

Strategy A-Streamline and improve application process



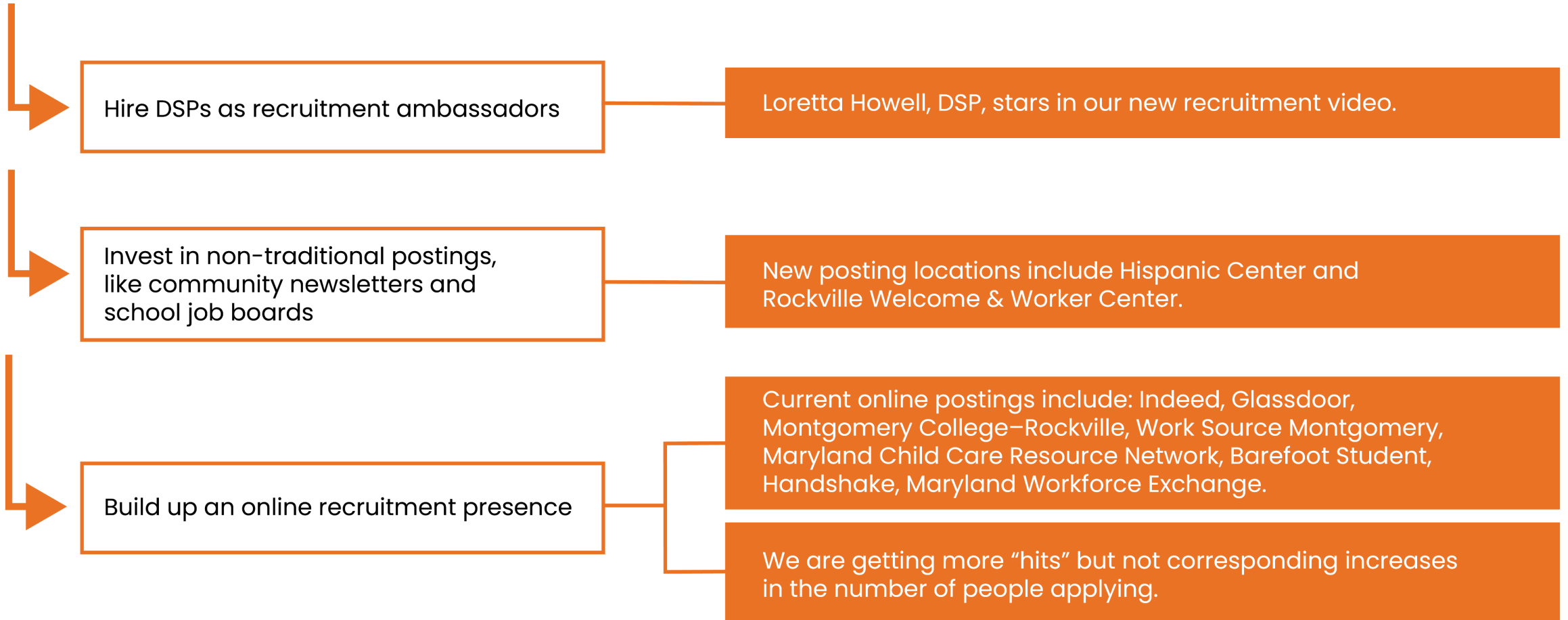
Strategy B-Implement effective recruitment marketing



Goal 1

Objective 1-Increase applications from people with the skillset to succeed as DSPs

Strategy B-Implement effective recruitment marketing



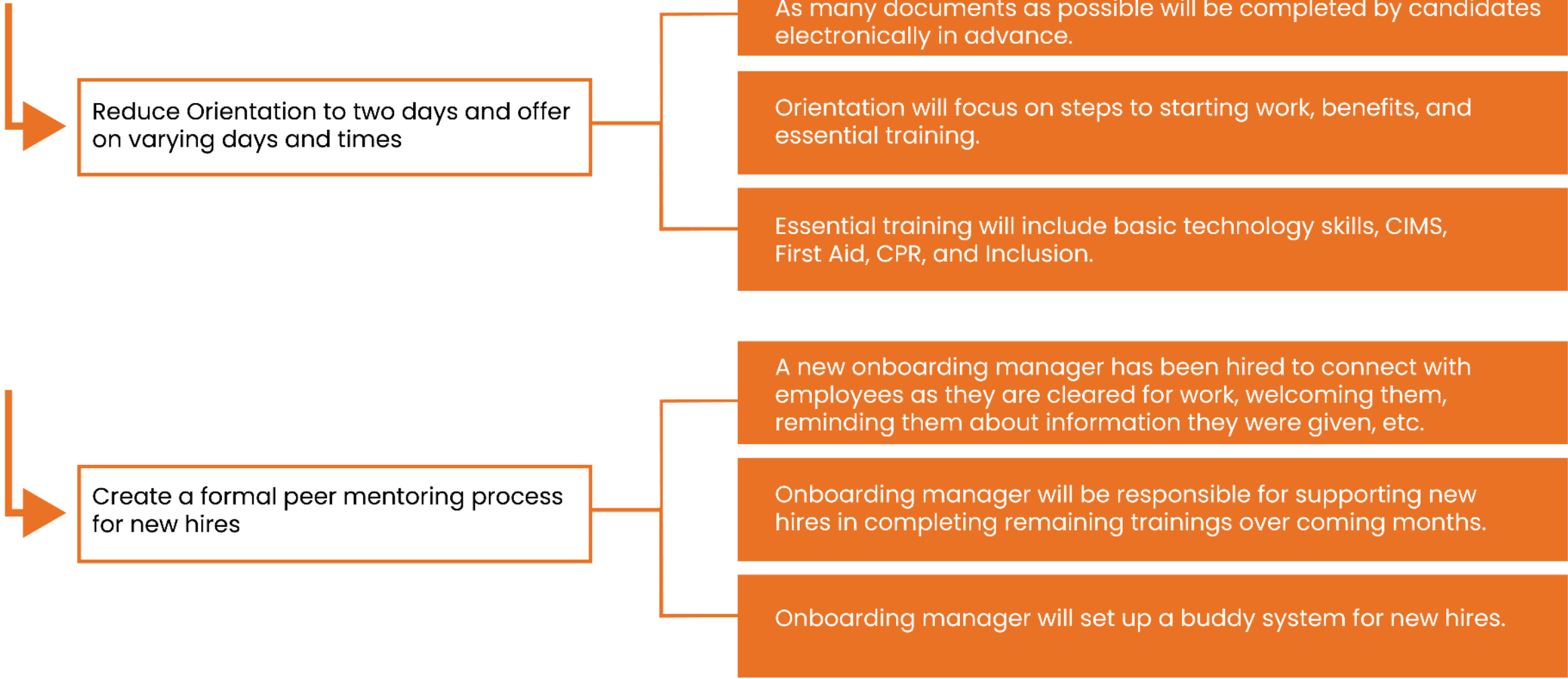


I'm Loretta,

Goal 1

Objective 1-Increase applications from people with the skillset to succeed as DSPs

Strategy C-Create a supportive onboarding process



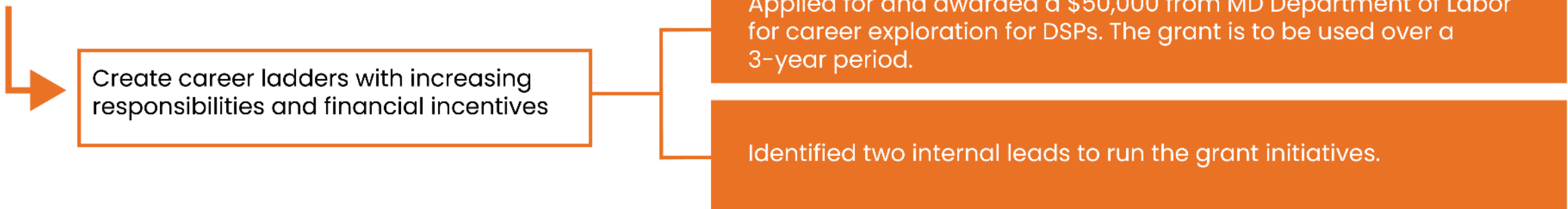
Goal 1

Objective 1-Increase applications from people with the skillset to succeed as DSPs

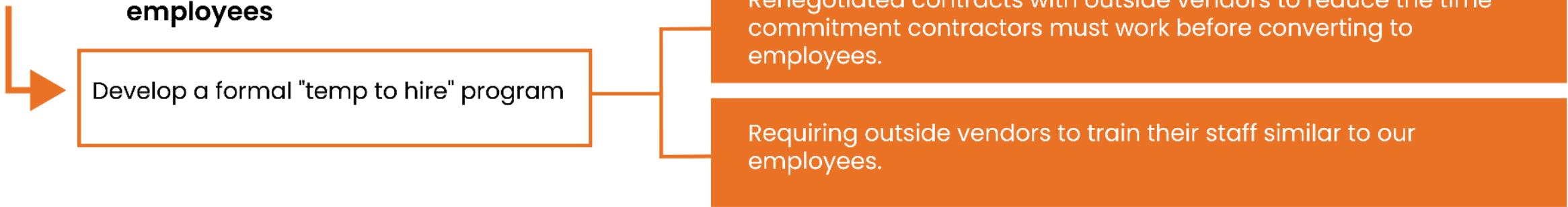
Strategy C-Create a supportive onboarding process



Strategy D-Offer opportunities for career growth



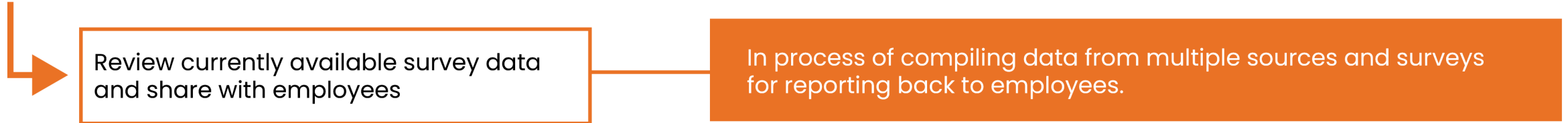
Strategy E-Convert contract/temp staff into employees



Goal 2

Objective 2-Implement new flexibilities valued by employees

Strategy A-Survey employees to determine their need



Strategy C-Support employees in balancing work with their personal lives



Goal 2

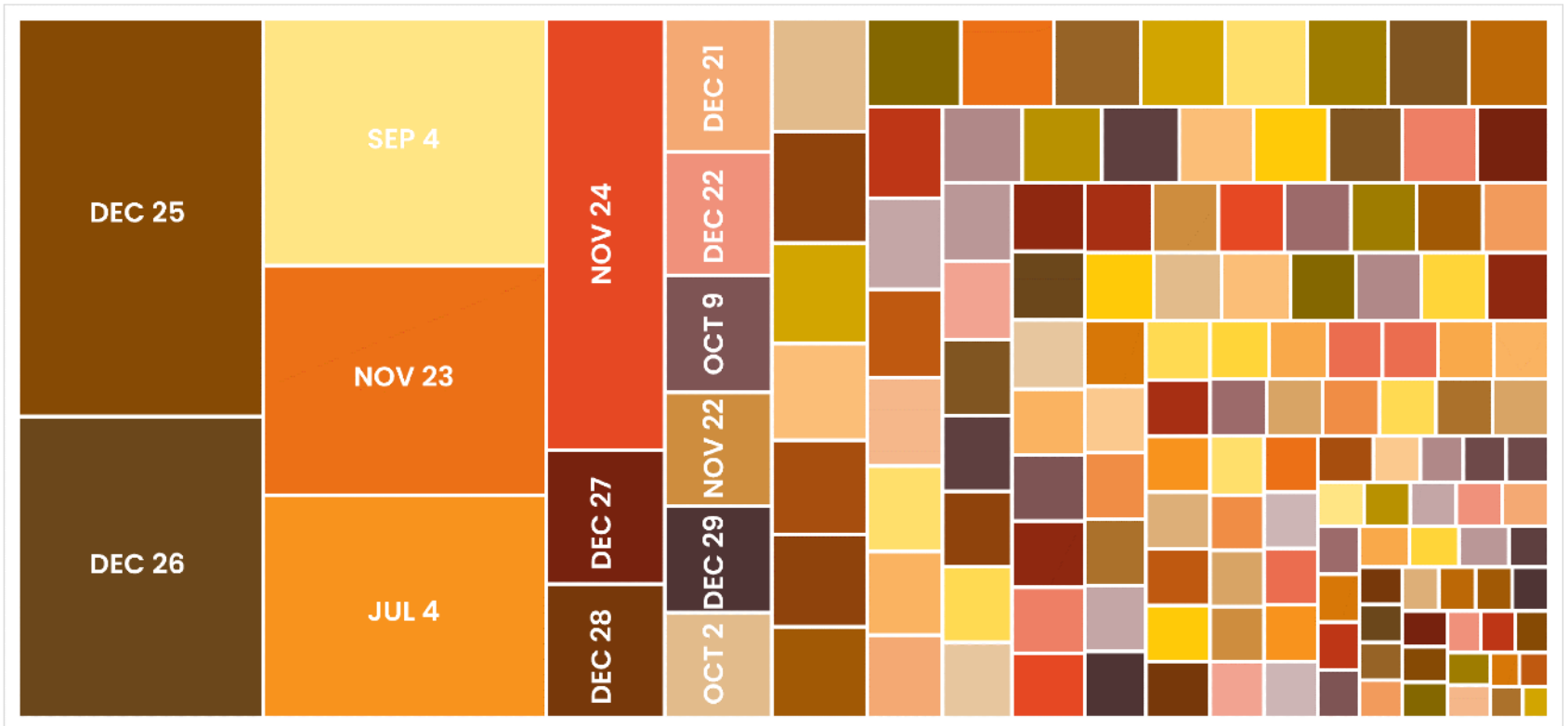
Objective 2-Implement new flexibilities valued by employees

Strategy B- Focus on equity instead of equality

Restructure holiday leave policy to better suit a variety of faiths and priorities

Holiday leave policy has been completely overhauled, and now every full-time employee receives 11 floating holidays each fiscal year, to take whenever they designate.

Scatter chart shows most employees used floating holidays at Thanksgiving and Christmas, with significant bumps on July 4, September 4, and October 9 (federal holidays), plus October 2.





Questions?

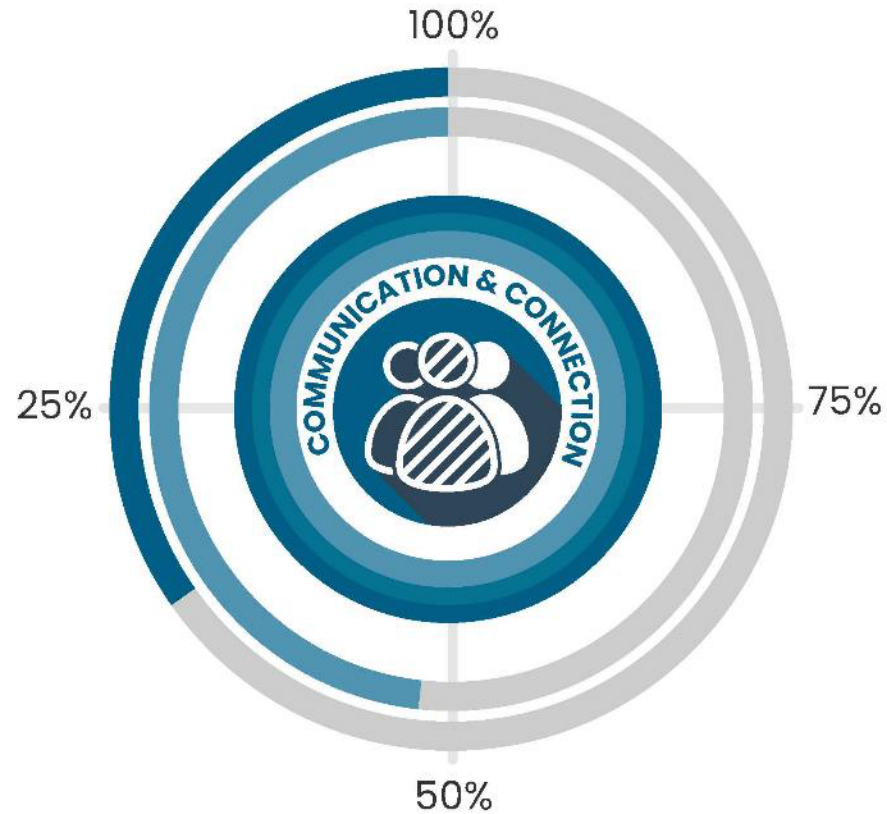


Communication & Connection

Work Group #1 Members
10 Meetings from March–July, 2023

Calixta Benitez
Beth-Ann Carter
Jean Hamilton
Kim Hope
Michele Kirkpatrick
Lori Krolkowski
Kim Njowusi
Lauren Peirce

Communication & Connection



Goal 1-Enhance Communication

Enhance communication between and among people supported, their families, and our team

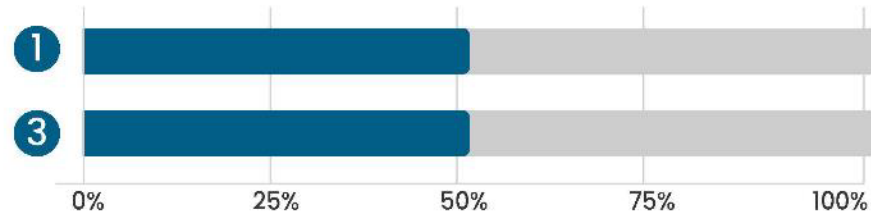
Goal 2-Reimagine Technology Use

Reimagine using technology to support better connections

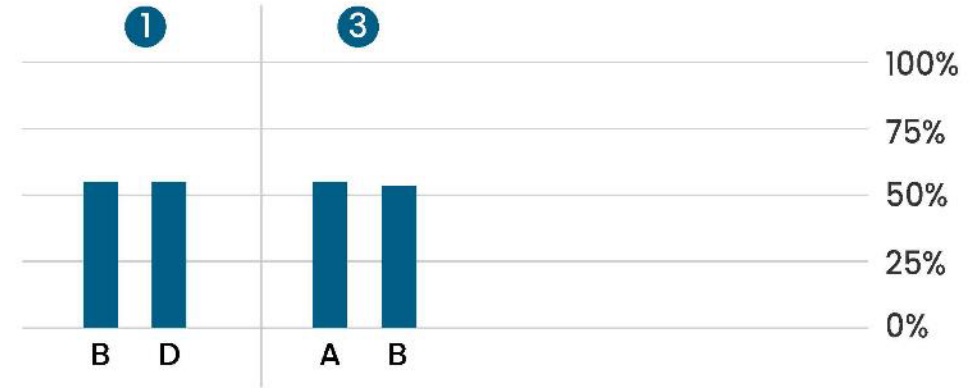
Communication & Connection

Goal 1 Objectives

- ① Create a customer service department to address questions and resolve issues
- ③ Create new opportunities for people to connect personally



Goal 1 Strategies in Progress

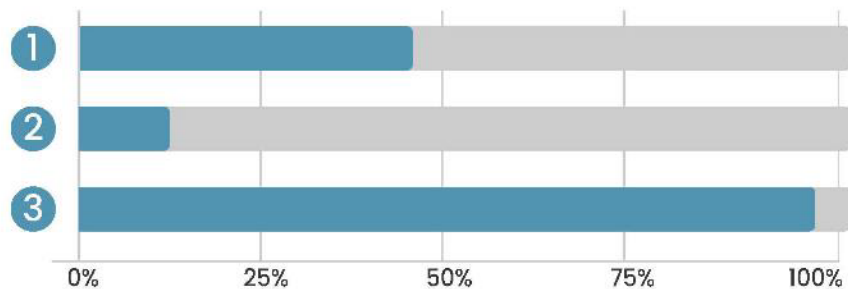


- ① **B** Create shareable org chart with contact information
- ① **D** Develop team of employees to serve as POC
- ③ **A** Expand Discussions with Daria
- ③ **B** Provide ways for all employees to interact with people supported

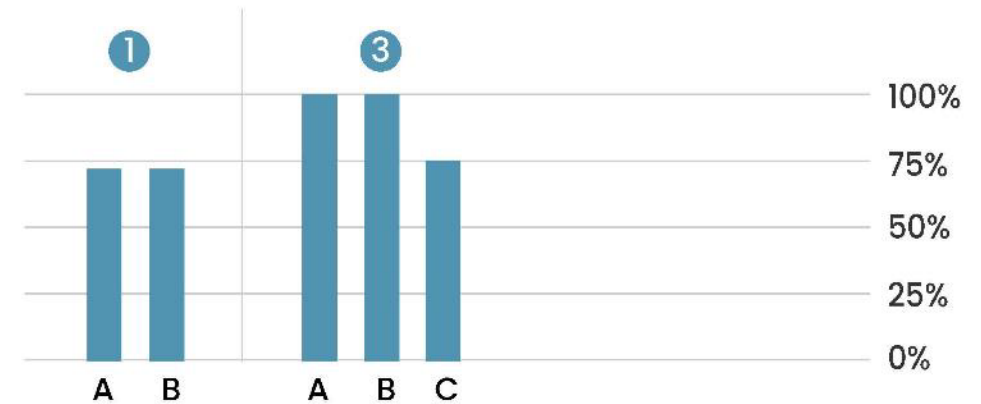
Communication & Connection

Goal 2 Objectives

- 1 Pilot groups of family members to enhance understanding and use of technology
- 2 Pilot groups of people supported to enhance understanding and use of technology
- 3 Enhance employees' understanding and use of technology



Goal 2 Strategies in Progress



- A Offer technology trainings
 - B Train families on using technology
-
- A Ensure tools are provided which meet employees' needs
 - B Identify useful technology support
 - C Train employees on using available technology

Goal 1

Objective 1-Create a customer service department to address questions and resolve issues

Strategy B-Create a shareable organization chart with contact information



Incorporate "automatic" ways of updating based on systems already in place



Microsoft 365 automatically updates as staff are added and removed by the IT department. This "internal" organizational chart can be viewed by all staff.

We are investigating ways to allow this data to be available to families, likely by linking the data with another application.

Strategy D-Develop a team of employees to serve as division/department points of contact



Create 1-2 new customer service positions with responsibility for intake/response to questions and concerns from all stakeholders

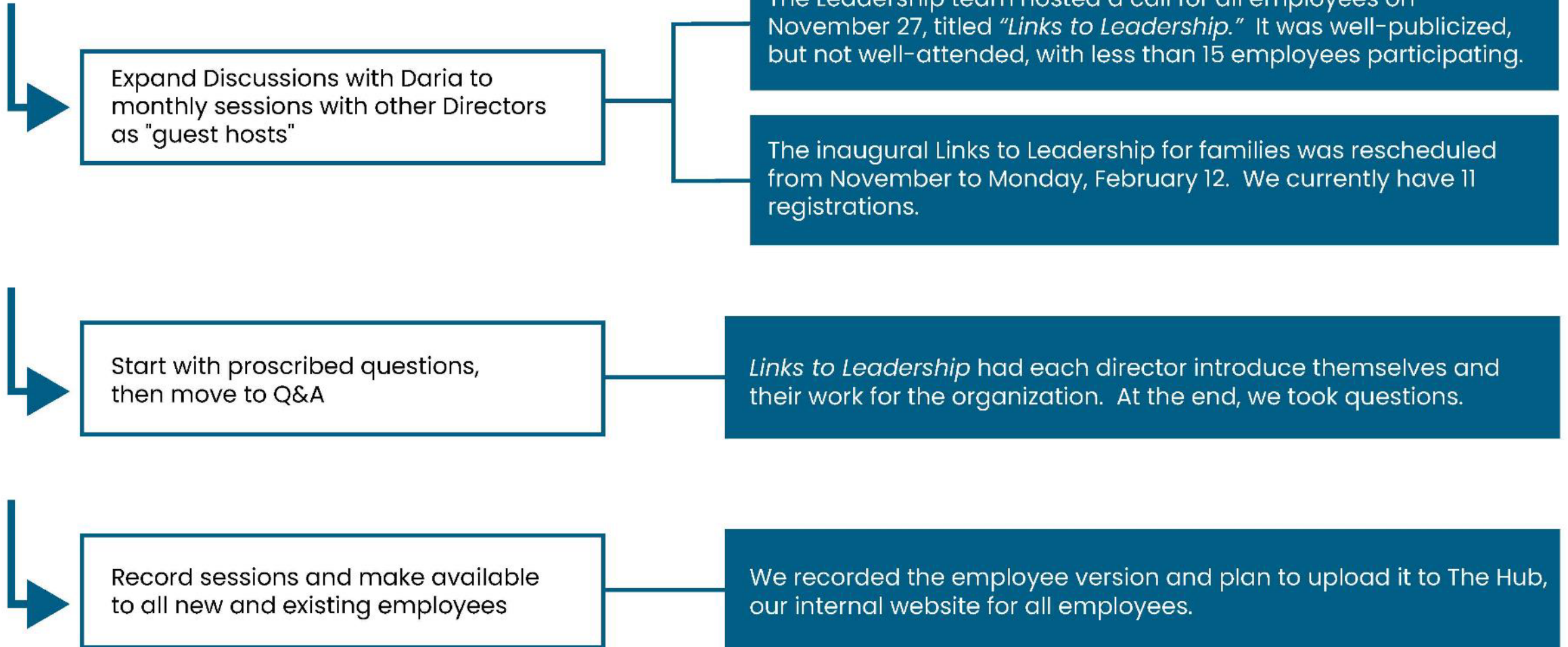


Our Communications department was rebranded as Communications & Outreach and a new Director was appointed. This Director will oversee new customer service positions and work to complete this strategy.

Goal 1

Objective 3-Create new opportunities for people to connect personally

Strategy A-Expand Discussions with Daria



Goal 1

Objective 3—Create new opportunities for people to connect personally

Strategy B—Provide ways for all employees to interact with people supported



Leverage existing opportunities, like DSP week

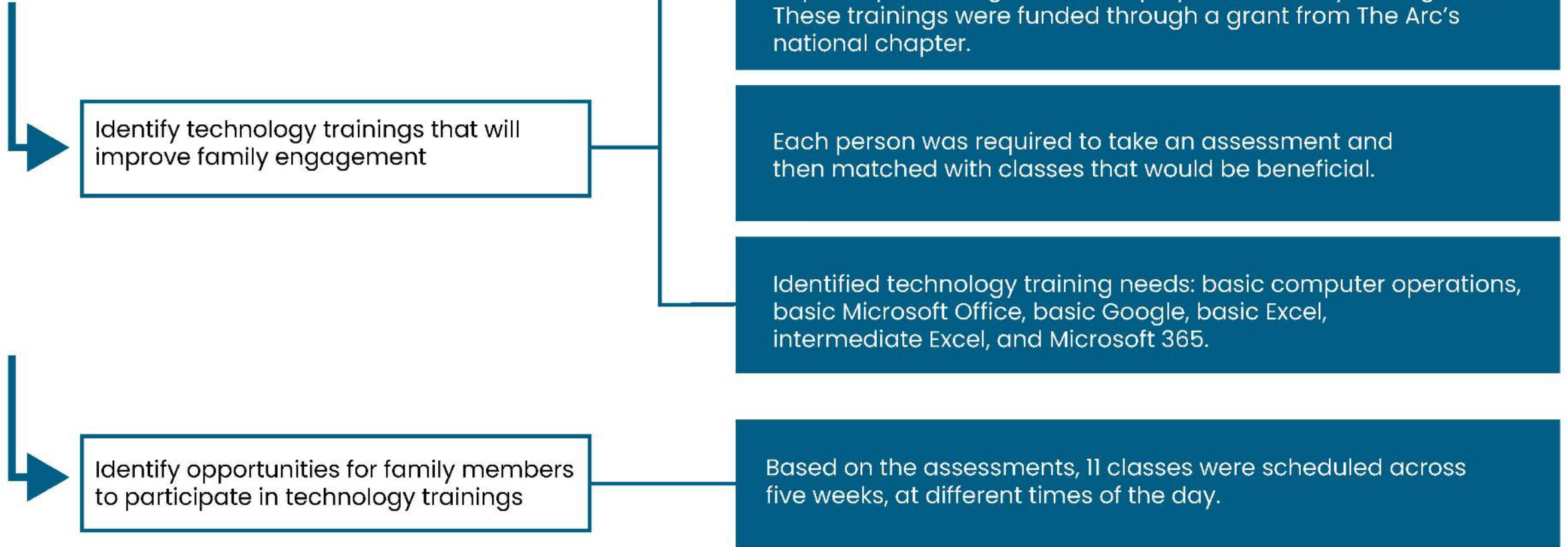


All employees and people supported, plus Board members and families, were invited to the 65th anniversary kickoff in June. 277 people registered and we estimated that 220 people participated.

Goal 2

Objective 1-Pilot groups of family members to enhance understanding/use of technology

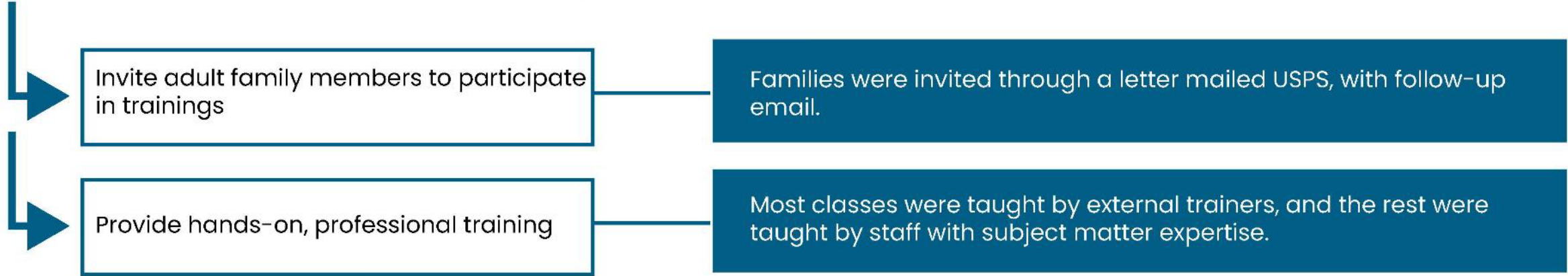
Strategy B-Offer technology trainings



Goal 2

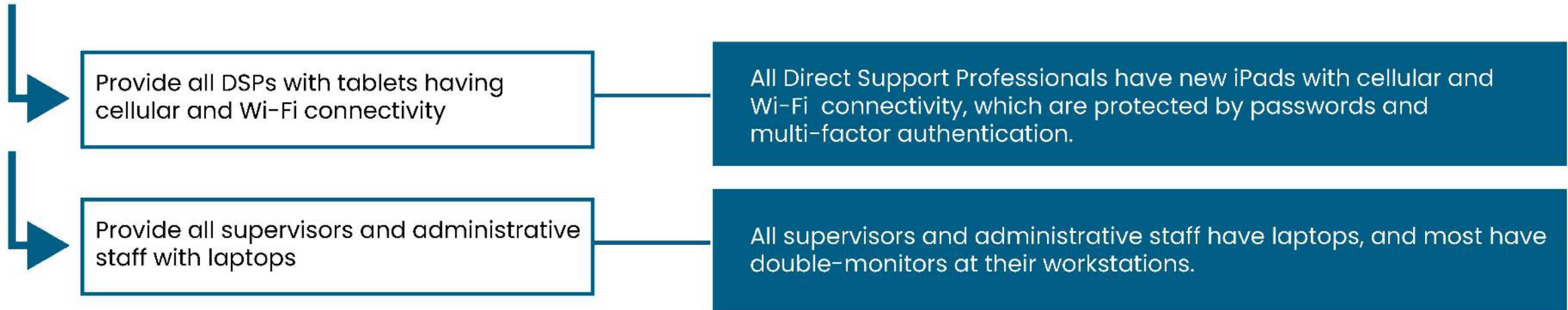
Objective 1-Pilot groups of family members to enhance understanding/use of technology

Strategy C-Train families on using technology



Objective 3-Enhance employees' understanding/use of technology

Strategy A-Ensure tools are provided which meet employees' needs



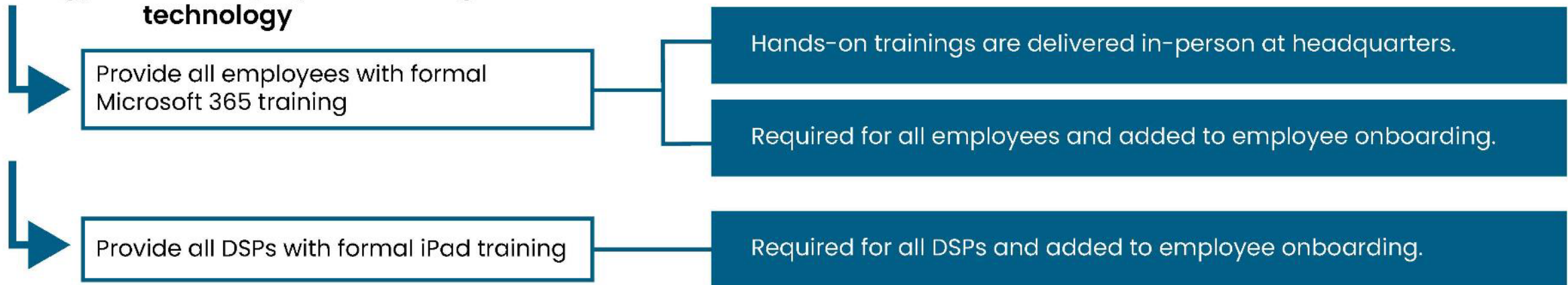
Goal 2

Objective 3-Enhance employees' understanding/use of technology

Strategy B-Identify useful technology support



Strategy C-Train employees on using available technology



Goal 2

Objective 3-Enhance employees' understanding/use of technology

Strategy C-Train employees on using available technology





Questions?

How do we get people to participate in these conversations?
(Less than 15 employees, 11 family registrations)

How do we get families to participate for in-person trainings?
(Disappointing results: 2 adult family members and 1 person supported.)

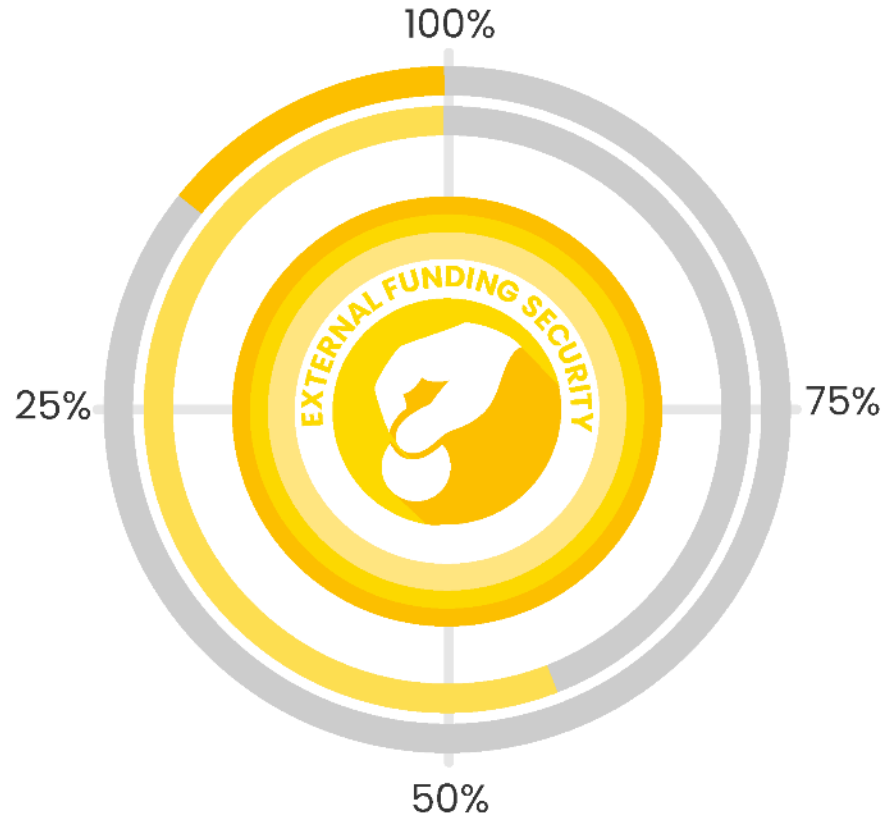


External Funding Security

Work Group #1 Members
4 Meetings from April-May, 2023

Julia Abate
Stephanie Benedetti
Doreen Engel
Adrienne Gude
Lydiene Kadji
Eugene Mark
Stephen Palan

External Funding Security



Goal 1–Social Entrepreneurship

Leverage a social entrepreneurial mindset to create new funding streams

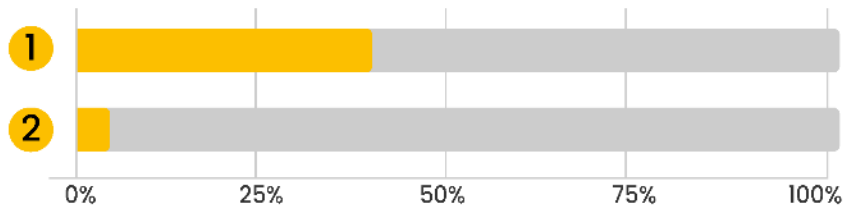
Goal 2–\$1M Annual Financial Support

Increase overall financial support to a sustained level of \$1 million annually

External Funding Security

Goal 1 Objectives

- 1 Develop two new pathways to generate revenue
- 2 Identify two new, profitable business opportunities



Goal 1 Strategies in Progress

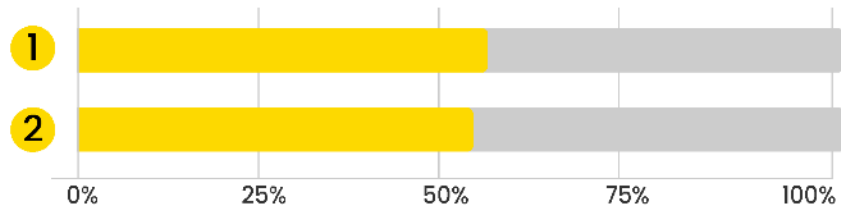


- B Identify current resources which may be repurposed
- B Research new business opportunities that can support The Arc

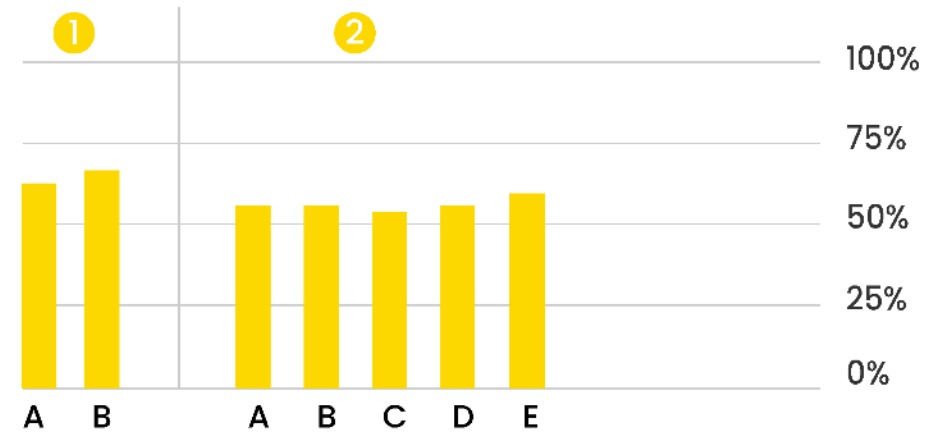
External Funding Security

Goal 2 Objectives

- 1 Increase corporate/grant/other fundraising to \$650,000 annually
- 2 Increase member/family/employee/board fundraising to \$350,000 annually



Goal 2 Strategies in Progress



- A Develop corporate partnerships
 - B Increase public and private grant funding
-
- A Increase annual membership contributions and engagement
 - B Shift Board to active engagement in fundraising
 - C Develop opportunities to encourage employee support
 - D Develop opportunities to encourage family support
 - E Increase success of other donation opportunities

Goal 1

Objective 1-Develop two new pathways to generate revenue

Strategy B-Identify current resources which may be repurposed



Research how current headquarters space could be subleased or utilized in a different way

We are in the process of researching how we can lease some of the Headquarters space to other nonprofits.

Objective 2-Identify two new, profitable business opportunities

Strategy B-Research new business opportunities that can support The Arc



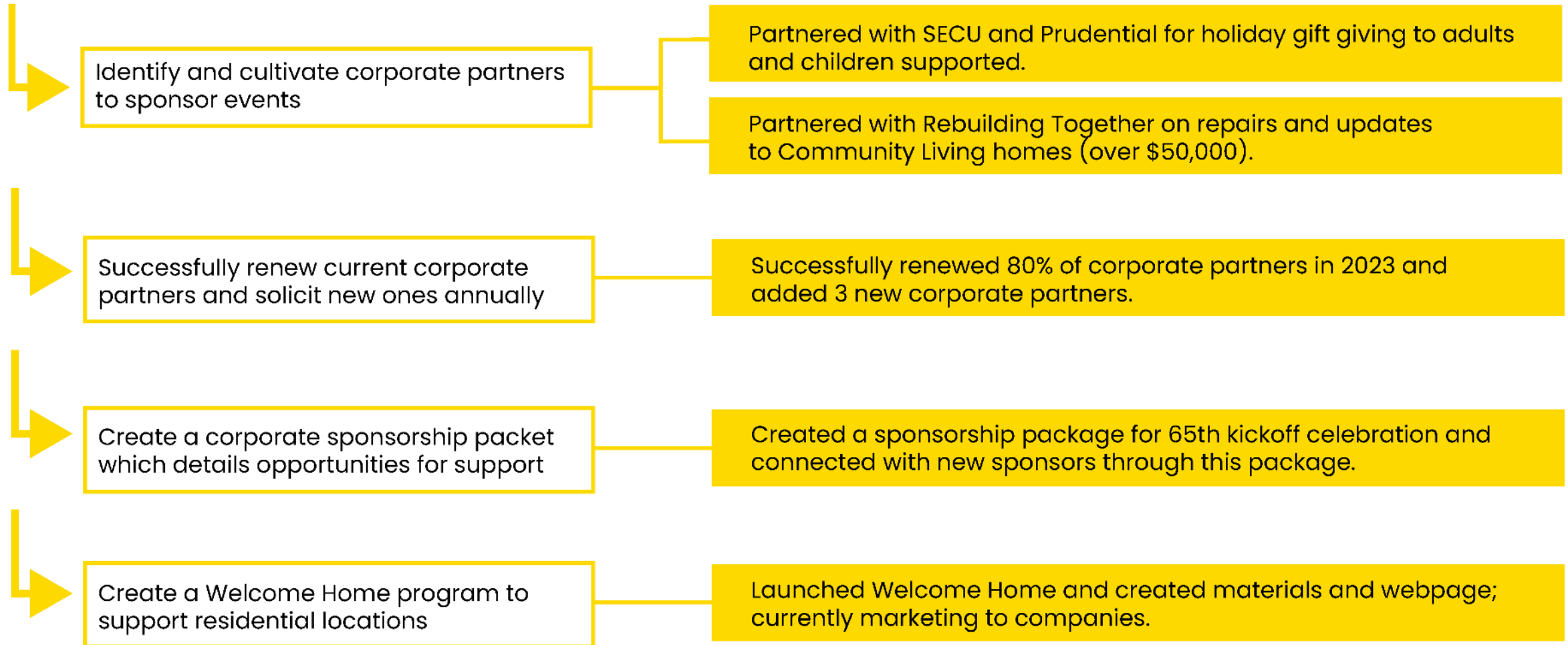
Coordinate with a consultant to seek strategic review and advice on expansion of current revenue models for supporting young people

Awarded a \$250k in-kind services grant from Compass Pro Bono to complete a review of our existing revenue model at KFICCC and to provide follow-up opportunities for expansion.

Goal 2

Objective 1-Increase corporate/grant/other fundraising to \$650,000 annually

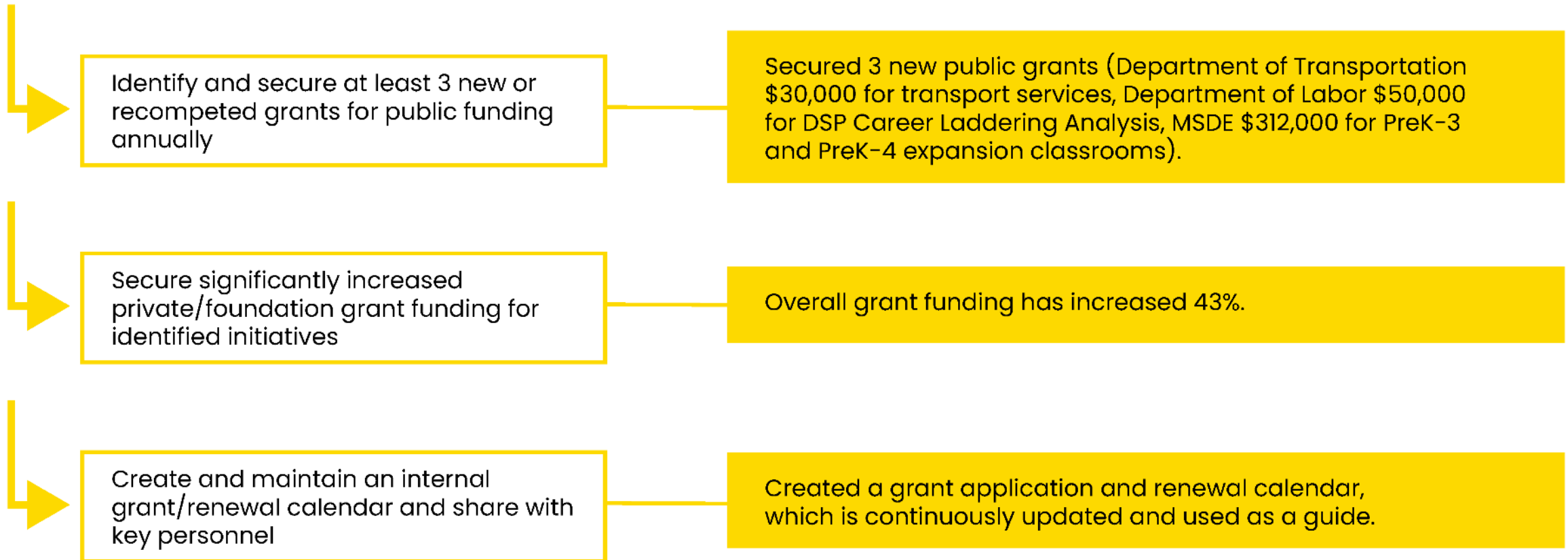
Strategy A-Develop corporate partnerships



Goal 2

Objective 1-Increase corporate/grant/other fundraising to \$650,000 annually

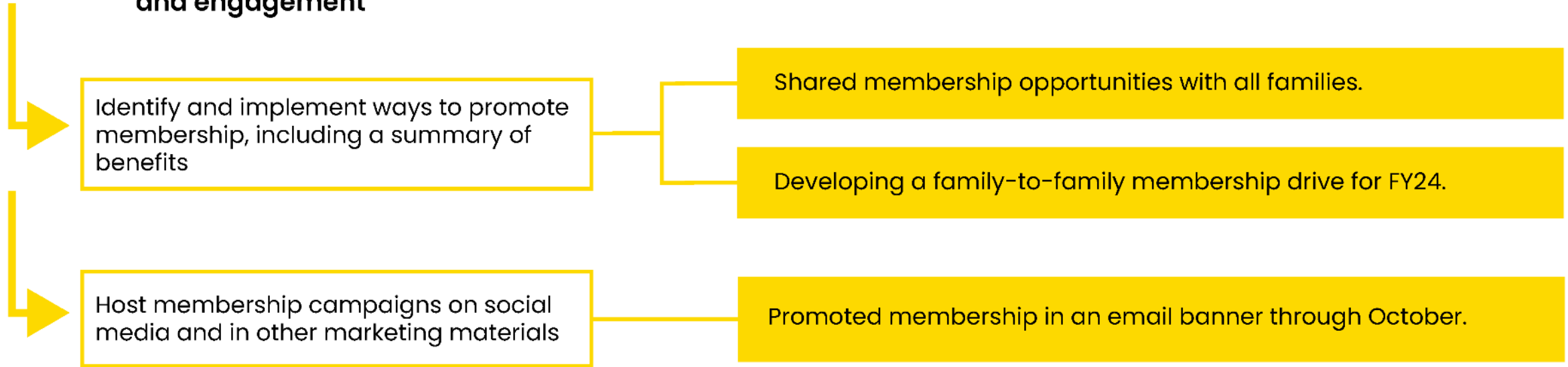
Strategy B-Increase public and private grant funding



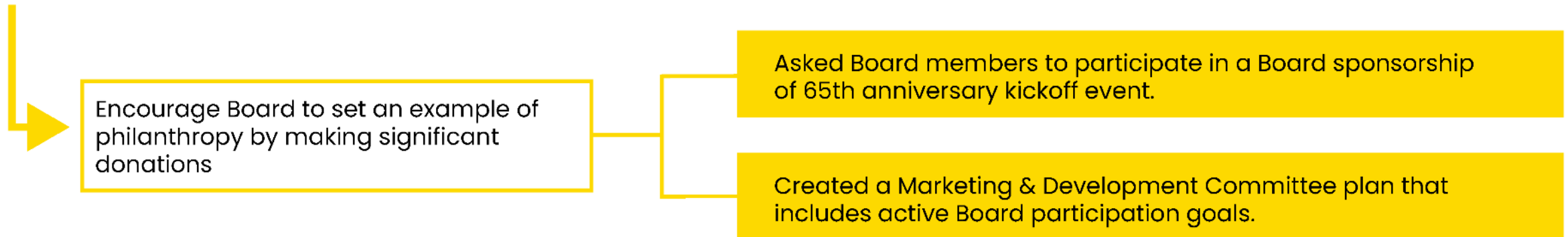
Goal 2

Objective 2-Increase member/family/employee/board fundraising to \$350,000 annually

Strategy A-Increase annual membership contributions and engagement



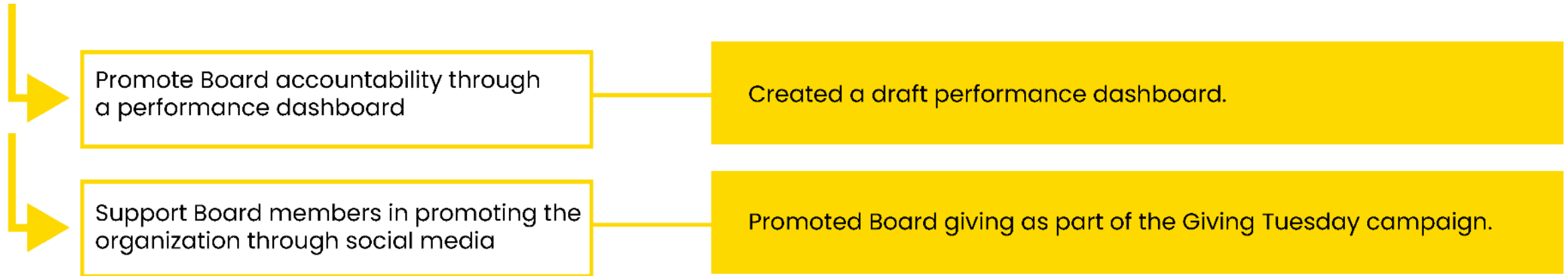
Strategy B-Shift Board to active engagement in fundraising



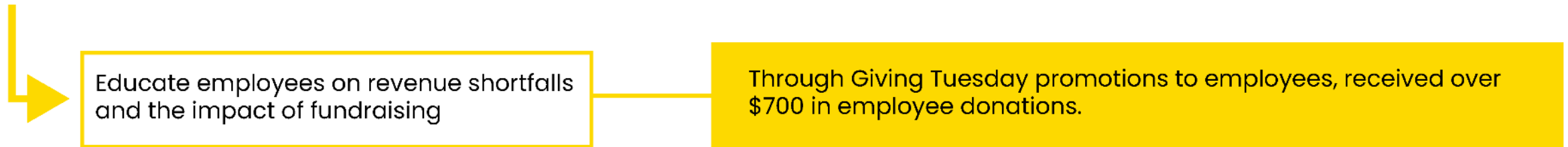
Goal 2

Objective 2-Increase member/family/employee/board fundraising to \$350,000 annually

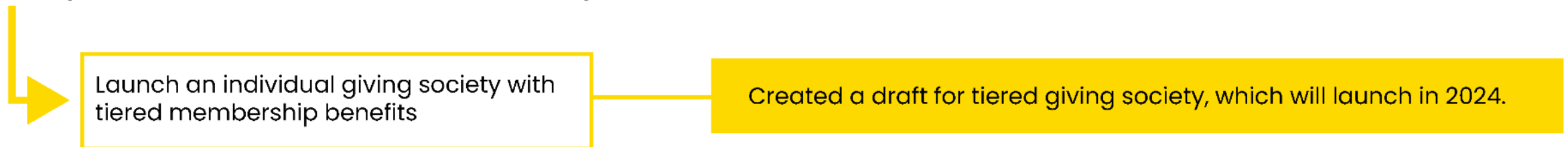
Strategy B-Shift Board to active engagement in fundraising



Strategy C-Develop opportunities to encourage employee support



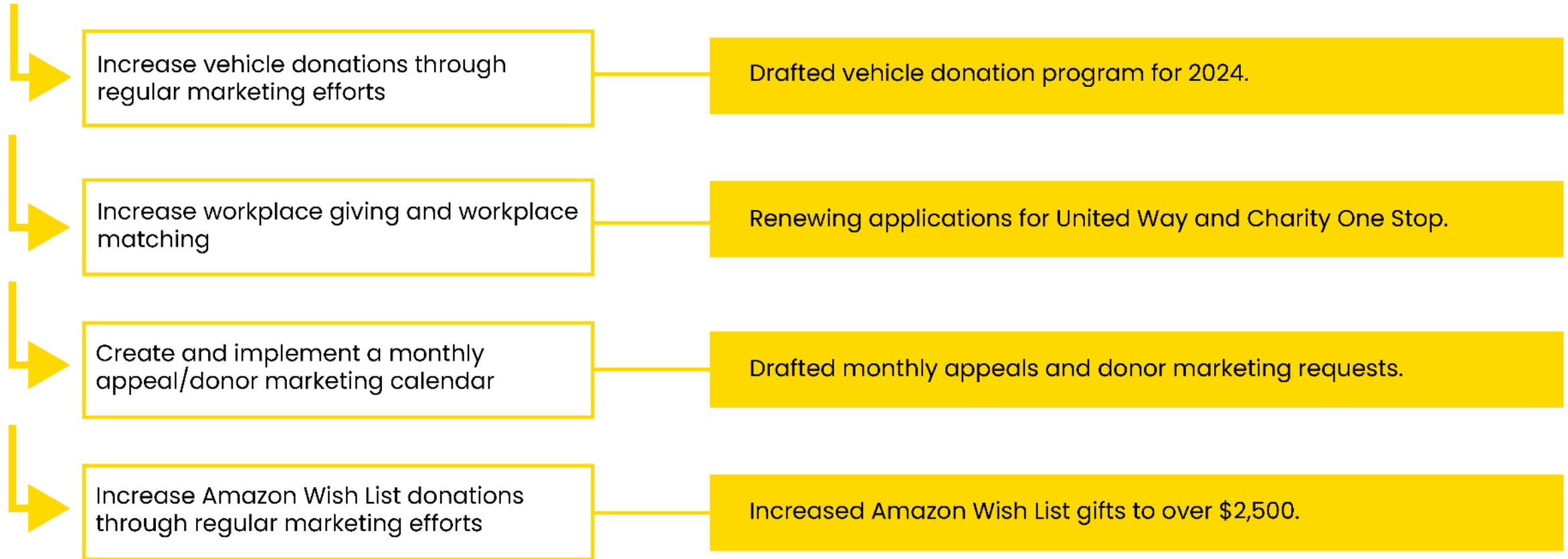
Strategy D-Develop opportunities to encourage family support



Goal 2

Objective 2-Increase member/family/employee/board fundraising to \$350,000 annually

Strategy E-Increase success of other donation opportunities





Questions?

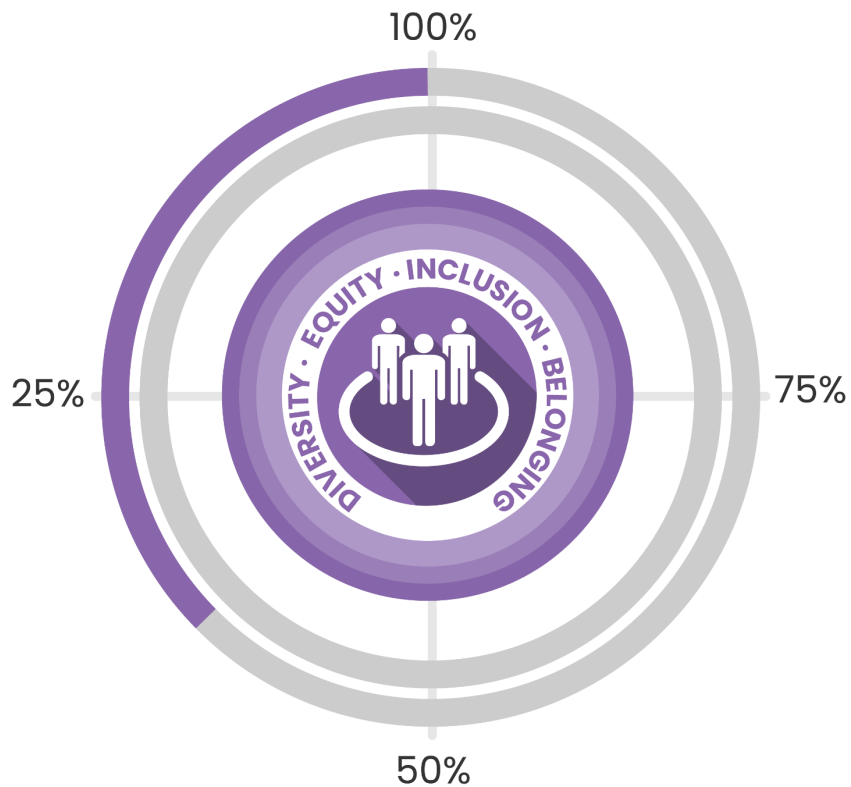


Diversity, Equity, Inclusion & Belonging

Work Group #1 Members
7 Meetings from May-August, 2023

Nikos Daley
Deby Kijak
Olufunke Obalase Howie
Olivia Jebboe Gassim
Lizette Hoffman
Kelli Hunter-Bennett

Diversity, Equity, Inclusion & Belonging



Goal 1-Dynamic & Diverse Workforce

Cultivate, sustain, celebrate and appreciate a dynamic and diverse workforce

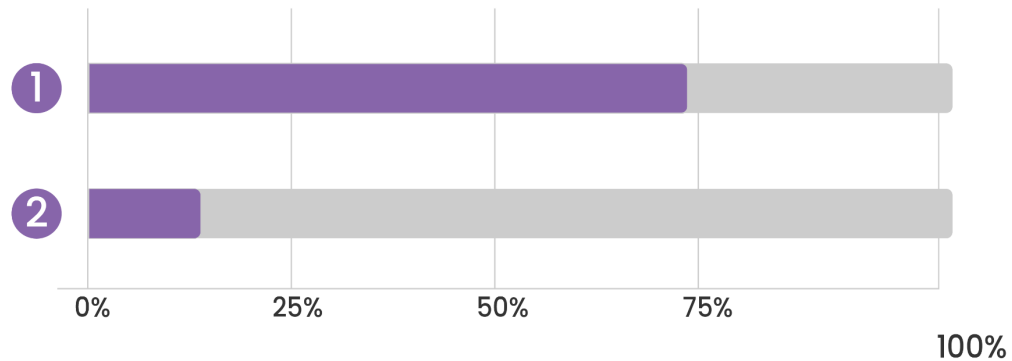
Goal 2-Demonstrate Workforce Equity

Demonstrate workforce equity, nurturing DEIB

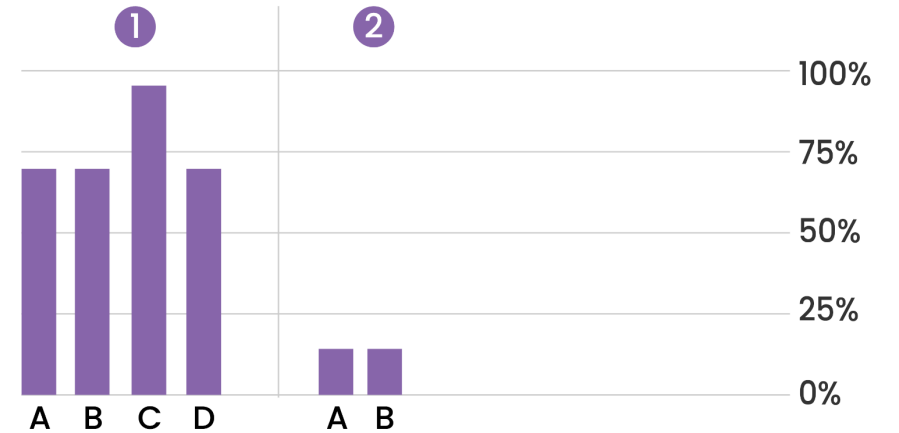
Diversity, Equity, Inclusion & Belonging

Goal 1 Objectives

- 1 Launch a diverse and comprehensive DEIB work group, guided by a consultant
- 2 Provide employees with opportunities designed to facilitate belonging



Goal 1 Strategies in Progress

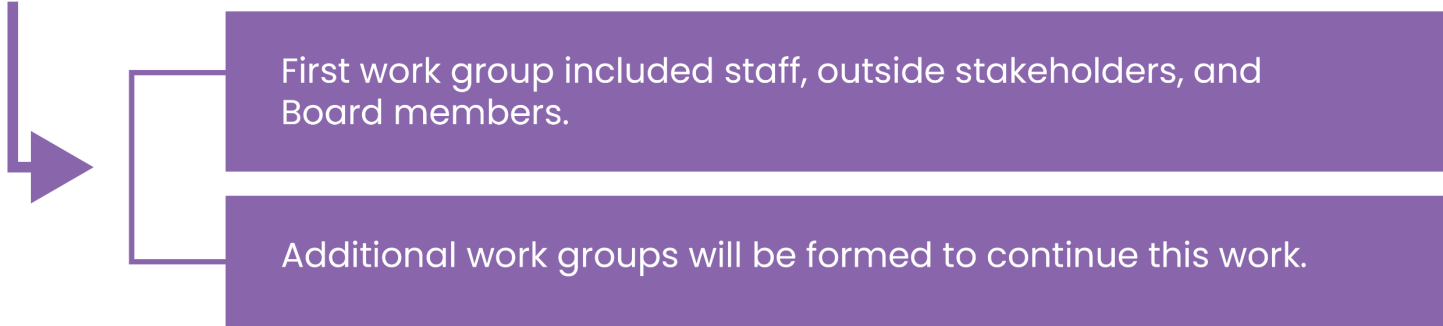


- A Solicit volunteers
 - B Research DEIB group structures, roles, and duties
 - C Define DEIB for The Arc
 - D Survey employees for current DEIB data
-
- A Celebrate impact of employees' life and work
 - B Structure opportunities to allow full participation

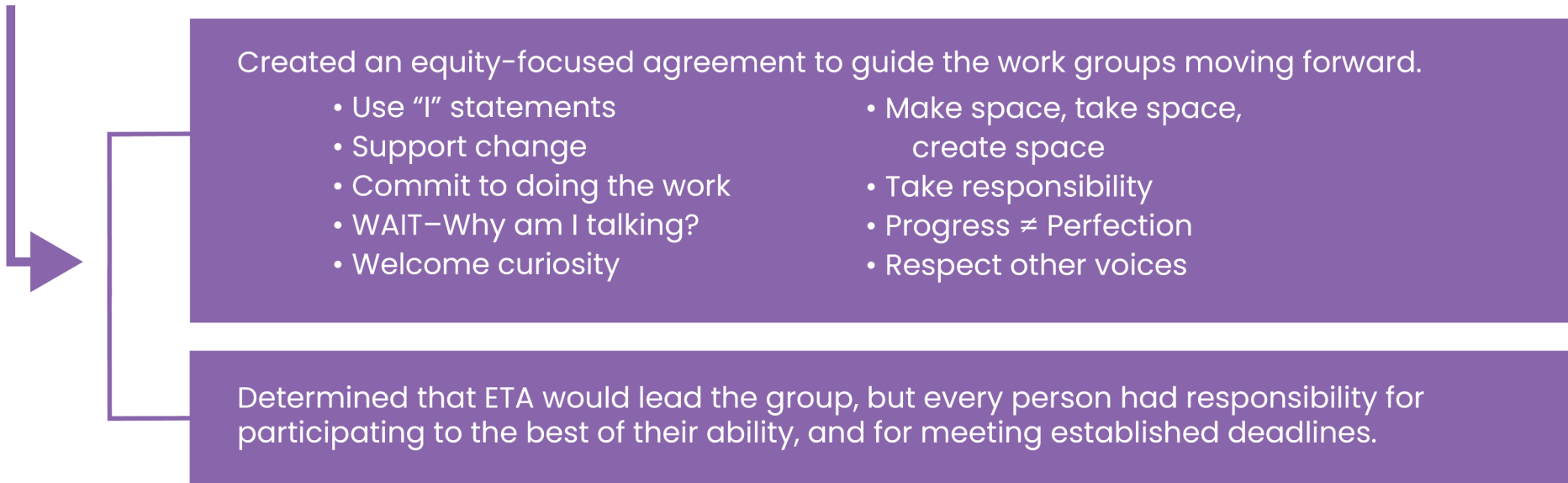
Goal 1

Objective 1—Launch a diverse and comprehensive DEIB work group, guided by a consultant

Strategy A—Solicit volunteers



Strategy B—Research DEIB group structure, roles, and duties



Created an equity-focused agreement to guide the work groups moving forward.


- Use “I” statements
- Support change
- Commit to doing the work
- WAIT—Why am I talking?
- Welcome curiosity
- Make space, take space, create space
- Take responsibility
- Progress ≠ Perfection
- Respect other voices

Determined that ETA would lead the group, but every person had responsibility for participating to the best of their ability, and for meeting established deadlines.

Goal 1

Objective 1—Launch a diverse and comprehensive DEIB work group, guided by a consultant

Strategy C—Define DEIB for The Arc



Diversity—An open and genuine appreciation of people different from you. This includes empathic acceptance, validation, and celebration of different cultures, viewpoints, characteristics, and lived experiences.

- *At The Arc, we embrace diversity by seeking curiosity, open and fair engagement, and by replacing assumptions with learning about each other.*

Equity—Applying an empathetic lens to each situation or person instead of a blanket action, reaction, or direction. This includes providing flexibility to what the person needs to be successful.

- *At The Arc, we embrace equity by offering choices and workplace support based on the person's requirements, committing to revisit policies, practices, and systems that limit growth.*

Inclusion—Everyone is valued, and space is created to contribute to processes, activities, decisions, and policies in a way that shares power.

- *At The Arc, we embrace inclusion by committing to incorporate feedback into our policies, practices, and behaviors.*

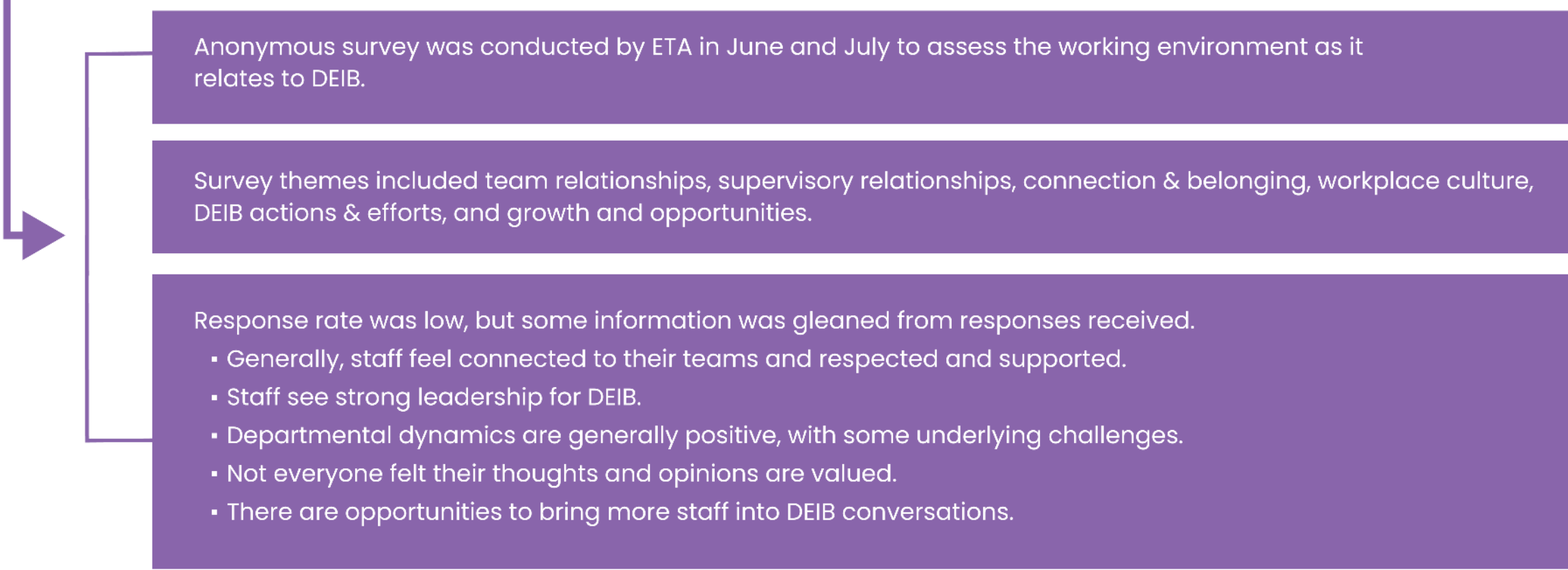
Belonging—The organization engages in people's full potential with the creation of multiple spaces and multiple ways for the person to be part of the whole.

- *At The Arc, we embrace belonging by ensuring various voices and groups are represented, even when not in the room, and there is a commitment to remembering that individuals make up the collective.*

Goal 1

Objective 1-Launch a diverse and comprehensive DEIB work group, guided by a consultant

Strategy D-Survey employees for current DEIB data



Anonymous survey was conducted by ETA in June and July to assess the working environment as it relates to DEIB.

Survey themes included team relationships, supervisory relationships, connection & belonging, workplace culture, DEIB actions & efforts, and growth and opportunities.

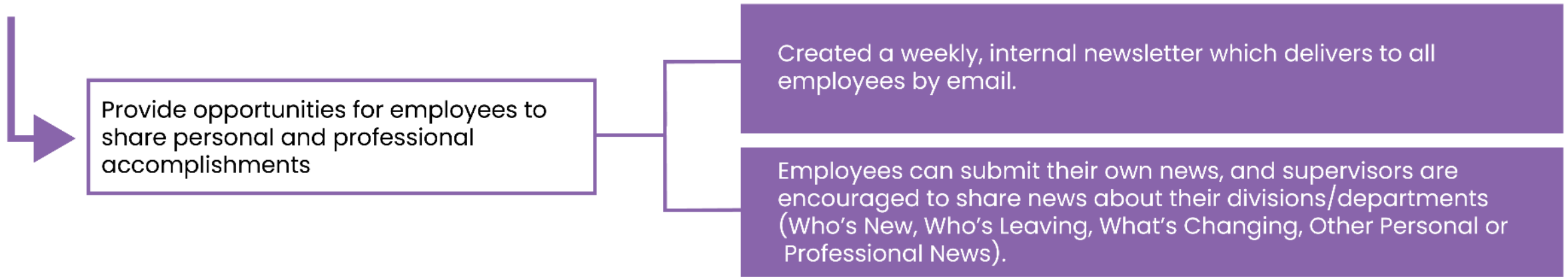
Response rate was low, but some information was gleaned from responses received.

- Generally, staff feel connected to their teams and respected and supported.
- Staff see strong leadership for DEIB.
- Departmental dynamics are generally positive, with some underlying challenges.
- Not everyone felt their thoughts and opinions are valued.
- There are opportunities to bring more staff into DEIB conversations.

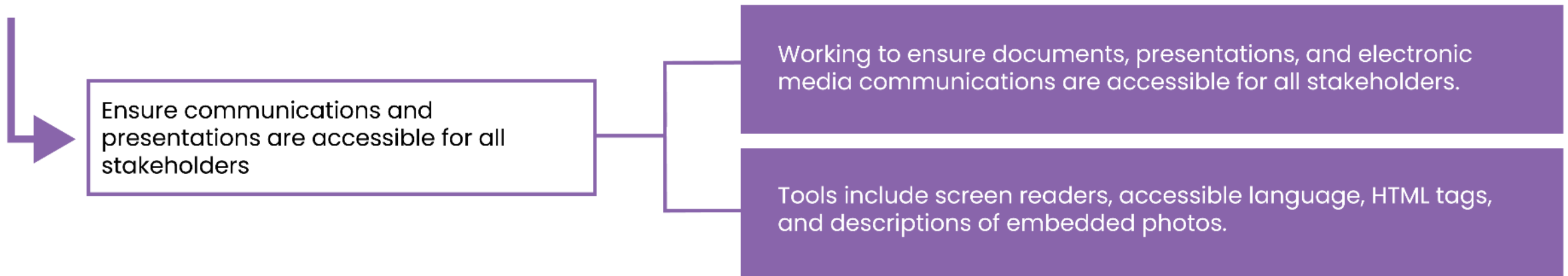
Goal 1

Objective 2-Provide employees with opportunities designed to facilitate belonging

Strategy A-Celebrate impact of employees' life and work



Strategy B-Structure opportunities to allow full participation





Questions?



New Work Groups Forming Spring 2024

Contact DeborahM@arcmontmd.org to join a work group

Details also available at www.TheArcMontgomeryCounty.org