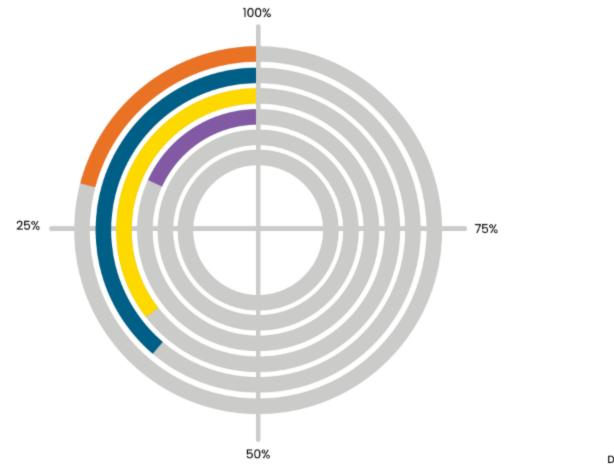
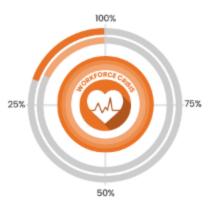




Strategic Plan Implementation Update- January 2024











25% F50%

DIVERSITY · EQUITY · INCLUSION · BELONGING







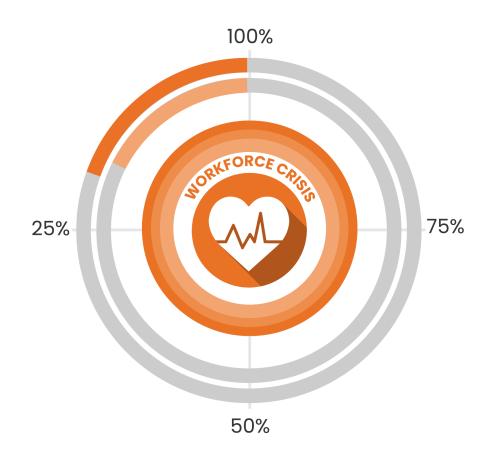


Goals → Objectives → Strategies → Tactics



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



Goal 1-Sustained Pipeline of Passionate People

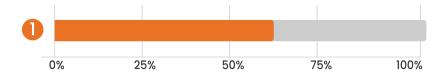
Create and sustain a pipeline of people interested in working with people who have IDD

Goal 2-Intentionally Foster a Thriving Workforce

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

Goal 1 Objectives

Increase applications from people with the skillset to succeed as DSPs



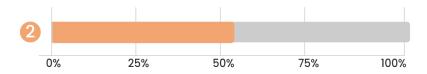
Goal 1 Strategies in Progress



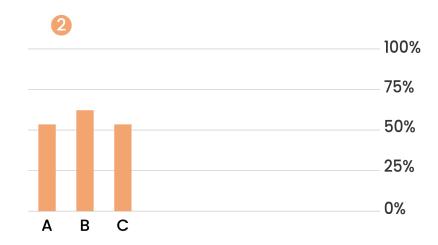
- A Streamline and improve application process
- Implement effective recruitment marketing
- © Create a supportive onboarding process
- Offer opportunities for career growth
- Convert contract/temp staff into employees

Goal 2 Objectives

2 Implement new flexibilities valued by employees

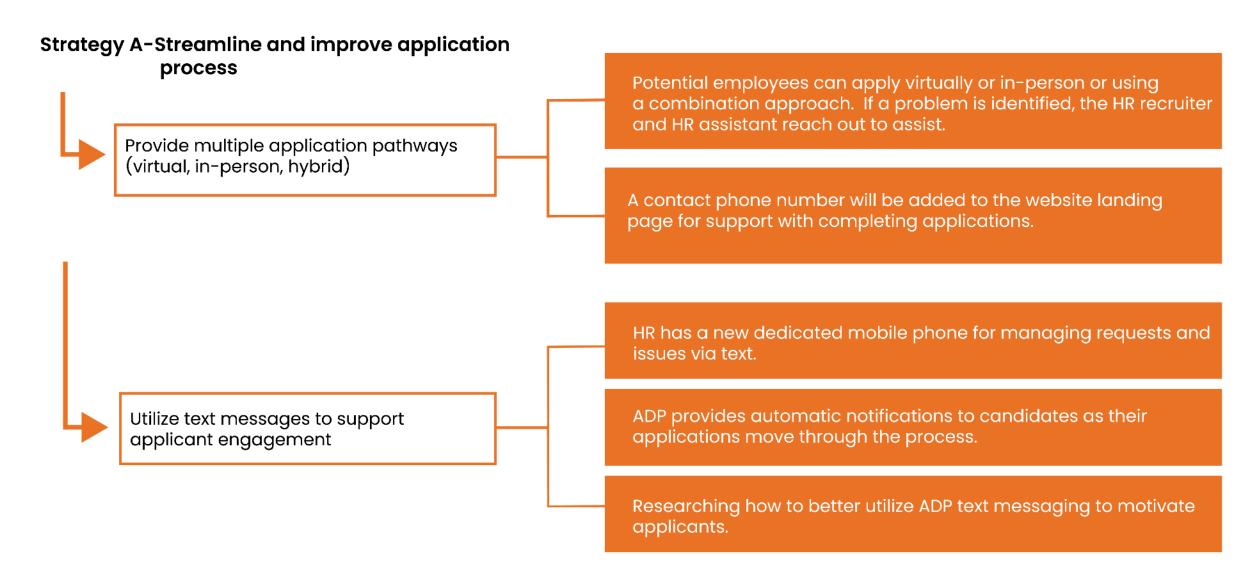


Goal 2 Strategies in Progress



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

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



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

Strategy A-Streamline and improve application process Create a phased application process, deepening engagement and commitment at each step

A select few positions allow resume upload instead of completing an application, with a review and reach back if interest expressed matches The Arc's needs.

Tentative offers of employment are being provided, pending completion of new hire process.

Strategy B-Implement effective recruitment marketing

Ensure applicants can speak with a "real" person at any time

Potential employees contacting front desk for assistance are connected directly with HR staff.

Current phone tree is being evaluated to determine if updates are needed to provide a faster, more personal response.

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

Strategy B-Implement effective recruitment marketing Loretta Howell, DSP, stars in our new recruitment video. Hire DSPs as recruitment ambassadors Invest in non-traditional postings, New posting locations include Hispanic Center and like community newsletters and Rockville Welcome & Worker Center. school job boards Current online postings include: Indeed, Glassdoor, Montgomery College-Rockville, Work Source Montgomery, Maryland Child Care Resource Network, Barefoot Student, Handshake, Maryland Workforce Exchange. Build up an online recruitment presence We are getting more "hits" but not corresponding increases in the number of people applying.





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

Strategy C-Create a supportive onboarding process Orientation is reducing to 2 full days, effective February 2024. As many documents as possible will be completed by candidates electronically in advance. Orientation will focus on steps to starting work, benefits, and Reduce Orientation to two days and offer essential training. on varying days and times Essential training will include basic technology skills, CIMS, First Aid, CPR, and Inclusion. A new onboarding manager has been hired to connect with employees as they are cleared for work, welcoming them, reminding them about information they were given, etc. Onboarding manager will be responsible for supporting new Create a formal peer mentoring process hires in completing remaining trainings over coming months. for new hires Onboarding manager will set up a buddy system for new hires.

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

Strategy C-Create a supportive onboarding process

Introduce new employees to people supported, families, and other team members

Beginning in February we will host new hires and their supervisors for beverages and snacks on the first morning of orientation.

Strategy D-Offer opportunities for career growth

Create career ladders with increasing responsibilities and financial incentives

Applied for and awarded a \$50,000 from MD Department of Labor for career exploration for DSPs. The grant is to be used over a 3-year period.

Identified two internal leads to run the grant initiatives.

Strategy E-Convert contract/temp staff into employees

Develop a formal "temp to hire" program

Renegotiated contracts with outside vendors to reduce the time commitment contractors must work before converting to employees.

Requiring outside vendors to train their staff similar to our employees.

Objective 2-Implement new flexibilities valued by employees

Strategy A-Survey employees to determine their need



Review currently available survey data and share with employees

In process of compiling data from multiple sources and surveys for reporting back to employees.

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



Share information about currently available benefits frequently and regularly

Developing a "Did You Know...?" benefits newsletter for employees.

Objective 2-Implement new flexibilities valued by employees

Strategy B- Focus on equity instead of equality

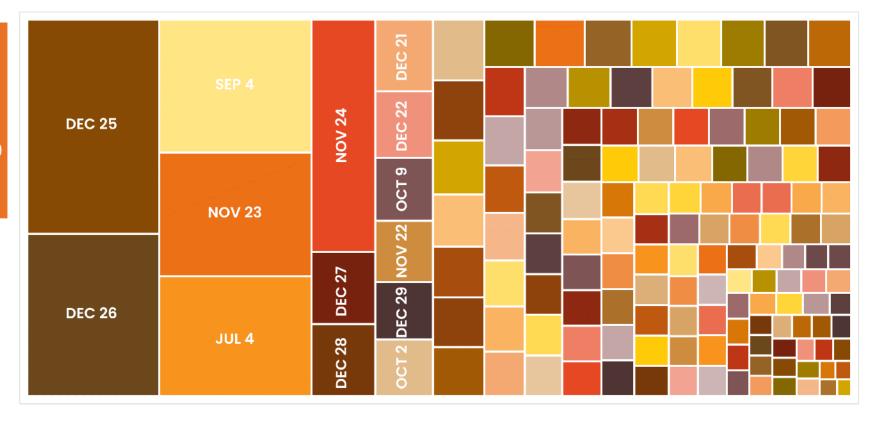


Restructure holiday leave policy to better suit a variety of faiths and priorities

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.

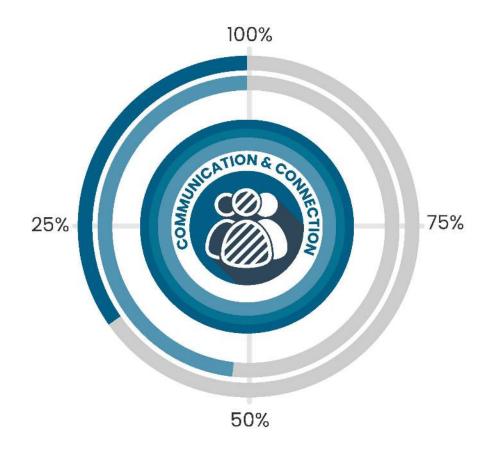






Work Group #1 Members 10 Meetings from March-July, 2023

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



Goal 1-Enhance Communication

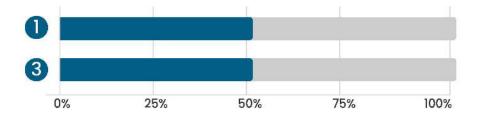
Enhance communication between and among people supported, their families, and our team

Goal 2-Reimagine Technology Use

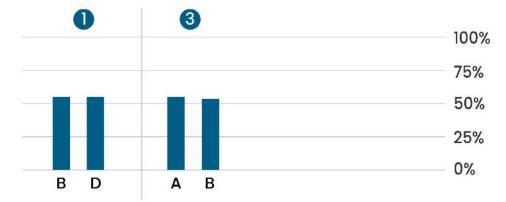
Reimagine using technology to support better connections

Goal 1 Objectives

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



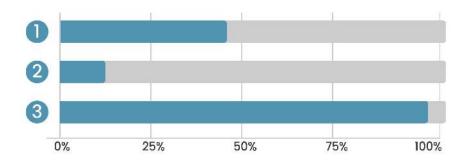
Goal 1 Strategies in Progress



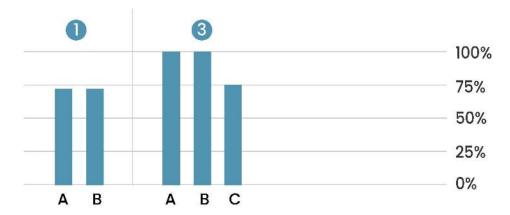
- B Create shareable org chart with contact information
- Develop team of employees to serve as POC
- Expand Discussions with Daria
- B Provide ways for all employees to interact with people supported

Goal 2 Objectives

- 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
- Second technology
 3 Enhance employees' understanding and use of technology



Goal 2 Strategies in Progress



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

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.

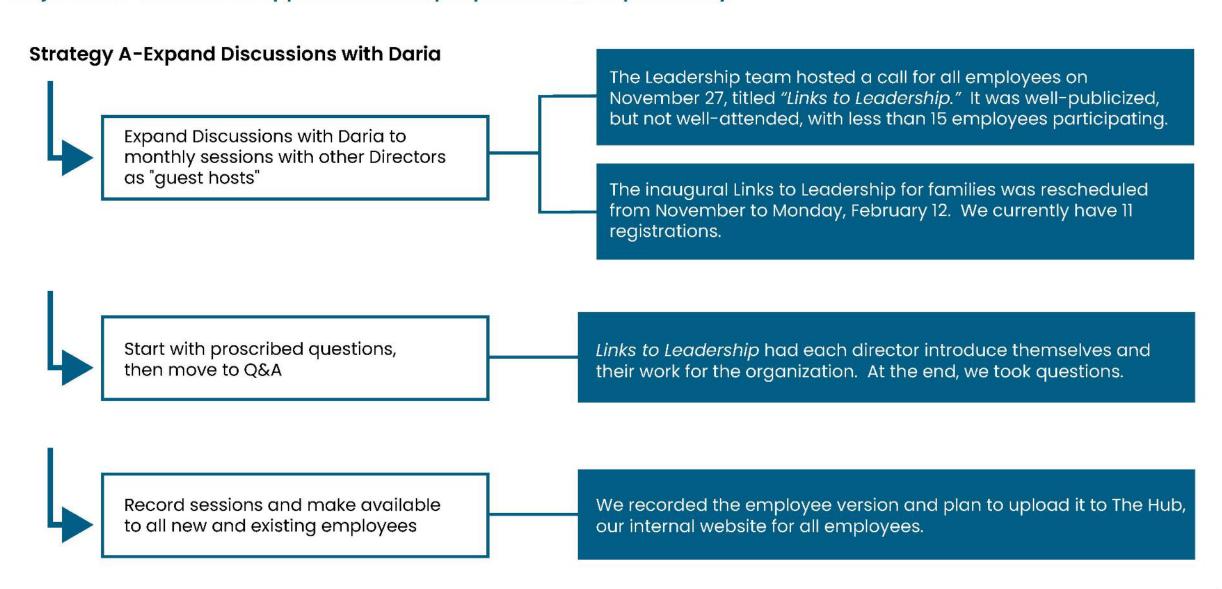
Strategy D-Develop a team of employees to serve as division/department points of contact



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.

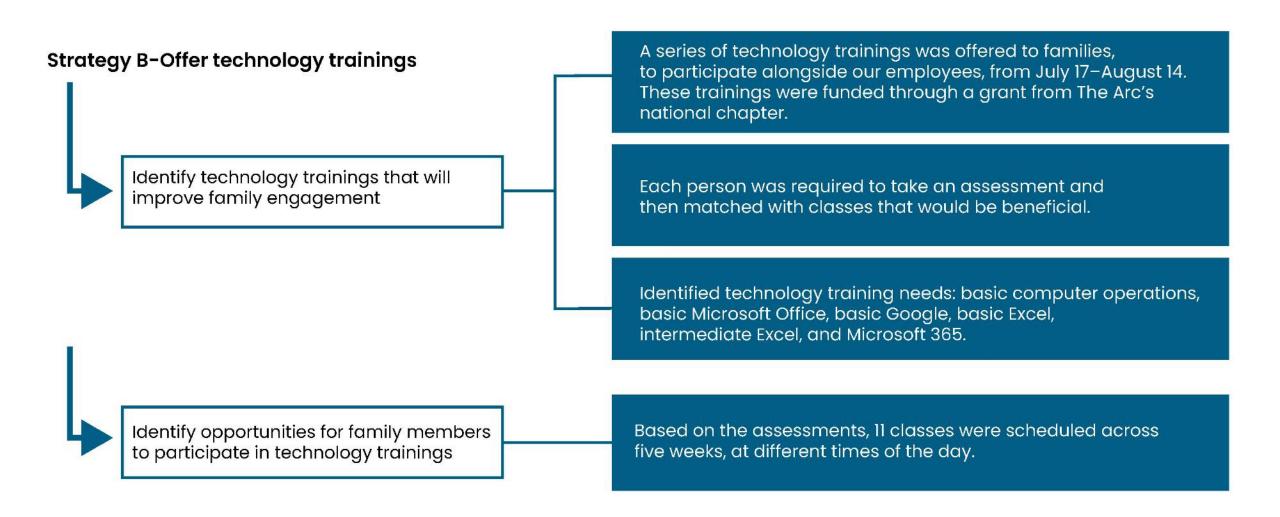
Objective 3-Create new opportunities for people to connect personally



Objective 3-Create new opportunities for people to connect personally

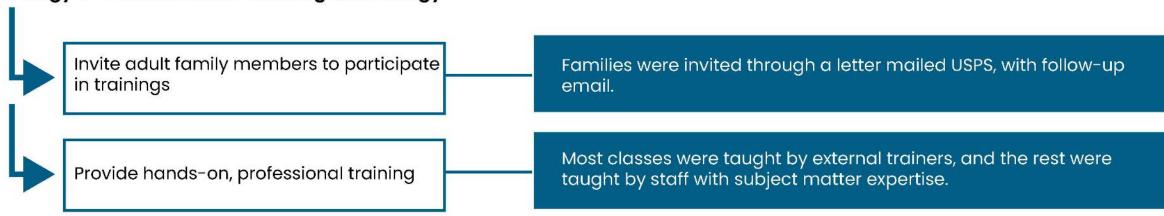
Strategy B-Provide ways for all employees to interact with people supported Leverage existing opportunities, like DSP week All employees and people supported, plus Board members and families, were invited to the 65th anniversary kickoff in June. 277 people registered and we estimated that 220 people participated.

Goal 2 Objective 1-Pilot groups of family members to enhance understanding/use of technology



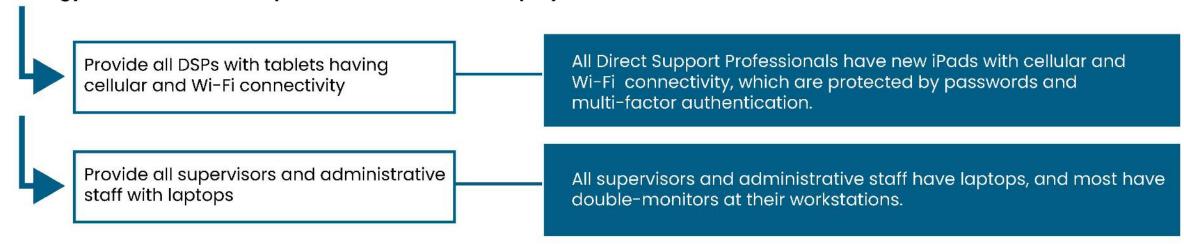
Goal 2 Objective 1-Pilot groups of family members to enhance understanding/use of technology

Strategy C-Train families on using technology



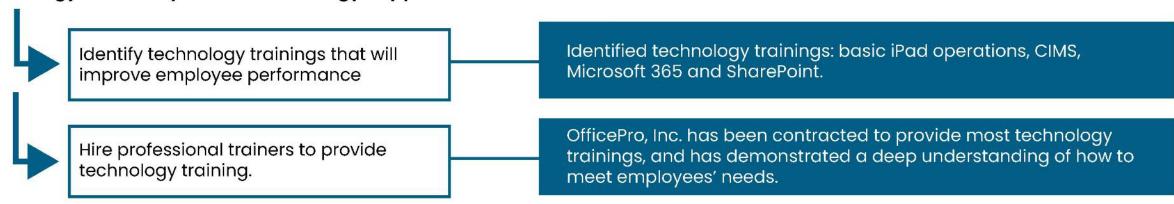
Objective 3-Enhance employees' understanding/use of technology

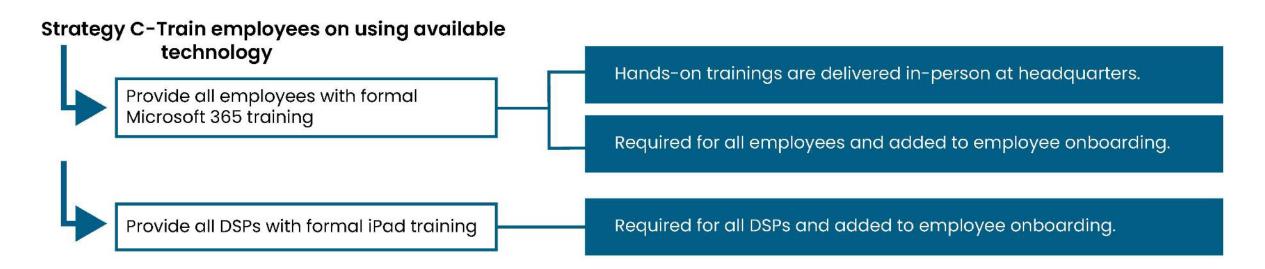
Strategy A-Ensure tools are provided which meet employees' needs



Goal 2 Objective 3-Enhance employees' understanding/use of technology

Strategy B-Identify useful technology support





Goal 2 Objective 3-Enhance employees' understanding/use of technology

Provide all DSPs, contractors, and their supervisors with formal CIMS training Provide all supervisors with formal SharePoint training Required for all DSPs and their supervisors, offered weekly. Leadership team completed in December 2023. Employees in administrative roles will be provided training in early 2024.



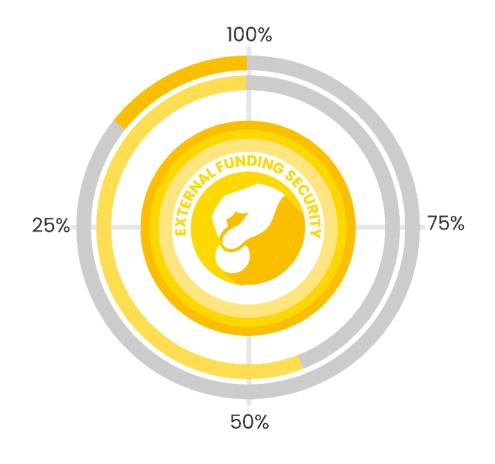
How do we get people to participate in these conversations? (Less than 15 employees, 11 family registrations)

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



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

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



Goal 1-Social Entrepreneurship

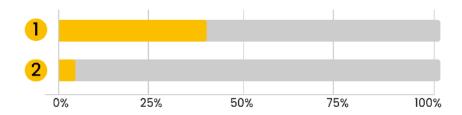
Leverage a social entrepreneurial mindset to create new funding streams

Goal 2-\$1M Annual Financial Support

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

Goal 1 Objectives

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



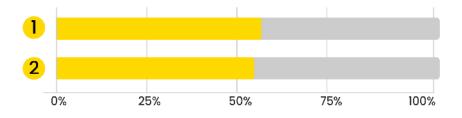
Goal 1 Strategies in Progress



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

Goal 2 Objectives

- 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



- Opening the policy of the p
- Increase public and private grant funding
- A Increase annual membership contributions and engagement
- B Shift Board to active engagement in fundraising
- O Develop opportunities to encourage employee support
- Develop opportunities to encourage family support
- 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.

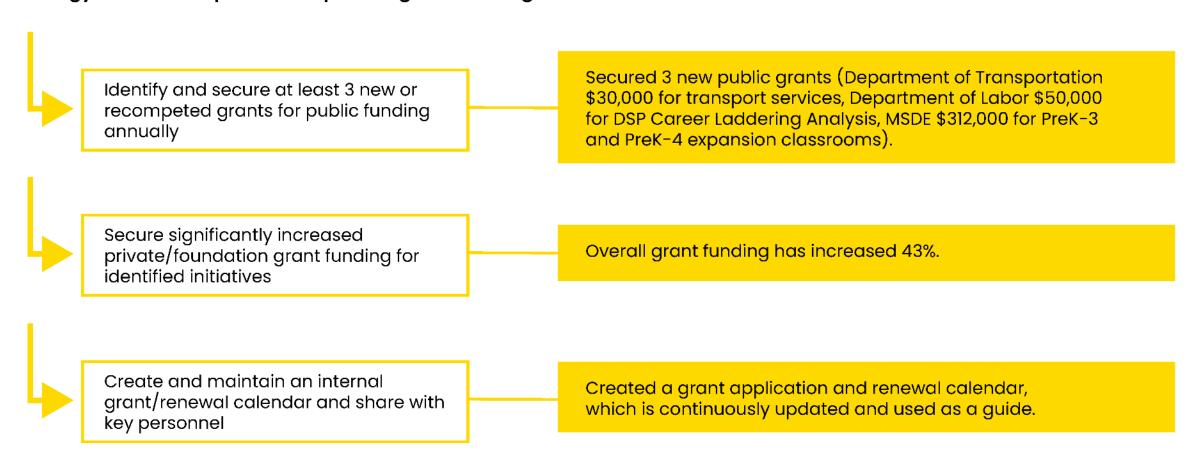
Goal 2 Objective 1-Increase corporate/grant/other fundraising to \$650,000 annually

Strategy A-Develop corporate partnerships

Partnered with SECU and Prudential for holiday gift giving to adults and children supported. Identify and cultivate corporate partners to sponsor events Partnered with Rebuilding Together on repairs and updates to Community Living homes (over \$50,000). Successfully renewed 80% of corporate partners in 2023 and Successfully renew current corporate partners and solicit new ones annually added 3 new corporate partners. Create a corporate sponsorship packet Created a sponsorship package for 65th kickoff celebration and connected with new sponsors through this package. which details opportunities for support Launched Welcome Home and created materials and webpage; Create a Welcome Home program to currently marketing to companies. support residential locations

Goal 2 Objective 1-Increase corporate/grant/other fundraising to \$650,000 annually

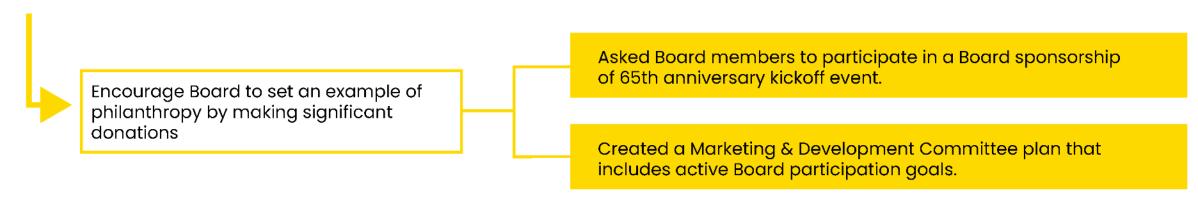
Strategy B-Increase public and private grant funding



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

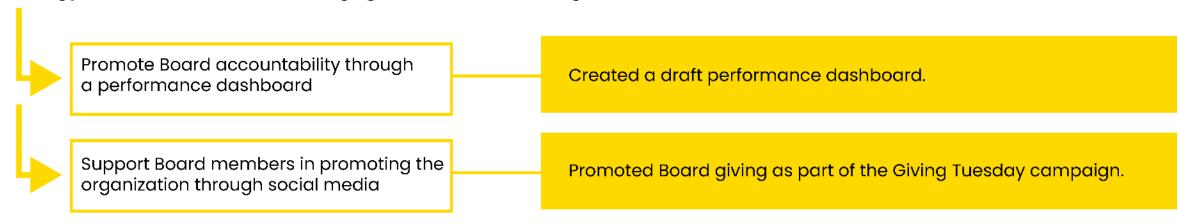
Strategy A-Increase annual membership contributions and engagement | Identify and implement ways to promote membership, including a summary of benefits | Developing a family-to-family membership drive for FY24. | | Host membership campaigns on social media and in other marketing materials | Promoted membership in an email banner through October.

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

Educate employees on revenue shortfalls and the impact of fundraising

Through Giving Tuesday promotions to employees, received over \$700 in employee donations.

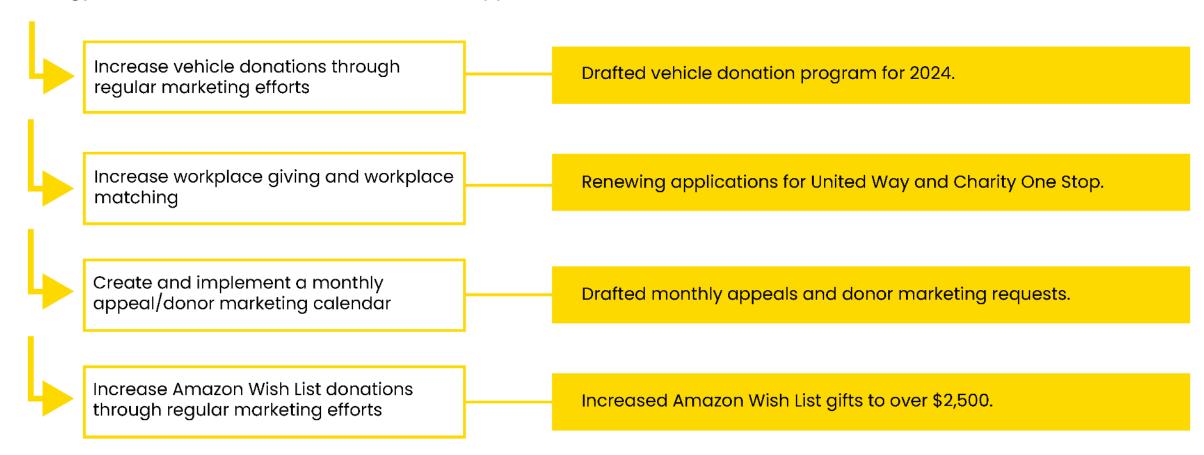
Strategy D-Develop opportunities to encourage family support

Launch an individual giving society with tiered membership benefits

Created a draft for tiered giving society, which will launch in 2024.

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

Strategy E-Increase success of other donation opportunities





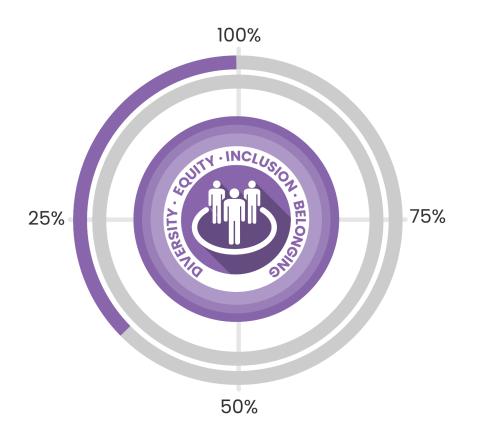


Diversity, Equity, Inclusion & Belonging

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

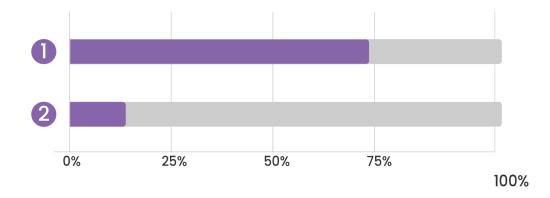
Goal 2-Demonstrate Workforce Equity

Demonstrate workforce equity, nurturing DEIB

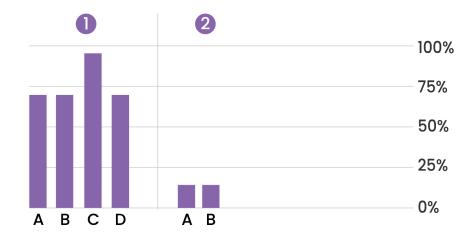
Diversity, Equity, Inclusion & Belonging

Goal 1 Objectives

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



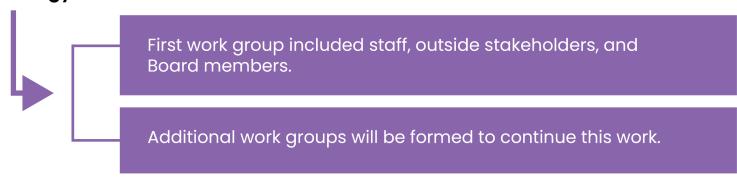
Goal 1 Strategies in Progress



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

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.

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.



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.

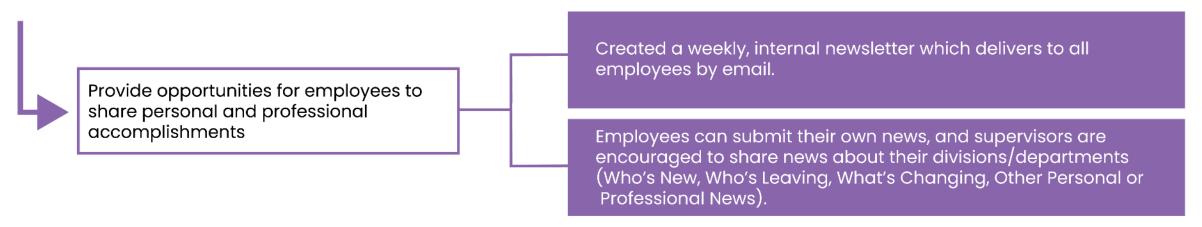
Survey themes included team relationships, supervisory relationships, connection & belonging, workplace culture, DEIB actions & efforts, and growth and opportunities.

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

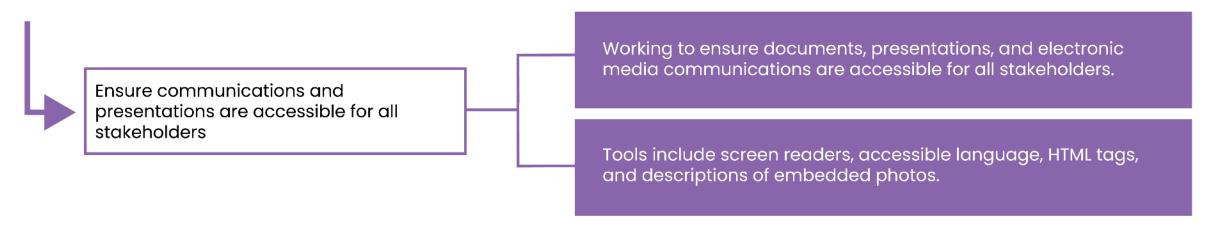
- Generally, staff feel connected to their teams and respected and supported.
- Staff see strong leadership for DEIB.
- Departmental dynamics are generally positive, with some underlying challenges.
- Not everyone felt their thoughts and opinions are valued.
- There are opportunities to bring more staff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

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









New Work Groups Forming Spring 2024

Contact DeborahM@arcmontmd.org to join a work group

Details also available at www.TheArcMontgomeryCounty.org