OUR PURPOSE & DIRECTION

MISSION

The Arc Montgomery County connects people of all ages and abilities with their communities to build inclusive and fulfilling lives.

OUR CORE VALUES

• INCLUSION

• CHOICE

• INNOVATION

• ADVOCACY

• INTEGRITY

In 2022, The Arc Montgomery County embarked on a strategic planning journey in partnership with the Center for Leadership and Innovation (CLI). CLI leveraged an appreciative, inquiry-driven, and strengths-based approach that facilitated whole-system engagement through a combination of virtual and in-person experiential, collaborative, and co-creative experiences. Their inclusive strategic planning process fostered transparency, increased accountability, harnessed the power of diversity, and positioned The Arc Montgomery County for future success.

The following roadmap graphic illustrates the framework—specifically designed to lead any team, organization, or community toward effective and efficient strategic decision making—behind CLI's approach. Through carefully designed, choreographed and facilitated conversations, CLI was able to unlock and amplify the collective wisdom and voices of the system. Embedded in the 6-D Model is a more familiar model within the strategic planning space; the SOAR (Strengths, Opportunities, Aspirations, and Results) Model, a powerful, appreciative, and outcomes-focused strategy tool that brings stakeholders together to fully appreciate and leverage the potential of their organization.
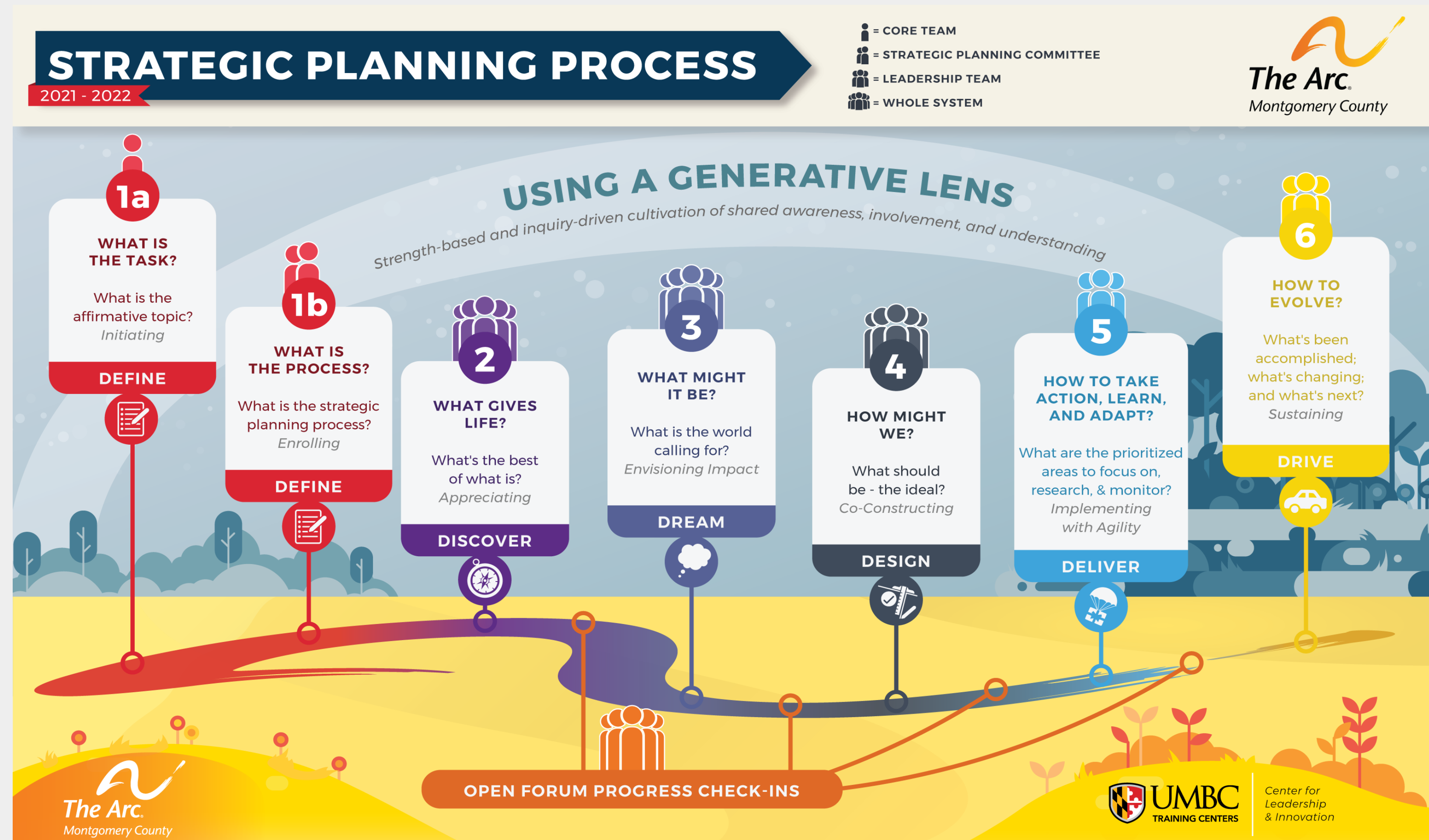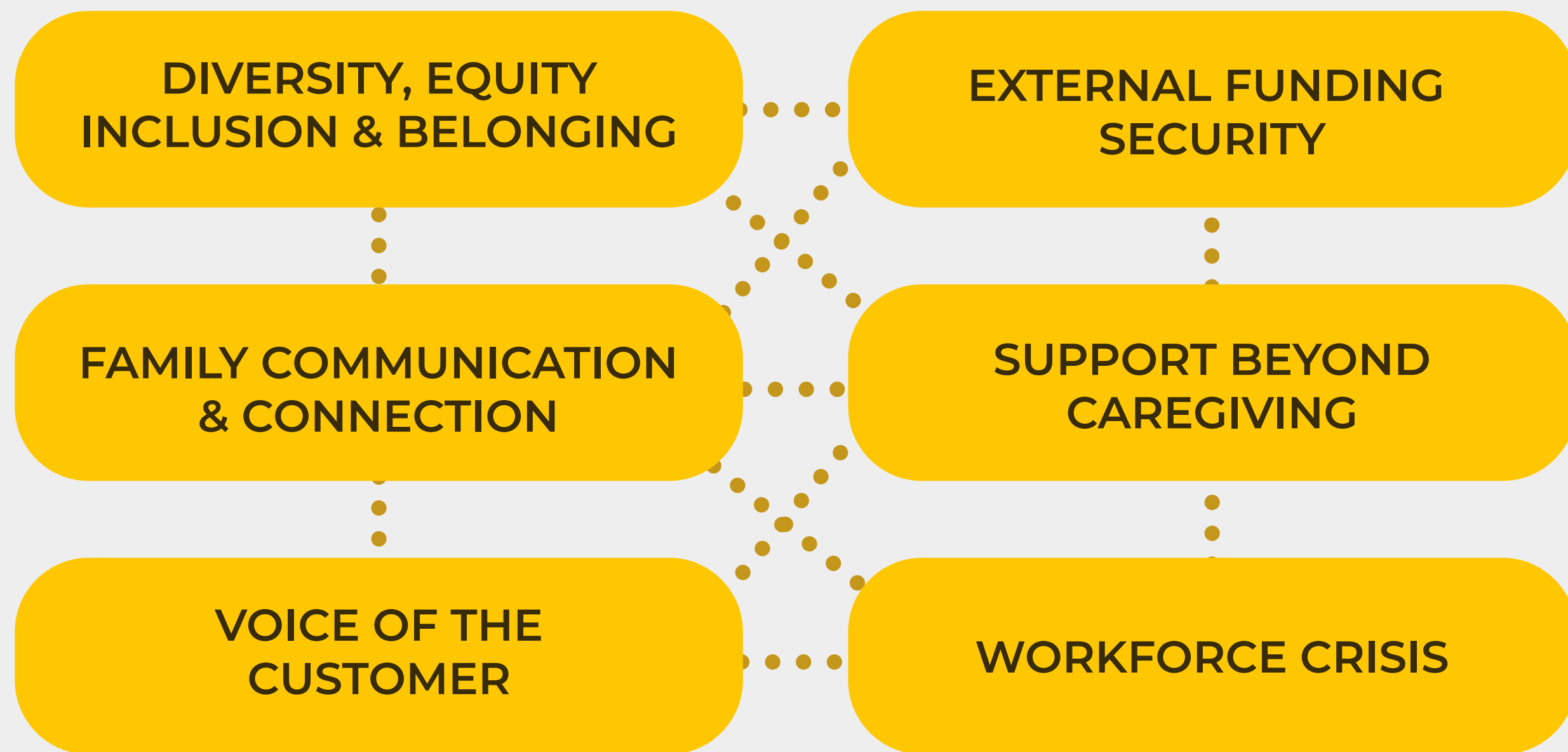

This graphic was specially designed for The Arc Montgomery County as a visual representation of the organization's strategic planning journey and to share with those across the system who helped along the way.

AREAS OF OPPORTUNITY & GOST

Emerging from the early phases of the strategic planning process were six (6) Opportunity Areas that have become the focus of the strategic plan. These Opportunity Areas, shown below as both separate AND interdependent and interconnected elements, together represent the prioritized strategic pillars for The Arc Montgomery County in the coming years. The following pages list each Opportunity Area in alphabetical order with Their associated Goals and Objectives. Operational plans and details that include specific Strategies and Tactics for each Opportunity Area are omitted intentionally.

DIVERSITY, EQUITY INCLUSION & BELONGING

EXTERNAL FUNDING SECURITY

FAMILY COMMUNICATION & CONNECTION

SUPPORT BEYOND CAREGIVING

VOICE OF THE CUSTOMER

WORKFORCE CRISIS

G — GOAL
A goal is what you would like to accomplish, a big idea. Presented as a broad statement of WHAT the organization wants to achieve and goals are more qualitative than quantifiable in nature.
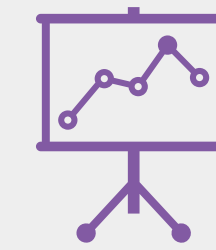
O — OBJECTIVE
An objective is measurable (quantifiable). An objective defines HOW much improvement will take place, and in what form.

S — STRATEGY
A strategy answers the basic question "How will we do it?" Strategies define a general approach or method.

T — TACTIC
Tactics are actionable - the tools used to pursue objectives. Tactics are written as specific activities that are implemented to meet objectives and execute on strategies.

DIVERSITY, EQUITY, INCLUSION & BELONGING

GOAL #1
Cultivate, sustain, celebrate and appreciate a dynamic and diverse workforce.

GOAL #2
Demonstrate workforce equity which focuses on individual needs and desired outcomes, nurturing diversity, inclusion, and a sense of belonging.

OBJECTIVE
Launch a diverse and comprehensive DEIB steering committee, guided by a professional consultant, to organize DEIB efforts and initiatives.

OBJECTIVE
Provide 100% of employees with opportunities to participate in events designed to facilitate belonging.

OBJECTIVE
Define workforce equity and measure where The Arc currently stands, interpreting the meaning of the results, and developing solutions to address identified issues.

OBJECTIVE
50% of employees feel their colleagues have a better understanding of and respect for their culture and self-identity.

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Montgomery County

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EXTERNAL FUNDING SECURITY

GOAL #1
Leverage a social entrepreneurial mindset and approach to create new funding streams which will support strategic initiatives.

GOAL #2
Increase overall financial support for the organization to sustained level of $3 million annually.

OBJECTIVE
Develop two pathways to generate revenue by supporting people without IDD, utilizing existing expertise and resources.

OBJECTIVE
Identify two new business opportunities which would generate a profit within three years.

OBJECTIVE
Connect with at least one social entrepreneurship expert to build strategies to support this goal.

OBJECTIVE
Strengthen 3-5 "external" fundraising revenue streams which will build financial sustainability, as evidenced by growth to a sustained level of $2 million annually.

OBJECTIVE
Strengthen "internal" fundraising revenue streams which will build financial sustainability as evidenced by growth to a sustained level of $1 million annually.

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FAMILY COMMUNICATION & CONNECTION

GOAL #1
Enhance communication between and among people supported, their families, and our team.

GOAL #2
Reimagine the use of technology to support better connections between and among people supported, their families, and our team.

OBJECTIVE
Create 3 new opportunities for people supported, families, and employees to connect on a personal level.

OBJECTIVE
Improve communication satisfaction by 50%, as evidence by feedback, ensuring information is accessible, shared, and delivered in a timely manner.

OBJECTIVE
Pilot 3 groups of family members to enhance their use of technology for understanding and engagement, as evidenced by self-assessments and feedback.

OBJECTIVE
Pilot 3 groups of people supported in using technology to connect with other people.

OBJECTIVE
Create a customer service department to address questions and resolve issues.

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SUPPORT BEYOND CAREGIVING

GOAL #1
Intentionally focus on people instead of programs, expanding opportunities for people supported to live meaningful and fulfilling lives.

GOAL #2
Push ourselves and our communities to challenge traditional paradigms and change the way we view and interact with people supported.

OBJECTIVE
75% of people supported who have not yet transitioned back into the community will participate in group meetings to address fears, concerns and supports needed.

OBJECTIVE
75% of people supported will have the opportunity to experience a new community-based activity which broadens their life experience.

OBJECTIVE
Engage with five new community organizations each year to build relationships which benefit people supported.

OBJECTIVE
Generate excitement about The Arc's work, as evidenced by continuously increasing social media, website, and email marketing statistics.

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VOICE OF THE CUSTOMER

GOAL #1
Empower people supported to have more input into and influence on making decisions which impact their lives.

GOAL #2
Cultivate deeper appreciation for the strengths, capabilities, hopes, and dreams of people supported.

OBJECTIVE
100% of employees are educated annually on how to implement a person-centered approach, offer choices, and address customer concerns.

OBJECTIVE
50% of people supported are provided with opportunities to participate in, and support during, formal training designed to enhance how they advocate for themselves.

OBJECTIVE
50 people supported, including some requiring 1:1, will establish and maintain personal connections with people in their community (not family or staff).

OBJECTIVE
Host biannual information sessions for the entire Montgomery County community to answer questions about people with disabilities.

WORKFORCE CRISIS

GOAL #1
Create and sustain a robust pipeline of passionate people who may be interested in or curious about working with people who have IDD.

GOAL #2
Reimagine our behaviors, practices, and policies to intentionally foster a thriving workforce.

OBJECTIVE
Increase applications from people who have the skill set to succeed as a DSP by 40% over three years.

OBJECTIVE
Broaden outreach efforts to specifically target connecting with three new groups of potential employees.

OBJECTIVE
Create at least two new ways for people to be employed with The Arc.

OBJECTIVE
Decrease unintended employee turnover rate by 25% over three years, distributed across all programs and departments.

OBJECTIVE
Implement three new flexibilities which are valued by employees.

OBJECTIVE
Implement two new training programs, one for supervisors and one for all employees.

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Daria Cervantes
Chief Executive Officer
The Arc Montgomery County

Constance U. Battle, MD
President, Board of Directors
The Arc Montgomery County

Throughout 2022, The Arc Montgomery County embarked on a Strategic Planning process unlike anything in our 64-year history. Throughout the 9+ month journey, we received an unprecedented amount of interest, participation, collaboration, input, and feedback which has all been incorporated in the plan you see here. We can say with confidence that this plan truly reflects what is important to the people we support, their families, our employees, board members, and Montgomery County as a whole. The six strategic opportunity areas addressed in this plan are interconnected. Success in one area will lead to success in others.

Now the hard work begins. Implementation of this plan will require focus and support from the Board of Directors, dedication by all employees, and input from those we support along the way. It will require each one of us to be open, to persevere, to debate, and to collaborate in order for The Arc Montgomery County to succeed.

When surveys go out, respond—we really want to know what you think! When new opportunities arise, give them a try!

We are committed to making this a living, breathing plan that will be regularly reviewed and updated. As situations change, we will adapt the plan accordingly while remaining focused on our strategic opportunity areas.

We invite you to join us on the journey to boldly reimagine the ways The Arc Montgomery County connects people with their communities to support meaningful, inclusive, and fulfilling lives.