



# 2020 – 2023 Strategic Plan

## **Vision**

*To empower ability-first within our programs and community by providing and supporting choices & inclusion.*

## **Mission**

*To provide support and services to persons with developmental disabilities so they can better live, work, learn, and recreate in the mainstream of life.*

## **Core Values**

### ***People First***

The Arc believes that all people with intellectual and developmental disabilities are defined by their own strengths, abilities and inherent value, not by their disability.

### ***Equity***

The Arc believes that people with intellectual and developmental disabilities are entitled to the respect, dignity, equality, safety, and security accorded to other members of society, and are equal before the law.

### ***Community***

The Arc believes that people with intellectual and developmental disabilities belong in the community and have fundamental moral, civil and constitutional rights to be fully included and actively participate in all aspects of society.

### ***Self-determination***

The Arc believes in self-determination and self-advocacy. People with intellectual and developmental disabilities, with appropriate resources and supports, can make decisions about their own lives and must be heard on issues that affect their well-being.

### ***Diversity***

The Arc believes that society in general and The Arc in particular benefit from the contributions of people with diverse personal characteristics (including but not limited to race, ethnicity, religion, age, geographic location, sexual orientation, gender and type of disability).

Dear Friends of The Arc,

We are pleased to share with you The Arc of Amador & Calaveras Three-Year Strategic Plan.

As an organization we are person centered and grounded in respect for all. We strive to achieve an atmosphere that is accessible and welcoming to everyone. We are responsible, transparent and accountable to our stakeholders and we strive to uphold the highest standards of corporate ethics and integrity.

The strategic direction and goals included in this plan are The Arc of Amador and Calaveras' response to its understanding of what its stakeholders value most about the organization, and current opportunities and challenges for offering a high quality system of support in the community for people with disabilities.

Our plan is a guide to quality organizational improvement, and as with any plan we may find reasons to enhance and adjust our goals and objectives as we work through the next three years with the economy and world changing around us.

We are confident that we have in place the leadership, personnel and processes to make informed changes as necessary, while always keeping in mind our mission and the well-being of the people we serve.

Thank you for your support and involvement – we look forward to sharing with you our legacy of quality programs, growth and passion for our community and the people we serve.

Karyn Gregorius  
Executive Director

Grant Reynolds  
President, Board of Directors

## **Executive Summary**

The strategic plan consists of six major goals that demonstrate the priority of the organization as strengthening the organization and increasing awareness of the organization within the larger community. Each goal was set with specific strategies and timelines to direct implementation.

The Arc of Amador and Calaveras is proud of its outstanding staff, history of advocacy, and its continuous delivery of quality, professional services and supports. With a focus on its mission, understanding of what it does well, and the environment in which it operates, The Arc of Amador and Calaveras will pursue the following strategic priorities:

### **Strategic Goals**

#### **Growth and Development**

1. Utilize The Arc's brand for community awareness and marketing.
2. Develop strategies for the formation of program expansions.
3. Insure continued quality service to stakeholders while facilitating growth.
4. Maintain Quality Standards and Secure CARF 3-year accreditation in 2021.

#### **Resource Development**

1. Redefine donor targeting and strengthen donor communications.
2. Identify opportunities for both public and private grants.

#### **Human Resources**

1. Create a plan for staff development.
2. Provide employees with fair and competitive wages and benefits.
3. Provide adequate technology to facilitate productivity.

#### **Financial Planning**

1. Develop a plan to increase reserves annually.

#### **Board Development**

1. Strengthen processes for the selection, orientation, evaluation and recognition of board members.
2. Re-evaluate governance structure with respect to future growth.

#### **Facilities**

1. Conduct an evaluation of safety issues for each program (Amador, Calaveras, Supported Living, and Supported Employment).
2. Create a formal facility and equipment maintenance list.
3. Plan for the agency's continued capital improvements.



**Strategic Plan 2020 - 2023**

| GROWTH & DEVELOPMENT   | Priority         | Timeline           |
|--|------------------|--------------------|
| <b>BRAND:</b><br>1) Continue to follow The Arc’s Visual Identity Guidelines<br>2) Commit to maintaining The Arc’s website, Facebook, YouTube and other social media accounts (all maintained by administration).   | 3<br>2           | Ongoing            |
| <b>PROGRAM EXPANSION:</b><br>1) Work to actively establish relations with local government officials and community partners and to inform them of organizational needs and how they might help to assist in furthering The Arc’s mission.<br>2) Attend local health and safety meetings as Arc advocates.<br>3) Continue transportation advocacy via Social Services Transportation Advisory Committee ( <b>SSTAC</b> ) in both counties | 2<br>1<br>1      | Monthly            |
| <b>CARF ACCREDITATION:</b><br>1) Continue to make compliance with CARF standards an ongoing priority.<br>2) Complete all Survey Preparation Guides.<br>3) Commit to documented quarterly reviews as listed, but not limited to, Agency Reference Notebook, Online CARF website, risk management, health and safety paperwork, Technology Action plan etc.<br>4) Complete resurvey in 2021; secure a 3-year accreditation.                | 1<br>1<br>1<br>1 | Quarterly          |
| RESOURCE DEVELOPMENT   | Priority         | Timeline           |
| <b>FUND DEVELOPMENT:</b><br>1) Commit to hosting a minimum of one large fundraising event per year.<br>2) Have an active presence in the community which will advance our mission by stimulating contributions, raise awareness and acceptance of The Arc and cultivate prospects for future giving.<br>3) Apply for a minimum of three grants annually to enhance programming and services already established.                         | 1<br>1<br>1      | Annual-<br>Ongoing |

| HUMAN RESOURCES  | Priority            | Timeline                   |
|--|---------------------|----------------------------|
| <b>STAFF DEVELOPMENT:</b><br>1) Commit to continued staff training which provides opportunity for the exchange of ideas and information which enhances the individual's capabilities and professional skills and increases service quality.<br>2) Commit to reviewing the current employee Salary Schedule and establish a fair and competitive wages and benefits with the outlook of maintaining longevity and forecasting budget crises.<br>3) Commit to review of the agency's current technology and develop an annual technology strategy to keep the organization working efficiently and effectively. Budget for upgrades and maintenance as funds become available. | 1<br><br>1<br><br>2 | Annual-<br>Ongoing         |
| FINANCIAL PLANNING   | Priority            | Timeline                   |
| <b>INCREASE RESERVES:</b><br>1) Increase the agency's reserve accounts to \$750,000 while allowing financial flexibility and enhancing the overall mission and vision of The Arc of Amador and Calaveras.  | 1                   | 12/31/23                   |
| BOARD DEVELOPMENT  | Priority            | Timeline                   |
| <b>RECRUITMENT / TRAINING / DIVERSITY:</b><br>1) Establish an annual community outreach for board recruitment.<br>2) Enhance board diversity by county, parents, community leaders, and stakeholders.<br>3) Utilize resources to assist in board trainings/recruitment strategies by researching board publications, tools available through Arc California & National, and CARF.  | 1<br><br>2<br><br>1 | Annual                     |
| FACILITIES   | Priority            | Timeline                   |
| <b>FACILITIES:</b><br>1) Commit to reviewing and evaluating the current safety policies for all programs while establishing amendments to current policies and creating improved safety checks/balances.<br>2) Maintain a facility and equipment maintenance list which will include capital improvements to be completed as funds become available.<br>3) Revisit the idea of selling the lone property in 2021.  | 1<br><br>2<br><br>3 | Annual<br><br><br>12/31/21 |

\*1 = Highest Priority Ranking

\*This plan shall be reviewed annually for relevance and accurate priorities. The plan will be updated as needed.

\*Adopted by the Board of Directors 1/27/20



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