



*The Arc*®

# Strategic Plan 2023-2026





Including and supporting people  
who have disabilities



# Mission

**Our mission at the Arc of Southwest Georgia is simple: create life-changing solutions for people with disabilities.**

## Theory of Impact

**We make a life of purpose and independence possible for our participants through our commitment to quality support, innovative service offerings, and continuous organizational evolution. Founded in 1963, The Arc of Southwest Georgia is a 501(c)3, non-profit organization that advocates on behalf of individuals with disabilities and their caregivers. By always putting people first, The Arc has grown to become one of the largest and most successful private-provider agencies in Georgia. Our organization believes that all individuals, regardless of disabilities or exceptional needs, have strengths, abilities, and inherent value and should experience the same opportunities, rights and freedoms as inclusive members of the community.**





**SQUAD  
HERO**

## Strategic Planning

To change the way the world defines and views disabilities, we must build a healthy culture and engaged team.

### Discovery

Essential to our strategic planning process was the input of multiple groups including our participants and their families, team members, and community stakeholders. Through ongoing meetings, interviews, and surveys, we learned about the identity and collective vision of The Arc of Southwest Georgia.

### Development

Throughout our year long process, we continued to iterate as we developed our enhanced mission statement, theory of change, beliefs, and vitals utilizing ongoing feedback loops. On this solid foundation, we built our three year objectives and key results.

### Execution

Our strategic planning efforts aim to refine our organization's identity, define our 3-year vision, and create the operational systems required to implement our strategy.





## **CORE VALUES AS AFFILIATED CHAPTER OF The Arc**

### **People First**

**We believe that all people with intellectual and developmental disabilities are defined by their own strengths, abilities and inherent value, not by their disability.**

### **Equity**

**We believe 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**

**We believe 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**

**We believe 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**

**We believe that society in general benefits 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).**

# Plan



Our strategic plan is defined by 3 core components: Identity, Vision, and Results.



## Identity

This represents the foundation of serving as our compass, our organizational vision clarifies what we believe and why we exist. It's home to the success indicators that measure our mission as well as a set of values to guide how our team works.

## Focus

Our Strategic Objectives direct our focus for the next three years and help to ensure our team is working collaboratively to achieve common goals. Over those three years we will set both annual and quarterly priorities to drive strategic activities.

## Results

Our Key Results define the concrete goals we seek to achieve and make our plan measurable. Serving as our primary indicator of organizational success, the measures we've used to define our Strategic Objectives hold us accountable to delivering on our Mission.



### 3 – YEAR STRATEGIC VISION

- The Arc of Southwest Georgia is recognized as the leader in disabilities service across South Georgia by the community stakeholders; donators and philanthropic sources; local and State government; the business community; individuals served and their families; and is well known for its commitment to service excellence, willingness to serve exceptionally challenged populations; advocacy on behalf of all individuals with disabilities and serving as a voice and platform to address unmet needs and secure the needed resources to meet those needs..
- Enhanced and expanded community engagement across South Georgia toward increasing support for a \$10 million annual budget with a minimum of 2% nongovernmental funding; and expanding funding sources to increase public awareness and education about available services.
- Raised expectations of and support for staff, board and volunteers with a progressive leadership succession plan and well-trained management throughout the organization so everyone is working for the benefit of those served and is aligned with the mission.

### 3 – YEAR STRATEGIC GOALS

#### **Program Performance and Development Goals:**

- Retain full three-year CARF Accreditation in support of an active Performance Improvement and Risk Management Process;
- Individuals served are more satisfied, active in the community and more “inclusion driven;” are more independent in terms of participation in pre-vocational and vocational training opportunities as well as supported employment.
- Better serving South Georgia with consistent high-quality services that follow “Best Practice” approach through the continued incorporation of CARF International standards and recommendations for improvement of overall service delivery.



## Resource Development Goals:

- Internal team-based capacity to realize a \$10 million budget with 2% nongovernmental funding, including individual giving, private pay, foundations, grants, corporate sponsorships;
- Pursuing increased government funding, including Georgia Vocational Rehabilitation Agency, Georgia Department of Behavioral Health and Developmental Disabilities, Georgia Department of Community Health, Georgia Department of Family and Children's Services, and Department of Education
- Increase the quality and accessibility of professional advocates to support people with I/DD and their families, including the development and training of parent advocate and self-advocate groups.
- Set clear direct services standards for best practices for person-centered supports for people with disabilities and their families. Implement a system of education, training and development to promote organizational improvement

## Human Resource Development Goals:

- Longer tenured staff that are committed to the mission and vision of the agency. decrease turnover rates by 2-3% while demonstrating year over year growth in team member engagement and retention.
- Performance based incentive plan that rewards positive job performance in compensation.
- Continued professional development of all staff to include Direct Support Professionals.

## Community Awareness, Outreach and Engagement Goals:

- Leverage The Arc of Southwest Georgia brand and logos in a consistent marketing and communications program, while embracing support for The Arc brand and logo as well.
- Participate and create community events that are family focused and integrate individuals served.



### **Program and Services Objectives:**

- Continue person-centered approach to expand both internal and external communication efforts toward increasing employee awareness and community awareness.
- Continue move to encourage and promote community inclusion through employment opportunities by removing barriers to hiring people with disabilities including giving businesses practical information and tools to build an inclusive workforce, creating entrepreneurial opportunities, expanding vocational opportunities in current program and implementation of supportive employment program.
- Continue development and expansion of Management Team role, function and execution through a consistent agency performance improvement and risk management program that promotes open discussion, data review and team-based approach for pursuing best practice principals and improve overall service delivery for individuals served.

### **Staff Development Objectives:**

- To develop the knowledge and skill of new staff needed to complete their job responsibilities at an adequate level of efficiency and effectiveness.
- Evaluate staff training and competency to reduce critical incidents
- Expand electronic recruiting and build a stronger program for creating potential pipelines of future staff via focusing on internships, partnerships with colleges and universities, and expansion of recruitment efforts to include volunteerism.

### **Revenue and Fundraising Objectives:**

- Research corporate grant giving, especially those that have employee giving and matching gifts.
- Develop a Site visit campaign/program with current and prospective donors to visit or invite key current and prospective major donors for a site or program visit / presentation.
- Expand individual giving donations by leveraging the list of donors and potential donors toward specific targeted fundraising efforts.

## Redefine our bar for excellence

The BEST, it's what we strive for, it's what our participants and community deserve. It is not enough for us to simply offer a support, we want to be able to confidently say it is making the lives of our families and individuals better. To accomplish this, we will focus on continuous quality improvement, continue to maintain industry leading accreditations, and deepen our investment in evidence based supports.

## Expand our impact through focused growth

Over 8000 in our community live with a disability and their needs are ever changing. It is critical we continue to expand our supports to reach additional participants and innovate to answer this call. In the next three years we will expand the total number of participants served, total programmatic offerings, and service geography.

## Transform the team member experience

Our team is the heart of our work, they work tirelessly to make profound, positive differences in the lives of our participants every day. Investing in them is investing in our individuals. We consistently strive to increase team education, compensation, and satisfaction. We want to continue to be known as an employer of choice in the community we serve.

## Invest in organizational sustainability

We know first hand how additional resources can transform our ability to meet our individual's needs. Through advocacy and outreach we will work to increase rates, secure new funding streams, and increase philanthropy to bring our plan to fruition.

# Legislative Agenda

State public policy is essential to ensuring Georgians with intellectual and developmental disabilities and their families receive equitable supports and services so that they can live inclusive and meaningful lives in their communities.

These public policies include:

**Civil Rights**

**Education**

**Employment**

**Healthcare**

**Housing and Transportation**

**State Budget**





### Redefine our bar for excellence

- Increase the number of evidenced based models used in programs
- Formalize theories of change for our core programs
- Continue to receive highest level of nationally recognized accreditation for our programs
- Demonstrate growth in our successful programs

### Transform the team member experience

- Demonstrate year over year growth in team member engagement and retention
- Increase compensation for team members across the organization
- Implement technology that allows our team to focus on individual supports
- Expand our professional development program, to additional areas of the organization

### Expand our impact through focused growth

- Create business plans for service lines with a focus on replication
- Replicate successful programs in additional surrounding counties
- Expand services available to individuals with both developmental and behavioral health disabilities

### Invest in organizational sustainability

- Sustain rate increases through Legislative appropriation and payer partners
- Secure new partnerships to diversify revenue streams
- Tell our story by increased engagement in marketing and publicity
- Demonstrate significant growth in annual and planned giving



**2200 Stuart Ave. | Albany, GA 31707**  
**229-888-6852 | [www.thearcswga.org](http://www.thearcswga.org)**