



Strategic Framework

2021-2024

The Arc of Massachusetts

03/05/2021

Plan Pillars

Community Equity and Access Addressing inequities in society for persons with disabilities and other disadvantaged groups	Success and Sustainability of The Arc Addressing the capacity of The Arc to realize its mission	Public Policy Advancing our mission in legislative, administrative & judicial branches while empowering constituents to act
Building Awareness	Funding	Budget & Legislative Advocacy
Technology	Organizational Diversity	Individuals & Families First
Inclusion/Self Determination	Succession & Training	Policy and Regulatory Advocacy
Equity & Civil Rights Alliances	Resource Allocation	

Community Equity & Access Goals*

	Year 1	Year 2	Year 3
Building Awareness	<ul style="list-style-type: none"> • Increase social media following by 25% • Review and update present outreach to families including webinars, website, and other efforts • Update external PR strategy 	<ul style="list-style-type: none"> -Increase social media following by 35% -Address inequities thru social & trad media -Use themes incl. stories to integrate awareness strategies (6 X in year) 	<ul style="list-style-type: none"> -Increase social media following by 30% -Evaluate external media strategy
Technology	<ul style="list-style-type: none"> -Identify college partner -Identify 3-5 state partners -Ident hardware partners & strategy to distribute to families 	<ul style="list-style-type: none"> -Build Community of Practice with Yr 1 partners (CoP) -Begin distribution through chapters/providers to 250 homes 	<ul style="list-style-type: none"> -Broaden CoP with providers & other groups -Double hardware distribution in Yr. 3
Inclusion/ Self Determina- tion	<ul style="list-style-type: none"> -Obtain grant funding for up to 8 innovation centers -ID and support chapters in center development 	<ul style="list-style-type: none"> -Implement innovation centers -Work with chapters to develop centers and promote to families -Establish regular schedule for a community of practice 	<ul style="list-style-type: none"> -Report on Innov Centers -Address funding needs for centers and supporting them
Equity & Civil Rights Alliances	<ul style="list-style-type: none"> -Document gap and plan to address Digital Divide -Outreach to potential Civil Rights (CR) Partners -OHC work in health equity & intersectionality 	<ul style="list-style-type: none"> -Implement CR w/partners & others -Hold quarterly meetings to build collaboration and goals -OHC implements intersectionality at all schools 	<ul style="list-style-type: none"> -Review progress with digital divide and set new goals with CR partners and others -OHC updates/focus on inequity

The Arc, Success and Sustainability Goals

	Year 1	Year 2	Year 3
Funding	<ul style="list-style-type: none"> • Increase annual fund by 35% • Develop integrated grant/major gift program and obtain one major gift/grant • Provide presentations to 5 corporation ERGs (or DRGs) 	<ul style="list-style-type: none"> --Increase annual fund by 25% -Procure one major grant or gift for program or advocacy of \$250,000 or more -Provide presentations to 10 corporation ERGs (or DRGs) 	<ul style="list-style-type: none"> -Increase annual fund by 25% -Procure one major grant or gift for program or advocacy of \$500,000 or mor -Provide presentations to 15 corporation ERGs (or DRGs)
Organizational Diversity	<ul style="list-style-type: none"> -Complete annual leadership profile -Incorporate diversity images @20% -Complete recruitment board/steering -Set staff diversity goal 	<ul style="list-style-type: none"> -Maintain Yr. 1 plan annually -Review with Chapters joint and separate diversity efforts 	<ul style="list-style-type: none"> -Maintain Yr. 1 plan annually -Review with Chapters joint and separate diversity efforts
Succession & Training	<ul style="list-style-type: none"> -Identify cross-training needs -Through board comm develop succession plan with key parties -Assess/address staffing 	<ul style="list-style-type: none"> -Evaluate cross-training -Discuss timing to implement activities as needed for succession 	<ul style="list-style-type: none"> -Continue succession plan
Resource Allocation	<ul style="list-style-type: none"> - Review present resource allocation - Project for 3-year plan 	<ul style="list-style-type: none"> -Complete or Implement Year 1 planning 	

Public Policy Goals

	Year 1	Year 2	Year 3
Budget & Legislative Advocacy	<ul style="list-style-type: none"> -Prevent post-COVID cuts & advance T22 -Expand abuse registry & 2 other priority bills 	<ul style="list-style-type: none"> -Advance Turning 22 and other key line items -Prepare bills for new session 	<ul style="list-style-type: none"> -Continue budget advocacy in new fiscal year -Prioritize bills during session
Individuals & Families First	<ul style="list-style-type: none"> -Identify and advance an array of individual/family support options* -Advance fam supp/day funding -Do research on AFC & other items 	<ul style="list-style-type: none"> -Advance updated goals w/researched items -Recruit new partners for advocacy 	<ul style="list-style-type: none"> -Fully integrate Indiv/Fam First with Budget & Legis Advocacy
Policy and Regulatory Advocacy	<ul style="list-style-type: none"> - Advance workforce thru new models, rates & legislation - Advance Tech Forward Report goals 	<ul style="list-style-type: none"> -Review workforce progress with chapters & trades -Set new goals for Tech Forward and field w/DDS, ADDP & other groups 	<ul style="list-style-type: none"> -Achieve adequate workforce funding -Achieve 50% Technology competence in DDS system