



*Building Bridges...  
Fulfilling Dreams...*

**Strategic Plan**  
2010 – 2015

# 2010 – 2015 Strategic Initiatives



Dear Friends of The Arc,

We are pleased to share with you The Arc of Northern Bristol County dba proAbility's Five –Year Strategic Plan. Our plan serves as a roadmap for our administrators, staff and board to follow as we progress through the changing world of vital services to persons with intellectual and developmental disabilities.

Our strategic plan was crafted over nine months of meetings, drafts and very careful deliberation. The Arc coupled our strategic planning process with a professionally guided leadership development program which reinforced our appreciation for the wisdom of all members of our organization. We grew in communication, appreciation and respect for each other and our roles in setting the course for the future of The Arc. The result is a plan with challenging goals, informed processes and vision as we strive to be the most innovative service provider in Bristol County Massachusetts and the State of Rhode Island.

As with any plan, we will find reasons to change and adjust our goals as the world continues to change 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. Please examine our plan and learn of the direction we envision our organization to be going. It is important for the future of The Arc that all members of our organization be informed, involved and invested. Thank you for your role in our legacy of highly professional, responsive and compassionate care for individuals with intellectual and developmental disabilities.

Valerie Zagami  
Chairperson, Board of Directors

Michael Andrade  
President and CEO

## Vision

*People of all abilities are empowered to succeed by making their own choices.*

## Mission

*To foster community partnerships, promote individual advocacy and create a pathway for growth and innovation by offering exceptional support and services to people with all abilities through the attraction, development and retention of superior talent who passionately demonstrate best practices.*

## Core Values

### People First:

All people must be treated with dignity and respect. Everyone has strengths, abilities and inherent value. People should be empowered to make informed decisions and choices.

### Democracy:

Nationally and locally, The Arc advocates for and with individuals on important issues, policies and services. We believe that each person has a unique voice and has the right to share their opinion.

### Visionary Leadership:

By staying true to our mission and partnering with others, we provide innovative, unique, creative services that enhance the lives of those we support.

### Community Partnerships:

We recognize that each individual is an integral member of a larger community including but not limited to family, neighborhood, city, state, nation, and world. To have a positive community presence, we encourage our community partners to include all people.

### Diversity:

The Arc values and insists upon diversity in its leadership and membership. The Arc actively pursues and welcomes diverse groups (including but not limited to race, ethnicity, religion, age, geographic location, sexual orientation, gender and level of disability).

### Integrity and Excellence:

The Arc proudly acts with integrity by practicing transparency and honesty in our business. Through constant quality assurance practices, The Arc aspires to excellence in all its work.

# Goals & Objectives

**Goal #1: The Arc of Northern Bristol County will deliver high quality services to underserved special populations.**

**Objective(s):**

- All services will achieve the highest level of certification possible by accreditation agencies.
- All services will ensure a customer satisfaction process where results will exceed its previous ratings.
- The agency will secure diversified funding streams to ensure needed services are available to children and adults with varying abilities.
- The agency will develop and implement a comprehensive Continuous Quality Improvement Plan that address services, policies, procedures and practices.

**Goal #2: The Arc of Northern Bristol County will expand its collaborations and partnerships to ensure a continuum of care for its customers.**

**Objective(s):**

- An analysis will be completed of existing partners and collaborators to identify areas of need and a plan will be developed to cultivate new partnerships.
- We will complete (4) joint venture activities related to housing and other appropriate areas.

**Goal #3: The Arc of Northern Bristol County will improve business practices and efficiencies by enhancing technology.**

**Objective(s):**

- The Arc of Northern Bristol County will implement a comprehensive MIS system that tracks all customer information and provides data for analysis, trends, and demographics.
- The Finance Office will secure and implement new technologies to improve efficiency, eliminate redundancy and ensure accuracy of data.
- The Human Resources office will utilize technology to improve data, reduce errors and improve communication with employees.

**Goal #4: The Arc of Northern Bristol County will invest in alternative energies to reduce its carbon-based energy consumption and implement “green” strategies to help the environment.**

**Objective(s):**

- All office locations will reduce their utility costs by 20% over the next five year period by utilizing energy efficient alternatives.
- At least 50% of products purchased by The Arc of Northern Bristol County will be environmentally friendly and meet “green standards.”

**Goal #5: The Arc of Northern Bristol County will further enhance our volunteers, personnel, facilities and systems infrastructure necessary to deliver quality supports to individuals served and staff employed.**

**Objective(s):**

- The Human Resources office will initiate a comprehensive organizational training assessment to address unmet needs of instruction for volunteers and personnel.
- The Finance Office will complete a comprehensive five year facilities plan that addresses operational needs for each office location that will include all buildings, equipment and vehicles.
- The Arc of Northern Bristol County will assess its infrastructure on an annual basis and provide necessary resources to realign necessary job responsibilities with future growth.

**Goal #6: The Arc of Northern Bristol County will attract, recruit and retain a competent and adequate workforce to address its service delivery needs.**

**Objective(s):**

- A comprehensive recruitment and retention plan will be developed and implemented by the Workforce Development Committee.
- The Human Resource Office will develop an improved applicant tracking system that provides data analysis on employment recruitment efforts.
- Leadership training modules will be developed and implemented to improve the education of all employees.
- Implement an internal communication plan to further enhance communication amongst all departments.

**Goal #7: The Arc of Northern Bristol County will implement a comprehensive marketing and fundraising plan to internal and external stakeholders and attract support for its mission, acquire resources for growth and advance its community impact.**

**Objective(s):**

- Build upon legislative partnerships and opportunities to educate the executive and lawmaking branches of government, to ensure their support to meet the needs of our constituency.
- Develop and implement an external communications plan.
- Conduct a comprehensive external assessment to identify areas of need for image, branding, and values.
- Design and implement creative fundraising strategies to attract support from demographically or geographically diverse populations.

# The Arc of Northern Bristol County Announces Merger with Two Bristol County Arcs

The Arc of Northern Bristol County announced it has merged with The Arc of Greater Fall River and The Arc of Greater New Bedford effective July 1, 2010. The merger will create a unified organization with the capacity to provide a larger menu of services to individuals with intellectual and developmental disabilities and their families.

All three Arc's involved in the merger have a history of over 50 years of service to the disability community and presently serve over 2,000 individuals. Each Arc will maintain its current name but be under the management of The Arc of Northern Bristol County.

"We take great pride in providing progressive and individualized services, meeting the needs of each person who seeks our help. The merger gives each organization increased capacity to better serve our region through centralized resources, expanded menu of service options, as well as flexibility and versatility to the services we can provide. In the changing economy of nonprofits, to merge into one efficient organization with a proven reputation of highly professional and compassionate care is the way to ensure continued exceptional service to our communities for generations to come," remarked Michael Andrade, President and CEO of The Arc of Northern Bristol County. "For families and individuals, we trust this merger will provide them with more options for services and a centralized place to get answers for their concerns."



## ADMINISTRATION OFFICE

141 Park Street, Attleboro, MA 02703  
Tel: (508) 226-1445 • Fax: (508) 226-1476  
Toll Free: (888) 343-3301  
Web: [www.arcnbc.org](http://www.arcnbc.org)

## THE ARC OF GREATER FALL RIVER

405 Pleasant Street, Bld. #12, P.O. Box 1943, Fall River, MA 02722  
Tel: (508) 679-0001 • Fax: (508) 679-9375

## DAY HABILITATION SERVICES

205 West Grove Street, Middleboro, MA 02346  
Tel: (508) 946-2121 • Fax: (508) 946-2195

## THE ADVOCACY RESOURCE CENTER OF GREATER NEW BEDFORD

412 B County Street, New Bedford, MA 02740  
Tel: (508) 996-8551 • Fax: (508) 996-8553

## PROABILITY

333 George Washington Hwy., Smithfield, RI 02917  
Tel: (401) 233-1634 • Fax: (401) 233-1674  
Web: [www.proability.org](http://www.proability.org)

## TAUNTON AREA RESOURCE CENTER

437 Bay Street, Taunton, MA 02780  
Tel: (508) 884-2971 • Fax: (508) 884-2964

