

**DRAFT - 5/3/2021 12:19 PM**

**Resolution Adopted by the  
Board of Governors of NYSARC, Inc.**

**WHEREAS**, NYSARC, Inc. (d/b/a The Arc New York) (hereinafter, “NYSARC”) is a not-for-profit corporation organized under the laws of the State of New York; and

**WHEREAS**, NYSARC operates in the various counties of New York State by and through its Chapters; and

**WHEREAS**, as early as 2015 NYSARC began to consider and plan for a strategic vision for the organization by the formation of the Strategic Visioning Workgroup; and

**WHEREAS**, during 2017 and 2018, the Board of Governors approved the implementation of a process to more directly link the State Office budget to organizational priorities and expenditures and established workgroups that began to work on several initiatives, including leadership attrition, financial and quality metrics, and collaborations; and

**WHEREAS**, in 2018 the Board of Governors directed the State Office to begin soliciting facilitators to assist in the development of a statewide strategic plan, under the direction of a strategic visioning committee the engagement of a consultant to begin, in earnest, strategic planning for NYSARC; and

**WHEREAS**, from early 2019 until now, the Strategic Visioning Committee has been working with the Mahoney Performance Institute (“MPI”) to develop the first phase of a strategic plan for NYSARC; and

**WHEREAS**, the work of MPI and the Strategic Visioning Committee included extensive stakeholder input of hundreds of individuals in the form of surveys, meetings, workgroups, and other methodologies; and

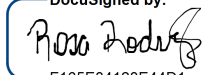
**WHEREAS**, the Strategic Visioning Committee has approved an initial strategic plan and seeks the approval of the Board of Governors to begin its implementation; and therefore

**BE IT RESOLVED**, that the Board of Governors NYSARC hereby approves:

- 1) A new mission statement for NYSARC as included in the strategic plan: “To provide people with disabilities the ordinary and extraordinary opportunities of life”; and
- 2) A strategy (a/k/a winning proposition) for NYSARC: “Leverage our size and financial strength, high quality, individualized services, and 70 years of family leadership to be the innovators in our field.”
- 3) A long-term aspirational future goal: “Over the next 10 years, we will create a universally strong, united organization that shapes the future of supports and services for New Yorkers with disabilities.”
- 4) A positioning statement for NYSARC: “We are the highest quality and largest provider of individualized services and advocacy for people with disabilities.”

- 5) The following strategic focus areas to implement our strategic decisions, including:
  - a. Refocusing our advocacy and government support efforts (“advocacy”)
  - b. Ensure financial stability (“financial”)
  - c. Clarify governance and roles (“governance”)
  - d. Ensure our products and services address the health and well-being of those we support (“supports and services”)
  - e. Attract and retain staff (“staff”)
  - f. Enhance diversity, equity and inclusion (“diversity”)
  - g. Brand the organization (“branding”)
  - h. Drive innovation in everything we do (“innovation”)
  - i. Drive a culture of execution and change management (“change management”)
- 6) the State Office together with the Chapters and volunteers to begin work on several prioritized initiatives as outlined in the strategic planning documents presented to the Board of Governors on April 29, 2021; and
- 7) the Executive Committee and Budget and Finance Committee to oversee the expenditure and allocation of resources to the strategic planning workgroups based upon recommendations by the Strategic Visioning Committee, which funds are expected to be exclusively supplied through the State Office budget line, surpluses and/or reserves.

**IN WITNESS WHEREOF**, I have set my hand and seal of NYSARC, Inc. as of the \_\_\_ day of  
05-03-2021 | 4:00 PM EDT  
2021.

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Rosa Rodriguez  
Secretary, NYSARC, Inc.