

Phase 2: Execution

Subgroups comprised of more than 50 individuals across the organization, including Strategic Visioning Committee Members, Board Members, State Office staff and Chapter staff developed actionable tactics in each strategic focus area. These tactics were evaluated for impact and feasibility. The following actions were selected to prioritize for immediate implementation:

GOVERNANCE

To clarify our governance and roles we will:

- Engage consultant to assist in formation of overall plan, including stakeholder engagement and research needs
- Outline a process for clarifying roles, including interaction/dynamics between roles
- Broaden stakeholder input
- Create and provide training on change management regarding clarified roles, accountability, and functions of stakeholder groups

ADVOCACY

To solidify the advocacy framework we will:

- Define advocacy
- Identify, activate, educate and engage advocates
- Define an internal group to discuss message and priorities
- Use data more effectively

DIVERSITY & INCLUSION

To enhance diversity and inclusion we will:

- Gather demographic data related to DEI
- Develop a career pathway for BIPOC DSPs and others
- Create DEI Strategies at all levels of the Arc New York
- Create a welcoming environment and inclusive culture
- Conduct outreach and collaboration with BIPOC communities

FINANCIAL STABILITY & BEST PRACTICES

To ensure financial stability & best practices we will:

- Develop a framework and metrics to maximize revenue, quality and best practices
- Promote current practices of excellence and innovation within the chapter network

STAFFING

To recruit & retain quality staff we will:

- Develop and implement a statewide marketing campaign and recruitment portal
- Develop a DSP career ladder, mid-level leadership program and training opportunities
- Establish a statewide DSP apprenticeship program
- Establish statewide universal trainings that are transferable between chapters
- Expand employee discount programs with local retailers

SUPPORTS & SERVICES

To ensure the programs & services we offer best meet the needs of the people we support, we will:

- Collect information from the Chapter Network regarding any new, modified or innovative programs they are providing
- Analyze current available funding
- Advocate for funding and regulatory change
- Identify and address barriers to innovation
- Develop vetted guidelines for program implementation at Chapter level

CHANGE MANAGEMENT

To support change across the entire organization we will:

- Implement an organization-wide change management/culture shift initiative to support the strategic initiatives and strengthen The Arc New York

STRATEGIC REEVALUATION AND RE-PRIORITIZATION

The Strategic Visioning Committee will continue to monitor the initial projects and prioritize future initiatives to ensure global operational stability, continuous improvement and innovation.