



The Arc[®]

South Shore

Strategic Plan 2026–2031



Our Mission & Vision

Mission Statement

The Arc of the South Shore supports people of all ages and disabilities in living full, independent lives. We do this by offering personalized, person-centered services, promoting inclusion in the community and advocating for their right to live their best lives.

Vision Statement

The Arc of the South Shore is deeply rooted in our community. We envision a future where every person with a disability and their family has the support, inclusion, and opportunities they need to live full and meaningful lives. As we celebrate 75 years, we will continue to offer and explore a wide range of services across all ages and disabilities. We will build on our leadership, experience, innovation and advocacy to keep improving and expanding our services.

Person Centered | Community | Transparency | Self-Determination | Diversity | Respect

Plan Overview and Intent

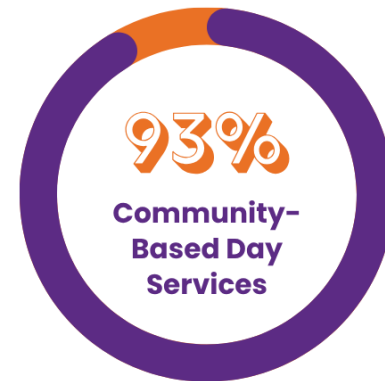
The Strategic Plan serves as a living roadmap that connects our mission, vision, and values to tangible action. Through shared accountability and collaboration, we will move The Arc forward together.

This five-year plan establishes an overarching framework that can evolve with external changes such as funding or federal policy shifts. It balances stability with flexibility.

By 2031, The Arc will be more connected, technologically capable, financially resilient, and deeply engaged with our community, an employer and provider of choice.



Satisfaction Survey Results by Program



What do our Stakeholders want?

INDIVIDUALS

- ❖ More accessible equipment
- ❖ More community outings
- ❖ More job or volunteer opportunities
 - ❖ Help with finding staff
 - ❖ More social opportunities
 - ❖ More skill building classes

FAMILY AND GUARDIANS

- ❖ Keep great staff
- ❖ Increase types of services and supports
- ❖ Offer more support to parents and caregivers especially during BIG life changes
 - ❖ More community activities
 - ❖ Increase advocacy opportunities
 - ❖ Find new partnerships for funding
 - ❖ More education and training programs for EI parents

What do our Stakeholders want?

STAFF

- ❖ Increase staff training and retention
 - ❖ Improve benefits
 - ❖ Improve technology
 - ❖ Professional Development
- ❖ More opportunities to interact with staff from other programs

COMMUNITY SUPPORTERS

- ❖ Increase staff training and retention
 - ❖ Expand services
- ❖ Increase community engagement
 - ❖ Develop new partnerships
- ❖ Provide more support groups for families
- ❖ Provide more advocacy information and opportunities

What are we doing well?

Communication

Providing
support to staff
and families

Celebrate
Accomplishments

Workplace
Culture

Help to make
connections

Inclusiveness

Commitment
to the
mission

Relationship
building

Where are there opportunities for growth?

Modernization
and technology

Staff
retention

More
offerings
for Adults
with ID/D

Community
visibility and
engagement

Support
groups

Fundraising

Education
and
training for
parents

Professional
development

Strategic Goals Overview



GOAL 1
STRENGTHEN AND
SUPPORT OUR
WORKFORCE



GOAL 2
IMPROVE AND
CONNECT OUR
TECHNOLOGY



GOAL 3
KEEP OUR FINANCES
STRONG



GOAL 4
IMPROVE AND
DELIVER HIGH-
QUALITY SERVICES



GOAL 5
STRENGTHEN OUR
PERSON-CENTERED
APPROACH



GOAL 6
DEEPEN COMMUNITY
ENGAGEMENT AND
PARTNERSHIPS



Goal #1: Strengthen and Support Our Workforce

Objective: By 2031, our team will be skilled, diverse, and committed to our mission. We will see this through better staff retention, more professional growth, and higher staff satisfaction.

Priority Actions:

- **Recruitment:** Bring in qualified and diverse candidates who care about helping people with disabilities.
- **Retention:** Create a positive and supportive workplace with fair pay, recognition, and chances to grow.
- **Professional Development:** Offer training, mentorship, and clear paths for career advancement.
- **Workforce Well-being:** Promote staff health, happiness, and engagement through supportive policies and practices.
- **Leadership Development:** Train and support future leaders to keep our organization strong and innovative.

Success Indicators:

- Hiring efforts consistently bring in new candidates
- Staff turnover decreases each year
- Positive feedback from staff, families, and the people we serve
- More opportunities for professional development and higher participation



Goal #2: Improve and Connect Our Technology

Objective: By 2031, The Arc will utilize technology to make work easier, improve communication, and give staff better access to information. This will help staff provide the best support and services possible.

Priority Actions:

- **Electronic Health Record (EHR)** – Put in place a new EHR system to make documentation, reporting, and care coordination faster and more organized.
- **Microsoft Tools:** Use Microsoft programs (Outlook, Teams, SharePoint, OneDrive) in the same way across the organization to help everyone work together smoothly.
- **Knowledge Sharing:** Create a central online hub (in Teams or SharePoint) where all staff can easily find policies, procedures, and resources.
- **Cloud Migration:** Move systems to the cloud to make them safer, more reliable, and easier to access from anywhere.
- **Staff Training & Support:** Offer regular training and tech support so staff feel confident using new tools.

Success Indicators:

- EHR system is fully in use by all relevant staff
- 90% of staff feel confident and happy using technology
- Staff spend less time on paperwork and documentation
- Services are delivered more efficiently, with better teamwork and communication



Goal #3: Keep Our Finances Strong

Objective: By 2031, The Arc of the South Shore will be financially stable and strong. This will allow us to keep offering high-quality services and invest in new opportunities for growth.

Priority Actions:

- **Diverse Funding** – Sustain and expand funding from a variety of sources, including state contracts, private pay, and partnerships.
- **Fundraising & Development** – Build strong relationships with donors and organize fundraising events to gain more community support.
- **Community Partnerships & Giving** – Work closely with community members and organizations to increase donations, sponsorships, and teamwork that support our mission.
- **Grants** – Find and apply for grants that match our mission and long-term goals.
- **Financial Responsibility** – Maintain good financial practices, transparent reporting, and effective management of resources.
- **Innovation & Growth** – Invest in new programs and services that help our mission and increase revenue.

Success Indicators:

- Strong financial health and savings
- Positive cash flow each year
- Growth in different types of funding
- Successful grant awards for key projects
- More community donations, sponsorships, and partnerships
- Clear results from investments in new programs and services



Goal #4: Improve and Deliver High-Quality Services

Objective: By 2031, The Arc of the South Shore will provide high-quality services that match our strategic goals. We will measure our progress, make continuous improvements, and ensure our work meets high standards.

Priority Actions:

- **Performance Metrics** – Create and track key performance indicators (KPIs) to measure progress toward each goal.
- **Quality Standards and Compliance**– Strengthen policies, procedures, and monitoring systems to make sure all programs meet high standards and follow all licensing and certification rules.
- **Continuous Improvement** – Use data, feedback, and proven best practices to keep improving our programs and services.
- **Staff Engagement** – Involve staff at every level in improving quality and tracking performance.
- **Accountability & Transparency** – Share updates and progress with the community and stakeholders to build trust and show results.

Success Indicators:

- Key Performance Indicators for all goals are tracked and reported each year
- Measurable improvements in service quality shown through feedback, data, and audits
- Staff participation in improvement projects meets or exceeds targets
- Annual reports show that programs align with our goals and produce positive results



Goal #5: Strengthen Our Person-Centered Approach

Objective: By 2031, every person we support will receive services that focus on their individual goals and choices. Our goal is to help each person live a meaningful, independent life and feel fully included in their community.

Priority Actions:

- **Individualized Supports** – Make sure services match each person’s unique goals, preferences, and needs.
- **Voice and Choice** – Encourage individuals and families to take an active role in planning and making decisions about their supports.
- **Staff Training** – Offer ongoing training so staff understand and use person-centered practices in their daily work.
- **Feedback and Outcomes** – Collect feedback from individuals and families to measure satisfaction and guide improvements.
- **Community Engagement** – Build strong connections between the people we support and the wider community through education, partnerships, and shared advocacy.
- **Inclusion & Advocacy** – Create opportunities that promote belonging, independence, and full participation in community life.

Success Indicators:

- High satisfaction scores from individuals and families
- All staff trained in person-centered practices and positive behavioral supports
- Policies and procedures reflect person-centered values
- More opportunities for individuals to engage and be included in their communities



Goal #6: Deepen Community Engagement and Partnerships

Objective: By 2031, strengthen connections with individuals, families, community partners, and the public to build greater awareness, teamwork, and support for The Arc's mission.

Priority Actions:

- **Outreach and Awareness** – Share The Arc's story and impact through events, personal stories, and media to increase visibility in the community.
- **Partnerships** – Build and maintain strong relationships with schools, employers, healthcare providers, and other community organizations.
- **Advocacy Engagement** – Encourage community members to take part in advocacy efforts that support inclusion and fairness for all.
- **Volunteerism** – Offer more ways for volunteers to get involved by sharing their time, skills, and talents.
- **Family and Participant Connection** – Create more chances for families and individuals to connect, learn from each other, and build community.
- **Community Giving** – Encourage local donations and sponsorships that support inclusion and belonging.

Success Indicators:

- More active community partnerships and joint projects
- Growth in volunteer participation each year
- Higher public awareness and community involvement
- Increase in local giving and sponsorships
- Positive feedback from individuals, families, and partners about engagement efforts