



Greater Brockton

*Supporting Families and Individuals
with Varying Abilities in Southeastern MA*

Three Year Strategic Plan

July 1, 2022 through June 30, 2025



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Introduction

The Organization:

The Arc of Greater Brockton (AGB) is a non-profit 501 (c) (3) independent local chapter of The Arc of the United States (The Arc), and The Arc of Massachusetts. Our mission is to work in partnership with, and for, the community to provide advocacy, information and direct services for children and adults with intellectual and developmental disabilities, and autism spectrum disorders. Our services provide choice and empowerments while supporting individuals as they strive to realize their personal goals. We promote independence, respect and dignity. We fulfill this mission by advocating on a local, state and national level for the rights and general welfare of children, adults and their families.

A dedicated and professional staff implements the program of work, which is governed by a volunteer Board of Directors representing families, businesses and the community as a whole. Our diversity of services provides a holistic approach to support the evolving interests and needs of our participants and their families.

The organization provides services within an eleven-community region consisting of Abington, Avon, Bridgewater, Brockton, East Bridgewater, Easton, Holbrook, Rockland, Stoughton, West Bridgewater, and Whitman.

The Arc of Greater Brockton works in collaboration with the State Department of Developmental Services, Mass Health, Department of Elementary and Secondary Education, Mass Commission for the Blind, Mass Rehabilitation Commission, and many other state and federal partners in providing quality programs and services to support our participants and their families.

The AGB has four primary areas of operation consisting of Community Based Day Supports, Employment Services, Day Habilitation and Family Support. The organization also operates three business entities: The Redemption Center, Lawn Care Services, and Identogo Finger Printing. These business entities provide skill development and employment opportunities for the participants we service. The organization operates out of one 20,000 SF facility, located at 1250 West Chestnut Street in Brockton.

The organization provides direct services to approximately 120 participants within its facility every day, as well as over 300 families in the region throughout the year. The overall goal of the organization is to provide a diversity of quality services and programs through a holistic approach in support of the evolving interest and needs of our participants and their families.



The Strategic Plan:

The Strategic Plan is for the period of July 1, 2022 through June 30, 2025, which encompasses three fiscal years (FY23, FY24 and FY25). The AGB fiscal year is a July 1 through June 30 period of time. The Strategic Planning process was guided by the Leadership Team of the organization, consisting of the Executive Director, Board of Directors and the individual Department Directors.

The development of the Strategic Plan document began in January, 2022, and over a six month period the Leadership Team completed an extensive outreach effort to solicit ideas and opinions from a variety of stakeholders associated with the organization. The overall process consisted of electronic surveys and focus group meetings among families, participants, staff, volunteers and community partners.

The Leadership Team compiled the input and ideas generated over a six-month period, and developed a list of priorities that focus on the following:

- ✓ Guide the Overall Growth and Expansion of the Organization
- ✓ Improve the Physical Environment and Strengthen Supportive Programming
- ✓ Continue the Implementation of Improvements to the Existing Facility
- ✓ Strengthen and Expand Existing Program and Service Offerings
- ✓ Maintain Quality Events, Proactive Advocacy, and Effective Fundraising
- ✓ Foster and Support Staff and Volunteer Development
- ✓ Ensure all Policies and Procedures Meet Industry Accepted Accreditation Standards

Within each Specific Area of Focus the Strategic Plan identifies a list of priorities with a timeline to undertake the outlined goals and objectives.

Strategic Plan Highlights

- Establishment of at least one additional location to enable the organization to expand its program and service offerings within the 11-community region.
- Increase the size and expertise of the AGB Team, including the enhancement of communication, emotional and behavioral skillsets among the staff to effectively address the needs of a diverse population.
- Prioritize outreach, collaboration and communication to effectively reach and connect with individuals, families, partners, sponsors and providers.
- Provide diverse and relevant programs, services and activities to meet the needs and expectations of participants – supporting choice, independency and growth.



Methods Used to Generate Input and Ideas

- A 20 Question Survey was sent via mail and email to 525 families, caregivers and partners that utilize the services and resources of The Arc of Greater Brockton.
- A 15 Question Survey was sent via mail and email to 90 full and part-time staff of The Arc of Greater Brockton.
- A staff one-day retreat was held in January 2022. A portion of the Retreat was dedicated to discussions on the future direction of the organization and generating ideas for the Strategic Plan.
- A Strategic Planning discussion was held between representatives for the Massachusetts Department of Developmental Services and the Leadership Team of The Arc of Greater Brockton.
- Each of the four departments within the organization held Strategic Planning discussions among their individual teams, and provided department specific, and organization wide, input and ideas.
- Participants in our Day Habilitation and Community Based Day Programs were asked their opinions and ideas via an individualized survey completed with the assistance of AGB staff.
- The AGB Board of Directors held several Strategic Planning discussions which included the sharing of their individual ideas and priorities, as well as review all of the input and ideas received from stakeholders.

After thorough review and consideration of all very worthy and well-presented ideas, the Board of Directors developed a list of priorities and recommended timeline – identified as The Strategic Plan.



The Arc of The US National Strategic Priorities

The Arc of Greater Brockton will remain mindful of The Arc National Strategic Priorities, and will incorporate these principles whenever possible as it implements the goals and objectives identified in the 2022 – 2025 Strategic Plan.

- 1. Build The Movement.** The Arc will organize and mobilize a more powerful national movement of people with intellectual and developmental disabilities, their family members, and supporters to be activists for change.
- 2. Speak Truth To Anyone Who Will Listen, And Those Who Will Not.** The Arc will work with people with intellectual and developmental disabilities and their families to amplify their stories, call for recognition of their human dignity and the day-to-day challenges they face, affirm their abilities and contributions, and demand change.
- 3. Advocate.** The Arc will aggressively advance the interests of people with intellectual and developmental disabilities and their families before the executive and legislative branches of government and the courts, and influence the practices of other private and public sector organizations.
- 4. Extend Our Reach:** The Arc will expand and sustain our presence as a critical part of the fabric of every community where people with intellectual and developmental disabilities live.
- 5. Innovate:** The Arc will capitalize on the collective knowledge and creativity of our federation of chapters to envision, pilot, and implement new and improved programs, supports, and services and to create new opportunities for people with intellectual and developmental disabilities and their families that they need and want.



Family Survey Responses Snapshot

Total of 76 Respondents

Approximately 525 surveys were sent to families and guardians who currently utilize the services and resources provided by The Arc of Greater Brockton. The surveys were mailed and included a self-addressed stamped envelope for their return, and emailed via the AGB Newsletter. The following is a brief summary of the responses received to the primary questions.

The survey also provided an opportunity for responders to provide specific input, ideas and opinions on each specific question, and the organization as a whole. As a result, the organization received a variety of good suggestions/ideas on a variety of topics. Although not everything is able to be incorporated into the Strategic Plan Document, it is important to note that input will continue to guide the Board of Directors, Leadership Team and staff in the day-to-day operations, as well as in future long-term planning.

Family Survey Responses Snapshot

76% of the respondents rated the programs and activities offered to Participants as Very Good to Excellent.

79% of the respondents rated the quality of support services and resources available to family members and/or guardians as Very Good to Excellent.

78% of the respondents feel that the Participants experience at The Arc of Greater Brockton is Very Good to Excellent.

83% of the respondents note that the responsiveness of staff to an inquiry and/or question as Very Good to Excellent.



Family Survey Responses Snapshot

83% of the respondents noted a Very Good to Excellent perspective on the staff at The Arc of Greater Brockton.

84% of the respondents noted a Very Good to Excellent perspective on The Arc of Greater Brockton as a whole.

77% of the respondents noted that the organization should establish another service location/facility within our 11-community region.

Incorporating the Following Skill Development Programs and Services were a common theme throughout the Survey responses by Families and Guardians.

Social Skills Development
Employment, Career and Job Development Training
Life Skills such as cooking, cleaning shopping, finances
Motor and Communication Skills
Learning to Drive Training
Sign Language



Participant Input

The organization provides direct services to approximately 120 participants within our 1250 West Chestnut Street facility during the day, smaller groups in the evenings and weekends, as well as over 300 families through a variety of in-home services.

On an annual basis the AGB Team solicits ideas from participants to review their individual goals and objectives identified in their Individual Service Plans. Included within this process is an opportunity for participants to provide input and ideas on the programs, services and activities offered to them in the day programs, as well as the overall physical surroundings and environment of the facility.

The following is a general summary of the thoughts and ideas generated from input by participants that influenced the Strategic Plan Priorities.

General Findings and Notes from Survey of the Day Habilitation Program Participants

34 of the 42 Participants Responded to the Survey

More than 75% of participants are satisfied with current goals and 75% of the participants contribute in the development of the goals. The Day Habilitation (Day Hab) program will develop strategies to increase individual participation in goal development. 88% of participants in the Day Hab are satisfied with the program, with less than 5% being dissatisfied.

Most of the suggestions for activities are already offered to individuals and are being participated in on a regular basis. The Day Hab program will continue efforts to community map and offer different venues in offering inclusive activities. The suggestion by participants for how to improve the Day Hab program was to offer more of the activities already provided.

Participants of the Day Hab program discuss human rights on a regular basis and 79% of participants recall those conversations. The participants feel that they are treated with respect as indicated by 85% of participants. There will be continued staff development on interactions and human rights to increase this number.

Most participants responding to the survey answered that they feel safe within the facility. The Day Hab team will address issues that are within their purview with regard to the physical elements of the building, and ensuring access to walkers and keeping the area clear of any potential fall hazards. A significant safety hazard is in the process of being removed through an exterior renovation project that will eliminate a long handicap accessible ramp system to enter the facility.



General Findings and Notes from Survey of the CBDS Program Participants

54 of the 73 Participants Responded to the Survey

95% of the respondents expressed that they were satisfied with their annual objectives.

98% of the respondents expressed that they feel that AGB staff are supporting them in meeting their objectives.

95% of the respondents expressed that they like participating in CBDS Programs.

98% of the respondents expressed that they feel they are provided good choices of activities.

100% of the respondents expressed that they like the AGB staff.

100% of the respondents expressed that they feel they are treated with respect.

100% of the respondents expressed that they like their peers.

100% of the respondents said they feel comfortable in the facility.

96% of the respondents expressed that they do not have any unmet needs.

Participants requested that the organization add more of the following programs: money management, cash register operation, cleaning, first aid and CPR.

Participants expressed interest in the following Skill Development Programs: Sign Language, Music Lessons, Cooking, Self Defense, Poetry and Writing.



Staff Survey Responses

Approximately 90 surveys were sent to full-time and part-time staff of The Arc of Greater Brockton. The surveys were mailed and included a self-addressed stamped envelope for their return, as well as emailed. In addition to the surveys, staff were able to express their thoughts and ideas through a one-day strategic planning session, and individual strategy discussions conducted within the individual departments.

The survey also provided an opportunity for staff to provide specific input, ideas and opinions on their individual views on the organization, and their work experience. Responders provided a great deal of quality and constructive feedback on a variety of topics. Although not everything is able to be incorporated into the Strategic Plan Document, it is important to note that the input will guide the Board of Directors and Staff Leadership Team in their efforts to make The Arc of Greater Brockton the best place to be as a participant, and the best place to work as a member of the AGB team.

Survey Responses Snapshot

41% of the respondents rate the programs and activities offered to participants as Excellent to Very Good, while another **41%** said they were Good.

82% of the respondents expressed that they felt the organization is moving in the right direction.

63% of the respondents supported an expansion, and to locate a new facility in another community within our 11-community region.

>>> In response to a question about the physical components of the facility the majority of staff agreed that more space is needed to maximize our offerings.



Strategic Planning Priority Themes From AGB Staff

The following is a synopsis of the themes, ideas and needs expressed during the January 2022 Strategic Planning and Development Session, and by Departments as part of their individual Strategic Planning Discussions.

Program and Service Offerings for Participants and Families:

- The organization should offer more skill development and engaging programs to meet the participants needs/interests. Ideas shared include: Sign Language, Self Defense Classes, CPR, First Aid, Martial Arts, Anti-Bullying and Writing Skills.
- Strengthen the CBDS Mobile initiative where participants are out in the community all day – not in the facility. Incorporate the “Without Walls” new service model by DDS.
- Expand Employment Services offerings, especially after hours and in the evening.
- Establish better transitional programming for the under 22 population.
- Establish programs that help parents who have intellectual and developmental disabilities.
- Provide Long-term parenting resources and services.
- Establish a service model to provide specific resources/services for participants that suffer with Dementia and Alzheimer’s.
- Establish a retirement training program for participants to prepare them for life after work.
- Establish a dedicated computer lab for families to access and completing online applications, forms and other electronic correspondence.
- Expand physical and community activities opportunities with other Arcs, such as creating teams to have a basketball tournament, bowling tournament etc.



Program and Service Offerings for Participants and Families – *Continued*:

- Establish a collaboration with Special Olympics and begin the process of establishing a few teams of interest among participants – bowling may be a good start.
- Improve the programming for participants, and create individualized programming as appropriate. Create options to keep younger participants engaged. Pair participants together that have the same interests.
- Collaborate with vocational schools in the region to expand programming.
- CBDS will increase their Community Outings from 2 to 3 a day.
- Employment Services will steadily increase each year the number of participants that obtain a new job; number of individuals working more than 15 hours per week; number of internship placements; and the number of new participants in the overall program.

Organization Expansion Opportunities:

- There is an overall general consensus that the organization needs to expand by establishing additional locations in the region. The two program areas primarily identified are the Family Support Center and the Redemption Center.
- Several ideas were shared regarding new business opportunities to create employment opportunities for the participants. Business ideas included a Coffee Shop, Laundromat, Farm Enterprise, Food Truck, and Retail Store selling items made by the Participants.
- Create a little pop-up store as part of the Redemption Center to sell items made by participants, as well as shirts and items with The Arc logo on them.
- Establish a Drop-in Center for young adults in the region.
- Create an Afterschool program for individuals and families.
- Providing Adult Foster Care Services (AFC), and new Respite opportunities to support families could be a significant revenue source, as well as support for families in our region.
- Create a Daycare facility run by college students that will be utilized by staff and the families we serve.



Outreach, Events and Advocacy:

- Improve connection and collaboration with each of the school districts within the region, especially the SEPACs (Special Education Parent Advisory Council). Ensure families are aware of the resources and services for the turning 22 population.
- Better marketing overall to help families understand the services and resources available to them from The Arc, as well as from state/federal agencies.
- Have regular Open Houses, and Group Tours of the facility for families associated with the schools in the region.
- Advertise at certain venues like The Rox, high school sporting events and increase our social media presence. Have more clothing items with our logo on them.
- Invite employers in for lunch meetings, offer tours for businesses, and provide ADA compliance training for employers.
- Utilize the programming opportunities available at Brockton Community Access Television.
- Provide staff and participants more information about local and state initiatives, and develop better connections with local, state and federal representatives.
- Have more regular meetings with participants and give them regular surveys to find out what programs they like and want.

Facility Improvement Needs:

- Improve the bathrooms throughout the facility by increasing the number of stalls, and possibly have a separate bathroom for staff and visitors.
- Undertake an expansion/renovation of the Day Hab Nursing Office and bathrooms, including the reconfiguration of the entrance and conversion of storage area into program space.



Facility Improvement Needs - Continued:

- Establish a dedicated area in the facility to provide support for children/individuals while parents are participants in a Support Group.
- Install an alarm/answering system at all entrances to alert staff when visitors arrive for After-Hours activities and programs. Each entrance should have a camera as part of the answering system to identify the entrance the visitor is at.
- Family Support and Community Based Day Supports need more Program Space.
- Increase the number of vehicles to meet the transportation needs.

Personnel and Staffing:

- Hire New Staff with specialized skill sets such as a Applied Behavior Analyst, Speech Language Pathologist / Therapists, Counselor/Therapist, Education Advocate.
- Increase the Employment Services team through Per Diem Job Coaches, and increase staff in general to improve the staff to participant ratios.
- Restructure the Administration Staff, which will include the addition of full and part-time roles in Development, Marketing/Communications, Administrative/Customer Service, Human Resources, and Accounting/Bookkeeping.
- Increase staff development and training opportunities in a variety of areas including, SSI, ISPS, ASL, Computer Skills, Human Rights, Financial Literacy, Disability Topics, De-escalating Techniques, Cultural Competency, Social Stories.
- Provide opportunities for staff to share ideas, learn from one another, and generally improve the overall communication among staff and departments.
- Establish more incentive programs and recognition opportunities for staff.



Strategic Plan Goals and Objectives

Three Year Timeline

The following section identifies the Goals and Objectives with associated Action Items over a Three Year Period.

The Leadership Team compiled the input and ideas generated over a six-month period, and developed a list of priorities that focused on the following:

- ✓ Guide the Overall Growth and Expansion of the Organization
- ✓ Improve the Physical Environment and Strengthen Supportive Programming
- ✓ Continue the Implementation of Improvements to the Existing Facility
- ✓ Strengthen and Expand Existing Program and Service Offerings
- ✓ Maintain Quality Events, Proactive Advocacy, and Effective Fundraising
- ✓ Foster and Support Staff and Volunteer Development
- ✓ Ensure all Policies and Procedures Meet Industry Accepted Accreditation Standards

Within each Specific Area of Focus the Strategic Plan identifies a list of priorities with a timeline to undertake the outlined goals and objectives.

Each Specific Area has a single priority highlighted in yellow, designating it as a top priority. The priorities highlighted in blue reflect the 2nd and 3rd highest priorities for that specific area.

Objectives Highlighted in **Yellow** are Priority 1

Objectives Highlighted in **Blue** are Priority 2 & 3

The Arc of Greater Brockton - Strategic Plan Goals - Final Draft
 July 1, 2022 Through June 30, 2025

Yellow Reflects Priority 1

Blue Reflects Priority 2 and 3

	FY 2023		FY 2024		FY 2025		Estimated FY23	Budget FY24	Impacts FY25
	July 1, 2022	June 30, 2023	July 1, 2023	June 30, 2024	July 1, 2024	June 30, 2025			
Organization Program and Services									
Increase the number of Skill Development Programs such as Self-Defense, Sign Language, Writing, CPR, First Aid, Etc.			Determine need and develop a plan to implement.	Begin Implementation of Plan as resources are available.	Continue implementation of plan as resources are available.			\$25,000	\$50,000 (2 Years)
Expand Resource Group Offerings such as Life Planning, Turning 22, Transition, Helping Parents with Disabilities, Etc.			Determine need and develop a plan to implement.	Begin Implementation of Plan as resources are available.	Continue implementation of plan as resources are available.				
Create additional Employment Training Opportunities for Participants in the late afternoon and early evening.			Identify need and resources required.	Begin adding Training Opportunities as able to do so.	Continue adding Training opportunities as applicable.				
Increase Community Outings in CBDS and Day Hab			Identify additional Outing Places and resources needed.	Add one additional Community Outing each day.	Maintain the increased number of Community Outings				
Develop Partnerships and Collaborations with other entities such as Special Olympics, Fellow Arc's, and others.			Identify a list of potential partners and begin outreach efforts.	Develop a plan to implement new collaborations and initiatives.	Implement one new collaboration each new fiscal year.				
Events, Advocacy, Fundraising									
Develop connections with all school districts			Develop a strategy and begin implementation.	Attend School Meetings and engage with contacts - 3 new schools a Qtr.	Continue outreach and engagement process.				
Develop a Comprehensive "Resource Hub" for individuals & Families to help them access available resources/service.			Develop a strategy and plan to begin the process.	Begin implementation of the plan which may include a Committee.	Continue plan implementation.				
Establish Quarterly Open Houses and Specialty Group Tours			Develop a Plan and Create a Committee to Manage.	Conduct Quarterly Open Houses and Focussed Group Tours.	Continue as applicable.				
Create a Pro-active Advocacy Initiative on a local, state and federal level.			Establish an Advocacy Committee to identify priorities.	Create an Advocacy Initiatives as needed and appropriate.	Continue as applicable.				
Strengthen fundraising, sponsorship programs, grant writing and state/federal funding advocacy.			Hire a Development/Advocacy Vendor to help begin process.	Create an ongoing plan to implement an overall fundraising program.			\$10,000	\$10,000	\$20,000 (2 Years)

The Arc of Greater Brockton - Strategic Plan Goals - Final Draft
 July 1, 2022 Through June 30, 2025

Yellow Reflects Priority 1
 Blue Reflects Priority 2 and 3

	FY 2023 July 1, 2022 - June 30, 2023		FY 2024 July 1, 2023 - June 30, 2024		FY 2025 July 1, 2024 - June 30, 2025		Estimated Impacts		
							FY23	FY24	FY25
Staff and Volunteer Development									
Establish Specialized positions such as Applied Behavior Analysis and Speech Therapists - Full or Part-time	Prioritize need and fill positions as funding is available.	Prioritize need and fill positions as funding is available.					\$30,000 (6 Month Impact)	\$100,000 (Estimate)	
Increase Staff development & training, including a Full Day Development/Team Building Day	Prioritize needs and create a training plan/schedule for the year.	Prioritize needs and create a training plan/schedule for the year.					\$25,000	\$25,000	\$50,000 (2 Years)
Increase the number of Staff to Participant Ratios in Employment Services, CBDS and Day Hab.	Prioritize need and create a phased hiring plan.	Implement staff expansion as funding is available.					\$130,000 (6 Month Impact)	\$75,000	\$150,000 (2 Years)
Review Staff Compensation and Benefit Levels	Establish a Committee to review Existing Compensation Levels.	Implement new Staff Compensation Plan if recommended.							
Expand Board of Directors	Identify a transition plan to expand the Board of Directors.	Increase the size of the Board as appropriate.							
Administration									
Restructure Administration Department to create positions in Finance, Development, Marketing/PR, Customer Service	Develop Plan and Job Descriptions and Post Openings in Fall/Winter.	Continue implementation process if applicable.					\$30,000 (6 Month Impact)		
Revise and Update Organization Bylaws	Review/Modify and Notify Members of the Proposed Changes.								
Update Existing and Create New Organization Policies to align with new Carf and DDS Accreditation Standards	Identify work required and begin development of policies/procedures.	Ensure all new policies and procedures are in place by June 30, 2023.							
Develop a Diversity, Equity and Inclusion Policy	Develop Approach and Begin Work	Draft plan in place by June 30, 2023							



Conclusion

Over the past two years The Arc of Greater Brockton (formerly known as the Brockton Area Arc) has undertaken a variety of investments to effectively address the growing needs of individuals and families in our region.

The investments include

- Improvement to the interior and exterior of the facility.
- New furniture and furnishings.
- Staff and team development.
- Expansion of organization leadership.
- New branding, messaging and marketing.
- Expansion of programs, activities and services.

Through this period of investment and planning the organization successfully managed the challenges of the COVID-19 Health Pandemic. The AGB facility remained open, providing inhouse and remote services throughout the Pandemic (with the exception of the state mandated closure period).

The investments over the past two years, coupled with a strong and vibrant history, has positioned the organization very well, as it embarks on fulfilling the goals and objectives outlined in the 2022-2025 Strategic Plan.

The overall theme of the 2022-2025 Strategic Plan is to maintain investments in all elements of the organization, which will not only strengthen existing programs and services, but to, just as importantly, grow and expand the organization to effectively meet the ever-increasing needs of participants and families in the region.



Strategic Plan Highlights

- Establishment of at least one additional location to enable the organization to expand its program and service offerings within the 11-community region.
- Increase the size and expertise of the AGB Team, including the enhancement of communication, emotional and behavioral skillsets among the staff to effectively address the needs of a diverse population.
- Prioritize outreach, collaboration and communication to effectively reach and connect with individuals, families, partners, sponsors and providers.
- Provide diverse and relevant programs, services and activities to meet the needs and expectations of participants – supporting choice, independency and growth.

The Arc of Greater Brockton is a respected, strong, and vital organization, supporting individuals of all ages, and their families. The 2022-2025 Strategic Plan is designed to maintain a high level of excellence, ensuring that anyone who needs services and resources is able to easily find and utilize them to their fullest potential.