

MISSION	<i>Improving the lives of children and adults with disabilities by increasing lifelong independence, personal choice, and self-advocacy</i>
----------------	---

VISION	<i>Minute Man Arc continues to be the agency of choice for children and adults with disabilities. We provide a continuum of innovative, lifelong care. We recognize the unknown potential of every individual and deliver exceptional therapeutic services, meaningful employment, supportive living opportunities, active recreation, and community involvement</i>
---------------	--

- | | |
|---------------|---|
| VALUES | <ul style="list-style-type: none"> • Acceptance – We value and appreciate everyone as they are • Positivity – We focus on the positive actions and attributes of people • Family – We treat each person as our family and value their contributions and achievements • Service – We value the opportunity to improve lives • Achievement – We work to increase skills at all levels to achieve greater independence • Self-determination - Every person has the right to live the life they seek for themselves • Resilience - We are individually and organizationally strong and work to enhance our ability to adapt and withstand adversity • Respect – We strive to include diversity, equity, and inclusion practices in all aspects of our daily work • Community – We gain community support by participating and giving back • Stewardship – We are good caretakers of our environment and resources |
|---------------|---|

Goals	Objectives	Strategies
Exceptional Services – Consistently deliver exceptional services throughout the organization in order to achieve our mission, vision, and values	Continue to use and share best practice models throughout the agency and within our field	Use Positive Behavior Supports and other promising techniques in ALL of our programs and share lessons learned across the agency
		Measure and continuously improve quality of service delivery
		Continue to influence the determination of best practice standards in our field
	Recruit, develop, and retain the most experienced, credentialed, and motivated staff members who will carry out our mission and vision and demonstrate our values	Offer a competitive and comprehensive salary and benefits package that attracts and retains talented staff
		Provide a positive, supportive and professional work environment for staff at all levels
		Upgrade employee skills by offering more robust training opportunities
Develop a more racially and culturally diverse leadership team and board	Develop a leadership ladder for culturally diverse employees	
	Invite culturally diverse members to the board	

Goals	Objectives	Strategies
Ensure Financial Stability and Prepare for Future Growth	Stabilize finances, post-pandemic	Manage operating losses, estimated to be \$1M over two years
		Work to bring individuals served back to programs as much as possible, once state agency Covid restrictions are lifted
	Diversify and grow sources of income	Generate new revenue of at least 5% (\$750,000/year) from new and innovative projects
		Pursue strategic partnerships that align with agency mission in order to increase revenue and reduce costs
	Continue to advocate with the state legislature, government agencies and insurance companies to appropriately price services	Maintain and strengthen relationships with legislators and government agencies
		Advocate for more accurate rate-setting process by working with other agencies statewide
Periodically ask for a rate increase of ESPT in-network insurance contracts		

Goals	Objectives	Strategies
Build Upon our Innate Resilience by Cultivating a Culture of Growth and Innovation	Reimagine new residential options that are more independent, personalized and possibly privately funded	Prepare individuals served to make residential transitions
		Study different kinds of residential options, other than group homes
	Design new, alternatively funded programs that help individuals served to gain independence and fill community needs	Cultivate higher skill work placements
		Develop private pay, weekend recreational opportunities for adult individuals served
		Explore other ways to build on our successes and respond to family needs
	Enable and encourage staff to develop innovative and collaborative ideas	Strengthen existing and open new lines of communication
		Incentivize and empower staff to be creative
	Develop a detailed succession plan for senior staff members, approved by the board	Senior leadership team identifies skill sets and expertise required for key positions and any in-house candidates
		Invest in the professional development of high potential employees and cultivate longer-term acting or shared positions
		Begin hiring process for new employees(s) and replacement employees