



A chapter of **The Arc.**  
New York



# 2023–2025 Strategic Plan

# 2023

# Progress Report



## Our Mission

To expand abilities, one person at a time, so people experiencing disabilities can achieve their personal goals.

## Our Vision

To be an ethical organization that is a part of a society that recognizes people with different degrees of abilities as full contributing members of their community.



## Our Beliefs

We respect **CHOICE** and support people in expanding their abilities and determining the direction of their own lives.

We achieve healthier attitudes, broader understanding, and greater personal and organizational success through the use of **TEAMWORK**.

We recognize the value gained from the learning experience, especially when people are **EMPOWERED** and given the tools and support needed to expand their abilities and realize their goals.

We recognize our **COMMUNITY** as a resource for expanding opportunities and enriching people's lives through the sharing of common values and interests.

We rely upon effective **COMMUNICATION** created by listening without judging and the open exchange of ideas throughout all levels in the organization.

We recognize and value **WELLNESS**, promoting healthier lifestyles that foster overall happiness and improve the quality of life for everyone in the community.

We foster a culture of belonging through **DIVERSITY, EQUITY and INCLUSION** practices while celebrating the unique life experiences of each person our agency impacts.

# Welcome Message



Dear Coarc Employees, Families and Friends,

As an agency, we are committed to our mission: “To expand abilities, one person at a time, so people experiencing disabilities can achieve their personal goals.”

Our 2023–2025 Strategic Plan serves as a guide to ensure that, despite the increasingly difficult financial and regulatory restraints placed on us, we remain focused on providing high-quality supports and services while enhancing the work experiences of the staff members who provide those supports.

This Progress Report highlights our accomplishments over the past year in meeting the goals and strategies outlined in the Strategic Plan. We share key information related to the goals and strategies that proves our energy and focus is spent in the most critical areas of the agency.

As we conclude this first year of our Strategic Plan, I want to express my sincere gratitude to each and every one of you for your dedication to Coarc and the people we support. Your feedback, suggestions, passion and dedication are the driving forces behind achieving our goals.

Sincerely,  
Karen Amanna  
Interim CEO, Coarc

# Introduction to the 2023 Strategic Plan Progress Report



Coarc is committed to aligning our efforts with the critical needs and wants of the people we support and our staff. This report provides updates on key activities we're engaged in. These efforts will result in achieving the goals in our Strategic Plan, which are aligned with our Mission, Vision, and Beliefs.

Our three-year Strategic Plan was established in collaboration with numerous stakeholders. We prioritized the feedback and input from these stakeholders so that our Strategic Plan became a true representation of where our focus needs to be over the next few years.

Coarc first conducted a Data Collection Phase, which consisted of meetings with our Board of Directors and Leadership Team, government officials, and community leaders. This phase also included focus groups with people supported, parents, advocates, and employees, including DSPs and clinical staff. In addition, we surveyed all employees and our community.

The second phase was a Data Summation and Analysis Phase, where we reviewed the data and organized it into themes.

The final phase was the Strategic Planning Phase, through which goals and strategies were created with a primary focus of ensuring that our Strategic Plan would align with the needs of the people we support and our workforce.

# 2023–2025 Strategic Plan

## Goals and Strategies

### Goal 1

**Offer quality services that meet current and future needs and desires of people supported.**

#### Strategy 1.1

Assess programs utilizing an evaluation construct that takes into consideration agency mission, financial viability, customer demand, staffing sensitivity, and government support.

#### Strategy 1.2

Develop program opportunities that are consistent with the expressed wishes of people with developmental disabilities and their families/circles of support.



## Goal 1

## Activities and Progress



- Satisfaction surveys were distributed to people receiving services with a response rate of 80% and results informing planning for meeting current and future needs
- Our Quality Services Department began preparation to create a Program Evaluation Tool by evaluating and modifying the Corporate Compliance Program's approach to internal audits
- The Coarc Green Dragons Bowling Team earned medals at two Special Olympics New York regional events
- A student Teen Club was developed for Hudson High School students, who met twice weekly and were provided with opportunities to socialize, learn independent living skills, and receive homework help
- An Employment Club was established to better serve people receiving Supported Employment (SEMP) services
  - A group of SEMP participants met twice monthly and practiced social and vocational skills, including financial literacy, cooking, and other project-based activities
- Community Link Seniors was conceptualized to better serve elders participating in Dayhab Without Walls
  - The program plans to serve up to 20 people who will participate in outings, volunteering, and other community-based activities
- A Parent Resource Group was started to offer a space for parent discussions and to learn about Coarc's services



## Goal 2

**Develop, strengthen, and support Coarc's caring, quality workforce.**

- Strategy 2.1** Improve the employee experience, including providing a competitive total compensation package.
- Strategy 2.2** Cultivate a sense of belonging and connection in the workforce (internal community).
- Strategy 2.3** Enhance current recruitment efforts, identify new pipelines for recruitment, and plan for employee succession.





## Goal 2

## Activities and Progress



- The Coarc Leaders Academy was developed and instituted to offer leadership training, mentoring and education to annual cohorts of middle management staff
- Our Career Advancement Program continued its collaboration with the National Alliance of Direct Support Professionals' to offer E-Badge Academy credentialing
  - DSPs and Front Line Supervisors advanced their skills and knowledge while earning stipends and pay increases
- The Starting Place Preschool participated in QUALITYstarsNY through the NYS Early Childhood Development Institute
  - QUALITYstarsNY provided TSP with fully-funded staff trainings, free college tuition for two staff, enhanced classroom materials, and a \$14K playground grant
- An Engagement and Orientation Specialist position was created to improve the agency's ability to offer new hires improved onboarding supports and a well-rounded welcome to our mission, vision, and culture
- Employee satisfaction surveys were implemented to better understand desired improvements to the staff experience
- We continued to build a positive culture for staff, including employee recognition programs, the formation of a DEI committee, a review of total compensation packages, and Coarc Cares, which includes an internal component to promote and provide support for employees

## Goal 3

**Engage with our community to cultivate a sense of connection and belonging.**

### Strategy 3.1

Develop a portfolio of communication tools for both internal and external audiences.

### Strategy 3.2

Use the portfolio of communication tools to share pertinent and timely information, in a consistent, transparent manner, with people supported, their families, employees and external partners.

### Strategy 3.3

Commit to engaging with the broader community on a regular basis.



## Goal 3

## Activities and Progress



- Coarc Cares was developed as an agency-wide initiative to promote give-back efforts within Coarc and our community
  - People supported and staff engaged in a variety of volunteer activities, including food and clothing drives, delivering handmade items to Columbia Memorial Hospital, and Columbia-Greene Humane Society, as well as volunteering with food pantries, Meals on Wheels, and Greater Hudson Promise Neighborhood
- The agency fostered its ongoing collaborations with Community Access to the Arts, Art OMI, Bard College, and Bindlestiff Cirkus to offer arts education to people supported through our day habilitation programs
- The Coarc Board of Directors awarded \$4,000 in scholarships to students pursuing higher education
- Community businesses partnered with our Supported Employment (SEMP) program to provide opportunities to participants to engage in meaningful paid employment
- The agency continued its partnership with Columbia-Greene Community College (CGCC)
  - Coarc celebrated the opening of Coarc Café at CGCC and together prioritized our shared goal of full community integration for people living with disabilities
- We improved our social media outreach, resulting in a 100% year-to-year increase in content views and a 300% increase in post engagements from 2022-2023

## Goal 4

**Ensure Coarc has an effective governance structure.**

### Strategy 4.1

Evaluate Board assets and gaps and use that information as part of the nominating committee process to strengthen and diversify our governance structure and address board succession planning.

### Strategy 4.2

Deliver training and orientation for board members using The Arc New York requirements and information/expectations specific to Coarc.



## Goal 4

## Activities and Progress

- The Board of Directors completed an extensive Board self-assessment, which identified strengths as well as opportunities for continued development
  - The self-assessment will be used to determine gaps in the existing Board composition, including skills, backgrounds and areas of expertise

## Goal 5

**Ensure the agency is financially viable.**

### Strategy 5.1

Develop a series of metrics and financial reports that will be reviewed monthly with the Budget and Finance Committee and the Board of Directors to gauge the agency's financial wellness.

### Strategy 5.2

Diversify Coarc's funding streams.



## Goal 5

## Activities and Progress

- Coarc commenced an exploration of potential unification with Saratoga Bridges and The Arc of Rensselaer, two other chapters of The Arc New York
  - This effort, if approved, will allow for increased revenues, cost consolidations, and improved efficiencies
- Work has commenced on the development of a draft residential dashboard that highlights key financial metrics in the agency's Residential Services program
- The agency doubled the number of grants it applied for from 2022-2023

## Conclusion

In 2023, we made significant progress on our goals as outlined in our 2023–2025 Strategic Plan. This report demonstrates that Coarc has continually acted upon our commitment to prioritizing these goals so that we may succeed in continuing to improve the quality of services we provide, while also ensuring a positive impact on the lives of our dedicated staff members who provide those supports each and every day.

While our agency must continue to navigate the increasingly difficult regulatory and financial landscape of our field, we will remain focused on improving the lives of the people we support through our commitment to our Mission, Vision, and Beliefs.

We take pride in the progress we have achieved this year and, at the same time, recognize that there is still much more work to be done. Thank you again for your commitment and dedication to Coarc, the people we support, and our Mission.









# About Us

Coarc, founded in 1965, is the Columbia County chapter of The Arc New York and a member of The Arc United States.

Coarc is a 501(c)(3) nonprofit organization & supports approx. 400 people with intellectual & developmental differences to achieve their individual goals, one person at a time.

## Our Services

Ability Link  
Clinical Services  
Community Habilitation Services  
Day Habilitation Services  
Employment Services  
Guardianship Services  
Prevocational Services  
Recreation Services  
Residential Services  
Respite Services  
Self-Advocacy  
Self-Direction Services  
The Starting Place Preschool

## Our Businesses



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