



Three Year Strategic Plan 2022 - 2025

Board of Directors Approved
May 7, 2022

Mission

To heal families and inspire youth to reach their full potential

Vision

Communities where help and support services are accessible and prosperity is possible

Guiding Principles

Leading with Compassion & Empathy
Demonstrating a Culture of Service & Care
Nurturing Hopes & Strengths
Rooted in Community

Values

- Integrity
- Helping Others
- Respect
- Diversity
- Quality Work

Organizational Goals FY 2022-2025

Grow unrestricted revenue and increase reserve

Moderate growth
(paused in FY '23)

Improve ARCC Facilities

Build up ARCC organizational infrastructure

Increase recruitment and retention of staff

Grow unrestricted revenue and increase reserve

3 Year Strategies to Meet Goal

- Increase visibility to the donor community
- Increase/maintain single and multi-year donor retention rates at industry-level standards
- Increase unrestricted revenue
- Increase Board and Advisory Board capacity
- Increase donor cultivation and stewardship
- Increase opportunities/ways for donors to give

Moderate growth (paused in FY '23)

3 Year Strategies to Meet Goal

- Maximize existing contracts
- Respond to 3 RFPs in Year 2 and Year 3 using strategy screen

Improve ARCC Facilities

3 Year Strategies to Meet Goal

- Consolidate footprint to one facility

Build up ARCC organizational infrastructure

3 Year Strategies to Meet Goal

- Strengthen internal systems
- Meet county contracts and regulatory standards
- Increase direct service staff productivity
- Utilize technology to reduce waste and improve efficiency
- Prepare to achieve COA accreditation in FY '27

Increase recruitment and retention of staff

3 Year Strategies to Meet Goal

- Improve HR systems
- Improve agency training
- Become a “Top Workplace” place to work
- Increase hiring pipeline and retention