STRATEGIC PLAN 2026 - 2030

BCArc

SUPPORTING PEOPLE.
ENRICHING LIVES.



BERKSHIRE COUNTY ARC

SERVING THOUSANDS OF INDIVIDUALS
AND FAMILIES SINCE 1954.

TABLE OF CONTENTS

AGENCY SUMMARY……. 2

ORGANIZATION PHILOSOPHY 3

PROGRAMS & SERVICES…….....4

AGENCY DEMOGRAPHICS……. 8

PERFORMANCE MEASUREMENT & MANAGEMENT…….....9

INFORMATION FROM THE ANALYSIS OF PERFORMANCE…….....11

AGENCY ANALYSIS (STRENGTHS, THREATS, OPPORTUNITIES, NEEDS).....13

Agency Summary

Berkshire County Arc (BCArc) has been serving individuals with disabilities since 1954, and currently serves over 1000 individuals annually. The agency's spectrum of services include a variety of residential options, day programs, employment supports, family support, respite, and advocacy services. BCArc's services are constantly evolving in response to feedback from individuals and families on how best to meet their needs. BCArc is a member of the state and national Arcs, but our individual identity is rooted in our origin as a grassroots organization that was founded by families to help individuals live meaningful lives. BCArc is now one of the largest human services organizations in Western Massachusetts, and is recognized as a leader across the state in developing innovative services and supports.

BCArc's comprehensive strategic planning process is designed to ensure we are considering the characteristics of the individuals we currently serve. The process also emphasizes effectiveness and efficiency measures. The strategic planning process includes identifying the strengths and needs of each of our programs, as well as emerging opportunities and threats to services. The strategic planning process focuses on identifying strengths and emerging opportunities from a variety of sources, including surveys of individuals served and their families; internal input from the board of directors, staff, leadership teams, and the agency's Human Rights Committee; and external input from employers, funders and referral agencies. This input is used both to evaluate the agency's current services, and to design goals to improve services. All of the information and feedback that is collected is compiled and shared with BCArc's programs, where it informs the development of annual objectives for individuals, and individual programs.

The plan that is produced as a result of this process identifies quality outcome expectations for the individuals and families BCArc supports, as well as the outcome expectations for other stakeholders. This plan includes reports and analysis in the following areas:

- Program evaluation and planning quality indicators
- Program-specific analyses
- Participant and customer feedback
- Quality outcome expectations for participants and customers

The findings of the strategic planning process inform the direction that the agency will take over the next four-year period to continuously improve services. Through this process, the agency is able to identify desired outcomes; determine how those outcomes will be measured; establish specific data collection goals; develop long range goals and establish short-term objectives. While the strategic plan is completed at least every five years, the plan is reviewed annually and revised more frequently if needed.

Organization Philosophy:

BCArc's Mission Statement

"Berkshire County Arc is committed to assisting and supporting individuals in their quest to identify and realize their chosen lifestyles."

BCArc's Vision Statement

"BCArc strives to create a culture of inclusivity, universal respect, and a world where every individual with disabilities lives a life of dignity, choice, and opportunity."

Guiding Principles

Berkshire County Arc is dedicated to creating an environment & culture which embraces the following characteristics:

- CARING- Through a genuine concern, sensitivity and understanding of individual needs, Berkshire County Arc is committed to supporting individuals in achieving their desired dreams and aspirations.
- DIGNITY & RESPECT- Individual independence is highly recognized by Berkshire County Arc. All individuals are valued contributors to their community whose privacy is honored and possessions are protected. Berkshire County Arc builds an individual's self-confidence by respecting each person's opinions and input, and by promoting opportunities for the individual to learn from success or failure.
- DIVERSITY- Bringing together people of varied experiences, backgrounds and disabilities is valued by Berkshire County Arc. Diversity of individuals, families and staff enriches and promotes acceptance.
- ORGANIZATIONAL PERFORMANCE- An environment with a secure financial base for the individuals served and those that support them is a priority of Berkshire County Arc. The Agency rewards directness, honesty, openness, efficiency, timeliness, excellence, continuity of actions and mutual respect. Berkshire County Arc regularly reviews its operating practices. The agency recognizes the benefits of team building to remove boundaries to innovative and creative thinking, and encouraging new areas of development.
- PARTNERSHIP- Personal success is strengthened when an individual is the true architect and co-planner of his/her future. Berkshire County Arc recognizes and values the input of parents and family members; because they have the basic relationship, natural advocacy and years of experience as specialized teachers. Teamwork among all partners including other service agencies, advocates and community resources, is vital to ensuring the best services for each individual.
- PERSONAL CHOICE- Individuals with disabilities will be provided the opportunity to assume control of all aspects of their lives, including establishing person-centered goals, having input about where they will live and work, and choosing who will be their friends. They will also choose how and when they will use their free time and determine which Berkshire County Arc services they may wish to access.
- QUALITY -Support systems embody Berkshire County Arc's quest for excellence and integrity. Every aspect of service must reflect exemplary values and customized planning. The agency actively seeks family involvement and encourages full community inclusion for each individual.
- RESPONSIVENESS- Changing conditions in each individual's life are noted and responded to in a timely manner. Berkshire County Arc views the well considered response to change, as an opportunity to enhance both the individual's life and the agency's ability to manage change effectively.
- SECURITY- Environments for all individuals should be safe and free from injury, abuse, neglect and financial instability. Berkshire County Arc creates environments that support good health and the best possible quality of life.

Programs & Services

Residential Services:
Berkshire County Arc is a leading provider of ***Intellectual/Developmental Disabilities and Brain Injury Residential Services*** for adults throughout Western Massachusetts.

BCArc's residential services include over 40 homes that are staffed around the clock. The construction and operation of these homes may be funded by the Department of Developmental Services; MassAbility; and/or Acquired Brain Injury-Moving Forward Plan (ABI-MFP) waivers. These homes are designed to provide optimal, individualized supports to a small group of individuals. Most are four-bedroom homes. For individuals who require a particularly high level of care, six of BCArc's residential programs also provide in-home day services, though the residents in those homes do have the option to attend program or work outside of the home as desired.

In addition to these homes, the agency operates an apartment complex designed to promote independence in a supportive environment to individuals with developmental and intellectual disabilities who don't need 24-hour care, and also supports several people who live in their own apartments in the community through the ***Independent Supported Living (ISL) program.***

The homes and the services provided in each are thoughtfully designed to meet the unique needs of the specific individuals who live there. BCArc supports individuals across the lifespan, including young adults leaving their family homes for the first time, people with broad range of behavioral health and medical needs, and elders who have developed dementia-related needs.

All homes are designed as supportive environments that facilitate ongoing teaching and learning, whether the residents are relearning skills after a brain injury, or expanding their personal care, independent living, or cooking skills. BCArc's residential department is committed to facilitating full community membership and integration for all and offering meaningful and fun social and recreational activities.

Day Habilitation Services:
Berkshire County Arc's Day Habilitation programs are one of many models of supportive day services that the agency offers. Day Habilitation is unique in that the model is designed to incorporate a variety of skilled clinical supports, including physical, occupational, and speech therapy, and behavioral and nursing support. These programs focus on helping individuals reach their personal goals for self-development, and target a range of service areas, including communication and social skill development; health and wellness; independent living skills; and encouraging individuals to identify and pursue their interests and passions.

The agency's four day habilitation programs are located across Berkshire County, with locations in Dalton, Pittsfield, and Lee. Three of the programs are designed to support individuals with a broad range of intellectual and developmental disabilities (***The Center for Development, Crossroads, Social Development Center***), including autism, and the fourth is specifically designed to support individuals with Brain Injury (***NuOpps***).

Community-Based Day Services (CBDS):
BCArc currently operates two CBDS programs, which are DDS-funded programs designed to offer community integration, social and recreational opportunities, and the development of skills that enhance independence and self-actualization.

The Transitions program is designed to support young adults aged 18-26 as they develop skills and gain experience identifying and advocating for themselves; honing skills for independent living; and learning and practicing the hard and soft skills needed for successful employment. The program includes direct skill instruction; volunteer service opportunities; and individual-driven learning experiences that focus on those skills and competencies the participants have identified as important to them, such as healthy lifestyles; relationship development; money skills and budgeting; and preparing to obtain a driver's permit.

The Northview program is designed for adults over age 26 who are developing skills, under-employed, or who have chosen to retire. The program focuses on enhancing and maintaining personal, social, leisure, and community-based skills. Programming is heavily driven by the individuals themselves and reflects their interests and the experiences they prefer. Northview's members also participate in many diverse volunteer opportunities as a part of their quest for meaningful community integration.

Brain Injury Community Support Services:
The Brain Injury Community Center (BICC) is a clubhouse-model program that was founded as a pilot program funded by MassAbility. The BICC is a collaborative program that is co-run by members and staff. The program is a supportive community for survivors of brain injury, where they work together to learn and re-learn skills; establish connections in their community; volunteer and work on employment skills; seek out jobs and community resources; and try new things. The program is run on a work-ordered day, and the members and staff are equal partners, working together to ensure that their clubhouse is well-maintained; to identify and meet needs; to plan and shop for meals and special events; to market the program; and to support one another through personal and professional challenges.

The Brain Injury Recreation Program is sponsored by MassAbility. Currently hosting recreational opportunities in three counties for adults with Brain Injury. This program is open to all community members who identify as adults having sustained a Brain Injury of any type. The program hosts a wide variety of events which include but are not limited to: Adaptive Biking, Paint and Sips, Karaoke, Game Nights, Cooking Classes, Lego Build Club, Book Club, Music Bingo, Open Gym, Fishing, Trivia, Clay Work and much more.

Employment Services:
The Employment Services division was founded in 1983, and continues to grow and evolve in order to meet job-seekers where they are. Employment Services works with a range of funders (Local School Districts, DDS, MassAbility, the Massachusetts Commission for the Blind) to expand employment opportunities for people with a broad

range of disabilities. The department offers individualized assessments, skills training, career planning, job placement, on-the-job-training, and follow-up services.
BCArc works with more than 50 businesses in the area to meet their personnel needs while ensuring that employees with disabilities are receiving the appropriate supports to be successful. These partnerships benefit job-seekers, while also helping businesses to find and retain reliable employees. The school-to-career team partners with school districts throughout and beyond the Berkshires to assist youth with disabilities to successfully transition into adulthood.

Advocacy Services:
The Advocacy Department provides a broad range of services designed to help individuals and families identify areas of need and advocate for services, funding, and other supports to meet those needs. This includes the ***Adult Family Care (AFC) program***, which provides case management, nursing support and financial stipends to help caregivers and families continue to support a loved one with a disability in their homes. The organization offers two trust services including a ***Master Special Needs Pooled Trust*** and ***Family Special Needs Pooled Trust*** that supplement basic support programs such as MassHealth, Social Security Insurance (SSI) and Social Security Disability Insurance (SSDI). The goal of the trusts is to protect the assets of individuals with disabilities while maintaining eligibility for public benefits including MassHealth and SSDI. ***The Family Support*** department operates a ***Respite house*** in Pittsfield that provides a trusted planned backup support option for families caring for a child or adult loved one with a disability. Other Family Support initiatives include ***Individualized Outreach Supports****;* family activities, trainings, and support groups; major events such as the Buddy Walk of the Berkshires and the Sprout Film Festival; the ***Evening Program*** for older teens and young adults; a series of children's events; and many supported activities and outings that provide community integration and fun for individuals, while also providing much-needed respite for families and caregivers.

Clinical Supports:
In addition to the broad range of direct supports detailed above, a number of other BCArc departments provides services, supports, and expertise across program types.
Nursing services are available to all individuals in residential services through an assigned program nurse and a 24-hour on-call system. All Day Habilitation programs offer direct nursing oversite. Nursing consultation is provided as needed for individuals in other services.

Similarly, the ***Behavioral department*** provides services to all individuals in residential and Day Habilitation programs, and will consult as needed in the CBDS and Employment programs, in order to ensure that all individuals are receiving the supports they need to be successful.

Both nursing and behavioral personnel act as members of the support teams; are available for consultation; help with referrals; and provide training to staff. Nursing provides training around medication administration, protocols, specific medical conditions, special diets, and many other topics. The behavior department provides staff training in Proactive Approaches to Behavioral Challenges; Positive Behavior Supports; dementia support; sexuality training; and other areas as needed.

Organizational Performance:
The Staff Training and Development department maintains records of all staff's mandatory trainings and ensures they are up to date. Training department personnel directly train or arrange for training in all areas, working with nursing, behavior, and other departments as needed. The Training department secures professional development opportunities and works with all other departments to identify training needs and find solutions to meet those needs.

The Risk and Quality Assurance department ensures that the agency is not only in compliance with all regulatory requirements; all certification requirements; and all criteria for accreditation but strives to assist the agency in exceeding those expectations and continuing to look for ways to further raise the standards on safety and the quality of care. The department reviews and evaluates all programs through documentation audits and on-site inspections. They also work to identify trends in incidents and respond to emerging needs. When new needs or trends are identified, they work collaboratively with all involved parties, acting as a resource to help the affected teams mitigate risk and improve systems.

The Accounting Department is responsible for recording, summarizing, reporting, and analyzing all financial transactions; monitoring petty cash for each program; processing Weekly and Bi-weekly payrolls; and overseeing the finances of individuals for whom the agency serves as representative payee. An independent accounting firm conducts an annual audit to ensure that appropriate internal controls, policies, and procedures are in place and are being implemented accurately and effectively.

The Human Resources Department is responsible for advising staff on personnel policies and procedures; while ensuring the employee handbook is current and accurately reflects state and federal guidance. The department also directs and implements programs to promote benefits, maintain fair and equitable employee relations, maintain staff records, and ensure that the agency is in compliance with all labor laws. The Human Resources department handles all sensitive staff information, including leaves, and advises agency leadership as novel situations occur. The department oversees recruiting and retention of staff by processing all new hires, promotions, transfers, and terminations.

The Agency's Communications & Marketing department manages and promotes the Agency's brand, develops and drives the Agency's internal and external communications (including websites, advertising, and media opportunities) and expands awareness of the Agency. The department also works to secure grants, fundraise, and collaborate with the HR department on recruitment and retention efforts.

BCArc has an ***Executive Leadership team*** that's focus is on business functions of the organization. In addition to this the agency also has a ***Senior Leadership team*** that represents all programs and departments and ensures interdepartmental collaboration and effective service delivery. The agency's Board of Directors are active and knowledgeable, and they meet regularly to review and approve agency policies and financial statements, and help guide the future direction of the agency.

Agency Demographics

Demographics of the service area:

Berkshire County- The demographic makeup of Berkshire County is unique in Massachusetts in several keyways. The county is markedly less culturally diverse than other areas of the state, and from the state as a whole. The most recent census data reports that Berkshire County is 88.7% comprised of people who report their race as "white alone" and extremely rural (with a population density of only 139 people per square mile). This compares to the state average of 73.6% reporting "white alone", and an average population of 901 people per square mile, and stands in stark contrast to the makeup of Suffolk County, which reports a population that is 60% "white alone" and has a population of more than 13,697 people per square mile. Approximately 8% of Berkshire County residents report a primary language other than English. Of that 8%, the vast majority report that their primary language is either Spanish or French.

Pioneer Valley- The agency's demographics as a whole reflect the broader communities from which they are drawn, therefore the referral population in the Pioneer Valley is significantly more diverse than that of the Berkshires, because Hampden and Hampshire counties more closely mirror the state's average demographics.

Agency demographics:

Total Individuals Served: 1165	
24- Hour Residential	182
Adult Family Care	112
Brain Injury Community Center	29
Community Based Day Services	56
Community Enterprises	16
Employment Services	106
Day Habilitation	182
Family Support	293
Public Benefits	189

Age:	
0-17	9.87%
18-22	5.67%
23-65	64.20%
66+	19.74%

Gender:	
Female	44%
Male	56%

Ethnic Background:	
African American/Black	5.75%
Asian	1.30%
Hispanic/Latino	4.30%
First nations/Aboriginal Canadian	0%
Native American/Alaskan	<1%
Native Hawaiian/Pacific Islander	<1%
White/Caucasian	85.60%
Other:	2.70%

Primary Type of Disability:	
Autism	18.50%
Brain Injury (BI)	8.57%
SUD	<1%
ID/DD	45.30%
Mental Health	12.90%
Dual Diagnosis	14.17%
Physical Disability	1.44%
Dementia	<1%

Performance Measurement & Management

Service Delivery Goals & Objectives

Service delivery embodies Berkshire County Arc's quest for excellence and integrity. Every aspect of service must reflect exemplary values and customized planning. The agency regularly reviews service delivery performance to ensure they are meeting expectations or the need to facilitate areas of improvement.

GOAL #1- Ensure timely response to referrals and intakes, to foster positive long-term outcomes for individuals entering the agency's services.

- **Objective 1.1:** All intake teams will meet monthly to review current vacancies and referrals.
- **Objective 1.2:** Annually program intakes will be analyzed for trends regarding intake responsiveness, program growth, and financial soundness.

GOAL #2- Enhance the agency's quest for excellence in programmatic delivery of services through risk management and quality assurance systems.

- **Objective 2.1:** The Risk & Quality Assurance Departments will generate and review monthly I-Centrix Physical & Dental Compliance Reports to identify scheduling gaps and will help support program managers and nursing in resolving compliance issues.
- **Objective 2.2:** Maintain a minimum 90% compliance rate for state-mandated annual physical and dental exams across all individuals supported on a quarterly basis, thereby improving individual health outcomes.
- **Objective 2.3:** The Risk & Quality Assurance Departments will review 100% of submitted Adaptive Support Assessments and Action Plans completed in 2027—ensuring documents align, have complete entries, and that required follow-up occurred to maintain a 95% quality compliance rate across all programs by Dec 2027.
- **Objective 2.4:** The Risk & Quality Assurance Departments will ensure that all departments providing direct support to individuals are following the Fall Prevention Procedure Step 2 as the 2027 Fall Assessments are completed & Step 3 within the required timelines when a fall occurs 90% of available opportunities.

GOAL #3- Meet budgeted revenue projections at 90% or better for each program. In order to maintain the agency's robust standards as a leading service provider.

- **Objective 3.1:** All programs will ensure they meet the 90% expectation for FY 27.
- **Objective 3.2:** Accounting will meet with all department heads to conduct a semi-annual review of program financials.

GOAL #4- Continue to provide exemplary services and supports with a wraparound approach that includes expanding trainings, promoting social engagement, refining systems for health and safety, ensuring human rights, and using stakeholder feedback to inform program development.

- **Objective 4.1:** Management Training for new managers throughout the agency will be developed and 75% of managers trained in the new curriculum.
- **Objective 4.2:** 60% of residential and day program staff will be trained in the Safe Dining Training provided by the agency SLT.

GOAL #4- Continued

- **Objective 4.3:** Distribute Satisfaction Surveys annually to identified stakeholders for their input on their experiences with quality of services and recommendations for improvements (families, individuals, business members).
- **Objective 4.3:** Individuals experience health and safety in their homes and programs, and are free from abuse, neglect, mistreatment, & financial exploitation.
- **Objective 4.4:** Continue to offer the Berkshire County Arc Master Special Needs Pooled Trust and the Berkshire County Arc Special Needs Pooled Family Trust to protect individuals' public benefits and for long-range future planning for families.
- **Objective 4.5:** Community Integration will be promoted to foster meaningful connections and build social capital.

Business Functions Goals

The organization views sound business functions across all agency settings the foundation to provide exemplary services and supports. The agency regularly reviews its business functions to prioritize areas for improvement to enhance the agency's ability to manage change effectively.

GOAL #1- Maintain the organization's long-term financial sustainability through the continuous improvement of operational systems; optimization of revenue generating strategies and opportunities; commitment to compliance with financial expectations and participation in ongoing auditing and monitoring processes.

- **Objective 1.1:** Maintain Financial Stability-Maintain a minimum of 60 days of operating cash on hand throughout FY2027 while achieving a balanced operating budget with a year-end surplus of at least 1% of annual revenue.
- **Objective 1.2:** Improve Operating Margin- Achieve a positive operating margin of 2% by the end of the fiscal year through expense management, timely billing, and maximizing reimbursement revenue.
- **Objective 1.3:** Strengthen Cash Flow- Reduce average accounts receivable days from 45 days to 35 days by June 30, 2027, by improving billing accuracy and collection efforts.
- **Objective 1.4:** Budget Performance- Ensure all departments finish the fiscal year within 5% of their approved operating budgets while identifying at least $500,000 in cost savings or operational efficiencies.
- **Objective 1.5:** Revenue Optimization-Increase earned and grant revenue by $1 million during FY2027 through expanded services, successful contract negotiations, and new funding opportunities.
- **Objective 1.6:** Financial Compliance- Complete the annual independent audit with no material weaknesses or significant deficiencies and submit all required financial reports by established deadlines.
- **Objective 1.7:** Build a development strategy that increases donor numbers, identifies and increases major gift givers, and strengthens a planned giving program.

GOAL #2- Increase recruitment, hiring and retention efforts, in order to ensure continuity of care across all programmatic settings.

- **Objective 2.1:** Maintain the organization's successful low turnover rate that has been achieved over the last three years by working with training to prepare staff for success in their positions.

GOAL #2- Continued

- **Objective 2.2:** Ensuring staff complete required annual trainings.
- **Objective 2.3:** Provide incentives for employees that refer new staff, who successfully complete the onboarding process and probationary period.
- **Objective 2.4:** Ensuring clear communication of policies via the employee handbook.

GOAL #3- Successfully maintain all existing contracts and services, explore new contract opportunities that align with the Agency's mission, and position BCArc for innovative growth as the field evolves.

- **Objective 3.1:** All current contracts that open up for bid during the 2027-2028 will be reapplied for and secured.
- **Objective 3.2:** New and upcoming contracts that open for application during the 2027-2028 timeframe will be explored and applied for when aligned with the mission.

GOAL #4- Under the oversight of the Board of Directors, the Agency will achieve a broader presence throughout Western Massachusetts. While continuing to innovate and offer new service models to meet the local community' needs as we have done for the past several decades..

- **Objective 4.1:** Continue to build and expand residential housing options through new construction and pilot programs.
- **Objective 4.2:** Explore office space opportunities to meet program growing needs.

Information from the Analysis of Performance

The above Service Delivery and Business Function Goals will provide an overarching structure for the duration of this Strategic plan. On an annual basis a Performance Measurement & Management Plan will be developed by the Senior Leadership team to identify corresponding objectives on an annual basis. In addition to this an analysis of this will be conducted annually to determine outcomes of the objectives and inform the following years planning process.
When conducting this analysis BCArc considers a broad range of internal and external indicators including but not limited to the following:

Internal:

- Individual and family satisfaction sur
- Individual focus groups
- Agency Annual Plans (Accessibility, etc.)
- Self-advocacy Report
- Incident Review Committee
- Risk Committee
- Safety Committee
- Program evaluation
- Staff input
- Quality Assurance reviews and recommendations
- Annual Administrative reports
- Staff turnover and vacancy statistics

External:

- Customer Satisfaction Surveys
- State and federal monitoring requirements
- State and municipal inspections
- Human Rights Committee recommendations
- CARF recommendations
- Annual Audit and Management Letter
- Feedback from business customers
- DDS Survey and Certification recommendations
- Commendations from state partnerships
- Maintenance plan and site visits

Relationships with External Stakeholders:

In our quest to provide the highest quality services and supports, BCArc maintains an active presence in the communities where the individuals we support live, work, and engage in recreational opportunities.

We pride ourselves on our reputation and the relationships we have earned with our stakeholders, including the individuals we support and their families and guardians; the funding and referral entities that make our work possible; the many businesses we work with; the provider networks and coalitions we participate in; and the civic organizations that support the work we do; and the other provider agencies we work alongside of.

The following list is not exhaustive, but illustrates the organization's reach and commitment to our communities, both geographically and in the work that we do:

Funders and referral sources: the Department of Developmental Services; MassAbility; MassHealth; area school districts; the Massachusetts Commission for the Blind; UMASS Medical School

Civic organizations: the Department of Housing and Urban Development; Berkshire and Springfield Chambers of Commerce; City of Pittsfield Commission on Disabilities; Berkshire County Regional Planning Board; Local Housing Authorities

Provider Networks and Coalitions: Association of Development Disabilities Providers; Massachusetts Council of Human Service Providers; the Massachusetts Council for Adult Foster Care; the Massachusetts Day Habilitation Coalition; the National Council of Executives of the Arc

Collaborators/Partnerships: Special Olympics, Charting the LifeCourse, Dalton CRA, Berkshire South, YMCA, and Numerous colleges both in the state and out of state (For Internship as a Field Placement Provider).

Business partners: Berkshire Health Systems; Berkshire Community College; Downtown Pittsfield Inc.; the Berkshire Humane Society; Berkshire Music School; CATA; numerous employment site locations both for job placement/development and bottle redemption collection.

Area provider agencies: AdLib; ServiceNet; Berkshire VNA, Guidewire; Baroco; United Cerebral Palsy; Elder Services; BFAIR; the Brien Center; HospiceCare of the Berkshires; the Brain Injury Association of Massachusetts; Elizabeth Freeman Center; The Dream Center; The Christian Center;

Agency Analysis

(Strengths, Threats, Opportunities, Needs)

The Senior Leadership team completed an agency analysis to identify the Strengths, Threats, Opportunities, Needs of the organization including but not limited to financial, regulatory, and legislative opportunities and threats.

Strengths:	**Threats:**
• Detailed oriented and dedicated to the mission. • Positive reputation in the local communities and across the Commonwealth. • Strong connection to families and advocacy of community needs. • Established partnership with other human services providers and local businesses. • Broad range of services/programs • Experienced staff who are well trained, many with longevity and broad institutional knowledge. • Teamwork between departments for wrap around supports • Responsiveness to agency concerns. • Sound fiscal management. • Growth of programs and development of accessible homes. • Strong Leadership Team that is encouraged to have autonomy and take risks. • Well established Internship program that offers robust hands-on experiences. • Wide breadth of trainings to support both individuals and staff.	• Fiscal uncertainty under current legislation. • Programs receiving budget cuts and or closures. • Increase in competing agencies for certain services. • Staff retention (losing qualified/tenured staff) • Lack of consistent transportation. • Long wait lists or lack of medical and mental health specialists. • Changing work ethics of the community post COVID. • New timeframe for intake response (puts program funding at risk), while not getting enough information to move the intake forward. • Agency Security (both onsite and cybersecurity) • Effectiveness of the current electronic record keeping and user errors. • Increase in after hour interventions (Medical/Clinical). • AI effecting the QA process, and QA expectations changing.

Agency Analysis Continued
(Strengths, Threats, Opportunities, Needs)

Opportunities:	**Needs:**
• Willingness to pursue innovative grants. • Providing staff will advancement opportunities. • Broad range of services with diverse funding streams to help offset budget cuts to provide a continuity of care. • New populations seeking services (increase in mental health, substance use, dual diagnosis). • Growing specialized trainings to better serve variety of individuals needs. • Enhance knowledge and collection of assisted technologies. • Grow and develop partnerships and collaborations on various initiatives/Professional development opportunities. • Diversify housing options (residential, shared living, AFC, supported apartments, community living). • Expand Brain Injury Services in the Berkshires. • Continue to provide opportunity for individuals with brain injuries to engage with the community. • Maintaining positive connections and open lines of communication with local legislation through events like the legislative breakfast.	• Heightened attention to budgets/cuts during current fiscal times. • Recruitment and retention of full-time staff across programs (direct care, managers, RN's, etc.). • Continue to expand and grow programs through new builds and securing RFR's to diversify funding streams. • Establish long term maintenance plans on all sites. • Increase visibility in Pioneer Valley and explore program expansion opportunities (Day, CBDS, Employment, Clubhouse, etc.). • Increase communication efforts across the agency. • Secure reliable Internet and technology across agency. • Support staff in adopting new software and building on general technology proficiency. • Expand training program and identified credentialed trainers. • More consistent access to transportation. • Increase in foster/out of home placement needs & supporting aging caregivers/future planning. • Expand office presence in Pioneer Valley to meet Agency growth