



**LIBERTY**  
ARC  
*Grow Together*

**2026**

# *Strategic Plan*

A chapter of   
**The Arc**  
New York

**WWW.LIBERTYARC.ORG**



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ARC  
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## 2026 *Strategic Plan*

# A ROADMAP FOR THE FUTURE

Coming out of our 2024 merger, Liberty ARC developed this strategic plan to build on our services and supports for individuals with disabilities and their families. We started by looking at the most meaningful areas for the people we support – what changes would have the biggest impacts on their lives? We talked with people throughout the agency – families, people we support, staff, and managers – and really listened to the responses. By identifying the top issues to address in the workforce, community, customer, financial, and quality categories, we’re positioning Liberty ARC for a successful 2026 and beyond.

## STRATEGIC PLAN

Utilizes our expertise and resources to ensure high standards of excellence for the people we support, in specific and actionable ways.

### OUR MISSION

**Together, we support people with disabilities to achieve a quality of life each person values.**



## OUR CULTURE

**Our culture** is one of empowerment. It supports each employee's ability to build deep and person-centered relationships with the people with disabilities that we support, the colleagues we work with and the communities we reside in. Our colleagues are asked to respond and ensure timely resolution of issues brought to their attention. Our culture encourages everyone to bring new ideas, collaborate and continually innovate our services so those we support continually say, "**I love my life.**"



## OUR VALUES

### *Quality*

*Excellence in supports, products, and services, developed in partnership and provided by people with commitment*

### *Respect*

*A standard of conduct which embodies courtesy, dignity, and regard for all persons*

### *Integrity*

*Honesty, fairness, and reliability in all relationships*

### *Teamwork*

*Dedicated people collaborating for a common purpose with consideration of individual views*

### *Resourcefulness*

*Responsible pursuit of opportunities, resulting in fiscally sound, flexible, and innovative services*

### *Person-centered*

*A focus on choice, empowerment, support, and self-determination*



# CUSTOMER

**Ensure appropriate supports and services are available for people supported.**

The Coordinated Assessment System (CAS) is Office for People With Developmental Disabilities' (OPWDD) tool to gather information to help the person and their care planning team develop a plan that responds to their needs. It is for people 18 years or older to identify their strengths, needs and interests, which are used in person-centered planning. Our goal is to educate people we support, family members, and staff on the tool so they understand how the CAS Assessment shapes supports and services going forward.

## *Action Steps:*

- **On-board a manager of Assessment Implementation to coordinate all CAS assessments**
- **Host CAS educational sessions for people we support, family members, care managers, and staff**
- **Train all managers so they have familiarity with the CAS**



# COMMUNITY

**Advance community inclusion and increased independence for people supported.**

Community involvement is a cornerstone for an active and involved life. We know that challenges with staffing, transportation, and other necessary supports can impact community opportunities – but we also know how important this goal is for the people we support. This year, we're looking closely at the community involvement goals that each person has identified in their lifeplan meetings, and working to meet a goal of 75% of each person's desired community participation.

## *Action Steps:*

- **Review trends of community inclusion goals in lifeplans**
- **Identify impediments to community involvement and develop approaches to address them**
- **Increase our supports of specific desired activities and desired frequency for people in Day and Residential programs**
- **Track progress throughout the year**



# FINANCIAL

**Develop and leverage resources to support the Agency's strategic initiatives.**

Liberty ARC has a history of strong financial management and performance, which helps provide funds for capital improvements, staff wages, and program excellence. By maintaining our operating margin we are able to invest in staff who provide the top-notch supports at Liberty ARC. By meeting and exceeding our budgeted goals we can reward our staff with wages and bonuses that ensure they feel appreciated and valued.

## *Action Step:*

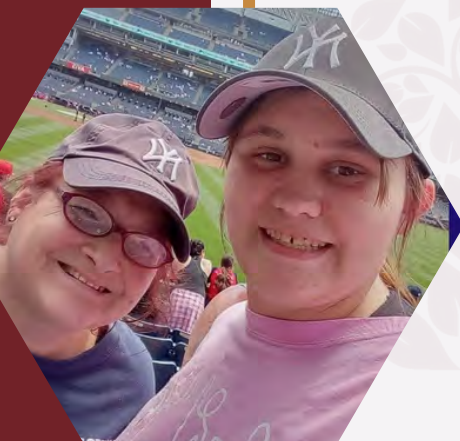
- **Maintain net margin to meet end of year budget performance goals**

**Expand our Self-Directed Services Program.**

We will expand the Self Directed Services Fiscal Intermediary program throughout the Capital District, supporting people who wish to have more control over their support budgets and service planning.

## *Action Steps:*

- **Launch marketing campaign to increase Fiscal Intermediary Self-Directed Supports Program to meet program growth goals**
- **On-board & train new staff members to support growing the Self-Directed supports program**





## WORKFORCE

### To recruit and retain a highly engaged workforce.

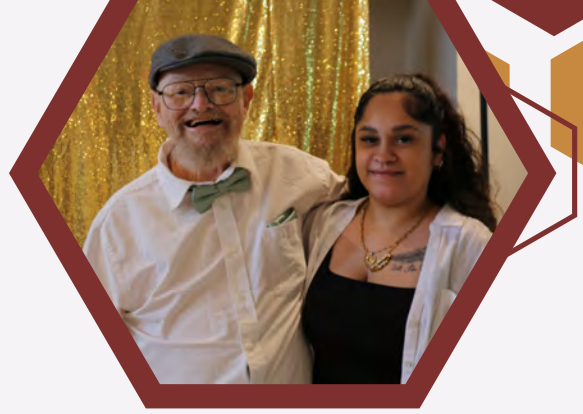
Liberty ARC is embarking on a creative new approach to meet staffing needs at a select number of residential homes. We will be working with an international recruitment firm to bring college-educated international workers into our organization. These employees come to the United States fluent in English, with Bachelor's or Master's degrees, and with specialized training in the developmental disabilities field. They are bright, eager to work, and looking for opportunity. Other agencies who have welcomed international workers have been very complimentary of all that these workers have brought to the communities where they move and the agencies they serve. Our goal is bring 20 employees into our agency over 2026.

### *Action Steps:*

- Engage a pilot cohort of international workers to begin staffing homes in the upcounty region in Spring of 2026
- Continue working with staffing firm to recruit additional international workers throughout the year for homes in both Amsterdam and Schenectady



# QUALITY



## **Construct new facilities designed around independence, efficiency, and quality.**

Utilizing a \$5 million-dollar commitment from the Liberty Foundation, Liberty ARC will construct a new home for people with disabilities on Daniel Street in Amsterdam. Like the recently-opened Second Avenue house, this will be a single story, wheelchair accessible home. It is designed into apartment style living units to balance staffing needs with independence and privacy, allowing residents to personalize their living spaces in unique ways.

### *Action Step:*

- **Complete construction of new residential home on Daniel Street by December 31, 2026**

## **Take a 360-degree approach to quality.**

We will double down on a culture of quality throughout the agency, focusing on staff training, cross checking, and life planning to ensure the people receiving Liberty ARC services are getting top quality supports at all levels. This will be a 360-degree approach to ensure Liberty's high standards of quality are carried out every day, in every program, service, and interaction. The success of our efforts will be reflected by marked improvements in high-impact scoring measurements, such as OPWDD and OFPC surveys, Personal Outcome Measurements, and Internal Compliance audits.

### *Action Steps:*

