

L'ARCHE USA STRATEGIC PROJECTS 2015-2020

Nr	Project	Goals
DEEPEN		
1	Establish inclusion in all of our practices and processes*	Help people with intellectual disabilities grow as partners, decision-makers and spokespersons at community, national and international level; Prepare and help moderate the Reflection Council, which will advise the national leadership; Act as liaison and consultant with/to all other strategic projects
2	The diversity of L'Arche USA reflects the diversity of our country	Assess our religious, racial and ethnic diversity as well as obstacles in our practices and organizational culture; develop a plan that addresses these obstacles and ensures greater equity amongst resources, policies and procedures to reach and sustain diversity; assess the progress of the implementation of this plan
3	Enhance and nurture spirituality and faith-life	Uphold and develop the value, commitment to and intentional practice of L'Arche spirituality within L'Arche; encourage an ongoing reflection on L'Arche spirituality in different denominations and faith traditions, and none; communicate and teach L'Arche's spirituality through tools and projects to appropriate external audiences; act as a resource for communities and retreat-givers; liaise with international and other countries on this issue
4	Jointly design and own L'Arche USA's business model	Set up a collaborative process to develop a business model for L'Arche USA, responding to communities' needs, differentiating L'Arche USA's role from that of communities, ensuring U.S. leadership within the Federation, with a proposed infrastructure/capacity that would be the starting point of project number five
SUSTAIN		
5	Define and develop a sustainable funding model and agree on commitments by local, national and international	In line with the business model, develop a sustainable funding model for L'Arche USA, based on three pillars: 1. membership fees, 2. national fundraising and 3. collaborative fundraising. That funding model is to create, contribute and/or rely on 1) integrated local, national and international fundraising; 2) the alignment of the three levels' budgeting processes and 3) financial transparency and accountability between the three levels of L'Arche and external donors.
6	Invest in people to ensure competent, mission-based and sustainable leadership that meets L'Arche needs and reaches out to benefit greater society.	Ensure relational continuity and the development of outstanding leaders, with and without disabilities, to benefit both L'Arche and greater society, by developing and implementing unified processes for 1) recruitment, training and formation, 2) vocational pathways for those from L'Arche and those with other backgrounds to prepare for varied leadership roles, 3) succession planning and managing role transitions 4) building alumni relations and 5) clarifying expectations of belonging and of employment.
7	Actively belong to and take responsibility in leading the Federation	1) Articulate the value of membership to an (inter)national movement and align our narrative accordingly; 2) Experience and become aware of the cultural identity of L'Arche in the U.S. and offer these gifts to the Federation; 3) Promote solidarity programs of twinning, staff exchange and financial aid
INNOVATE		
8	Expand with 10 new communities in the next five years	1) Articulate key elements and desired outcomes of strategic growth of L'Arche in the U.S. 2) Design a best practice guide for high-impact, mission-driven and sustainable communities of faith; 3) Outline the parameters of a growth fund that could support pre-foundations through grants and/or loans; 4) Develop capacity to accompany and train pre-foundations closely, on local, regional and national levels
9	Develop a comprehensive marketing plan for L'Arche in the U.S.	1) Develop and implement a style guide (in accordance with the International guide) to unify branding and messaging of L'Arche USA and member communities in the U.S.; assist communities in adopting the style guide, 2) Engage communities to define the items of a national marketing plan that should be standardized for all, 3) Based on that plan, develop tools for communities and L'Arche USA to implement
10	Influence strategic audiences through advocacy, partnerships and marketing efforts that engage people with and without disabilities	1) Define audiences and fields of activity for L'Arche USA and L'Arche in the U.S. 2) Evaluate and build capacity and know-how; 3) Design a plan for engagement and strategic partnerships with corporations, academic and religious institutions as well as thought-leaders in the disability field; 4) Assess results
11	Strategic thinking as ongoing learning	1) Act as steering committee to ensure general cohesion and coherence; 2) assess worst, bad, good and best practices of this process and make adjustments throughout mandate to respond to the yet unknown; 3) help communities transfer and apply learnings to ensure community health, sustainability and viability.