



The Arc Chemung-Schuyler
711 Sullivan Street, Elmira, NY 14901
203 12th Street, Watkins Glen, NY 14891

P 607.734.6151 | 607.535.6934
F 607.734.2943
www.arcofcs.org

Salvatore Garozzo, MBA, MS, CRC, Chief Executive Officer

Achieve with us.

2026 – 2028 Strategic Plan Themes & Goals

Theme 1: Program Redesign

I. Enhance Residential Services to Meet Future Needs.

GOALS:

1. Transition Residential Services toward safer, more accessible, and medically/behaviorally supportive homes.
2. Enhance medical, behavioral, and technological supports within Residential Services to improve quality of care, reduce incidents, and promote independence.

II. Enhance Day Habilitation Services to Meet Future Needs.

GOAL: Develop new and creative ways to deliver Day Habilitation services and maximize program capacity.

III. Development, Implementation, and Growth

GOALS:

1. Establish sustainable systems for development, compliance, and long-term growth of the Assistive Technology Program.
2. Enhance technological support within Non-Certified and Certified Residential Programs to improve quality of care, reduce incidents, and promote independence.
3. Establish a Virtual Reality (VR) Lab as an extension of the Assistive Technology (AT) Center to enhance learning, therapy, and skill development for individuals with intellectual and developmental disabilities.

Theme 2: Quality & Compliance

GOALS:

1. Ensure the adoption of professional standards throughout the Agency.
2. Achieve National Accreditation.

Theme 3: Alternate streams of revenue and effective planning and management of Agency resources

GOAL: Create The Arc Chemung-Schuyler Foundation.

Theme 4: Balancing Mission and Sustainability in Social Enterprise.

GOAL: Achieve long-term financial sustainability by using the social enterprise mode in restructuring existing business operations (Shredding, Glen Copack Fingerprinting, Janitorial) along with potentially adding new business opportunities to increase capacity, efficiency and profitability).

Theme 5: Expansion of Autism Services

GOAL: To create a fundable demonstration project for a new model for delivering support to people on the spectrum.