





Strategic Plan
FY 2021 - 2023

Mission Statement




The Arc of the Quad Cities Area's mission is to empower people with disabilities to believe in their own unique abilities and achieve their full potential by providing quality, innovative services that focus on advocacy, independence, employment, meaningful community life and personal happiness.

Vision Statement




All people's abilities will be valued and respected by the community so every person has the opportunity to achieve their best life.


Guiding Principles



All people have ability and potential in order to live full lives. Each person with a disability should be defined by their strengths, abilities, and inherent value not their disability. All services are designed to build upon people's strengths to reach their full potential.



All people have the right to belong to their community in a meaningful way. Each person with a disability has the civil, moral, and constitutional right to be fully included and actively participate in all aspects of society. Inclusion comes from complete integration and membership in a community and services should support this level of acceptance and access.



All people should have choice in how they find their purpose in life. This purpose driven approach affords people the opportunity to find their own unique way for individual fulfillment whether that be through employment, volunteering, recreation, or simply connecting with others.

Values

In order to carry out the mission and vision and follow our guiding principles, The Arc has established a set of values which are critical to our success. Through these values, staff displays their dedication to people with disabilities. Those values that we have identified include:

Respect

Respect

- *Treat others in a manner that recognizes the dignity and worth of each person*
- *Demonstrate integrity, honesty, compassion and confidentiality in all actions and communications*
- *Values the diversity and differences among co-workers, people served and the community*

Commitment

Commitment

- *Demonstrates loyalty to and investment in The Arc and its mission*
- *Strives constantly to raise the level of quality services at The Arc*
- *Performs to the best of his/her ability*

Flexibility

Flexibility

- *Adapts willingly to new and changing situations in a positive and supportive fashion*
- *Adjusts and commits to varying workloads and responsibilities*
- *Responds to and supports requests and choices of people served*

Teamwork

Teamwork

- *Cooperates and supports co-workers and other agency personnel*
- *Works in partnership with individuals, families and community members*
- *Recognizes oneself as an important member of a team*

Excellence

Excellence

- *Completes one's work, service or assignment in a fashion that reflects the highest standards of professional and ethical practices*
- *Provides outstanding customer service and care at all times*
- *Leads individuals, colleagues and the community in providing high quality person centered care.*

Initiative

Initiative

- *Identifies independently the needs of the agency or people served and takes action to address those needs*
- *Creatively and inventively uses resources to ensure organizational efficiency*
- *Self-motivates and holds oneself and others accountable for implementing The Arc's mission*

Strategic Plan Framework

Since 1952, The Arc of the Quad Cities Area has been providing exceptional support to people with disabilities. Over these many years, The Arc has continued to grow, adapt and find new ways to support people in the Quad Cities region to lead full lives. Today, the organization stands strong in serving over 300 people with disabilities and their families with over 275 dedicated staff members. The Arc of the Quad Cities Area’s Board of Directors has been encouraged by this history of growth and has worked to develop a strategic plan that builds on our history and continues to propel us into the future.

In developing this strategic plan the Board of Directors gathered information from various stakeholders, reviewed past performance, and researched both our opportunities and threats. When looking at the Quad Cities community it is hard to not recognize how the river divides the region and that the bridges connect us. At the time of plan development a landmark bridge along I-74 is being built to better connect the Quad Cities Region and it was determined that a bridge is the perfect symbol of this strategic plan. Like a bridge our plan will connect the region and move us from our current operations to our future vision of services. In order to achieve our future vision strategic objectives and goals were developed around our programs, people, resources, excellence and advocacy. By achieving these strategic initiatives we can build a bridge that connects the community and will offer strong supports for the many years to come.

The Arc of the Quad Cities Area
Board of Directors



Strategic Objective For

Programs

The Arc of the Quad Cities Area will be a leader in providing programs and services that break down barriers and change expectations about what services are supposed to look like.

- Increase the number of people served throughout the bi-state region by expanding services in Illinois by 10% and growing services in Iowa by 10 people per year.
- Create more choice and options through a flexible day program model that emphasizes individual wants, desires, and needs.
- Continue the transformation in Community Employment Services becoming a one-stop employment destination with 25 placements per year.
- Increase subcontract employee wages by \$2.00 per hour per year effectively eliminating the use of subminimum wage in 3 years.
- Provide benefits counseling and advocacy for policy changes that will effect high earning people with disabilities.
- Create barrier-free services through the use of Assistive Technology that can also be utilized by employers.
- Develop a behavioral health program that enhances services for people with dual diagnosis in the Quad Cities Area.

Strategic Objective For

People

The Arc of the Quad Cities Area will have access to talented and committed employees, volunteers and stakeholders who thrive while implementing the mission

- Focus on retaining high quality staff through the use of a variety of tools including communication, surveys, mentorship, skill development and others with the goal of 30% or less turnover in positions.
- Create a new recruitment partnership that exposes more people to career options with The Arc.
- Develop a booster group that helps The Arc of the Quad Cities to reach its fundraising and advocacy goals through volunteer service.
- Increase The Arc's engagement with its vendors transitioning them into workforce partners who support people with disabilities.
- Increase the variety and number of inclusive volunteer opportunities.

Strategic Objective For

Resources

The Arc of the Quad Cities Area will have the resources needed and available for individuals served, staff and volunteers.

- Grow the operating budget by 10% through expansion and diversification of programs and funding sources.
- The Arc will grow endowment assets to \$8.5 million over the next 3 years.
- Reduce Arc Industries reliance on clinical revenue to support operations by improving work efficiencies and achieving a goal of 80% earned revenue to 20% clinical revenue.
- Invest in information technology intelligence through an approach that not only funds hardware and software improvement but also increases technical expertise at the agency.
- Transform Heritage 53 into a productive asset.

Strategic Objective For

Excellence

The Arc of the Quad Cities Area will focus on a person centered approach that ensures data driven decisions are used to drive efficiency and effectiveness

- Continue to receive national accreditation.
- Engage in a process improvement strategy and invest in the necessary equipment and infrastructure as outlined as part of the strategy.
- Strengthen our partnerships with local High Schools to improve transition planning and improve outcomes for graduates with disabilities.
- Enhance board leadership by adding members with a connection to our local colleges, expertise in OT/PT, and/or expertise in behavioral health.
- Begin to measure and set goals to increase the inclusiveness of our organizations workforce.
- Create an incentive program that rewards training and development for our workforce.
- Ensure agency wide committees are representative of all levels of staff
- Develop a set of criteria that we can benchmark The Arc's service with other similar service providers.

Strategic Objective For

Advocacy

The Arc of the Quad Cities Area will remain at the forefront of fighting for the rights of people with disabilities

- Increase collaboration, partnership, and services that support people in Iowa.
- Target outreach efforts to autism and other disability specific groups in the Quad Cities.
- Build efforts that train and support people with disabilities to engage in advocacy.
- Improve The Arc's ability to reach a diverse group of people across the many minority groups that exist within the Quad Cities.
- Continue to invest in marketing and branding efforts that increase our brand awareness in the Quad Cities with consideration given to developing a mascot, outreach to employers, and developing new partnerships.
- Incorporate new Vision Statement and Guiding Principles into branding.

Key Metrics

Programs

- Number of people served by state
- Percentage of program growth
- Employment placements
- AI wages
- Behavioral program development
- Number of new AT partnerships

People

- Retention Rate
- Days to fill positions
- Volunteer hours
- Benchmarked salary data
- Vendor engagement survey

Resources

- Financial growth percentage
- Heritage 53 financials
- IT investment dollars
- Earned revenue ratio

Excellence

- Accreditation achievements
- Program Evaluation goal achievement
- Workforce inclusiveness percent
- Committee representation

Advocacy

- Marketing dollars and ROI
- Number of Iowa partnerships developed
- Social media engagement

Organizational Chart

