

THE ARC OF THE QUAD CITIES AREA
STRATEGIC
PLAYBOOK
FY 27-29





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THE SCOUTING REPORT

TEAM OVERVIEW

Every great game plan starts with understanding the team on the field. The Arc of the Quad Cities Area enters each season with a clear purpose: to create opportunities, remove barriers, and ensure individuals with intellectual and developmental disabilities can thrive in every phase of life.

OUR MISSION | THE PLAY WE RUN EVERY DOWN

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, inclusion, independence, employment, meaningful community life, and personal happiness.

OUR VISION | THE CHAMPIONSHIP GOAL

A community where every individual is valued, included, and able to reach their full potential, on and off the field.

OUR STORY | SEASON HIGHLIGHTS

The Arc of the Quad Cities Area was built on the belief that everyone deserves the chance to participate fully in their community. From its early days as a grassroots effort driven by families and advocates, the organization has grown into a trusted leader in services, support, and advocacy.

Throughout the years, The Arc has adapted its playbook; responding to community needs, expanding services, and building partnerships that strengthen outcomes for those it serves. What began as a small but passionate effort has evolved into a coordinated, mission-driven organization focused on long-term impact.

OUR GUIDING PRINCIPLES | TEAM IDENTITY

At The Arc, success isn't measured by a single play, it's built through consistency, Inclusion, and teamwork.

We believe:

- All people have ability and potential in order to live full lives
- All people have the right to belong to their community in a meaningful way
- All people have choice in how they find their purpose in life



THE SCOUTING REPORT

OUR CORE VALUES | THE LOCKER ROOM CODE

- **Respect**

We honor the diversity and differences among our peers, individuals served and the community.

- **Commitment**

We constantly strive to raise the quality of the services and supports that are offered.

- **Flexibility**

We understand the needs and choices of individuals and their families are diverse and ever-evolving.

- **Teamwork**

We believe that by working together collaboratively, we can achieve far more than we could alone.

- **Initiative**

We are proactive in seeking out innovative solutions to the challenges we face.

- **Excellence**

We aim to excel and grow top-tier services for people with disabilities

OUR STRENGTHS | WHAT WE BRING TO THE FIELD

- Established reputation as a trusted service provider
- Strong partnerships across the Quad Cities
- Deep commitment to advocacy and community engagement
- Experienced team dedicated to mission-driven work
- Ability to evolve services to meet emerging needs

GAME STRATEGY MOVING FORWARD

With a strong foundation and a clear mission, The Arc is positioned to expand its impact, strengthen its operations, and continue advancing opportunities for those it serves. This playbook represents the next phase; where preparation meets execution, and strategy turns into measurable results.

FROM THE SIDELINE

"This isn't just about running plays; it's about building a system where every individual has the opportunity to succeed. Our mission drives every decision, every partnership, and every strategy we put into motion."

-Michael Glanz
President/CEO



THE GAME FILM



FILM ROOM OVERVIEW

Before every winning season, great teams step into the film room; reviewing past performance, studying the field, and identifying opportunities to improve.



REVIEWING THE TAPE | ASSESSMENT & DISCOVERY

Every season starts with understanding the last one. The Arc began its strategic planning process in 2025 by taking a hard look at current operations, community needs, and long-term trends. This included:

- Reviewing the existing strategic plan and accomplishments
- Identifying service gaps and opportunities across the region
- Analyzing workforce capacity and operational performance
- Evaluating financial sustainability and growth potential
- Assessing strengths to build upon and areas to improve



READING THE FIELD | STRATEGIC INSIGHTS

No plan is built alone; it requires input from the entire team.

The Arc brought together a wide range of voices to shape this playbook using listening sessions and survey's to gather input from:

- Leadership and staff across the agency
- Families and individuals served
- Community partners and stakeholders
- Board members and advisors

Through interviews, discussions, and collaborative sessions, these perspectives helped ensure the strategy reflects real-world needs and shared priorities.



BUILDING THE PLAYBOOK

With the film analyzed and the team aligned, key themes began to emerge:

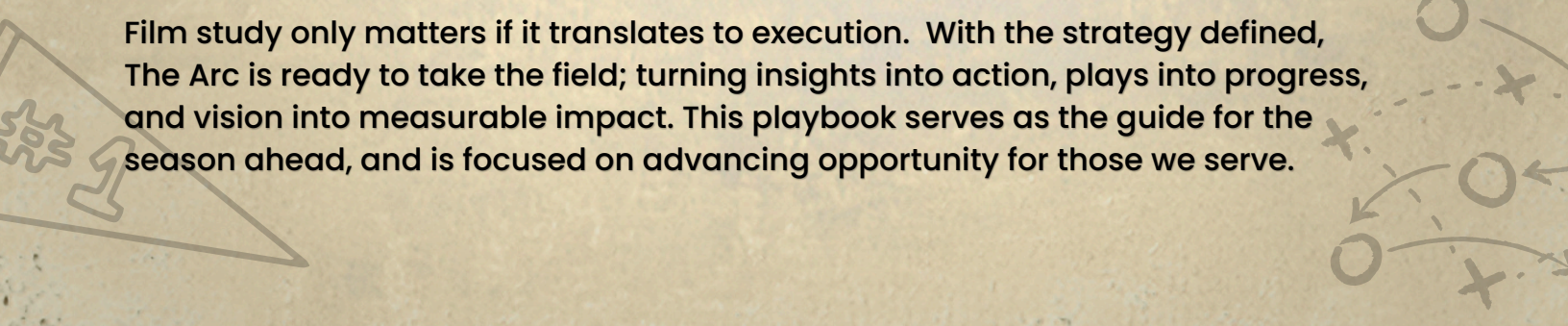
- A growing need for expanded and innovative services
- Increased demand for workforce strength and sustainability
- Opportunities to deepen community impact and partnerships
- The importance of long-term continuity of care and services

These insights became the foundation for designing targeted, high-impact plays.



FROM FILM TO FIELD

Film study only matters if it translates to execution. With the strategy defined, The Arc is ready to take the field; turning insights into action, plays into progress, and vision into measurable impact. This playbook serves as the guide for the season ahead, and is focused on advancing opportunity for those we serve.



LEADERSHIP LINEUP

SIDELINE OVERVIEW

Behind every successful season is a strong coaching staff, leaders who set the tone, call the plays, and keep the team focused on execution. The Arc's Leadership Lineup brings experience, vision, and discipline to every drive, ensuring the organization stays aligned with its mission while advancing toward long-term impact.

HEAD COACH



THE PLAY CALLER

Michael Glanz

President & CEO

Michael leads from the front, setting the overall game strategy and ensuring every play aligns with The Arc's mission. From defining vision to guiding execution, he keeps the organization focused, agile, and ready to take on new challenges. His leadership ensures the team is not only prepared for today's game but positioned for future seasons.

OFFENSIVE & STRATEGIC LEADERSHIP

Sarah Wright

Chief Development & Strategy Officer

Sarah designs the plays that move the organization down the field. From strategic growth initiatives to development opportunities, she identifies pathways to expand impact and build partnerships. Her role ensures The Arc continues to evolve, innovate, and capitalize on opportunities to serve the community more effectively.



THE ARCHITECT OF
THE PLAYBOOK

OPERATIONAL & RESOURCE LEADERSHIP

Meg Davis

Chief Resources Officer

Meg ensures the team has the talent, systems, and resources needed to execute every play. Overseeing workforce, infrastructure, and internal operations, she builds the foundation that allows the organization to perform at a high level, game after game.



THE ENGINE
BEHIND THE TEAM

LEADERSHIP LINEUP



**THE FIELD
GENERAL**

PROGRAM EXECUTION LEADERSHIP

Matt Fredericks

Chief Program Officer

Matt translates the game plan into action, overseeing programs and services that directly impact individuals and families. He ensures plays are executed with precision and consistency, delivering meaningful outcomes across all areas of service.

DIRECTOR OF HOME FIELD ADVANTAGE

Susan Smith

Chief Residential Officer

Susan leads residential services, ensuring individuals have safe, supportive environments where they can thrive. Her focus on stability and quality creates the foundation for long-term success both on and off the field.



**THE DEFENSIVE
STRATEGIST**

QUALITY & PERFORMANCE LEADERSHIP

Suzy White

Chief Quality Officer

Suzy ensures that every play meets the highest standards of quality, compliance, and accountability. By monitoring performance and strengthening systems, she protects the integrity of the organization and ensures long-term sustainability.

GAME-TIME IMPACT

With a strong Leadership Lineup in place, The Arc is equipped to:

Drive strategic growth and innovation

Strengthen operations and workforce sustainability

Deliver high-quality programs and services

Expand community impact across the region

OFFENSIVE PLAYS

DRIVING THE MISSION DOWN FIELD

Expanding Opportunity, Services, and Community Impact

The plays in this section are designed to move The Arc down the field; advancing the mission by expanding services, increasing opportunities for those we serve, and strengthening programs through innovation and intentional growth.

Each offensive play focuses on gaining ground; responding to unmet needs, creating new pathways for individuals and families, and positioning the organization for sustained impact and long-term relevance in the communities we serve.

As these plays are developed and executed, each is also being evaluated for its ability to translate beyond our current field; supporting potential expansion opportunities into Iowa. This ensures that every strategy not only drives progress today but has the flexibility and strength to scale for future growth.

OFFENSIVE PHILOSOPHY

“Forward motion. Stay intentional. Advance every opportunity.”

- Create and expand services where gaps exist
- Build long-term pathways for individuals and families
- Strengthen community presence and partnerships
- Drive measurable outcomes with every initiative

HOW TO READ THE PLAYS

<i>Purpose</i>	→	<i>Objective</i>
<i>Strategic Intent</i>	→	<i>Play Design</i>
<i>Key Initiatives</i>	→	<i>Routes & Assignments</i>
<i>Iowa Expansion Opportunity</i>	→	<i>Audible</i>
<i>Measures of Success</i>	→	<i>Scoreboard</i>
<i>Time Horizon</i>	→	<i>Game Clock</i>
<i>Level of Investment</i>	→	<i>Resource Commitment</i>
<i>Challenges/Considerations</i>	→	<i>Defensive Pressure</i>
<i>Strategic Alignment</i>	→	<i>Field Alignment</i>

PRIORITY LEVELS

LOW

“Development Play”

MODERATE

“Momentum Builder”

HIGH

“Championship Drive”

PLAY 01

YOUTH & TRANSITION SERVICES EXPANSION

MOMENTUM BUILDER



OBJECTIVE

Address a critical gap in youth and transition services by creating a structured pathway from school-based programs into adult services; building lifelong relationships and expanding access to care.



PLAY DESIGN

Position The Arc as a recognized leader in youth transition services, delivering a seamless progression from school age to adulthood with strong family engagement and continuity of care.



ROUTES & ASSIGNMENTS

- **Feasibility + Model Development**

Evaluate licensure, service models, and expansion requirements

- **Program Alignment with Schools**

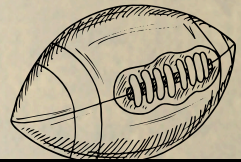
Develop transition services integrated with high school timelines

- **School Partnerships**

Collaborate with districts and special education programs

- **Internal Expertise**

Leverage best practices from Griffin-Hammis Associates & TransCen



SCOREBOARD

- Employment placements
- Youth successfully transitioning to adult programs
- Increased school partnerships
- Retention in adult services



GAME CLOCK

Mid-Term → Long-Term



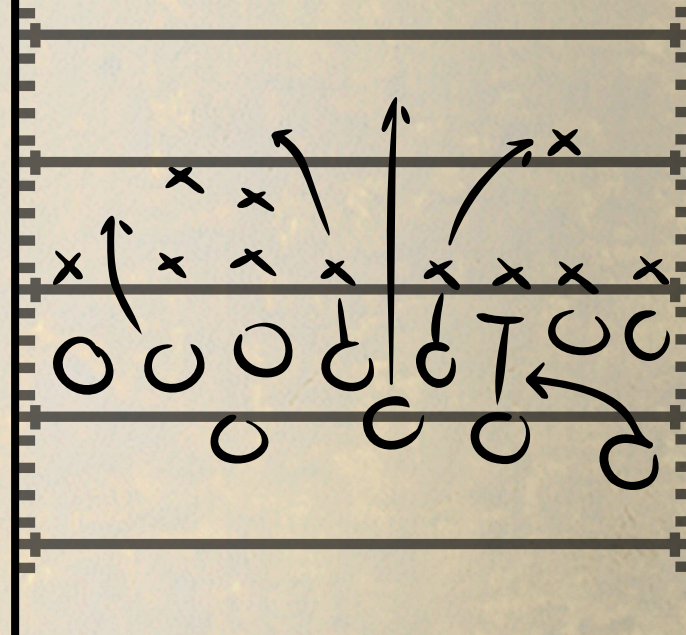
RESOURCE COMMITMENT

Moderate → High



DEFENSIVE PRESSURE

- Workforce availability
- Licensure requirements
- Funding model alignment
- Partnership development



FIELD ALIGNMENT

- Mission Advancement
- Strategic Growth
- Organizational Sustainability

AUDIBLE: IOWA EXPANSION OPPORTUNITY

Youth transition models could be replicated in Iowa; however, differences in Medicaid systems, workforce, and school partnerships would need addressed.

PLAY 02

EMPLOYMENT OPPORTUNITY EXPANSION & EMPLOYER PARTNERSHIPS

CHAMPIONSHIP DRIVE



OBJECTIVE

Expand access to meaningful, community-based employment opportunities for individuals served by strengthening employer partnerships and increasing workforce inclusion across the region.



PLAY DESIGN

Significantly increase the number of individuals engaged in competitive, integrated employment, positioning The Arc as a leader in workforce inclusion and community participation.



ROUTES & ASSIGNMENTS

- **Employer Partnership Expansion**

Build and strengthen relationships with local employers to create new job opportunities

- **Job Development & Placement Capacity**

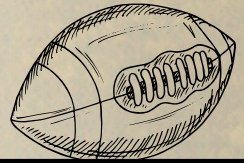
Increase staffing, tools, and accountability for job placement outcomes

- **Employer Education & Support**

Provide training and resources to employers to ensure successful integration and retention

- **Individualized Employment Alignment**

Match employment opportunities to each individual's strengths, interests, and goals



SCOREBOARD

- Increase in individuals employed
- Growth in active employer partnerships
- Improved job retention rates
- Increased wages and hours worked



GAME CLOCK

Short-Term → Mid-Term



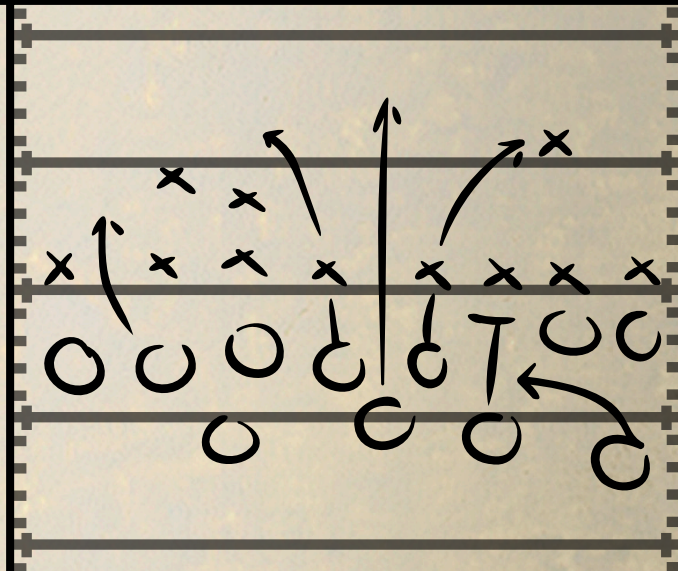
RESOURCE COMMITMENT

Moderate



DEFENSIVE PRESSURE

- Labor market conditions
- Staff capacity for job development
- Employer engagement and retention



FIELD ALIGNMENT

- Mission Advancement
- Strategic Growth

AUDIBLE: IOWA EXPANSION OPPORTUNITY

Employment partnerships and models are highly transferable across state lines with appropriate adaptation. Currently we can place people from Illinois into Iowa jobs. Through becoming an EN provider we can cross the boarder for some services but for more indepth programming we would need to develop state funding relationship.

PLAY 03

QC FLEX & BUSINESS SERVICES EXPANSION

CHAMPIONSHIP DRIVE



OBJECTIVE

Expand QC Flex as a social enterprise to create more employment opportunities for individuals served while strengthening revenue streams that support long-term organizational sustainability.



PLAY DESIGN

Position QC Flex as a high-performing, scalable business unit, driving both mission impact and diversified revenue through expanded services, partnerships, and operational excellence.



ROUTES & ASSIGNMENTS

- **Contract & Partnership Expansion**

Grow business through strategic bidding processes and new client relationships

- **New Service Line Development**

Identify and launch services aligned with organizational strengths and market demand

- **Workforce Participation Growth**

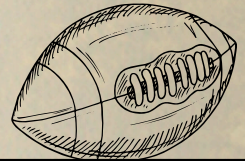
Increase opportunities for individuals served to engage in meaningful work

- **Operational Efficiency & Quality**

Improve processes, productivity, and service delivery standards

- **Employer-of-Choice Positioning**

Strengthen QC Flex's reputation to attract talent, partners, and opportunities



SCOREBOARD

- Revenue growth
- Contracts secured
- Individuals employed through QC Flex
- Improved operational efficiency



GAME CLOCK

Short-Term → Mid-Term



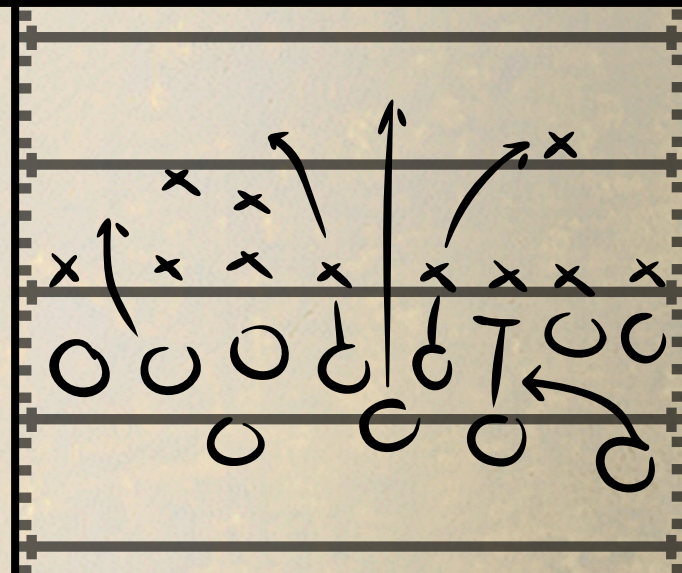
RESOURCE COMMITMENT

Moderate



DEFENSIVE PRESSURE

- Market demand and competition
- Contract availability and pipeline development
- Workforce readiness and training



FIELD ALIGNMENT

- Mission Advancement
- Strategic Growth
- Financial Sustainability

AUDIBLE: IOWA EXPANSION OPPORTUNITY

Business services models can be replicated in Iowa with appropriate partnerships and contract development. With no State funding source for this program, the services can occur anywhere and employ anyone.

PLAY 04

EMPLOYMENT READINESS, TRAINING, & EDUCATION

CHAMPIONSHIP DRIVE



OBJECTIVE

Strengthen employment outcomes by preparing individuals with the skills, training, and confidence needed to successfully enter and sustain meaningful employment.



PLAY DESIGN

Expand capacity within Community Employment Services (CES) to ensure more individuals are job-ready, well-trained, and positioned for long-term success, aligning preparation directly with employer needs.



ROUTES & ASSIGNMENTS

- **Job Readiness & Skill Development**

Enhance programs focused on foundational employment skills and workplace readiness

- **Education & Skilled Trades Partnerships**

Collaborate with local colleges, training programs, and trade partners to expand opportunities

- **Employer-Aligned Training & Certifications**

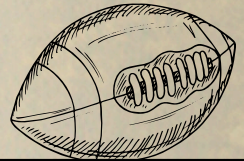
Design training pathways tied to real workforce needs, including credentialing in targeted fields

- **Individualized Employment Planning**

Create tailored pathways based on each individual's strengths, goals, and interests

- **Day Program Transition Pathways**

Strengthen connections between day services and employment preparation



SCOREBOARD

- Individuals completing training programs
- Increased job placement rates
- Improved retention outcomes
- Strong employer satisfaction



GAME CLOCK

Short-Term → Mid-Term



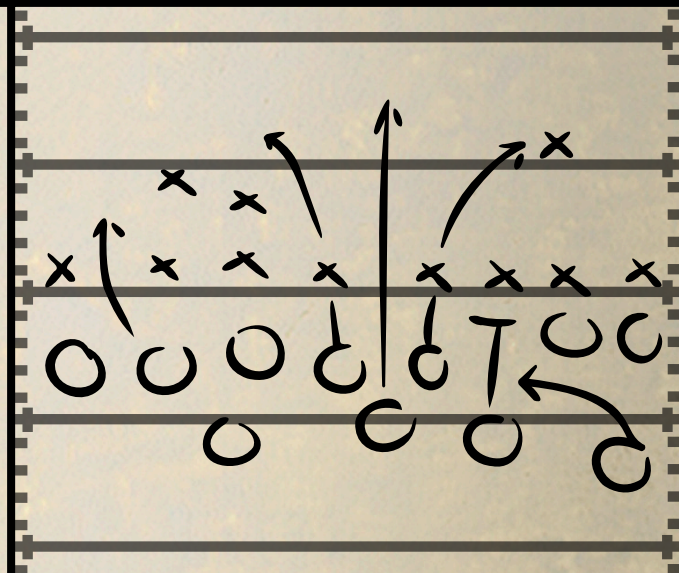
RESOURCE COMMITMENT

Moderate



DEFENSIVE PRESSURE

- Staffing and training capacity
- Program design and effectiveness
- Alignment with employer expectations



FIELD ALIGNMENT

- Mission Advancement
- Strategic Growth

AUDIBLE: IOWA EXPANSION OPPORTUNITY

CES workforce development models could be expanded into Iowa depending on costs and potential funding structures. This program would grow alongside job placement programs as it is ancillary to those efforts.

PLAY 05

INCLUSIVE COMMUNITY PROGRAMMING EXPANSION

MOMENTUM BUILDER



OBJECTIVE

Expand opportunities for individuals with and without disabilities to engage together in meaningful ways—strengthening inclusion, reducing stigma, and building a more connected community.



PLAY DESIGN

Create accessible, engaging programs that foster inclusive participation and belonging, positioning The Arc as a leader in community integration and shared experiences.



ROUTES & ASSIGNMENTS

- **Inclusive Program Development**

Design and launch recreational and social programs that welcome diverse participation

- **Community Partnership Expansion**

Collaborate with local organizations to co-create and host inclusive experiences

- **Visibility & Awareness Growth**

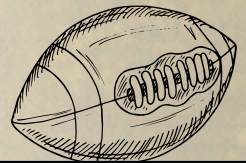
Promote inclusive opportunities to broaden reach and engagement

- **Cross-Community Participation**

Encourage involvement from individuals of all backgrounds and abilities

- **Integration into Existing Services**

Embed inclusive practices across current programs to expand impact



SCOREBOARD

- Increased participation rates
- Greater diversity of participants
- Growth in community partnerships
- High satisfaction and engagement levels



GAME CLOCK

Short-Term → Mid-Term



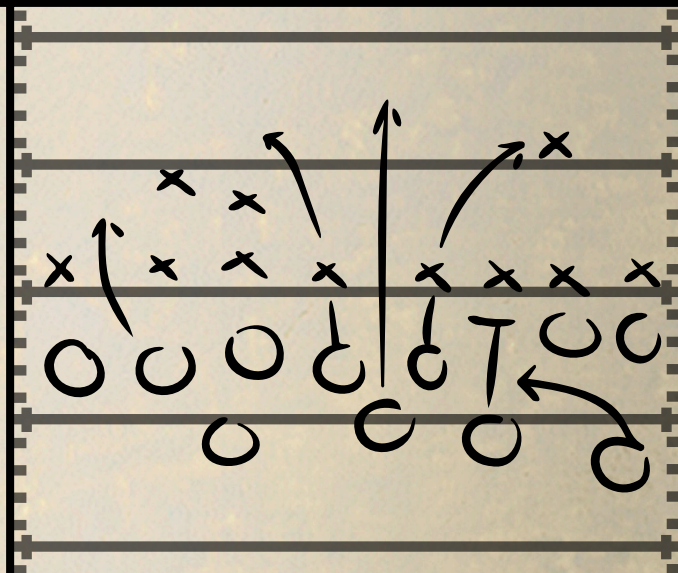
RESOURCE COMMITMENT

Low → Moderate



DEFENSIVE PRESSURE

- Building and maintaining community partnerships
- Coordinating programs across organizations
- Ensuring accessibility and engagement for all participants



FIELD ALIGNMENT

- Mission Advancement
- Community Engagement

AUDIBLE: IOWA EXPANSION OPPORTUNITY

Inclusive programming models can be implemented across communities with minimal structural barriers.

PLAY 06

EXPANDED DAY PROGRAM VARIETY, STRUCTURE, AND CHOICE

CHAMPIONSHIP DRIVE



OBJECTIVE

Enhance day programming by increasing variety, structure, and individual choice; ensuring participants remain engaged, continue building skills, and experience meaningful daily activities aligned with their interests.



PLAY DESIGN

Deliver a dynamic, person-centered day program that adapts to individual preferences, offering structured yet flexible options that drive engagement, growth, and overall satisfaction



ROUTES & ASSIGNMENTS

- **Expanded Activity Playbook**

Increase the range and diversity of available day program activities

- **Flexible Scheduling & Choice**

Provide individuals with greater control and options in their daily programming

- **Structured Program Implementation**

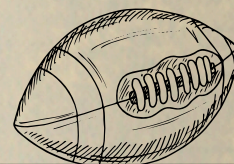
Execute the new program manual with clearly defined, outcome-driven programming

- **Community-Based Experiences**

Integrate more off-site activities to increase real-world engagement

- **Continuous Improvement Loop**

Use feedback to regularly evaluate and adjust programming



SCOREBOARD

- Increased participant satisfaction
- Higher participation across a variety of activities
- Reduced reports of disengagement or boredom



GAME CLOCK

Short-Term → Mid-Term



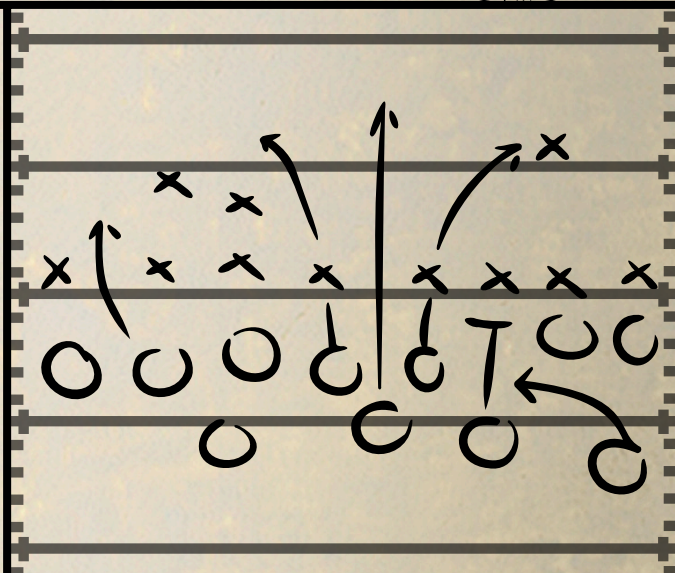
RESOURCE COMMITMENT

Moderate



DEFENSIVE PRESSURE

- Staffing ratios and capacity
- Transportation logistics for community activities
- Coordination of diverse program offerings



FIELD ALIGNMENT

- Mission Advancement
- Service Quality

AUDIBLE: IOWA EXPANSION OPPORTUNITY

Components of the day programming could transfer to programs in Iowa. However, funding differences and staff implications set a high cost barrier.

PLAY 07

EXPANDED RECREATIONAL & SOCIAL OPPORTUNITIES (INCLUDING DURING NONTRADITIONAL HOURS)

MOMENTUM BUILDER



OBJECTIVE

Expand access to recreational and social opportunities beyond traditional program hours; creating more ways for individuals to engage, connect, and participate fully in the community.



PLAY DESIGN

Increase access to meaningful, inclusive experiences that align with real-world schedules, enhancing quality of life, community engagement, and overall well-being.



ROUTES & ASSIGNMENTS

- **Funding for Extended Programming**

Identify and secure resources to support evening and weekend offerings

- **Recreation Partnership Development**

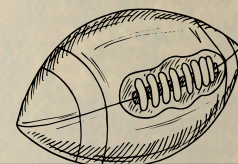
Collaborate with local organizations and providers to expand access to activities

- **Group Outings & Shared Experiences**

Leverage current operations to increase opportunities for social engagement

- **Family Communication & Awareness**

Improve outreach and messaging to ensure families are informed and engaged



SCOREBOARD

- Participation in evening and weekend programming
- Increased community engagement
- High individual satisfaction
- Positive family feedback



GAME CLOCK

Short-Term → Mid-Term



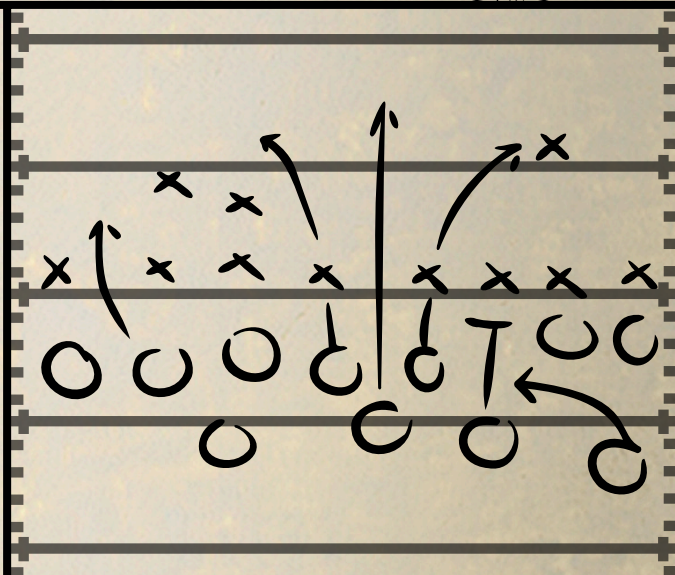
RESOURCE COMMITMENT

Low → Moderate



DEFENSIVE PRESSURE

- Staffing availability during nontraditional hours
- Transportation coordination
- Scheduling complexity
- Funding limitations



FIELD ALIGNMENT

- Mission Advancement
- Community Engagement

AUDIBLE: IOWA EXPANSION OPPORTUNITY

People who live in Iowa can be engaged in the programming. However, staff support may vary based on funding.

DEVELOPMENT PLAY



OBJECTIVE

There is growing demand for services that meet the diverse and complex needs of individuals with autism. Expanding these services ensures that The Arc can effectively support individuals across a wider range of needs.



PLAY DESIGN

Develop and deliver specialized services that effectively support individuals with autism at varying levels of need.



ROUTES & ASSIGNMENTS

- **Increase Knowledge on Autism**

Expand internal expertise and targeted training in autism services

- **Create Targeted Programming**

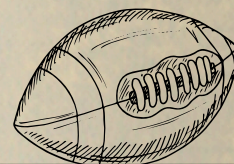
Develop specialized programming and supports based on community feedback

- **Implement Best Practices**

Align services with best practices in supportive services for people with autism.

- **Development of Partnerships**

Explore partnerships with specialized providers



SCOREBOARD

- Number of individuals served with autism
- Staff competency and training completion
- Service outcomes and satisfaction
- Preduced service gaps



GAME CLOCK

Mid-Term → Long-Term



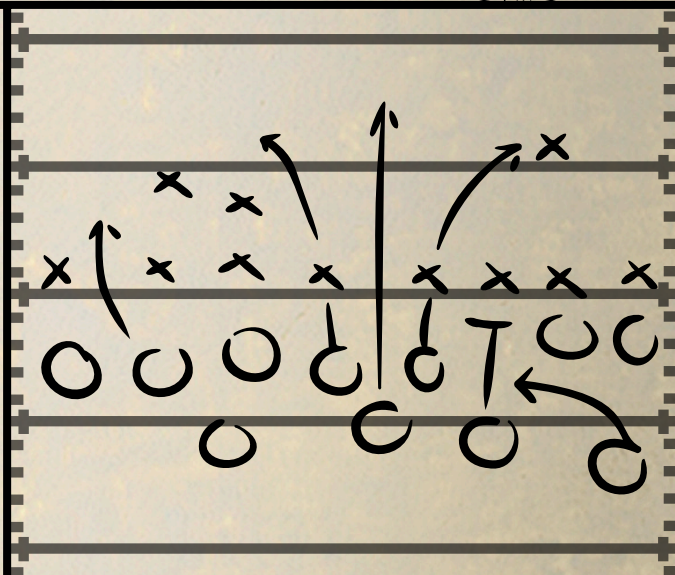
RESOURCE COMMITMENT

Moderate → High



DEFENSIVE PRESSURE

- Need for specialized staffing
- Potential for increased amount of training
- Funding limitations



FIELD ALIGNMENT

- Mission Advancement
- Service Expansion

AUDIBLE: IOWA EXPANSION OPPORTUNITY

Expansion to Iowa would be similar to expansion in Illinois since this is not a direct service line we provide. In Iowa it would require alignment with funding models and workforce availability.

MOMENTUM BUILDER



OBJECTIVE

Expand access to respite and drop-in services for families of children with IDD—providing critical short-term support while strengthening early relationships with The Arc.



PLAY DESIGN

Deliver flexible, reliable respite services that support families, reduce caregiver strain, and establish early connections that lead to long-term engagement with The Arc.



ROUTES & ASSIGNMENTS

- **Service Model Research & Design**

Evaluate best practices for respite and drop-in service delivery

- **Funding Strategy Development**

Identify sustainable funding sources and service models

- **Flexible Staffing Model Creation**

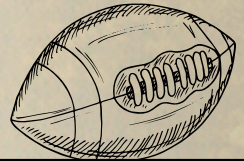
Develop staffing structures that support adaptable, on-demand services

- **Community & Family Partnerships**

Engage families and organizations to shape and support services

- **Pilot & Scale Approach**

Launch pilot programs and expand based on demand and success



SCOREBOARD

- Number of families served
- Utilization rates of services
- Family satisfaction
- Repeat engagement



GAME CLOCK

Mid-Term



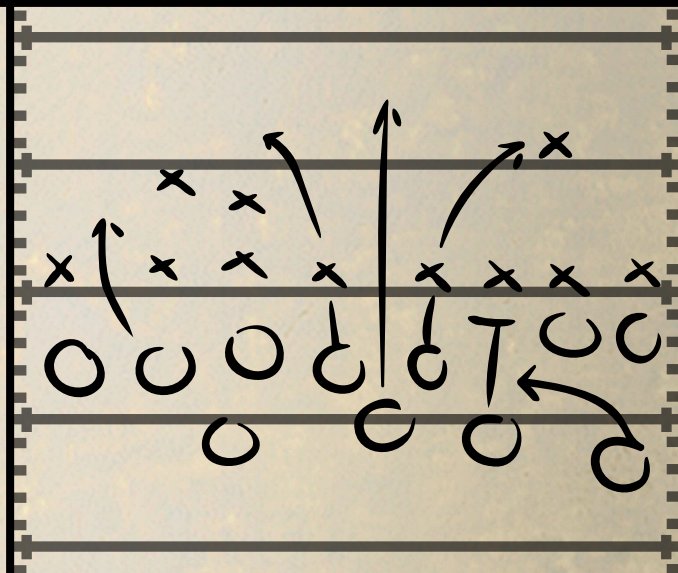
RESOURCE COMMITMENT

High



DEFENSIVE PRESSURE

- Staffing availability and flexibility
- Licensing requirements
- Funding model sustainability



FIELD ALIGNMENT

- Mission Advancement
- Strategic Growth

AUDIBLE: IOWA EXPANSION OPPORTUNITY

Services could be replicated with adjustments for funding and workforce differences. However this service already exists in Iowa.

PLAY 010

INDIVIDUAL MICRO-ENTERPRISE DEVELOPMENT

DEVELOPMENT PLAY



OBJECTIVE

Empower individuals to create and sell products or services—building independence, developing skills, and generating income through personalized, entrepreneurial pathways.



PLAY DESIGN

Enable individuals served to engage in small-scale, person-centered business opportunities, aligning their interests and strengths with real-world economic participation.



ROUTES & ASSIGNMENTS

- **Entrepreneur Identification**

Identify individuals interested in pursuing micro-enterprise opportunities

- **Skill Development & Training**

Provide guidance and support for product or service creation

- **Market Access Opportunities**

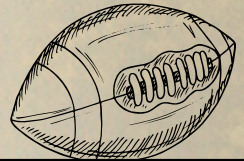
Create avenues for selling goods through events, markets, and partnerships

- **Program Integration (CES Alignment)**

Embed micro-enterprise opportunities within existing employment services

- **Regulatory & Funding Compliance**

Ensure all activities align with funding requirements and guidelines



SCOREBOARD

- Number of individuals participating
- Products and services developed
- Revenue generated for individuals served
- Skills gained and demonstrated



GAME CLOCK

Short-Term → Mid-Term



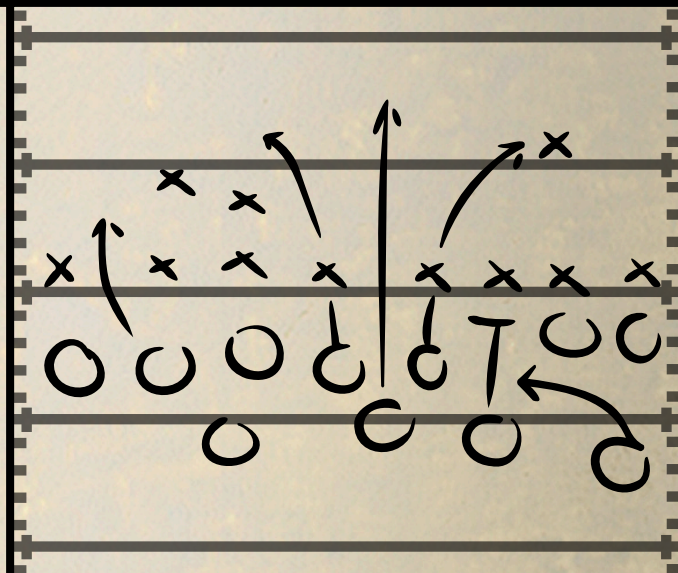
RESOURCE COMMITMENT

Low



DEFENSIVE PRESSURE

- Regulatory and funding compliance requirements
- Staff time and support for development
- Access to markets and sales opportunities



FIELD ALIGNMENT

- Mission Advancement
- Innovation

AUDIBLE: IOWA EXPANSION OPPORTUNITY

Micro-enterprise models can be implemented across locations with minimal structural barriers.

PLAY 011

DIVERSIFICATION OF RESIDENTIAL (HOUSING) MODELS

CHAMPIONSHIP DRIVE



OBJECTIVE

Expand residential options beyond traditional group homes to better meet individual preferences, increase independence, and provide more flexible, integrated living opportunities.



PLAY DESIGN

Develop a diverse portfolio of residential models—including supportive housing, host homes, and integrated living arrangements—that increase choice, promote independence, and serve a broader range of needs.



ROUTES & ASSIGNMENTS

- **Supportive Housing Development**

Explore and implement independent and semi-independent housing models

- **Host Home Matching**

Identify and connect individuals with qualified host families

- **Integrated Living Expansion**

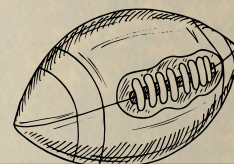
Develop community-based housing options that promote inclusion

- **Person-Centered Housing Alignment**

Match individuals with housing options based on preferences and needs

- **Housing Partnerships & Awareness**

Strengthen partnerships and build recognition of The Arc as a housing developer



SCOREBOARD

- Number of new residential models developed
- Increased occupancy and reduced vacancies
- Individual satisfaction with housing options
- Greater diversity in housing placements



GAME CLOCK

Mid-Term → Long-Term



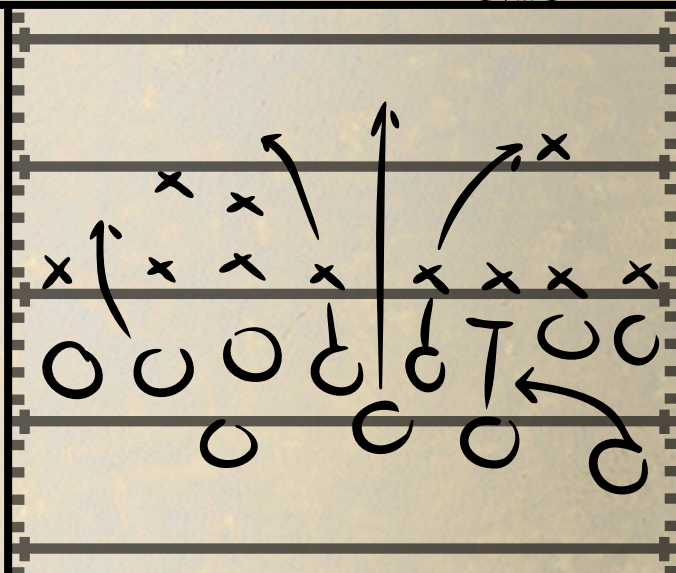
RESOURCE COMMITMENT

High



DEFENSIVE PRESSURE

- Funding structures and reimbursement models
- Regulatory requirements and compliance
- Capital investment needs



FIELD ALIGNMENT

- Mission Advancement
- Strategic Growth
- Sustainability

AUDIBLE: IOWA EXPANSION OPPORTUNITY

Traditional residential models exist in Iowa and competition would drive difficulty in expansion into traditional services. However there is room for expansion into more innovative and new housing models.

PLAY 012

EVENT SPACE & SOCIAL ENTERPRISE DEVELOPMENT

CHAMPIONSHIP DRIVE



OBJECTIVE

Activate the Silvis property as a dynamic, multi-use space that drives community engagement, creates employment opportunities, and generates sustainable revenue.



PLAY DESIGN

Transform the Silvis property into a community-facing hub that blends programming, social enterprise, and event-based activities—maximizing both mission impact and financial performance.



ROUTES & ASSIGNMENTS

- **Event Space Development**

Design and explore event venue opportunities that attract community use

- **Social Enterprise Evaluation**

Identify business models that align with the site and generate revenue

- **Employment Integration**

Create meaningful job opportunities for individuals served through site operations

- **Partnership Development**

Build relationships with community organizations and businesses for programming and utilization

- **Feasibility & Investment Analysis**

Conduct detailed cost, market, and development assessments



SCOREBOARD

- Property activation and utilization rates
- Revenue generated from events and enterprise
- Employment opportunities created
- Increased community engagement



GAME CLOCK

Mid-Term → Long-Term



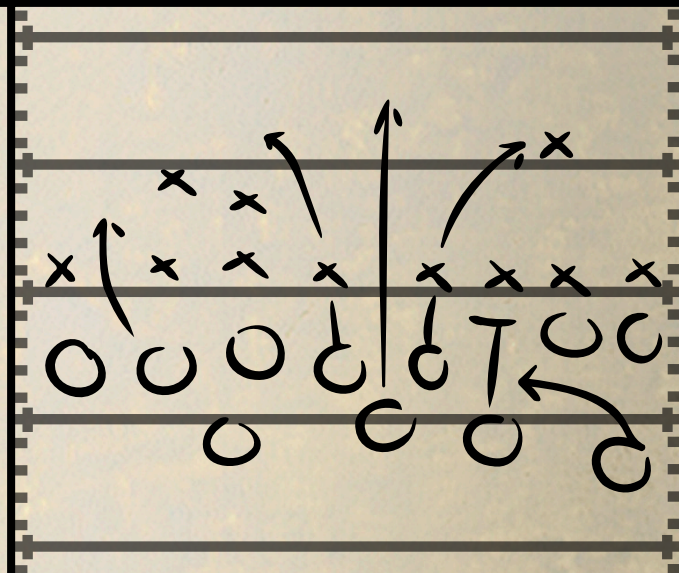
RESOURCE COMMITMENT

Moderate → High



DEFENSIVE PRESSURE

- Capital investment requirements
- Zoning and easement considerations
- Staffing and operational capacity
- Market demand and competition



FIELD ALIGNMENT

- Mission Advancement
- Strategic Growth
- Financial Sustainability

AUDIBLE: IOWA EXPANSION OPPORTUNITY

While site-specific, the model of leveraging assets for community engagement and social enterprise could be replicated in Iowa after successful implementation.

PLAY 013

BEHAVIORAL HEALTH SERVICES EXPANSION

CHAMPIONSHIP DRIVE



OBJECTIVE

Expand behavioral health services to meet rising needs—improving outcomes, enhancing stability, and strengthening support across all programs.



PLAY DESIGN

Build and scale internal behavioral health capacity to deliver high-quality, integrated care that supports individuals with complex needs and strengthens overall program effectiveness.



ROUTES & ASSIGNMENTS

- **Clinical Expertise Development (BCBA)**

Finalize training and build internal behavioral health expertise

- **Program Integration**

Embed behavioral health supports across all service areas

- **Healthcare Partnerships**

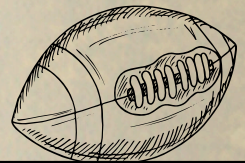
Strengthen collaboration with external providers and systems

- **Staff Training & Support**

Enhance staff competency in recognizing and responding to behavioral health needs

- **Service Access Expansion**

Improve availability and delivery of behavioral health services



SCOREBOARD

- Increased number of individuals receiving behavioral health services
- Improved outcomes and stability across programs
- Reduction in crisis incidents
- Increased staff confidence and competency



GAME CLOCK

Mid-Term



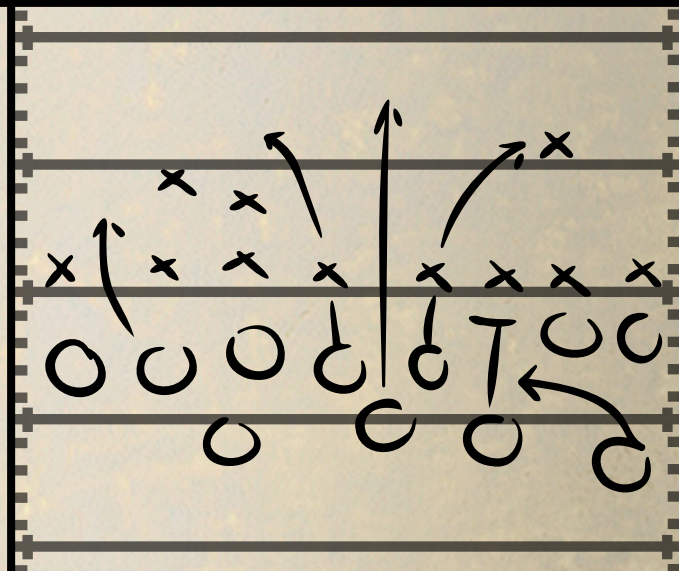
RESOURCE COMMITMENT

Moderate → High



DEFENSIVE PRESSURE

- Workforce availability and specialized talent
- Funding and reimbursement structures
- Development of clinical expertise



FIELD ALIGNMENT

- Mission Advancement
- Service Quality

AUDIBLE: IOWA EXPANSION OPPORTUNITY

Expansion depends on provider networks, licensing, and reimbursement structures in Iowa. Once board certified and with gained experience the department could begin to evaluate funding sources in Iowa.

DEFENSIVE PLAYS

DEFENDING THE FOUNDATION

Strengthening Workforce, Operations, and Sustainability

The Defensive Plays in this playbook focus on protecting what matters most: strengthening The Arc's foundation to ensure consistent, high-quality service delivery. These plays are designed to reinforce the systems, people, and structures that allow the organization to perform at a high level; day in and day out.

Like a well-executed defense, these strategies anticipate challenges, hold the line, and create stability in the face of change. They focus on building a resilient organization through workforce development, operational excellence, financial alignment, and strong infrastructure.

DEFENSIVE PHILOSOPHY

"Protect the foundation. Stay disciplined. Execute every possession."

- Strengthen workforce stability and retention
- Improve operational systems and efficiency
- Ensure financial sustainability and alignment
- Maintain high-quality environments and services
- Build resilience and adaptability across the organization

HOW TO READ THE PLAYS

<i>Purpose</i>	→	<i>Objective</i>
<i>Strategic Intent</i>	→	<i>Game Plan</i>
<i>Key Initiatives</i>	→	<i>On-Court Execution</i>
<i>Measures of Success</i>	→	<i>Box Score</i>
<i>Time Horizon</i>	→	<i>Game Flow</i>
<i>Level of Investment</i>	→	<i>Resource Load</i>
<i>Challenges/Considerations</i>	→	<i>Pressure Points</i>
<i>Strategic Alignment</i>	→	<i>System Alignment</i>

PRIORITY LEVELS

LOW

"Development Rotation"

MODERATE

"Containment Set"

HIGH

"Lockdown Defense"

PLAY D1

DSP TRAINING CURRICULUM ENHANCEMENT

CONTAINMENT SET



OBJECTIVE

A strong, consistent training system is essential to maintaining high-quality service and staff confidence. Strengthening training ensures stability on the court and improves outcomes across all programs.



GAME PLAN

Build a comprehensive and consistent training system that prepares Direct Support Professionals (DSPs) to execute at a high level—delivering person-centered services with confidence, consistency, and quality.



ON-COURT EXECUTION

- **Standardized Training Playbook**

Define and implement consistent training expectations and processes

- **Scenario-Based Skill Development**

Expand hands-on and real-world training applications

- **Best Practice & Compliance Alignment**

Ensure all training reflects regulatory requirements and proven models

- **Cross-Training Rotation**

Develop flexibility and depth across roles and responsibilities

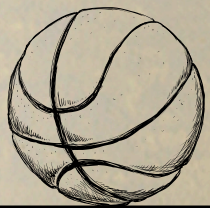
- **Continuous Training Evaluation**

Regularly assess and refine training for effectiveness and impact



BOX SCORE

- Training completion rates
- Increased staff competency levels
- Reduction in incidents and errors
- Improved service quality



GAME FLOW

Short-Term → Mid-Term



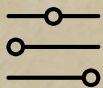
RESOURCE LOAD

Moderate



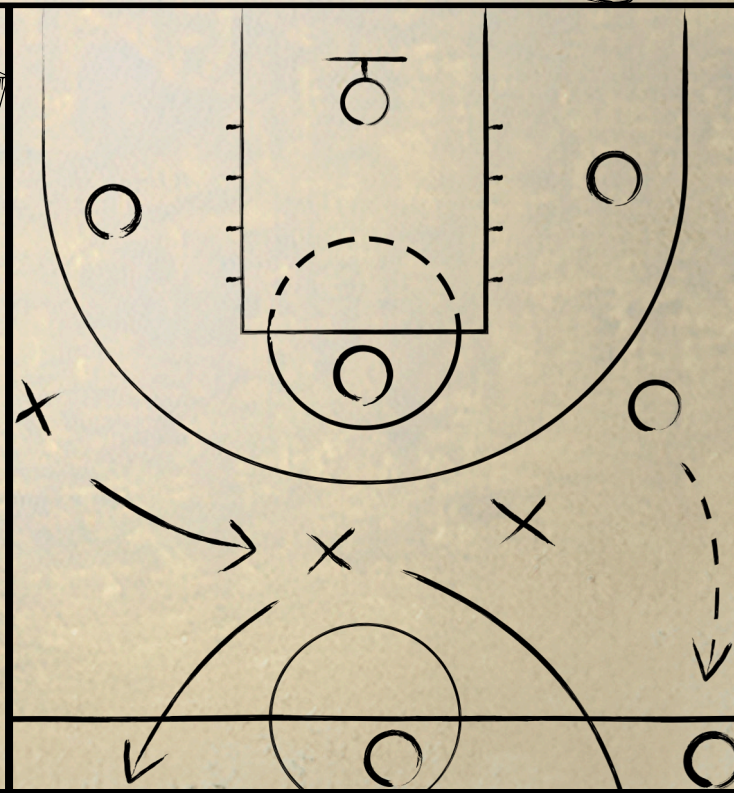
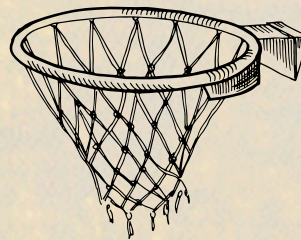
PRESSURE POINTS

- Availability of training resources
- Staff time and scheduling constraints
- Need for curriculum redesign and modernization



SYSTEM ALIGNMENT

- Service Quality
- Workforce Strength



LOCKDOWN DEFENSE



OBJECTIVE

Sustaining a strong workforce requires consistent, proactive recruitment. Building a reliable pipeline ensures the organization has the depth and talent needed to maintain service quality and meet growing demand.



GAME PLAN

Develop a sustainable, high-output workforce pipeline by strengthening recruitment channels, expanding volunteer and internship opportunities, and increasing awareness of careers within The Arc.



ON-COURT EXECUTION

- **Education & Training Partnerships**

Build strong connections with high schools, colleges, and workforce training programs

- **Internship & Career Pathway Development**

Create structured pathways that transition students into long-term roles

- **Volunteer Engagement Expansion**

Increase opportunities for community involvement that can lead to workforce entry

- **Career Awareness & Outreach**

Promote The Arc as an employer of choice within the community

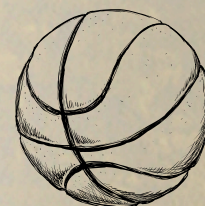
- **Recruitment Strategy Enhancement**

Strengthen outreach, hiring processes, and candidate engagement



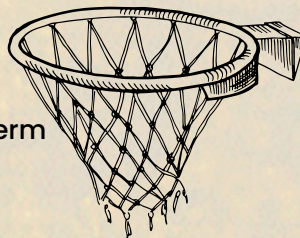
BOX SCORE

- Number of hires from pipeline sources
- Internship and volunteer participation levels
- Reduced time to fill open positions
- Retention of pipeline recruits



GAME FLOW

Short-Term → Mid-Term



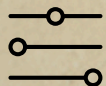
RESOURCE LOAD

Moderate



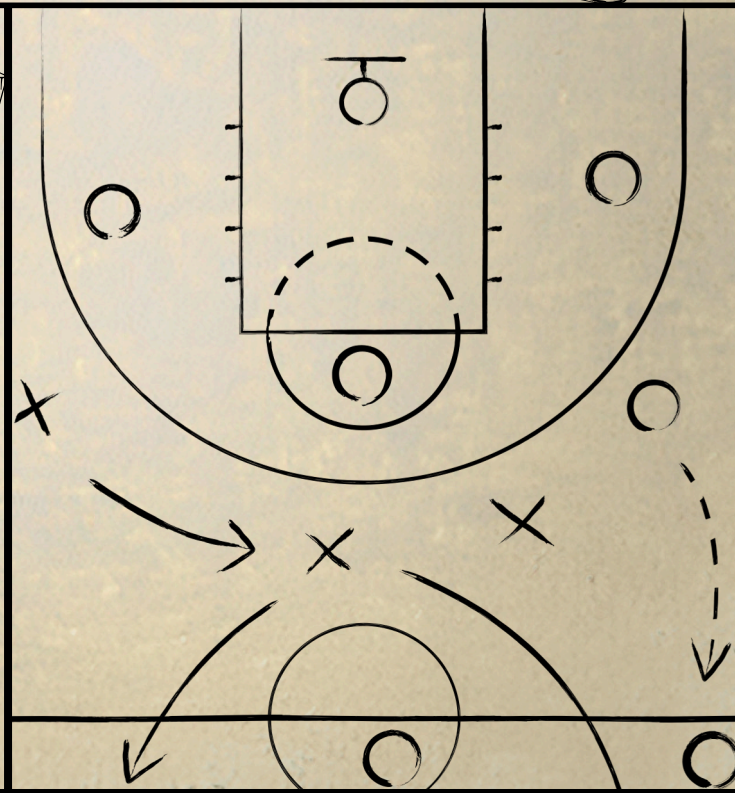
PRESSURE POINTS

- Building and maintaining partnerships
- Recruitment resources and staffing
- Competition in the labor market



SYSTEM ALIGNMENT

- Workforce Stability
- Strategic Growth



LOCKDOWN DEFENSE



OBJECTIVE

Retaining high-quality staff is critical to maintaining stability and service quality. Strengthening retention ensures continuity, reduces disruption, and keeps the team intact over the long season.



GAME PLAN

Build a strong, connected workforce environment that values employees, provides clear career pathways, and reinforces long-term commitment through engagement, recognition, and growth opportunities.



ON-COURT EXECUTION

- **Career Pathway Development**

Create advancement tracks and specialization opportunities for DSPs and staff

- **Recognition & Reward Systems**

Expand programs that acknowledge staff contributions and performance

- **Exit Interview Intelligence**

Collect and analyze feedback to identify trends and improve retention strategies

- **Onboarding & Early Support**

Strengthen support systems during early employment stages to reduce turnover

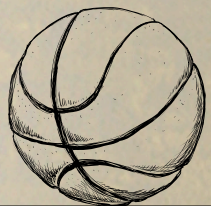
- **Workplace Culture & Engagement**

Build a positive, inclusive environment that encourages long-term commitment



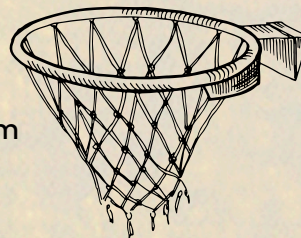
BOX SCORE

- Improved staff retention and reduced turnover rates
- Increased employee satisfaction and engagement
- Development of career pathways and specialization opportunities



GAME FLOW

Short-Term → Mid-Term



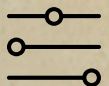
RESOURCE LOAD

Moderate



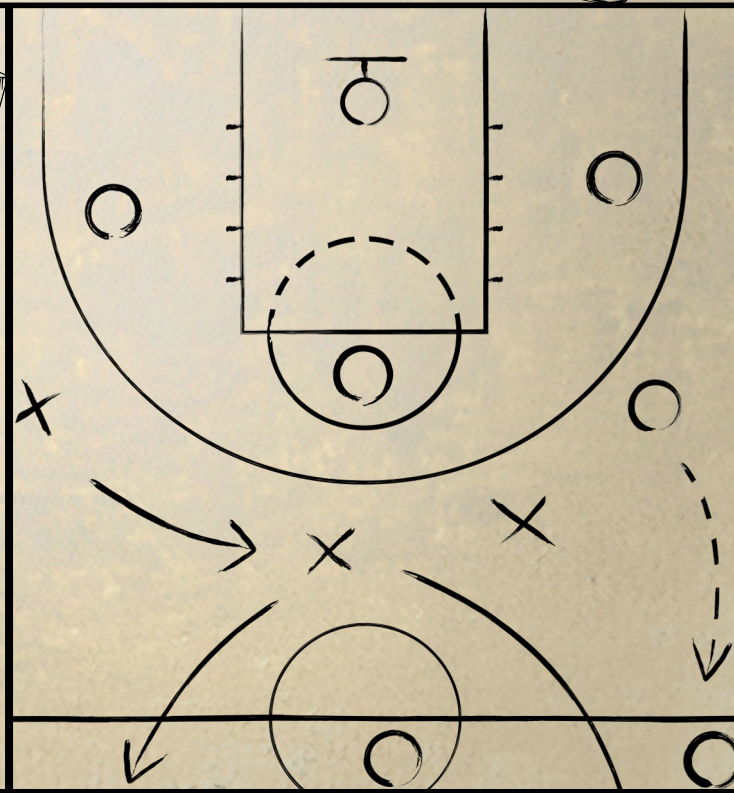
PRESSURE POINTS

- Workforce competition across the industry
- Compensation structure limitations
- Ongoing staff engagement and motivation



SYSTEM ALIGNMENT

- Workforce Stability
- Organizational Sustainability



PLAY D4

CROSS-TRAINING AND SUCCESSION PLANNING

CONTAINMENT SET



OBJECTIVE

Maintaining continuity and stability across the organization requires a workforce that can adapt, step in, and lead when needed. Strengthening cross-training and succession planning ensures the team is always prepared.



GAME PLAN

Build a flexible and resilient workforce system where staff are cross-trained, future leaders are developed, and key roles are supported with clear succession pathways—ensuring smooth transitions and sustained performance.



ON-COURT EXECUTION

- **Cross-Training Expansion**

Increase skill-sharing across programs and departments to build versatility

- **Future Leader Development**

Identify and prepare staff for leadership roles through targeted development

- **Succession Planning Systems**

Create dynamic, ready-to-activate plans for key positions

- **Leadership Development Opportunities**

Provide training and mentorship to build depth across the organization

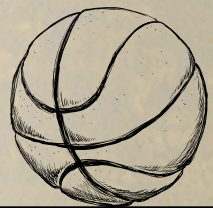
- **Knowledge-Sharing Culture**

Encourage collaboration and transfer of expertise across teams



BOX SCORE

- Increased number of cross-trained staff
- Growth in internal promotions
- Reduced disruption during staffing transitions
- Improved leadership readiness



GAME FLOW

Mid-Term



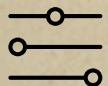
RESOURCE LOAD

Low → Moderate



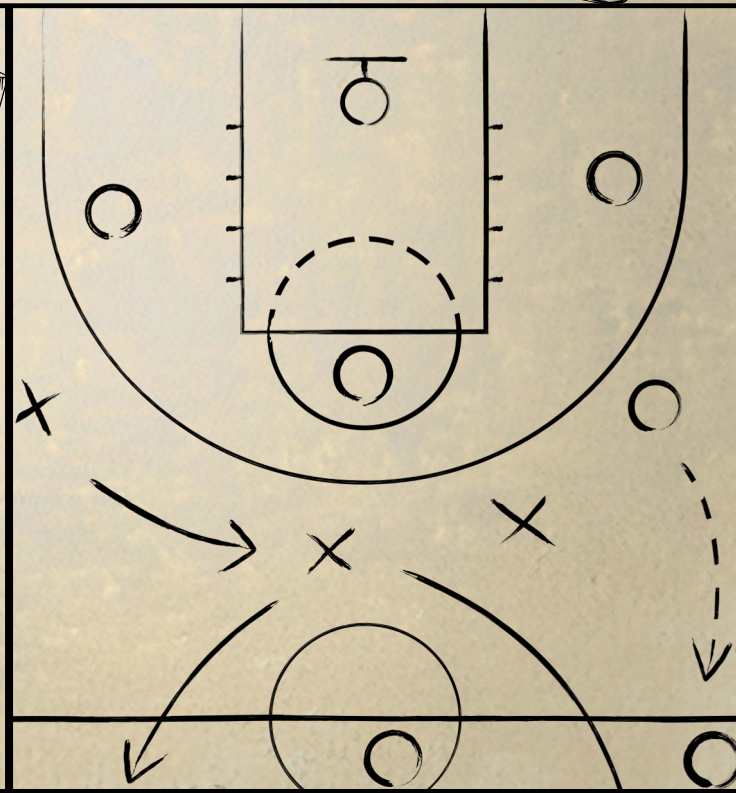
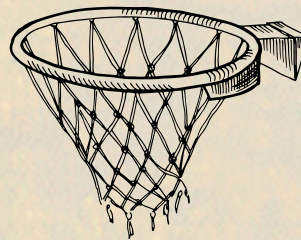
PRESSURE POINTS

- Staff availability for cross-training
- Leadership capacity for mentorship
- Access to training resources



SYSTEM ALIGNMENT

- Workforce Stability
- Operational Strength



CONTAINMENT SET



OBJECTIVE

Protecting the health and safety of individuals served is essential to maintaining quality care and regulatory compliance. Strengthening training reduces risk, builds confidence, and ensures staff are prepared in every situation.



GAME PLAN

Enhance staff capability through targeted, ongoing health and safety training, ensuring strong awareness, quick response, and consistent adherence to best practices and compliance standards.



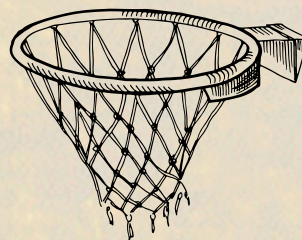
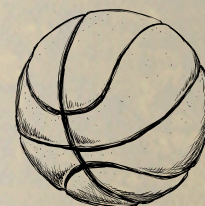
ON-COURT EXECUTION

- Expanded Health & Safety Training
- Increase focus on universal precautions and key healthcare topics
- Ongoing Refresher Training
- Reinforce knowledge through continuous learning cycles
- Scenario-Based Learning
- Incorporate real-world situations to build practical response skills
- Regulatory Alignment & Best Practices
- Ensure all training meets compliance requirements and industry standards
- Training Evaluation & Monitoring
- Track effectiveness and adjust training for continuous improvement



BOX SCORE

- Training completion rates
- Reduction in incidents
- Tracked health outcomes
- Strong compliance outcomes



GAME FLOW

Short-Term



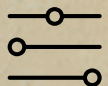
RESOURCE LOAD

Low → Moderate



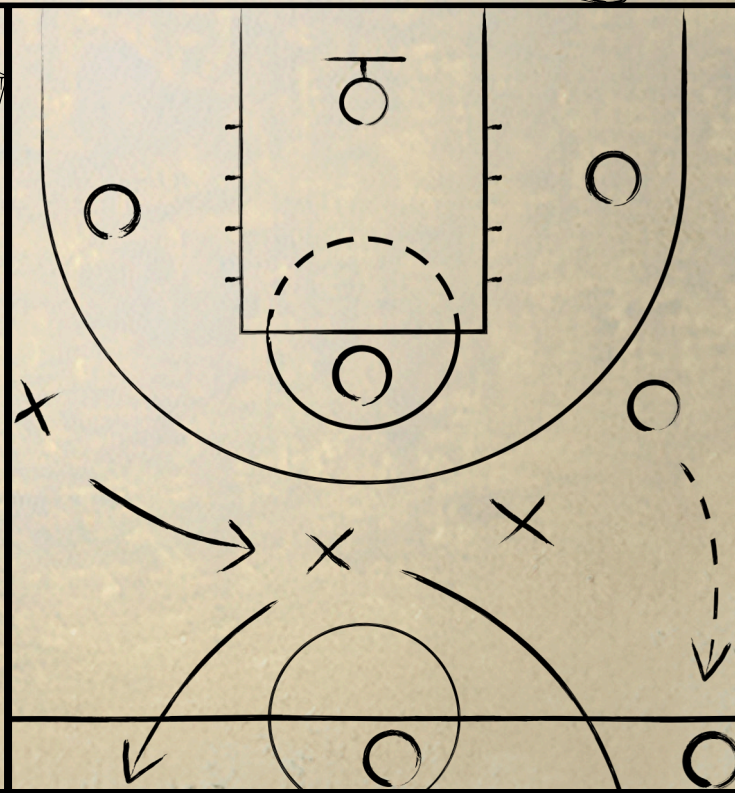
PRESSURE POINTS

- Training capacity and scheduling constraints
- Staff availability for training participation
- Evolving regulatory requirements



SYSTEM ALIGNMENT

- Service Quality
- Risk Management





OBJECTIVE

Financial stability is the backbone of long-term success. Misalignment between service costs and reimbursement structures creates pressure on operations and limits the ability to grow and reinvest.



GAME PLAN

Establish a tight, disciplined financial structure that aligns service delivery with reimbursement models—ensuring sustainability, predictability, and the ability to invest in future growth.



ON-COURT EXECUTION

- **Cost Structure Analysis**

Evaluate program-level costs to understand financial performance and pressure points

- **Reimbursement Alignment**

Adjust service delivery models to reflect funding realities and reimbursement rates

- **Operational Efficiency Improvement**

Identify and implement efficiencies to reduce costs while maintaining quality

- **Program-Level Financial Monitoring**

Track financial performance consistently across all service areas

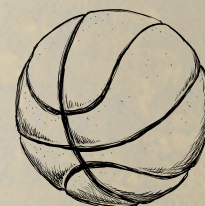
- **Sustainability Adjustments**

Refine operations to ensure long-term financial health and balance



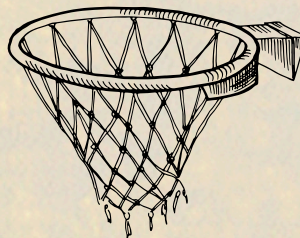
BOX SCORE

- Improved program-level financial performance
- Increase in net income from operations
- Increased financial predictability
- Ability to reinvest in programs and services



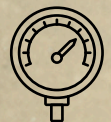
GAME FLOW

Short-Term → Mid-Term



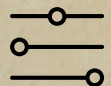
RESOURCE LOAD

Moderate



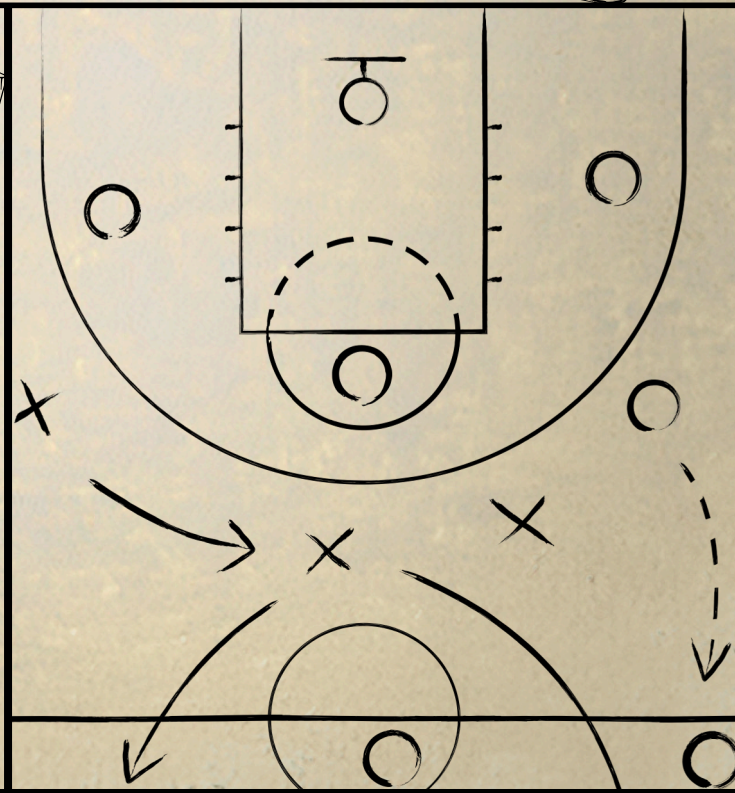
PRESSURE POINTS

- Changing funding environments and reimbursement structures
- Regulatory and policy constraints
- Internal financial system complexity



SYSTEM ALIGNMENT

- Financial Sustainability
- Organizational Stability



LOCKDOWN DEFENSE



OBJECTIVE

Maintaining high-quality facilities is essential to ensuring safety, dignity, and comfort for individuals served. Strong facility conditions also protect long-term investments and support consistent service delivery.



GAME PLAN

Establish an action-orientated, system-wide facility management approach that maintains quality across all sites, prioritizes improvements strategically, and ensures long-term asset sustainability.



ON-COURT EXECUTION

- **Facility Improvement Execution**

Continue upgrades and enhancements across residential homes and program sites

- **Priority-Based Capital Planning**

Focus improvements where need and impact are greatest

- **Service Alignment Standards**

Ensure facilities reflect the expectations of quality services

- **Ongoing Condition Monitoring**

Regularly assess facility conditions to identify issues early

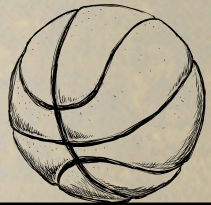
- **Long-Term Capital Strategy**

Develop and implement plans for sustained investment and improvement



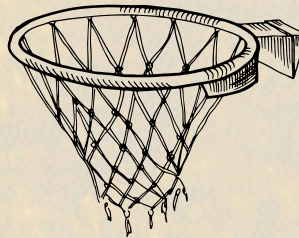
BOX SCORE

- Improved facility condition ratings
- Reduction in maintenance issues
- Increased satisfaction of individuals served and families
- Strong compliance with standards



GAME FLOW

Short-Term → Mid-Term



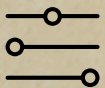
RESOURCE LOAD

Moderate → High



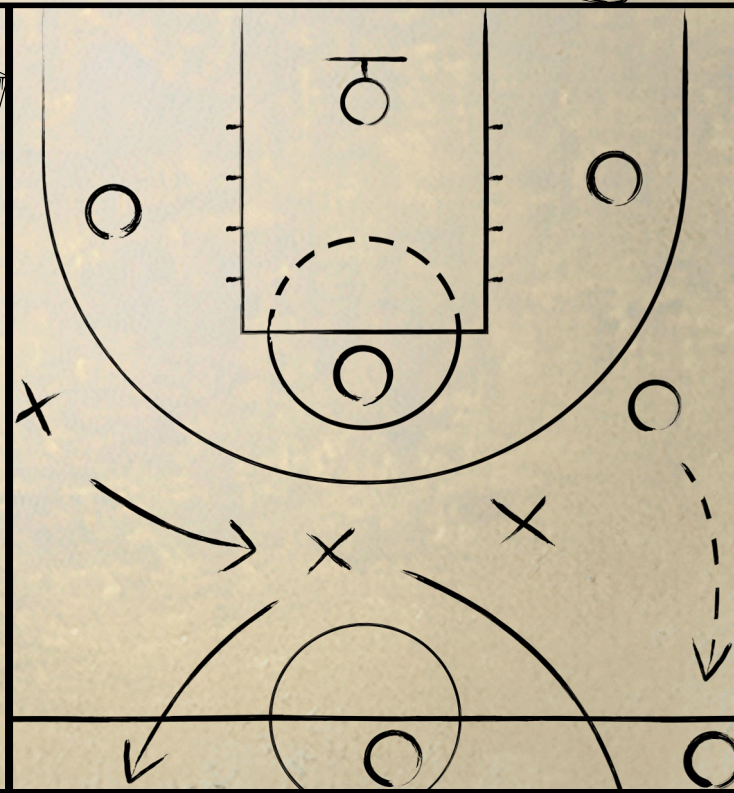
PRESSURE POINTS

- Capital funding availability
- Maintenance capacity and resources
- Prioritization of competing improvement needs



SYSTEM ALIGNMENT

- Service Quality
- Asset Stewardship



PLAY D8

PREVENTIVE MAINTENANCE & ASSET MANAGEMENT

LOCKDOWN DEFENSE



OBJECTIVE

Unplanned maintenance and reactive repairs create costly disruptions and reduce asset longevity. Strengthening preventive systems ensures stability, protects investments, and keeps operations running smoothly.



GAME PLAN

Implement a proactive, coordinated maintenance system that anticipates needs, reduces risk, and ensures all facilities, vehicles, and equipment remain operational and reliable.



ON-COURT EXECUTION

- **Preventive Maintenance Scheduling**

Develop and execute structured maintenance plans across all assets

- **Centralized Tracking System**

Monitor maintenance activity across facilities, vehicles, and equipment

- **Risk-Based Prioritization**

Address high-impact and high-risk maintenance needs first

- **Cross-Team Coordination**

Improve communication and alignment between departments

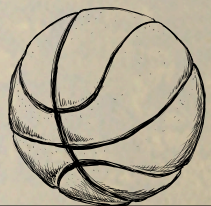
- **Performance Monitoring & Adjustment**

Continuously evaluate maintenance results and refine processes



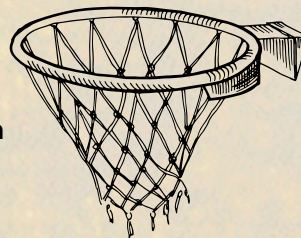
BOX SCORE

- Reduction in emergency repairs
- Increased asset lifespan
- Improved maintenance completion rates
- Cost savings over time



GAME FLOW

Short-Term → Mid-Term



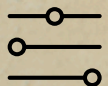
RESOURCE LOAD

Moderate



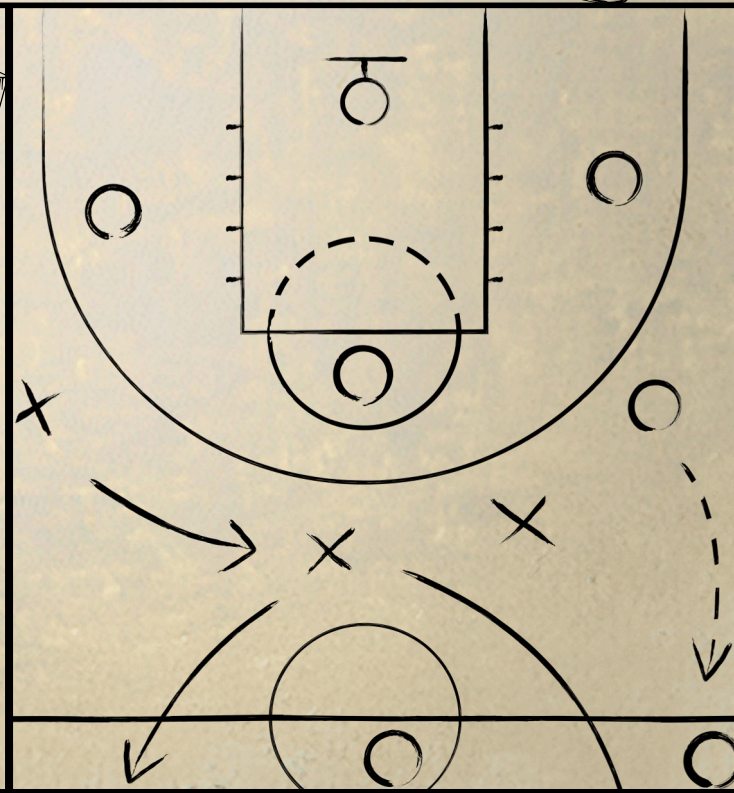
PRESSURE POINTS

- Systems needed for tracking and coordination
- Staffing capacity for maintenance execution
- Alignment across departments



SYSTEM ALIGNMENT

- Operational Efficiency
- Asset Stewardship



CONTAINMENT SET



OBJECTIVE

Operational inefficiencies and administrative burdens can disrupt service quality and strain staff capacity. Leveraging technology helps streamline operations, reduce workload, and improve accuracy across the organization.



GAME PLAN

Deploy targeted technology solutions that enhance efficiency, support staff in real-time, and strengthen service delivery through improved data, coordination, and communication.



ON-COURT EXECUTION

- **System Evaluation & Gap Analysis**

Assess current technology tools and identify opportunities for improvement

- **Technology Platform Review**

Evaluate solutions such as Night Owl, NextGen, GrandCare, and Syngistx

- **Staffing & Scheduling Tools**

Implement systems that improve workforce coordination and coverage

- **Monitoring & Support Technologies**

Explore tools that enhance service delivery and support individuals (where appropriate)

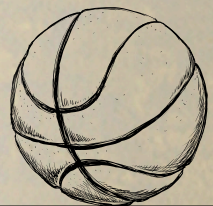
- **Staff Training & Adoption**

Ensure staff are properly trained and confident in using new systems



BOX SCORE

- Improved data accuracy and reporting
- Increased staff adoption of technology
- Measurable operational efficiencies



GAME FLOW

Mid-Term



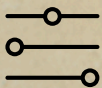
RESOURCE LOAD

Moderate



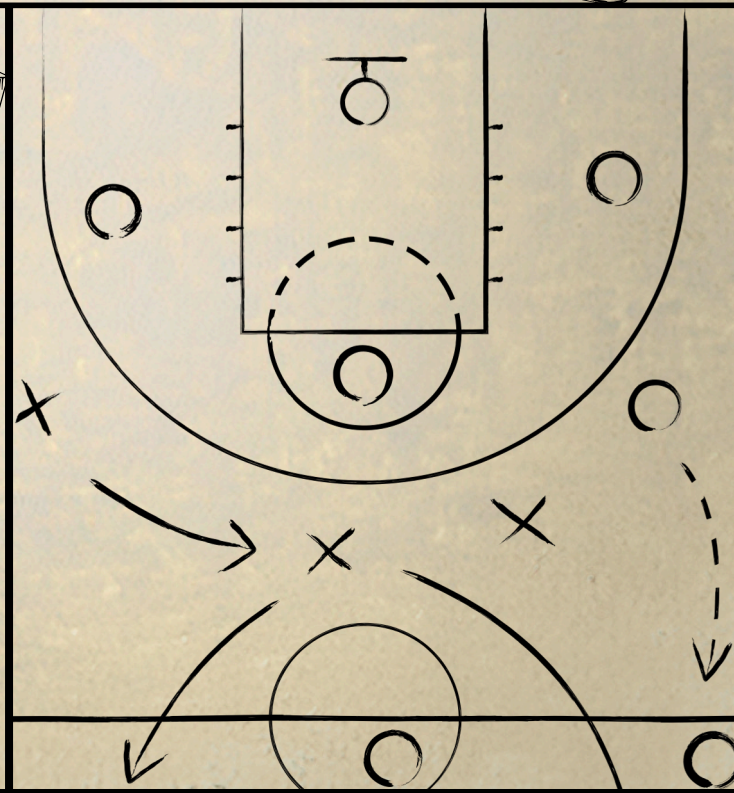
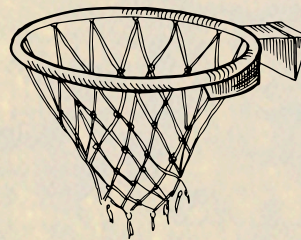
PRESSURE POINTS

- Cost of implementation and maintenance
- Staff training and adoption curve
- Integration across existing systems



SYSTEM ALIGNMENT

- Operational Efficiency
- Innovation



CONTAINMENT SET



OBJECTIVE

Breakdowns in communication create gaps in execution, reduce engagement, and weaken organizational alignment. Strengthening communication ensures clarity, trust, and consistency across the entire team.



GAME PLAN

Establish a clear, connected communication system that promotes transparency, ensures consistent messaging, and strengthens engagement—keeping every part of the organization aligned and informed.



ON-COURT EXECUTION

- **Standardized Communication Systems**

Define consistent processes and expectations for information sharing

- **Cross-Team Communication Flow**

Improve coordination and clarity between departments and teams

- **Transparent Decision-Making**

Increase visibility into organizational decisions and direction

- **Feedback Channels for Staff**

Create clear pathways for staff to provide input and share feedback

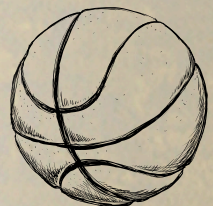
- **Leadership Communication Strengthening**

Ensure leadership delivers clear, timely, and consistent messaging



BOX SCORE

- Improved staff satisfaction with communication
- Reduction in misunderstandings and confusion
- Increased staff engagement
- Higher participation in feedback channels



GAME FLOW

Short-Term



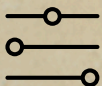
RESOURCE LOAD

Low



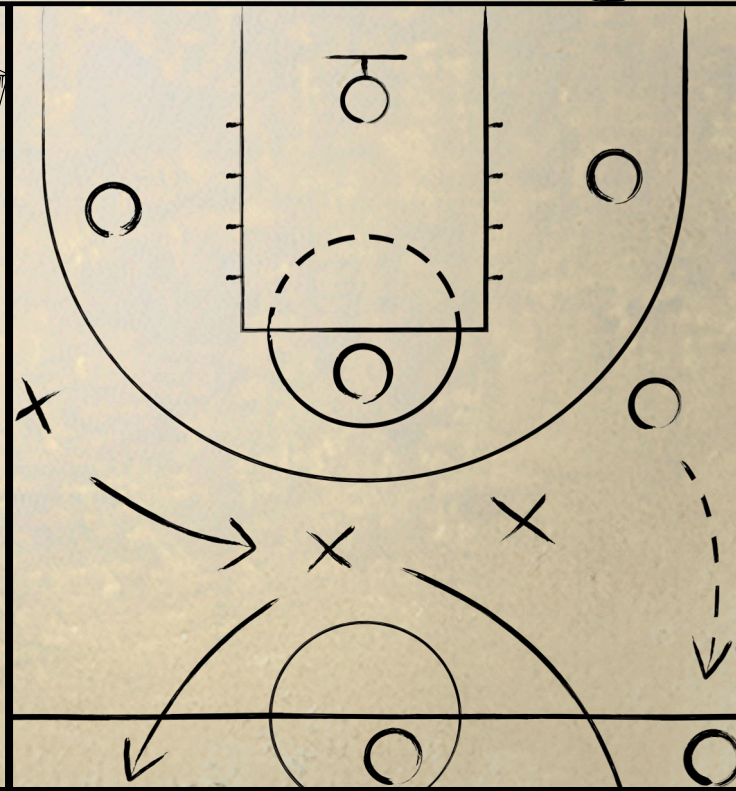
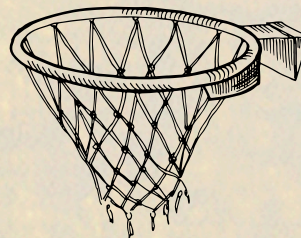
PRESSURE POINTS

- Leadership commitment to transparency
- Effectiveness of communication tools and channels
- Consistency in execution across teams



SYSTEM ALIGNMENT

- Workforce Engagement
- Organizational Culture





OBJECTIVE

Underutilized program capacity creates inefficiencies and limits both impact and financial sustainability. Strengthening participation within existing services ensures the organization operates at full strength.



GAME PLAN

Maximize the effectiveness of current programs by driving intentional, sustainable growth within existing services, increasing participation, improving utilization, and reinforcing financial stability.



ON-COURT EXECUTION

- **Core Program Growth Focus**

Expand participation in day programs and traditional residential services

- **Referral & Intake Optimization**

Strengthen processes to streamline access and improve conversion rates

- **Outreach to Families & Partners**

Increase visibility and engagement to drive program awareness and participation

- **Capacity-Aligned Growth Planning**

Ensure expansion matches staffing levels and funding availability

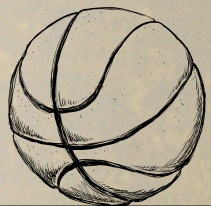
- **Performance Monitoring & Adjustment**

Track utilization and adapt strategies to maintain balance and effectiveness



BOX SCORE

- Increased program enrollment
- Reduced vacancies across services
- Revenue growth within existing programs
- Improved overall program utilization



GAME FLOW

Short-Term → Mid-Term



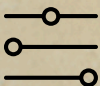
RESOURCE LOAD

Low → Moderate



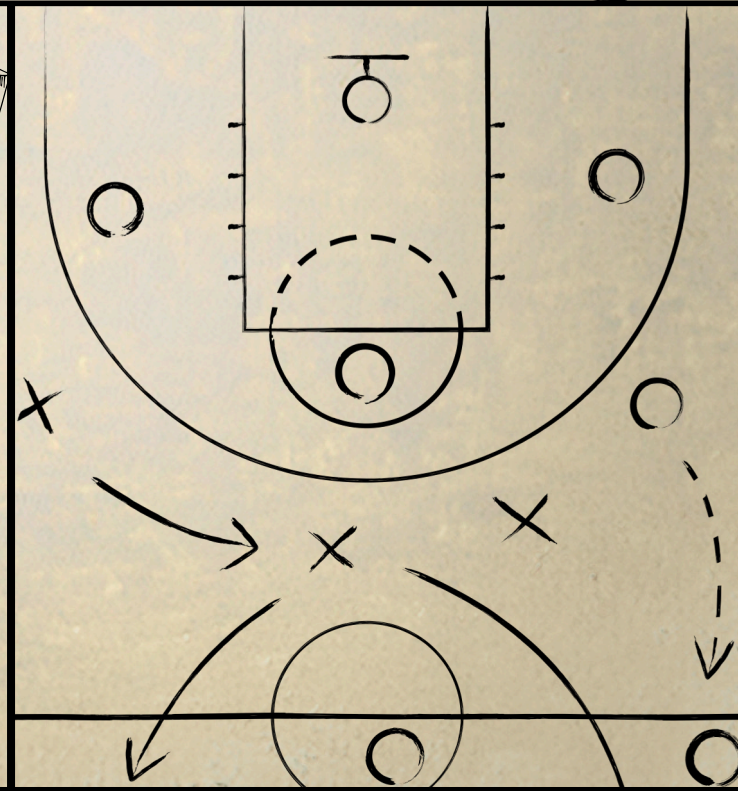
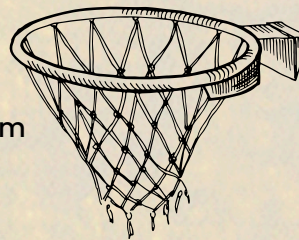
PRESSURE POINTS

- Staffing capacity to support growth
- Demand variability across programs
- Effectiveness of outreach and engagement efforts



SYSTEM ALIGNMENT

- Strategic Growth
- Financial Sustainability



SPECIAL TEAMS PLAYS

CREATING GAME-CHANGING MOMENTS

Transformational Opportunities & Community Impact

The Special Teams Plays represent high-impact opportunities that have the power to shift momentum, elevate performance, and deliver meaningful, lasting impact. These are the moments where preparation meets precision—where a single well-executed play can open new pathways, strengthen community presence, and amplify The Arc’s mission. Like set pieces in soccer—corner kicks, free kicks, and penalty opportunities—these initiatives are intentional, strategic, and built for impact. They are designed to capitalize on opportunity, create visibility, and drive outcomes that extend beyond day-to-day operations.

SPECIAL TEAMS PHILOSOPHY

“Be precise. Be intentional. Make the moment count.”

- Leverage high-impact opportunities for maximum visibility
- Build transformational partnerships and collaborations
- Expand community engagement in meaningful ways
- Create strategic initiatives that accelerate mission impact
- Deliver outcomes that extend beyond traditional services

HOW TO READ THE PLAYS

<i>Purpose</i>	→	<i>Target Opportunity</i>
<i>Strategic Intent</i>	→	<i>Tactical Approach</i>
<i>Key Initiatives</i>	→	<i>Play Execution</i>
<i>Measures of Success</i>	→	<i>Match Results</i>
<i>Time Horizon</i>	→	<i>Match Window</i>
<i>Level of Investment</i>	→	<i>Effort Level</i>
<i>Strategic Alignment</i>	→	<i>Field Impact</i>

PRIORITY LEVELS

LOW

“Opportunity Builder”

MODERATE

“Momentum Shift”

HIGH

“Game-Changing Play”

GAME-CHANGING PLAY



TARGET OPPORTUNITY

Limited public awareness and understanding of The Arc reduces opportunities for engagement, funding, and partnerships. Strengthening storytelling and visibility is essential to expanding community support and connection.



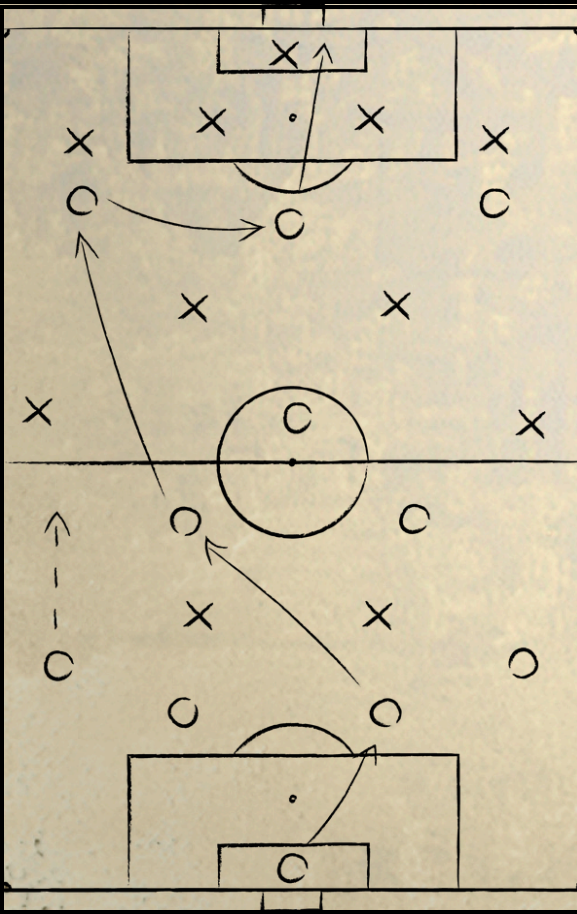
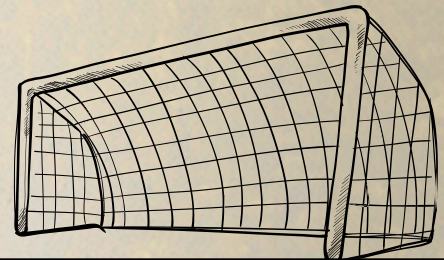
TACTICAL APPROACH

Position The Arc as a highly visible, trusted leader through consistent storytelling, strategic outreach, and meaningful public engagement across multiple platforms and touchpoints.



PLAY EXECUTION

- Expand social media presence and digital storytelling efforts
- Increase participation in community events and public gatherings
- Highlight success stories of individuals served and staff
- Develop new outreach channels to reach broader audiences
- Strengthen media engagement and public relations efforts



MATCH RESULTS

- Increased social media engagement
- Higher community awareness of The Arc
- Growth in event participation
- Increased donor engagement



MATCH WINDOW

Short-Term → Mid-Term



EFFORT LEVEL

Low → Moderate



FIELD IMPACT

- Community Engagement
- Growth



MOMENTUM SHIFT



TARGET OPPORTUNITY

Limited awareness and inconsistent understanding of The Arc's name and identity reduces recognition, engagement, and overall community connection. Strengthening brand clarity will enhance visibility and ensure the organization is clearly understood.



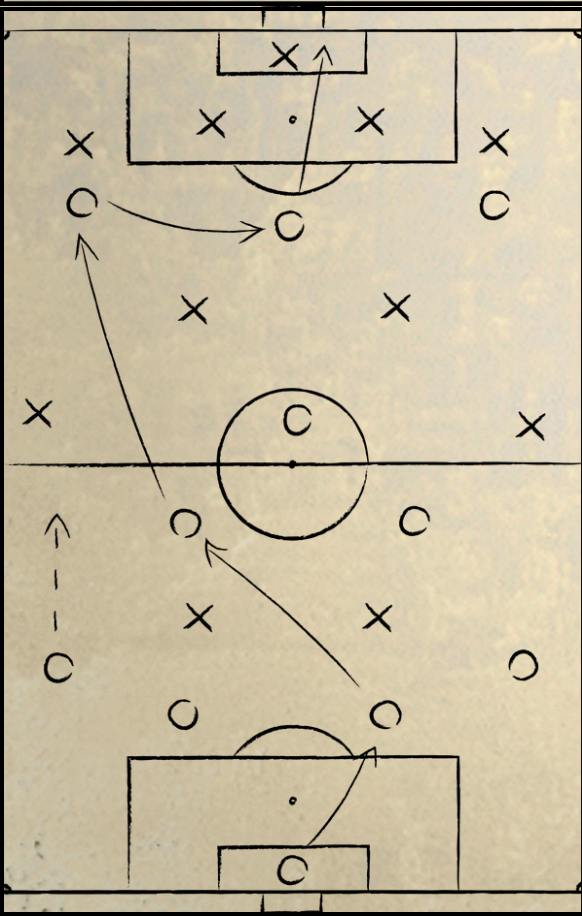
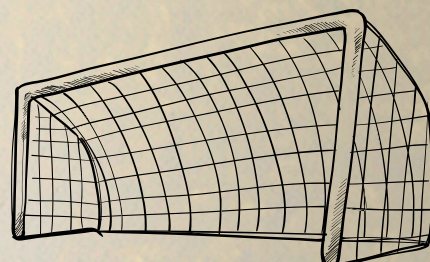
TACTICAL APPROACH

Establish a clear, consistent, and recognizable identity for The Arc—ensuring the community understands who the organization is, what it stands for, and the value it brings.



PLAY EXECUTION

- Clarify and simplify messaging around The Arc name and identity
- Explore potential brand enhancements or updates where needed
- Improve consistency in branding across all platforms and materials
- Educate the community on The Arc's mission, services, and impact



MATCH RESULTS

- Improved brand recognition across the community
- Reduced confusion about The Arc's identity and services
- Increased engagement across communication channels



MATCH WINDOW

Mid-Term



EFFORT LEVEL

Moderate



FIELD IMPACT

- Community Engagement
- Organizational Identity





TARGET OPPORTUNITY

Stronger relationships with businesses and volunteers create powerful opportunities to expand services, increase community support, and strengthen financial sustainability.



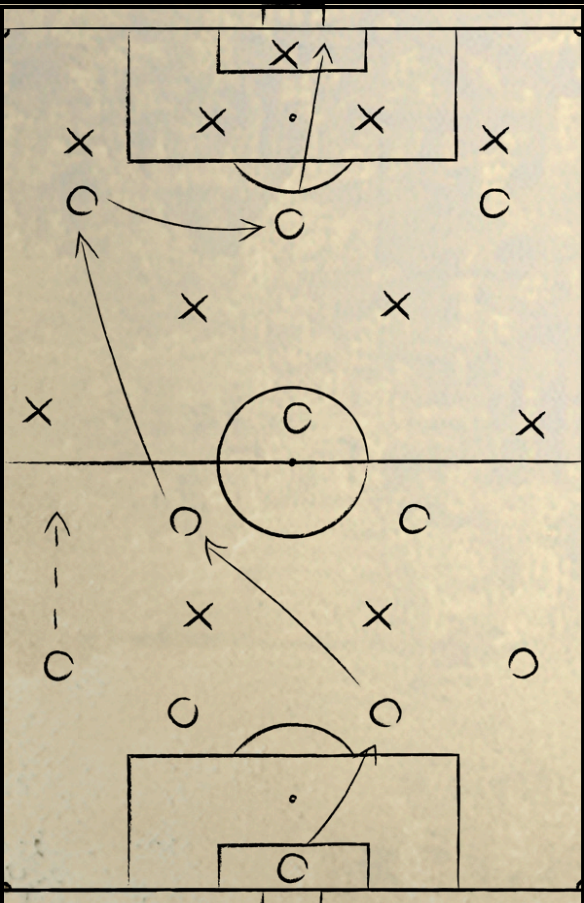
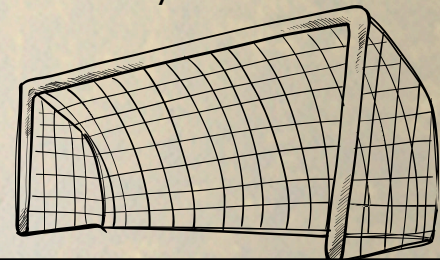
TACTICAL APPROACH

Build and expand strategic partnerships that deliver both service impact and increased resources—leveraging corporate relationships and volunteer networks to extend The Arc’s reach and capacity.



PLAY EXECUTION

- Develop structured corporate partnerships aligned with organizational goals
- Expand and enhance volunteer opportunities and programs
- Align partnerships directly with service needs for maximum impact
- Increase outreach and engagement touchpoints with businesses and community members



MATCH RESULTS

- Increased number of corporate and community partnerships
- Growth in volunteer engagement and participation
- Increased donations and resource support
- Expanded program impact through partnerships



MATCH WINDOW

Short-Term → Mid-Term



EFFORT LEVEL

Low



FIELD IMPACT

- Community Engagement
- Sustainability



TARGET OPPORTUNITY

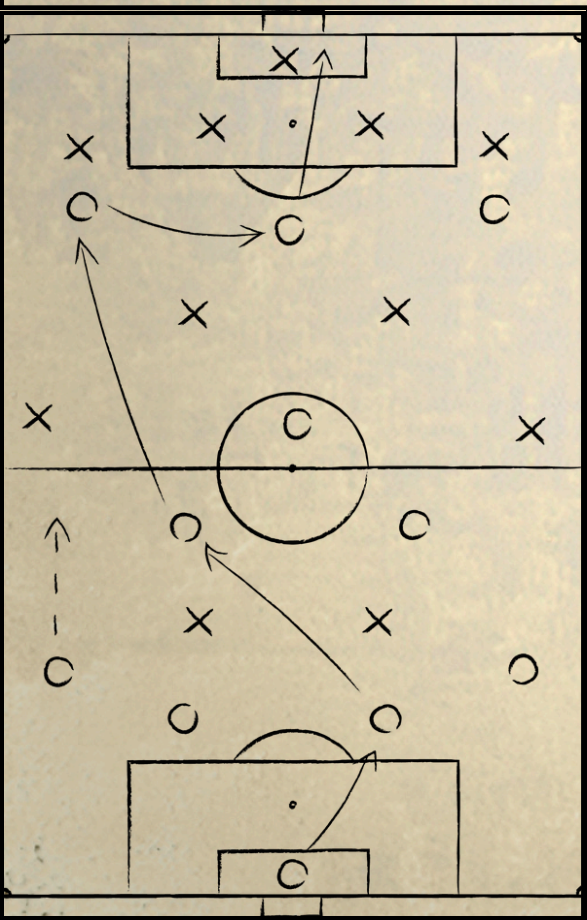
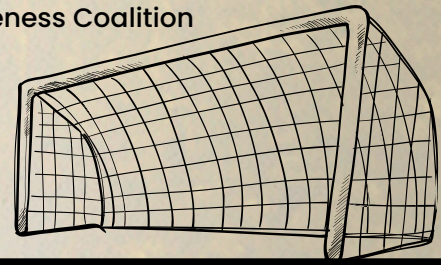
Collaboration with other organizations creates opportunities to expand reach, enhance services, and unlock new pathways for impact. Strengthening partnerships allows The Arc to extend its influence beyond its own field.

TACTICAL APPROACH

Develop and deepen strategic partnerships that expand service delivery, enhance capabilities, and create shared opportunities for greater community impact.

PLAY EXECUTION

- Identify and engage strategic community partners
- Develop collaborative programs and shared initiatives
- Strengthen existing partnerships and expand the QC Disability Awareness Coalition
- Explore shared service opportunities to maximize collective impact



MATCH RESULTS

- Increased number of active partnerships
- Growth in joint initiatives and collaborative programs
- Expanded service reach and capability



MATCH WINDOW

Mid-Term



EFFORT LEVEL

Low



FIELD IMPACT

- Strategic Growth
- Community Impact



MOMENTUM SHIFT



TARGET OPPORTUNITY

Exploring partnerships or mergers with other organizations creates opportunities to expand services, increase reach, and accelerate long-term impact. Strategic collaboration can unlock growth beyond what can be achieved independently.



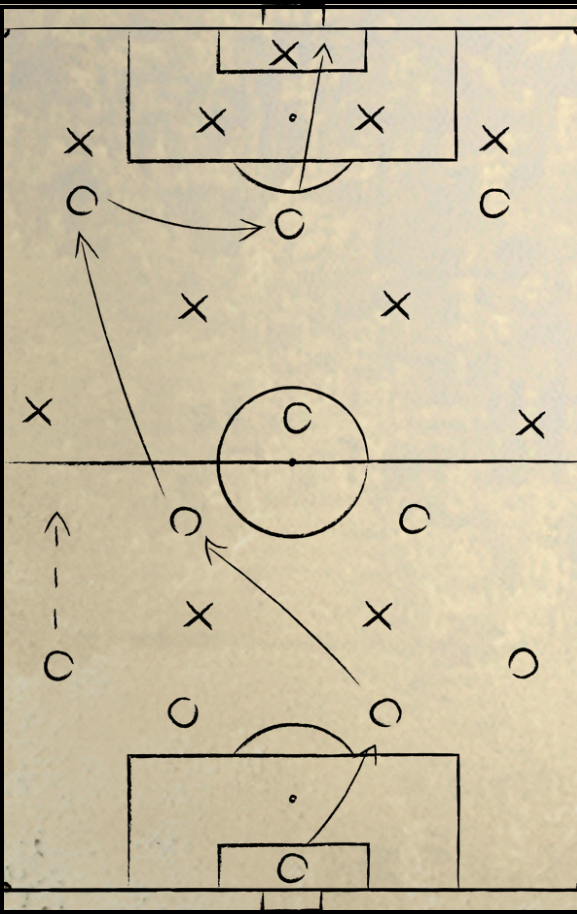
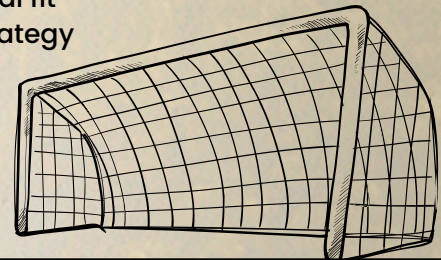
TACTICAL APPROACH

Identify and pursue strategic partnership and integration opportunities that align with The Arc's mission—leveraging collaboration or mergers to expand capabilities and strengthen long-term sustainability.



PLAY EXECUTION

- Evaluate potential partner organizations for alignment and opportunity
- Explore merger or integration opportunities where strategic value exists
- Conduct thorough due diligence on financial, operational, and cultural fit
- Ensure all opportunities align with mission, values, and long-term strategy



MATCH RESULTS

- New partnerships or collaborations established
- Expanded service offerings and reach
- Measurable organizational growth and impact



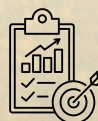
MATCH WINDOW

Long-Term



EFFORT LEVEL

Moderate



FIELD IMPACT

- Strategic Growth
- Sustainability



THE COACHING STRATEGY

SETTING THE VISION, CALLING THE GAME

Leadership, Advocacy, and Strategic Direction

Every successful team relies on more than execution—it depends on leadership, vision, and the ability to make the right call at the right time.

The Coaching Strategy defines how The Arc sets direction, shapes priorities, and responds to change. These plays guide the organization from the sidelines—ensuring every decision, initiative, and resource is aligned with mission and long-term impact.

Like coaching in a game, these strategies influence how the team performs—not just in individual plays, but across the entire season. They emphasize strong leadership, effective advocacy, community awareness, and the ability to continuously evaluate and adapt.

COACHING PHILOSOPHY

“Be precise. Be intentional. Make the moment count.”

- Leverage high-impact opportunities for maximum visibility
- Build transformational partnerships and collaborations
- Expand community engagement in meaningful ways
- Create strategic initiatives that accelerate mission impact
- Deliver outcomes that extend beyond traditional services

HOW TO READ THE PLAYS

<i>Purpose</i>	→	<i>Why This Call Matters</i>
<i>Strategic Intent</i>	→	<i>Coaching Vision</i>
<i>Key Initiatives</i>	→	<i>Play Calls & Adjustments</i>
<i>Measures of Success</i>	→	<i>Game Outcomes</i>
<i>Time Horizon</i>	→	<i>Season Focus</i>
<i>Level of Investment</i>	→	<i>Commitment Level</i>
<i>Strategic Alignment</i>	→	<i>Game Plan Alignment</i>

PRIORITY LEVELS

LOW

“Development Focus”

MODERATE

“Key Adjustment”

HIGH

“Critical Call”

PLAY C1

ADVOCACY FOR FUNDING AND POLICY

CRITICAL CALL



WHY THIS CALL MATTERS

Advocacy is essential to securing the funding and shaping the policies that directly impact individuals with disabilities. Without strong representation, critical resources and systemic improvements may be limited.



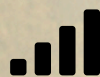
COACHING VISION

Establish and maintain The Arc as a leading voice in advocacy, actively influencing policy decisions, securing funding, and driving systemic change at local, state, and national levels.



PLAY CALLS AND ADJUSTMENTS

- Advocate for legislative priorities that support individuals with disabilities
- Build and strengthen coalitions with aligned organizations and stakeholders
- Educate policymakers on the needs, challenges, and impact of services
- Mobilize stakeholders, families, and the community to engage in advocacy efforts



GAME OUTCOMES

- Increased positive policy outcomes
- Growth in funding allocations and support
- Higher levels of advocacy engagement and participation



SEASON FOCUS

Ongoing



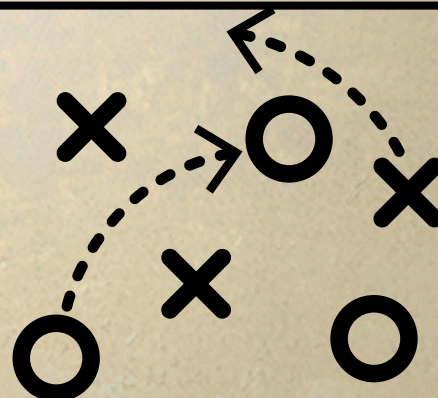
COMMITMENT LEVEL

Moderate



GAME PLAN ALIGNMENT

- Mission Advancement
- System Impact



PLAY C2

COMMUNITY EDUCATION AND AWARENESS

KEY ADJUSTMENT



WHY THIS CALL MATTERS

Limited public understanding of intellectual and developmental disabilities can lead to stigma and reduced inclusion. Expanding community education strengthens awareness, builds understanding, and creates a more inclusive environment for all individuals served.



COACHING VISION

Build a more informed, aware, and inclusive community by increasing understanding of The Arc's mission, services, and the experiences of individuals with disabilities.



PLAY CALLS AND ADJUSTMENTS

- Launch and sustain public education campaigns
- Deliver community presentations and outreach sessions
- Host and participate in awareness events across the region
- Develop and strengthen partnerships to support education initiatives



GAME OUTCOMES

- Increased number of community partnership requests and collaborations
- Higher levels of community engagement and participation
- Growth in attendance at educational events and initiatives



SEASON FOCUS

Short-Term → Mid-Term



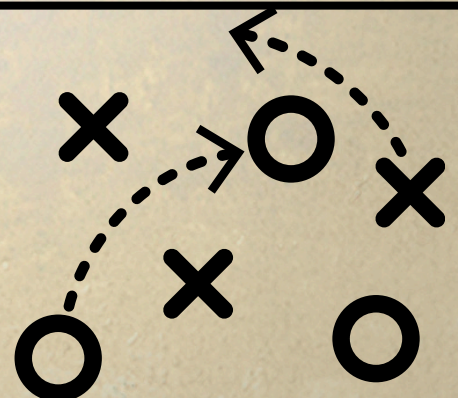
COMMITMENT LEVEL

Low



GAME PLAN ALIGNMENT

- Community Impact
- Inclusion



PLAY C3

STRATEGIC INNOVATION AND PILOT INVESTMENT

CRITICAL CALL



WHY THIS CALL MATTERS

In a constantly evolving environment, relying solely on existing approaches limits growth and adaptability. Investing in new ideas allows The Arc to evolve, meet emerging needs, and remain forward-thinking while ensuring long-term relevance and impact.



COACHING VISION

Create a structured, intentional system for innovation—testing new ideas through pilot programs, measuring their effectiveness, and scaling successful initiatives to expand impact and value.



PLAY CALLS AND ADJUSTMENTS

- Identify and strategically fund innovative pilot programs
- Evaluate outcomes and effectiveness through clear metrics
- Scale and expand successful initiatives across the organization
- Encourage a culture of innovation and idea generation across teams



GAME OUTCOMES

- Increased number of pilot programs launched
- Successful expansion and scaling of high-impact initiatives
- Measurable innovation outcomes and service improvements



SEASON FOCUS

Mid-Term



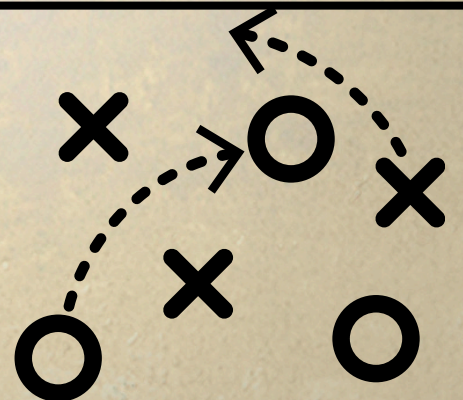
COMMITMENT LEVEL

Moderate



GAME PLAN ALIGNMENT

- Innovation
- Strategic Growth



PLAY C4

STRATEGIC IMPACT MEASUREMENT AND OUTCOMES

CRITICAL CALL



WHY THIS CALL MATTERS

Without clear and consistent metrics, it is difficult to evaluate effectiveness, make informed decisions, or demonstrate impact. Strong measurement systems ensure accountability and guide strategic direction.



COACHING VISION

Establish a consistent, organization-wide framework for measuring and reporting impact—using data to drive decisions, improve performance, and clearly demonstrate outcomes.



PLAY CALLS AND ADJUSTMENTS

- Define clear key performance indicators (KPIs) aligned with organizational goals
- Align metrics across all programs to ensure consistency and comparability
- Strengthen data collection processes for accuracy and reliability
- Regularly monitor, report, and communicate outcomes to stakeholders



GAME OUTCOMES

- Development and achievement of key performance indicators (KPIs)
- Increased consistency and clarity in reporting
- Stronger data-driven decision-making across the organization



SEASON FOCUS

Short-Term → Mid-Term



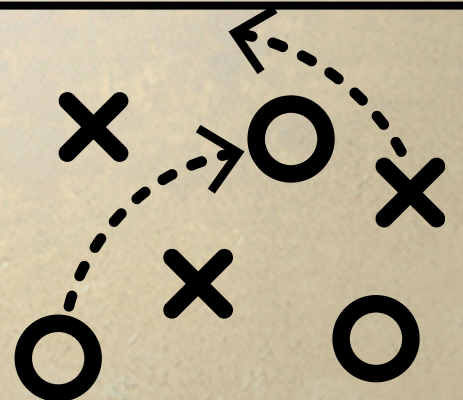
COMMITMENT LEVEL

Moderate



GAME PLAN ALIGNMENT

- Organizational Effectiveness
- Accountability



PLAY C5

PAYMENT MODEL EDUCATION AND ORGANIZATIONAL READINESS

CRITICAL CALL



WHY THIS CALL MATTERS

Medicaid payment systems and care coordination models are rapidly evolving. Changes in reimbursement structures—such as fee-for-service, managed care, and value-based models—can significantly impact providers. Without preparation, these shifts could create risk to sustainability and service delivery.



COACHING VISION

Position The Arc as a knowledgeable, adaptable, and forward-ready organization—fully prepared to respond to current and future changes in payment models, funding structures, and care coordination systems.



PLAY CALLS AND ADJUSTMENTS

- Build understanding across Board, leadership, and stakeholders on evolving payment models (fee-for-service, managed care, APMs, VBP, care coordination)
- Monitor Illinois and national trends related to Medicaid modernization and reimbursement reform
- Strengthen internal financial awareness of service cost structures and modeling
- Expand data, reporting, and outcome measurement capabilities to support future payment environments
- Engage with statewide and national organizations focused on payment reform and provider readiness



GAME OUTCOMES

- Increased leadership and Board participation in education efforts
- Strengthened organizational understanding of payment systems and terminology
- Measurable readiness for emerging reimbursement models and care structures



SEASON FOCUS

Short-Term → Mid-Term → Long-Term



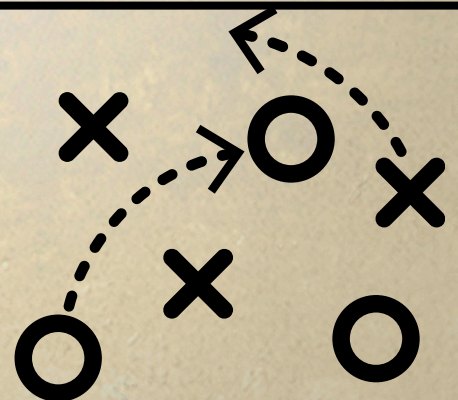
COMMITMENT LEVEL

Moderate



GAME PLAN ALIGNMENT

- Organizational Sustainability
- Advocacy
- Strategic Readiness
- Innovation





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