



# 2021-2023 Strategic Plan Focus Areas



Enhancing  
Innovative  
Services

Ensuring  
Business  
Sustainability

Enriching  
Workforce  
Development

MISSION

Maximizing  
Strategic  
Partnerships

Strengthening  
Community  
Engagement

VALUES

VISION

# The Arc of the Ozarks

## MISSION

To support individuals with disabilities in directing their own lives as valued members of the community

## VISION

To be a leader in service delivery for persons with disabilities by providing an array of supports and services to integrate them into their communities and to enhance the quality of their lives

## STRATEGIC PLAN

|         |                                    |  |
|---------|------------------------------------|--|
| Focus 1 | Enhancing Innovative Services      | To provide high quality services for clients and families              |
| Focus 2 | Ensuring Business Sustainability   | To position viable financial, operational, and infrastructure supports |
| Focus 3 | Enriching Workforce Development    | To develop a diverse, well-trained and engaged staff                   |
| Focus 4 | Maximizing Strategic Partnerships  | To cultivate and leverage business alliances that support our mission  |
| Focus 5 | Strengthening Community Engagement | To increase brand awareness, educational and advocacy efforts          |

# The Arc of the Ozarks 3-Year Strategic Plan

## 2022 Revision

| Outcome Goals                                    | Action Items   | Strategic Focus                  | Timeline  | Ownership                     |
|--|--|----------------------------------|-----------|-------------------------------|
| 1. Expand therapeutic services.                  | <ul style="list-style-type: none"> <li>• Expand assessment/therapy options and locations of Mercy Autism clinic.</li> <li>• Discuss service needs and funding potential with local stakeholders.</li> <li>• Evaluate staffing needs in Mercy clinic.</li> <li>• Expand Rivendale Services to include in-home ABA therapy options.</li> <li>• Determine branding strategy for TheraCare.</li> <li>• Evaluate feasibility of speech, occupational, physical, and music therapy options in all Divisions.</li> <li>• Establish cohesive and streamlined processes and strategies between all clinics (TheraCare/Cornerstone/Autism).</li> </ul> | 1. Enhancing Innovative Services | 2-3 years | Mike, Tim, Melanie, Dr. Glass |
| 2. Expand Autism diagnostic and therapy services | <ul style="list-style-type: none"> <li>• Purchase and renovate a space for Autism services in Springfield.</li> <li>• Open an Autism diagnostic center in Springfield.</li> <li>• Open and provide outpatient therapy services in Springfield.</li> </ul>  | 1. Enhancing Innovative Services | 1-2 years | Mike, Tim, Melanie, Dr. Glass |

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|   | <ul style="list-style-type: none"> <li>• Explore opening an Early Start Denver Model program in Springfield.</li> <li>• Ensure quality and evidenced-based standards for Autism evaluation process are followed.</li> <li>• Determine branding strategy for Autism diagnostic center.</li> </ul>  |                                     |           |                                |
| 3. Revise behavioral crisis services to better meet the needs of individuals with dual diagnosis. | <ul style="list-style-type: none"> <li>• Explore and evaluate feasibility of residential crisis services based on new DMH model and Mercy partnership.</li> <li>• Identify facility locations, rate structure, salary/pay structure, staffing credentials per DMH.</li> <li>• Determine Mercy's involvement.</li> <li>• Explore the feasibility of investing in community housing to support individuals with high intensity behavior support needs.</li> </ul> | 1. Enhancing Innovative Services    | 1-2 years | Mike, Tim                      |
| 4. Reduce overtime to under nine percent.   | <ul style="list-style-type: none"> <li>• Develop an overtime utilization policy that includes pre-approval for overtime and how/when it can be used.</li> <li>• Monitor monthly reports showing reasons for over time, number of open hours, etc. by program.</li> <li>• Utilize ADP mobile platforms for changes in staffing.</li> <li>• Maintain schedules in ADP system.</li> </ul>  | 2. Ensuring Business Sustainability | 1-2 years | Executive Staff                |
| 5. Explore alternate office location in Kansas City Division.                                     | <ul style="list-style-type: none"> <li>• Determine program growth direction/area with KC Director, team, stakeholders, and Exec Staff.</li> </ul>   | 2. Ensuring Business Sustainability | 1-2 years | Mike, Tim, Clay, Karen Kroenke |

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|   | <ul style="list-style-type: none"> <li>• Review KC financials with VP of Finance to ascertain available funding for building purchase/lease.</li> <li>• Review available facilities in Independence, Blue Springs, KC area (outside of metro area) with team or through real estate agent.</li> <li>• Develop business proposal and present to Operations Committee and the Board of Directors for approval.</li> <li>• Maintain current lease and communicate with landlord regarding timelines for move.</li> </ul> |                                     |           |                               |
| 6. Redesign the Activity Center/Administrative Office for better accessibility and security.                    | <ul style="list-style-type: none"> <li>• Review, update and prioritize the timelines on the project list.</li> <li>• Update the estimated costs for each project.</li> <li>• Obtain board approval on the budget for selected projects.</li> </ul>  | 2. Ensuring Business Sustainability | 2 years   | Mike, John, Ron               |
| 7. Clarify, define, and implement quality service standards and accountability expectations                     | <ul style="list-style-type: none"> <li>• Define Quality Service Standards for all Arc Departments.</li> <li>• Determine identified Service areas within each department that need system standards and role clarification.</li> <li>• VP's will make formal recommendations and submit implementation plan.</li> <li>• Prioritize and develop a timeline for training.</li> </ul>   | 2. Ensuring Business Sustainability | 1-2 years | Mike, Tim, Tiara, Clay, Alisa |
| 8. Assess housing market challenges and identify opportunities, resources, and barriers for individuals served. | <ul style="list-style-type: none"> <li>• Locate affordable and accessible housing options for individuals served. Identify needs that could be a barrier to obtaining housing.</li> <li>• Create and maintain quality standards for homes that The Arc provides services within.</li> </ul>   | 2. Ensuring Business Sustainability | 1-3 years | John, Tim, Tiara, Clay, Alisa |

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|   | <ul style="list-style-type: none"> <li>• Explore pathways to improve landlord relations and maintain tenant rights.</li> <li>• Explore the feasibility of Arc Property Management owning properties that can be leased to Arc individuals served.</li> </ul>   |                                    |           |                            |
| 9. Evaluate and implement a multi-pronged approach to recruit, and retain a diverse, well trained work force.   | <ul style="list-style-type: none"> <li>• Continue to increase staff wages to remain competitive in recruitment as funding sources permit.</li> <li>• Enhance community partnerships to source diverse, quality candidates. Maintain healthy pipeline of candidates with consistent, proactive outreach.</li> <li>• Develop a retention program to increase successful, tenured staff at all levels of the organization.</li> </ul>   | 3. Enriching Workforce Development | 1-2 years | Marybeth, Executive Staff  |
| 10. Enhance the program management structure by clearly defining roles, expectations and job functions by addressing deficits and focusing on efficiency. | <ul style="list-style-type: none"> <li>• Complete a budget analysis on the enhanced management structure plan to ensure cost feasibility.</li> <li>• The task force will make formal recommendations and implementation plan for enhancing management structure to Executive Staff.</li> <li>• Job and task analysis will be completed for the following positions: Director, Assistant Director, Program Supervisor, Team Manager, Shift Supervisor and other positions, deemed necessary.</li> <li>• Job descriptions and performance appraisals for the management positions will be edited.</li> </ul> | 3. Enriching Workforce Development | 1-2 years | Tim, Alisa, Clay, Marybeth |

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|   | <ul style="list-style-type: none"> <li>• Evaluate and make recommendations for revisions to performance appraisal processes.</li> <li>• Complete a wage survey for positions outlined in the enhanced management structure plan.</li> <li>• The task force will begin implementing the enhanced management structure plan as approved by Executive Staff.</li> <li>• Design and complete feedback sessions with key staff members.</li> <li>• Communicate changes to all members of the organization.</li> </ul> |                                    |           |                           |
| 11. Ensure company-wide turnover is below 50 percent. | <ul style="list-style-type: none"> <li>• Expand the reach of Growth Academy throughout the organization.</li> <li>• Implement leadership development learning opportunities for all levels of management, with a special emphasis on programs management.</li> <li>• Implement additional development opportunities for all levels of the organization in the form of quarterly webinars.</li> <li>• Continue to nurture a culture focused on coaching conversations.</li> </ul>                                 | 3. Enriching Workforce Development | 1-3 years | Marybeth, Executive Staff |
| 12. Improve internal communication processes.         | <ul style="list-style-type: none"> <li>• Create a robust internal communication plan.</li> <li>• Create internal process for media interviews, presentations, crisis communication, etc.</li> <li>• Revise internal communication policy.</li> <li>• Continue management communication memos.</li> <li>• Develop a text blast system for employee communication.</li> </ul>  | 3. Enriching Workforce Development | 1 year    | Marybeth, Karen, Mike R.  |

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| <p>13. Design and implement a robust on-the-job-training program</p>   | <ul style="list-style-type: none"> <li>• Clearly define roles and responsibilities of the training department and programs management.</li> <li>• Form a workgroup of approximately four individuals to bring recommendations to Executive Staff which will include: <ol style="list-style-type: none"> <li>1. Draft a clear, concise OJT Policy.</li> <li>2. Provide training to program management on the OJT policy and expectations.</li> <li>3. Draft detailed OJT Shadow Shift Checklist and define who is responsible.</li> </ol> </li> </ul> | <p>3. Enriching Workforce Development</p>   | <p>1 year</p>    | <p>Mike, Tim, Marybeth</p>                       |
| <p>14. Establish a minimum of three relationships and alliances in each division to include chamber of commerce, colleges, universities and civic groups that will increase awareness and further our mission.</p> | <ul style="list-style-type: none"> <li>• Expand OIP to one other division over the next year.</li> <li>• Obtain memberships in Chamber of Commerce in all communities where we provide services.</li> <li>• Expand opportunities to educate school districts in KC, Monett and Joplin areas regarding supports provided and employment opportunities.</li> </ul>   | <p>4. Maximizing Strategic Partnerships</p> | <p>1-3 years</p> | <p>VPs, Development Team, Division Directors</p> |



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| <p>15. Increase the awareness and visibility of The Arc through public engagement, media relations, advocacy/public policy efforts, internal communications, and marketing &amp; community activities.</p> | <ul style="list-style-type: none"> <li>• Be the organization called upon as the expert in DEI (Diversity, Equity, Inclusion) regarding individuals with disabilities.</li> <li>• Be active across all divisions: Springfield, Joplin, Monett, and KC Divisions. <ul style="list-style-type: none"> <li>○ Create engagement plan for each Division.</li> </ul> </li> <li>• Explore opportunities to get involved in the Branson community.</li> <li>• Identify and train internal ambassadors through Growth Academy.</li> <li>• Social media <ul style="list-style-type: none"> <li>○ Improve photo and image quality.</li> <li>○ Create and implement a robust engagement plan.</li> </ul> </li> <li>• Marketing and Communication <ul style="list-style-type: none"> <li>○ Plan and implement TheraCare branding.</li> <li>○ Review and plan for all digital and printed materials to meet brand guidelines.</li> <li>○ Update photo &amp; video “library”.</li> <li>○ Create an early intervention awareness plan.</li> </ul> </li> <li>• Public Policy and Advocacy <ul style="list-style-type: none"> <li>○ Plan for 2023 A Day in the Life of a DSP.</li> <li>○ Build advocacy volunteer base of staff, clients and donors.</li> <li>○ Maintain consistent engagement with key stakeholders that include government officials and legislators.</li> </ul> </li> <li>• Media Relations <ul style="list-style-type: none"> <li>○ Produce new PSAs and The Place segments.</li> <li>○ Consistently engage with the press for PR.</li> </ul> </li> </ul> | <p>5. Strengthening Community Engagement</p> | <p>1-3 years</p> | <p>Mike, Karen</p> |
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| <p>16. Prioritize grant writing opportunities, tracking, and reporting.</p>   | <ul style="list-style-type: none"> <li>• Research and identify grant opportunities.</li> <li>• Establish a system for applying, tracking, and reporting.</li> <li>• Create an internal grant request form and outline an approval process.</li> <li>• Work with departments on understanding and quantifying needs to help with prioritization and identification of realistic grant opportunities.</li> <li>• Explore federal grant opportunities.</li> </ul>  | <p>5. Strengthening Community Engagement</p> | <p>1-3 years</p> | <p>Mike, Karen</p> |
| <p>17. Focus attention on fundraising events with significant return on investment to raise funds that support The Arc's programs with limited funding such as Rivendale, Ed/Rec and Autism Clinic.</p> | <ul style="list-style-type: none"> <li>• Review and confirm yearly calendar that includes such events as Give Ozarks, Giving Tuesday, EOY Campaign, Wings for Autism, etc.</li> <li>• Plan and execute an Employee Giving Campaign to raise funds for Ed/Rec and ISL start up.</li> <li>• Plan an annual luncheon/awards banquet in 2023. This would be hosted by the Board of Directors. Event would include donor recognition and annual awards for lifetime achievement, guardian of the year and community partner of the year.</li> <li>• Explore: Estate/planned giving, recurring gifts, major gifts and other revenue streams.</li> <li>• Reassign allocations of fundraising events.</li> <li>• Host six events/campaigns annually.</li> </ul> | <p>5. Strengthening Community Engagement</p> | <p>1-3 years</p> | <p>Mike, Karen</p> |