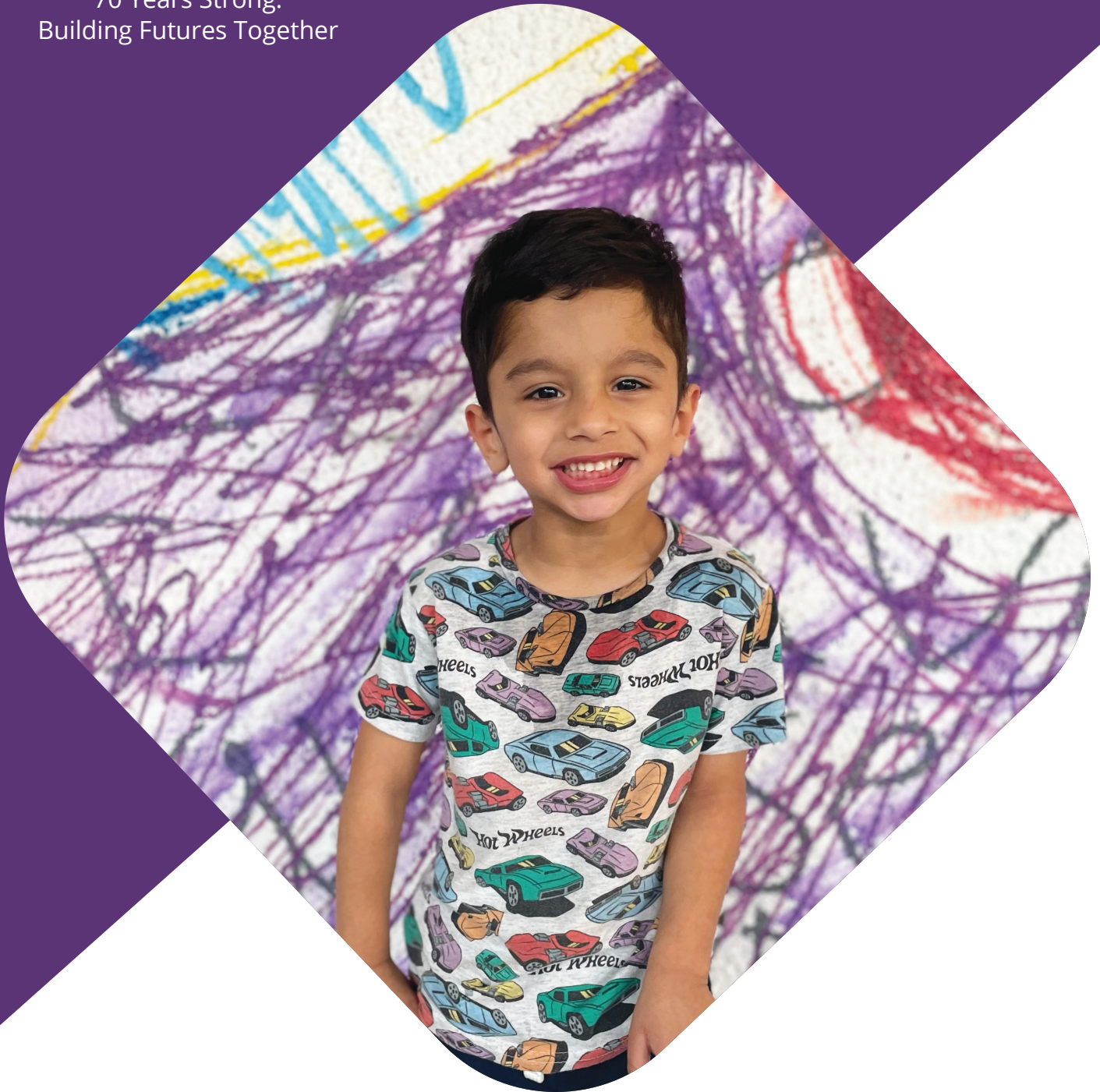




70 Years Strong:
Building Futures Together



STRATEGIC PLAN

2025–2028

REVITALIZING TODAY.
EXPANDING TOMORROW.
SECURING FOREVER.

Arc Broward's mission is to strengthen our community by empowering people with disabilities to grow, develop, and thrive.



VISION

Arc Broward's vision is to set the standard for excellence and be a leading provider of innovative services that empower individuals with disabilities and their families to thrive.

We lead with **COMPASSION**, create **BELONGING**, strengthen **COMMUNITY**, champion **EMPOWERMENT**, and honor **DIGNITY**.

Dear Friends,

For seventy years, Arc Broward has stood beside people with disabilities at every stage of life, celebrating strengths, breaking barriers, and expanding what's possible.

As we mark this milestone anniversary, we stand at a pivotal moment. The needs of our community are growing. Waiting lists are long. Families are seeking greater opportunities for independence, connection, and meaningful work in safe, enriching environments.

At the same time, our campus needs restoration, our team members need resources and support to thrive, and we must embrace the promise of technology to expand our impact. To meet this moment, we are launching a \$10 million comprehensive campaign, an ambitious investment in our future and in the lives of those we serve.

Arc Broward envisions a community where every child, teen, adult, and senior with disabilities experiences dignity, belonging, and opportunity. Our new three-year strategic plan unites immediate priorities with long-term investments, ensuring Arc Broward remains a leader in innovation, empowerment, and inclusion for generations to come.

We invite you to join us — to embrace this vision, to champion our mission, and to help turn possibility into progress. Together, we can strengthen our community, transform lives, and shape a future where everyone thrives.

With gratitude and determination,



Julie Price
President/CEO



Kim Cagiano
Board Chair



Libby Pedersen
Strategic Planning Committee

EXECUTIVE SUMMARY

Seventy Years of Impact What began in 1956 as a small nonprofit serving children with developmental disabilities has evolved into one of Broward County's most impactful organizations, supporting more than 1,200 children and adults with disabilities and other life challenges every year.

Lifelong Services Arc Broward provides programs that span the lifespan, from early intervention for infants and toddlers to educational and family support programs, workforce development and education, and residential services and day supports for adults. These programs create opportunities for individuals of all ages and abilities to live, learn, work, and thrive as full members of their community.

A Collaborative Strategic Plan Our new three-year Strategic Plan was developed through a collaborative process involving board members, team members, people with disabilities and their families, and community partners. Together, we:

- Assessed community needs
- Examined internal strengths, challenges, and opportunities
- Researched best practices from leading organizations nationwide

Key Findings

- Families and individuals with disabilities are calling for expanded, innovative, and accessible services at every life stage
- Team members require stronger resources, training, and support to deliver consistent, high-quality services
- Our facilities, systems, and technology must be strengthened to ensure long-term sustainability and growth

A Bold, Grounded Roadmap This Strategic Plan is bold yet anchored in our new mission, vision, and longstanding values. It combines growth-focused initiatives with foundational investments in our people, facilities, technology, and social enterprises.

The \$10 Million Comprehensive Campaign To bring this vision to life, Arc Broward will launch a \$10 million comprehensive campaign, ensuring we have the momentum, resources, and innovation to meet today's needs and position ourselves for decades of impact to come.

Looking Ahead With the commitment of our stakeholders and community, Arc Broward will not only meet immediate challenges but also set a new standard for empowerment, inclusion, and belonging for the next 70 years — and beyond.



Each year, more than 1,200 children and adults with disabilities are supported through a continuum of 24 essential programs and services at 16 locations.

Our impact pillars—**Develop**, **Empower**, **Thrive**, and **Innovate**—are guided by our mission and vision, ensuring that every program provides life-changing opportunities and meaningful support across all stages of life.



► DEVELOP

Ensure children and teens with disabilities and their families have access to comprehensive programs to facilitate their development and growth from infancy to adulthood.

► EMPOWER

Create access to individualized education, training, and tools to empower teens and adults with disabilities and barriers to employment as they work towards building careers and self-sufficiency.

► THRIVE

Provide meaningful activities and residential support in a nurturing environment that promotes inclusion, independence, and personal development for adults and seniors.

► INNOVATE

Our two social enterprises, **Arc Culinary** and **Arc Educates** play a pivotal role in fueling innovation, empowerment, and sustainable impact.



CARF Arc Broward has maintained national CARF accreditation status for more than 34 years. The process requires significant effort, strong teamwork, and a commitment at all levels of the organization to provide the highest possible quality services. CARF conducted a site survey in May 2025 and Arc Broward earned a three-year accreditation.

STRATEGIC IMPERATIVES: GROWTH AND EXPANSION

These are the bold moves that will expand Arc Broward's reach, impact, and sustainability.

Deliver on Transformational Philanthropy

Successfully execute the \$10 million comprehensive campaign. The campaign focuses on three priorities that will protect today, expand tomorrow, and secure the future:

1

Restore and secure the Sunrise campus through critical life safety and mission continuity upgrades so services remain open, and people are safe every day.

2

Expand access by launching targeted program enhancements and pilots, with a focus in East Broward, so more people can connect, learn, and work close to home.

3

Build a mission endowment that provides steady annual support to stabilize core programs, invest in our people, underwrite facility and technology needs, and fuel innovation for the future.

Expand Services Across the Lifespan

Individuals and their families in our community face persistent gaps in access to services close to home, guidance through complex life transitions, and meaningful opportunities for education, work, belonging, and dignity across the lifespan.



Children's Division

- Open a private elementary school on the east side of Broward County
- Expand respite and out of school services, with a specific focus on the east side of Broward County



Adult Division

- Develop a specialized "center of excellence" for individuals aging, especially those with Down Syndrome, and their families/caregivers. Supports will focus on aging in place with dignity, healthcare and hospice partnerships, caregiver support (respite) and education
- Expand existing adult day services on the east side of Broward County and offer personal support, respite, supported living and companion services throughout Broward County



Workforce Division

- Create a full-time prevocational workforce program addressing the critical post-transition gap for young people 18 – 26 years of age
- Expand employment opportunities for those with higher needs who have a desire to work (e.g. enclave or mobile work crew options)

Broaden Community Reach & Access

- ▶ **GROW**/diversify public funding sources
- ▶ **EXPAND** eastside county presence and services
- ▶ **ESTABLISH** strategic partnerships (health systems and providers, medical schools, other nonprofits, etc.)
- ▶ **EMPOWER** families by educating them on key local and state matters that impact services and funding
- ▶ **CREATE** social/recreational programs that promote belonging throughout the lifespan
- ▶ **PILOT** a “Client Navigator” role to guide families through life transitions

FOUNDATIONAL IMPERATIVES: OPERATIONAL EXCELLENCE

These are the essentials that strengthen Arc Broward’s infrastructure, culture, and financial sustainability. It is critical that we strengthen organizational capacity through talent, systems, and shared services that ensure responsible growth.

Invest in Our People

- Enhance staff pay, benefits and professional development
- Identify sustainable funding sources to support workforce investment

Strengthen Our Facilities & Infrastructure

- Successfully complete \$4 million main campus restoration and upgrades on time and on budget
- Successfully complete Barc Housing restoration and upgrades on time and on budget

Elevate Our Story & Brand

Launch an integrated marketing and communications plan, tied to Arc Broward’s 70th anniversary and the public phase of the comprehensive campaign.

Leverage Technology for Impact

Continue investing in modern hardware, software platforms and an infrastructure to increase operational efficiencies, data-driven decision-making, and service quality.

Grow Social Enterprise for Sustainability

Realize the revenue-generating potential of Arc Culinary and Arc Educates, using proceeds to fill programmatic funding gaps.



STRATEGIC PLAN AT-A-GLANCE

Revitalizing today. Expanding tomorrow. Securing forever.



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create **BELONGING**,
strengthen **COMMUNITY**,
champion **EMPOWERMENT**,
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70 Years Strong:
Building Futures Together

OUR MISSION | Arc Broward's mission is to strengthen our community by empowering people with disabilities to grow, develop, and thrive.

OUR VISION | Arc Broward's vision is to set the standard for excellence and be a leading provider of innovative services that empower individuals with disabilities and their families to thrive.

THE PROMISE AHEAD | With bold action today, Arc Broward will ensure that every child, teen, adult and senior with disabilities has access to dignity, independence, belonging and opportunity - for the next 70 years and beyond.

STRATEGIC IMPERATIVES

Transformational Philanthropy

\$10M comprehensive campaign to fuel renewal, expansion and stability.

Expand Services

New programs for children, adults aging with dignity, and workforce readiness.

Broaden Reach

Expand East Broward presence, family navigation, social/recreation, and partnerships.

FOUNDATIONAL IMPERATIVES

Invest in Our People **Secure Our Campus** **Elevate Our Brand**
Harness Technology **Grow Social Enterprise**

Capital Restoration

\$4M for life safety and mission continuity upgrades at Sunrise campus.

Program Enhancements

\$4M for pilots in East Broward - navigation, arts, recreation, workforce, education.

Endowment

\$2M for stability, staff excellence, and future innovation.

THE COMPREHENSIVE CAMPAIGN



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