



# The Arc Minnesota Strategic Plan

2019 - 2024

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# Background

The Arc began as a grassroots movement in Minnesota in 1951 by family members determined to improve the quality of life of their children and adults with intellectual and developmental disabilities (I/DD).

The Arc Minnesota presents the following goals and strategies as a framework for our operations for the next 5 years. The Arc Minnesota's Strategic Plan is intended to be an underlying framework for a range of activities in the state. The goals presented in this plan are consistent with the mission, vision, and guiding principles of The Arc Minnesota and also aligns with the National Strategic Framework developed by The Arc of the United States in 2010.

Input for this plan was gathered over the past year from The Arc Minnesota membership and leadership in coordination with the staff of The Arc Minnesota. The strategic planning process was begun by the Board of Directors in order to move our merged statewide organization towards a better and more inclusive Minnesota. The areas cited in this document reflect an assessment of the current internal and external needs of the organization.

# Mission Statement

The Arc Minnesota promotes and protects the human rights of people with intellectual and developmental disabilities, actively supporting them and their families in a lifetime of full inclusion and participation in their communities.

# Vision

Individuals with intellectual and developmental disabilities and their families will have the hope, confidence and knowledge they need to live a life they choose, and equitable systems will support them where they live, learn, work and play.

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## How will we achieve this vision?

- Champion inclusion, diversity and equity within The Arc Minnesota and the disability community.
- Provide general and individualized information, navigation, and referrals on disability issues and systems, and offer personalized advocacy intervention needed to achieve individual outcomes across the lifespan.
- Inform individuals and families of the spectrum of choices available and support implementation of the Minnesota Olmstead Plan.
- Use our unique position to offer planning services for individuals and families.
- Engage in public policy advocacy alongside grassroots advocates that engages decision makers and local, state and federal legislators to drive systems change.
- Implement the merger of The Arc Minnesota by strengthening the operational structure to support a statewide organization and build capacity among stakeholders.
- Utilize a combination of individual philanthropy, grants, sponsorships, services and social entrepreneurial activities to create a sustainable revenue stream that supports The Arc Minnesota's programmatic priorities.
- Create a statewide marketing and communications plan and process.

# Strategies & Key Actions

The Arc Minnesota will champion inclusion, diversity and equality within The Arc Minnesota and the disability community, striving to build a better, more inclusive Minnesota.

## Program Strategies

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- ONE • Provide general and individualized information, navigation, and referrals on disability issues and systems, and offer personalized advocacy intervention needed to achieve individual outcomes across the lifespan.

### Why?

So families and individuals are able to navigate and access supports and services.

### How?

- Create and implement statewide processes to ensure access to The Arc and its services for all individuals with IDD and their families across the lifespan.
- Provide statewide staff training to ensure the development and enhancement of expertise in key topics and a consistent experience.
- Leverage technology (Project Access, technology supported Education and Training, e.g.) to expand services statewide and improve internal and external capacity.
- Develop statewide event & outreach plan, with a special focus on meeting the needs of underserved counties and populations.

- 2.** Inform individuals and families of the spectrum of choices available and support implementation of the Minnesota Olmstead Plan.

### Why?

So people with disabilities have equitable access to the choices and opportunities that all citizens have.

### How?

- Frame the narrative around the Olmstead plan to emphasize its positive potential and be consistent in messaging about our agency values.
- Increase understanding and power of informed decision-making throughout all programs and emphasize it as an Arc value.
- Promote best practices, address gaps in services, and make recommendations for statewide changes to improve the quality of services and supports (Regional Quality Council and coalition work).
- Assess goals and statewide delivery models for self-advocacy programming.
- Develop the Regional Quality Councils to further examine and improve services for people with IDD in specific regions and encourage community involvement.
- Employment: Assess opportunities and develop a plan and resources to provide unique programs and services that create employment opportunities and connect people to those options based on research, best practices and partnership experiences. Work to include:
  - Serve as a lead partner and advisor for the United Health Group led employer summit.
  - Share learning from the summit through all channels.
- Develop outreach plan that builds employment partners who can testify to the positive impacts of hiring people with IDD.
- Housing: Help individuals discover options for integrated housing and supports and create/improve partnerships that create equity in housing opportunities and options.

- 3.** Use our unique position to offer planning services for individuals and families.

### Why?

So, families and individuals are able to envision a positive future for people with IDD through the lifespan.

### How?

- Develop and implement range of planning services, including reviewing, integrating, and revising FutureLife Options and the ArcPlan and launching GetSet! Online.
- Train identified staff statewide to ensure every region has capacity to deliver person-centered planning.
- Create a marketable suite of consistent and related financial assistance options, leveraging current offerings (Master Pooled Trust, scholarships, Microgrants) and potential opportunities that are mission-compatible.



- 4** • Engage in public policy advocacy alongside grassroots advocates that engages decision makers and local, state and federal legislators to drive systems change.

### Why?

So attitudes and policies are positively changed toward/for people with IDD and their families to create greater access.

### How?

- Strengthen our consistent and powerful voice at the legislative and systems levels to both sustain individualized supports and transform our service system through lobbying, relationships, and community action.
- Combine strategic communications, technology (Program Access, social media, etc.) and in-person experiences (Home Visits, Community conversations, etc.) to educate community about policy engagement, advocacy and The Arc Minnesota's values.
- Develop capacity and expertise through the organization by creating guidelines and procedures that establish a foundation for the program, clarifies policy information (pillars, principles, etc.) and sets expectations for involvement.
- Abuse Prevention: Increase the capacity of internal and external systems to serve victims/survivors of abuse, including justice and victim service systems, domestic and sexual violence advocacy programs and The Arc Minnesota's staff and volunteers.

# Operation Strategies

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ONE

- Champion inclusion, diversity and equity within The Arc Minnesota and the disability community.

## Why?

So The Arc Minnesota becomes a leader in inclusion and equity and reflects the diversity of Minnesota by working actively to represent traditionally under-represented communities.

## How?

- Create an Inclusion, Diversity and Equity Advisory Council.
- Begin staff training around diversity, inclusion & equity (including cultural competency).
- Establish baseline metrics.



- 2.** Implement the merger of The Arc Minnesota by strengthening the operational structure to support a statewide organization and build capacity among stakeholders.

### Why?

So the Arc Minnesota will be a strong, effective, and efficient presence throughout the state of Minnesota.

### How?

- Assess board governance and staff leadership processes and implement a model (including chapter affiliates) that meets the future needs of the organization.
- Document and implement best practices for fiscal management.
- Document and implement best practices for Human Resources leadership with Diversity, Inclusion and Equity strategies across functions.
- Reinvigorate the movement by revamping membership model and how people engage with the organization.
- Ensure Board and staff have the tools to lead with impact and are well versed in person-centered philosophies.
- Implement Board Development Committee to fill current and future openings by researching, identifying, qualifying and nominating strong Board members who represent the values of The Arc Minnesota and are committed to driving our mission.



- 3.** Utilize a combination of individual philanthropy, grants, sponsorships, services and social entrepreneurial activities to create a sustainable revenue stream that supports The Arc Minnesota's programmatic priorities.

### Why?

To establish predictable income that increases organizational capacity and expands our reach.

### How?

- Secure all outstanding gifts for the Founder's Campaign.
- Create a short and long term plan for program evaluation that clearly demonstrates to the community and funders the impact of our services on the people we support.
- Develop and implement a statewide donor-centric major giving strategy and plan.
- Create a robust statewide donor acquisition, retention and engagement plan that leverages technology and online giving to move donors up the donor pyramid.
- Implement a statewide institutional giving plan to secure grants and sponsorships that align with programmatic priorities.
- Evaluate and make determination of current and potential opportunities for social enterprise businesses and service revenue based on mission fit and budget implications.

- 4.** Create a statewide marketing and communications plan and process.

### Why?

To increase awareness and engagement among key audiences and communities.

### How?

- Define a common language that communicates a consistent brand experience and emphasizes distinction and impact.
- Develop a comprehensive plan with a core digital marketing foundation.
- Launch new education, training and outreach model.
- Implement all five phases of Project Access.



***The Arc***<sup>®</sup>

*Minnesota*

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