



2023-2025 Strategic Plan

The Arc Minnesota



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The Arc Minnesota

Letter from the CEO



Andrea Zuber
CEO of The Arc Minnesota



Dear All,

The Arc Minnesota is pleased to present our 2023-2025 Strategic Plan, which will replace the 2019-2024 Strategic Plan.

The 2019-2024 Strategic Plan was created by The Arc Minnesota Board of Directors and Executive Leadership Team in 2018, when the organization first merged from several chapters across the state, into The Arc Minnesota. It was largely focused on implementing the merger, and carrying out the activities that chapters were doing across the state. Since then, we have accomplished much of what was in the strategic plan—we have a lot to be proud of—and a lot has changed around us.

Now, not only is our external environment very different than it was 4 years ago, but we have new Board members, organizational leaders and staff. It is clear that younger generations of people with intellectual and developmental disabilities (IDD), their families and their trusted supporters have very different expectations for their future than their predecessors. It is also imperative to note that the existing services and supports are no longer working for people with IDD and their families, as they are unsustainable with today's workforce and economy. Together with our Board of Directors, people with disabilities, and their families and trusted supporters, we have created a new vision for the future of disabled people, as well as for The Arc Minnesota.

Continued

Letter from the CEO

With these changes, it was time for us to create a new strategic plan with those same stakeholders. One that is visionary and moves us into the future as we strive to truly serve all people equitably across the state. One that leans into the principles of Disability Justice and Racial Justice. Now is the time for us to build an Arc that serves all Minnesotan's, and centers the experience of people with disabilities, including those with intersecting identities.

This Strategic Plan lays out our goals and the objectives that position our organization for success over the next 3 years. Annually, accounting for resources, opportunities and priorities, we will create corresponding tactics, and work plans that will lead to the accomplishment of our mission, vision, and goals. We will evaluate our progress and share that with key stakeholders. Our plan will be fluid, testing against the reality of the marketplace, and adjusted as necessary.

Working together, with the strong leadership of those most impacted by our work, and a strong coalition of visionaries, believers and action-oriented supporters, The Arc Minnesota staff are committed to this plan's implementation and the benefits that come from its success.

It is our intention to strive for excellence in non-profit leadership, management, and services. We appreciate your support as we work alongside people with IDD to co-create a future that is bright. One that shines a spotlight on the wisdom, capacity, strength and resiliency of people with disabilities, so they will have belonging and freedom.

Sincerely,
Andrea L. Zuber
Chief Executive Officer
The Arc Minnesota



The Arc Minnesota

Letter from the Board Co-Chairs

Nancy Fitzsimons and Poppy Sundquist
Co-Chairs of The Arc Minnesota



To our communities,

Started by families who wanted better lives for their children with IDD, The Arc Minnesota has a rich and strong legacy of advocacy throughout the state for the past 75 years.

Since 2018, our focus has been on implementing the merger of five independent chapters into a single, statewide organization. We centralized our operations, streamlined administration, created a broad-reaching staffing and service delivery model, and worked to build a unified culture. Our programs and services are now organized into five cross-regional teams to focus on housing, public policy, individual advocacy, statewide grants and initiatives, and community engagement and outreach. We developed a Help Desk available to all Minnesotan's and shifted our focus to informed decision making and supporting people with solutions outside of the service system whenever possible. Financially, we emphasized controlling expenses and eliminating operating deficits, and now have alignment between revenue and expenses.

Together, we have also created a new vision for the future of our organization and our communities, with the expectation that people with IDD live in a world that welcomes them,

Continued

Letter from the Board Co-Chairs

where they have true belonging and are able to thrive. We are recognized as a leader in the field and are sought after to do grant-based mission work and also provide thought leadership on a statewide and national scale.

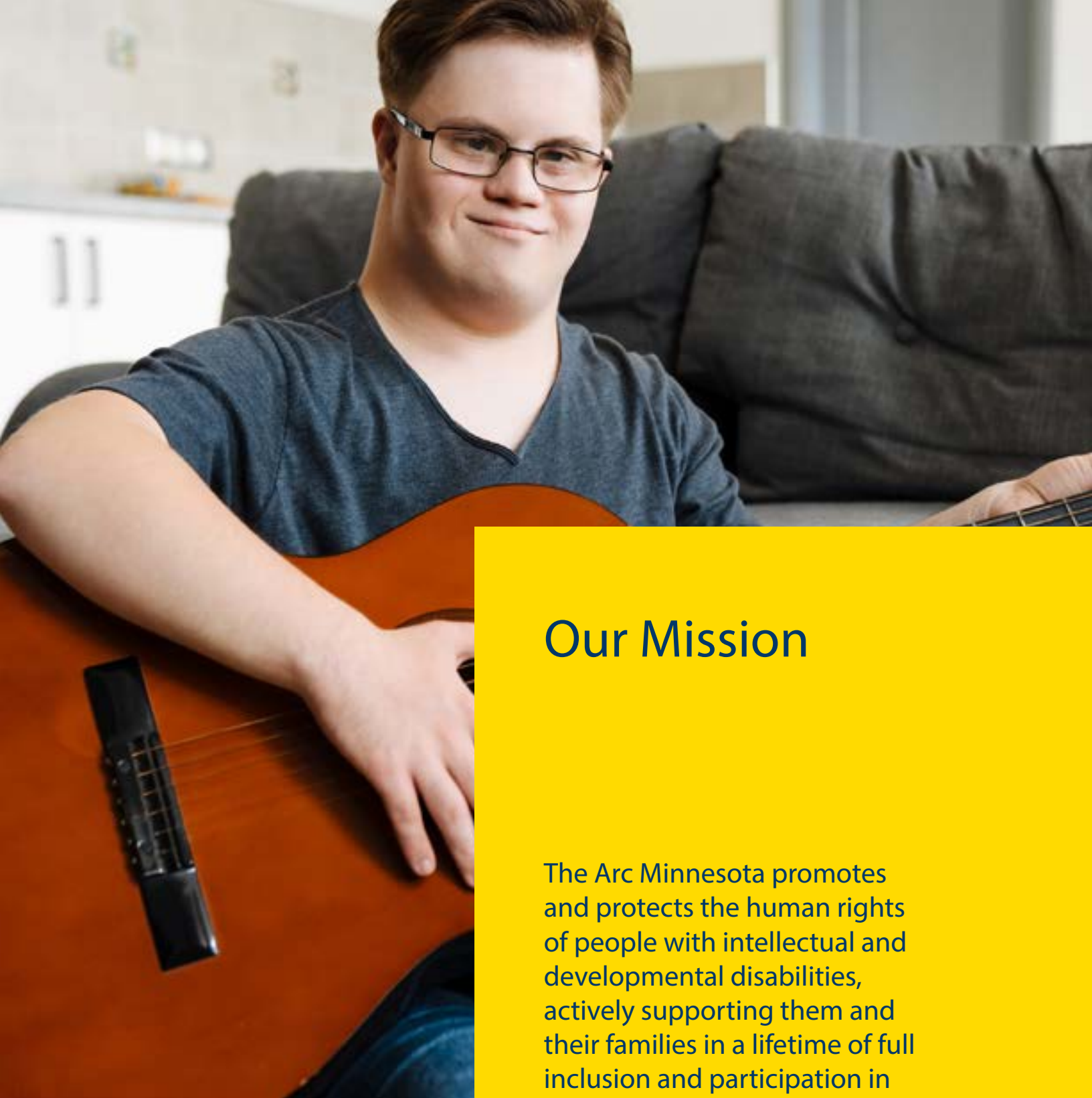
As a strong and stable organization, now is the time for The Arc Minnesota to work towards realizing our new vision, grow to serve more Minnesotans, and establish a revenue model that allows for expansion of scope and services. Using the principles of Human Centered Design, we will ensure we are serving people in the ways they need and want, with emphasis on cultural responsiveness, while staying future-focused. We intend to serve the next generations of people with IDD by honoring their wholeness, celebrating disabled identity and respecting intersectional lived experience.

As we build on our 75-year legacy of work and begin to co-create the future alongside people with disabilities, we will move beyond inclusion and integration, to belonging and justice for ALL people who have IDD.

We are honored to be co-chairing the Board of Directors at this pivotal time in history.

Sincerely,

Nancy Fitzsimons and Poppy Sundquist



Our Mission

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.

The Arc Minnesota

Values Framework

At The Arc Minnesota and Arc's Value Village, our values guide our shared work to change systems and build an inclusive society in Minnesota and beyond.

Human and Civil Rights

We believe all people:

- Are equal, valued, respected, and whole
- Have the right to be free
- Must have their rights protected

Our commitment—we will:

- Protect the human and civil rights of all people
- Fight for everyone's equal rights
- Respect individuals' lived experience and honor each person's wholeness
- Work to end barriers in systems and society, no matter how long it takes to create change

Our Goals:

- Our organization is welcoming, accessible, and inclusive
- The human and civil rights of all people are respected and protected

Continued

Values Framework

Self-Advocacy and Self-Direction

We believe all people have the right to:

- Make decisions
- Have control in their lives
- Advocate for themselves
- Get support from trusted allies as they advocate and make decisions

Our commitment—we will:

- Promote power and capacity of people who have IDD of all ages
- Support leadership of disabled people of all ages
- Learn from disabled people, especially who are Black, Indigenous, and other People of Color
- Help people with disabilities and their allies get information, experiences, and support to make decisions

Our Goals:

- Our work supports informed choice and leadership of people who have IDD of all ages
- People who have IDD are supported and respected in making their own decisions, having control over their lives, and advocating on their own behalf

Continued

Values Framework

Equity and Belonging

We believe all people have the right to:

- Meaningful relationships with people of their choice
- Belonging in their communities
- Information, systems, and resources that are accessible

Our commitment—we will:

- Advocate for equal opportunity in where everyone can live, learn, work, worship, and play
- Fight for universal design in all parts of society
- Share timely, accessible information in different formats and languages
- Build meaningful connections in communities statewide
- Help trusted supporters of people with IDD as they work to honor each person's power, value their capacity, and respect them exactly as they are

Our Goals:

- Community and natural supports are promoted over state systems and solutions
- Stakeholders understand the ways that society and systems must change to build equity

Continued

Values Framework

Disability and Racial Justice

We believe systems and social change must be:

- Led by disabled people—especially those who are Black, Indigenous, and People of Color
- Focused on freedom of people who have disabilities and ending discrimination
- Connected to all other movements for freedom and justice

Our commitment—we will:

- Learn from people who have diverse lived experience
- Challenge ourselves and others to confront racism and ableism
- Be allies in disability and racial justice movements
- Led by people who have disabilities fight for justice in society and systems
- Fight injustice within and across communities

Our Goals:

- Our work aligns with principles of disability justice
- Community partners will learn with The Arc about how to support justice movements

Values Framework

Our Commitment to Progress

- We will keep ourselves on track by including these values in all team and individual work plans.
- We will start to measure progress with goals that have inclusion and equity built in. We will work to find other ways to measure and track progress that are culturally respectful.
- We will share our progress through updates about our values and goals at least once every year.
- We are still working to understand how The Arc has been part of ableism and racism. We will share the ways we need to change.
- As we work to learn and understand ourselves, we will invite others to join us in support of movements that advance disability and racial justice.



The Arc Minnesota

Our Vision

We believe you belong in a world that welcomes you—a world where all people with IDD are valued, respected, and thriving.



Our Legacy

For over 75 years, The Arc Minnesota has worked across the state to provide advocacy and information for people with IDD, and their trusted supporters.

You belong at The Arc

In a welcoming world, people with IDD will have the power to change systems and society. Communities will be centered in justice. All people will have belonging and freedom.

Our Core

Our most valued stakeholders, partners and customers are people with IDD, their families, allies, and trusted supporters; our staff and organizational leaders, interns and volunteers; and our supporters, coalition members and community members.

They believe our most critical offerings are to help people with IDD access their communities, get the support they need to have belonging and justice, help them become more independent and work to transform our system to support current and future generations of people with IDD.

What sets us apart is our:

- Diverse range of support options
- Work to develop future leaders
- Focus on disability and racial justice and the Disability Justice Framework
- Work to transform systems and promote natural solutions
- Emphasis on building self-efficacy
- Intentionality around informed decision making
- Determination to reframe the narrative around people with disabilities to end ableism and racism

Our most critical channels of communication are our staff, volunteers, interns, members; electronic communications and social media, word of mouth, personal stories, training and education and community engagement and outreach.

Trends and Influences

There are external and internal trends that are influencing our Core. Knowing how the trends are impacting our core goals and sustainability helps determine the strategies we need to position ourselves for success.

We examined economic, labor, business, technology, policy, societal, leadership and nonprofit industry trends. While this is a non-exhaustive list, these are common themes and influences to account for and create solutions for:

- Lingering and long term effects of the global pandemic, including economic and service instability
- Changing workplace culture, employment trends, and workforce needs
- Emphasis on racial and disability justice, including leadership by the most impacted
- Less sustainable revenue and membership models
- Changing technology and technology needs and their impact on both staff and outreach efforts
- Strategic alliances, partnerships, collaboration, coalitions
- Divided, divisive government and population, as well as civil rights reversals
- Tension between families priorities and self-advocates priorities
- Transition from old models of care and formal service systems to modern models of care and natural solutions
- Trauma informed care and healing
- Engaging people outside of the disability community

Summary of Goals

Knowing our core—who we are and what we do as an organization—our mission, vision and values, and the current trends that are influencing us, in order to position our organization for success over the next 3 years, The Arc Minnesota’s goals are to:



Build an Arc for All: Align Programs and Services with the principles of Disability Justice and ensure they are relevant to all Minnesotans.



Build a strong coalition of supporters to move our vision forward.



Retain and attract a strong, diverse and inclusive workforce and be an employer of choice in non-profit and retail.



Ensure predictable, sustainable revenue to fund the mission and serve all people equitably across the state.

Goal 1

Align Programs and Services with Disability Justice and ensure they are relevant to all Minnesotans.

Intentions:

Use the principles of Human Centered Design to design services that promote our mission, support informed choice and decision-making, are culturally respectful and relevant, and help generate more sustainable revenue streams.

People with IDD and their families will have good information to help them plan for and reach their goals and with minimal reliance on the formal disability service delivery system.

Implement robust evaluation methodologies across all programs and services to analyze and monitor effective service delivery, organizational impact, and ensure that our work has a positive impact on the lives of our stakeholders.

Objectives

1. Reach out to people with disabilities and their families and trusted supporters across the state to understand what kinds of support they need and want from The Arc
2. Design or redesign programs and services to meet people's diverse needs
3. Develop and implement consistent evaluation for all programs and services to measure impact

Goal 2

Build a strong coalition of supporters to move our vision forward.

Intentions:

Engage in meaningful outreach to communities statewide. Build and maintain relationships in ways that intentionally focus on culturally specific community members and those with intersecting identities.

Organize engagement with external partners in ways that are aligned with our mission and values.

Have diverse, active and engaged members who are ambassadors of The Arc, uphold our values, and help advance our mission, vision, and strategic goals.

Shift societal attitudes so that people with disabilities are seen as strong, capable, valued citizens who contribute meaningfully to communities, work places, and beyond.

Objectives

1. Raise awareness about Disability Justice principles and The Arc's values framework across the state
2. Grow our base of members by 500 people from across the state
3. Reframe narratives about people who have IDD to power, capacity, belonging, and wholeness

The Arc Minnesota

Goal 3

Retain and attract a strong, diverse and inclusive workforce and be an employer of choice in non-profit and retail.

Intentions:

Establish a work environment across the state that fosters a welcoming, collaborative, solution-oriented workforce and results in a workforce that has the capacity, skills and talent to advance our mission and vision.

Objectives

1. Create, document and follow a recruiting process that generates the employees we need
2. Increase employee retention by 5% per year



Goal 4

Ensure predictable, sustainable revenue to fund the mission and serve people equitably across the state.

Intentions:

Annual operating expenses are covered by our operating revenue.

Budget for a surplus to ensure our operating expenses are covered each year in case something doesn't go according to plan, allow for flexibility as needed, and increase our reserves.

There is accountability and intentionality in our fundraising to ensure alignment with programs and services.

Community Centric fundraising principles are embedded in our day to day work.

Objectives

1. Develop and implement a model for revenue growth that supports investment in strategic priorities
2. Increase revenue to make identified strategic investments



The Arc Minnesota

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