



THE ARC OF EAST CENTRAL IOWA

STRATEGIC PLAN

2021-2022

Our Mission

The Arc of East Central Iowa empowers people with intellectual and related disabilities to engage in lifelong opportunities to live, learn, work, and play with dignity, freedom, and full inclusion in their communities.

Our Core Values

- We believe there is strength in diversity
- We believe each family is unique and has value
- We believe that individuals and families are best served in an inclusive community
- We believe that individuals must be treated with dignity
- We believe that each individual/family has a right to make its own decisions

Agency-wide Strategic Direction

The year 2020 has demonstrated the need for nonprofit organizations throughout the country to plan, strategize, and deliver services in increasingly creative ways. It is also very evident that in order for nonprofits to succeed in this ever changing environment, adaptability and flexibility are crucial. The Arc of ECI needs to act now to protect and manage our agency *today*, while concurrently adapting and preparing our agency for the future. It is imperative we are fiscally stable and explore new ways to be sustainable. We must diversify funding streams and search out new ways to meet community needs. ***This Strategic Plan will drive our efforts to be adaptable, flexible, and stabilize, as well as embrace new opportunities that will allow The Arc of ECI to have farther-reaching impact and stronger outcomes.***

The Arc of ECI's strategic focus for calendar year 2021 will be strengthening and stabilizing through the challenges our community faces from the pandemic, during the current crisis and the aftermath. This will be accomplished through **Efficiency, Effectiveness, and Advocacy** plans and actions. The Arc of ECI will be reviewing programs, processes, and practices to assure what we currently do is done to the best of our ability, implementing a comprehensive fundraising plan, and continuing to support outreach and policy efforts that allow persons with intellectual and developmental disabilities to further integrate and achieve greater independence in their communities.

While The Arc of ECI will consider new opportunities that may come our way in 2021, the strategic focus for 2022 will be **Expansion, Growth, and Innovation**. We know our communities have greater needs than The Arc of ECI can currently meet, and we know there are gaps in resources and services available not only for individuals with intellectual and developmental disabilities, but for their families and caregivers as well. The Arc of ECI embraces our pandemic successes in designing and delivering services in new ways, and we will continue to advance our mission through creative solutions.

Strategic Plan Summary 2021-2022



Strategic Direction 2021-2022

What We Will Do

Strategic Direction 2021-2022

What We Will Do

EFFICIENCY		EXPANSION	
Stabilize finances and maintain a net profit margin each year.	<ol style="list-style-type: none"> 1. We will research and secure special funding sources to cover lost revenue and additional expenses due to pandemic. 2. We will operate a fund development program that focuses on donor relations, planned giving, fundraising, and grant writing. 3. We will meet the needs of all clients wanting our services . 	Fully serve individuals with intellectual and related disabilities and their families in all of The Arc of ECI’s catchment counties.	<ol style="list-style-type: none"> 10. We will effectively market our services in each county we serve. 11. We will successfully recruit and retain team members in rural counties.
EFFECTIVENESS		GROWTH	
<p>Maximize staff engagement and development to best meet client needs.</p> <p>Assure service delivery meets compliance and quality expectations of the Board, community, stakeholders, regulatory entities, and funders.</p>	<ol style="list-style-type: none"> 4. We will hire, develop and support quality staff. 5. We will utilize staff in the most effective and efficient way. 6. We will operate agency-wide comprehensive compliance program that aligns licensing, funder, accreditation, and program requirements and reduces agency risk. 7. We will have quality, goal-focused services and processes to review outcomes, maximize utilization, and assure program requirements are met. 	Meet the intergenerational needs of individuals with intellectual and related disabilities and their families.	<ol style="list-style-type: none"> 12. We will add new service lines to our business that fills a gap in available resources and meets the needs of our clients. 13. We will serve more clients through existing service lines.
ADVOCACY		INNOVATION	
Facilitate change that benefits clients and families, members, and the ongoing services of The Arc of ECI.	<ol style="list-style-type: none"> 8. We will be THE community leader in grassroots advocacy for individuals with disabilities and their families. 9. We will use an advocacy strategy that focuses on key legislation and facilitates change in alignment with the mission. 	Foster a culture that allows for creativity, out-of-the box thinking, and fresh ideas to keep The Arc of ECI relevant, progressive, and agile.	<ol style="list-style-type: none"> 14. We are “better together”. 15. We will incorporate diverse perspectives in designing new or existing programs and processes.

Strategic Objectives and Actions

EFFICIENCY: STABILIZE FINANCES AND MAINTAIN A NET PROFIT MARGIN EACH YEAR.

1. We will research and secure special funding sources to cover lost revenue and additional expenses due to pandemic.

1.1 Apply for grants, loans, and other funds for which eligibility is confirmed; complete ROI and review reporting requirements for all new funding opportunities.

2. We will operate a fund development program that focuses on donor relations, planned giving, fundraising, and grant writing.

2.1 Hire a Development and Communications Director to implement a robust and comprehensive development and communications plan.

2.2 Revitalize the Resource Development Committee with purpose, function, and action.

2.3 Connect with and thank all large donors over the past 2-3 years.

3. We will meet the needs of all clients wanting our services.

3.1 Implement service target goals for DSP working hours to manage the ability to meet client needs.

3.2 Change hiring paradigm to mission-focused: what DSPs can do for The Arc vs what The Arc can do for DSPs.

3.3 Maximize scheduling with DSP available hours and hold DSPs accountable to working available hours to meet the needs of clients.

EFFECTIVENESS: MAXIMIZE STAFF ENGAGEMENT AND DEVELOPMENT TO BEST MEET CLIENT NEEDS.

4. We will hire, develop and support quality staff.

4.1 Revitalize DSP mentorship initiative to improve engagement and service.

4.2 Revise and promote the DSP Advancement process to encourage career paths and longevity.

4.3 Standardize and enforce documentation expectations and enhance documentation training content and frequency.

4.4 Schedule regular meetings and communications between SSCs and DSPs to build team, support, and collaboration.

4.5 Standardize individual supervision of DSPs.

5. We will utilize staff in the most effective and efficient way.

5.1 Create DSP positions which are flexible and adaptable to fill gaps and meet needs within and between different service lines.

- 5.2 Develop a scheduling system within the Quantum database.
- 5.3 Explore creative ways to deliver site-based services in different locations, like schools, other businesses, etc.

EFFECTIVENESS: ASSURE SERVICE DELIVERY MEETS COMPLIANCE AND QUALITY EXPECTATIONS OF THE BOARD, COMMUNITY, STAKEHOLDERS, REGULATORY ENTITIES, AND FUNDERS.

6. We will operate agency-wide comprehensive compliance program that aligns licensing, funder, accreditation, and program requirements and reduces agency risk.

- 6.1 Implement processes to create more uniformity in service documentation expectations.
- 6.2 Enhance documentation training and create convenient, ongoing virtual opportunities for DSPs to learn about new features or ask questions.

7. We will have quality, goal-focused services and processes to review outcomes, maximize utilization, and assure program requirements are met.

- 7.1 Monitor/assess goal progress to assure clients are receiving the amount of services authorized in the care plan and that progress is being made on goals.
- 7.2 Review program goals and outcomes at least quarterly.

ADVOCACY: FACILITATE CHANGE THAT BENEFITS CLIENTS AND FAMILIES, MEMBERS, AND THE ONGOING SERVICES OF THE ARC OF ECI.

8. We will be THE community leader in grassroots advocacy for individuals with disabilities and their families.

- 8.1 Plan and execute a 70th Anniversary Celebration Campaign and focus on advocacy highlights.
- 8.2 Communicate a shared language, clear vision, and shared resources for members, families, friends, and stakeholders.
- 8.3 Consider partnership with Linn County Department of Public Health for My Care Community, to better connect clients with services and receive referrals.
- 8.3 Establish connections with City and County officials, law enforcement, for client internship/job opportunities and training/advocacy.
- 8.3 Actively partner with The Arc of Iowa and other local and statewide associations on platforms which benefit services and support for individuals with disabilities and their families.

9. We will use an advocacy strategy that focuses on key legislation and facilitates change in alignment with the mission.

- 9.1 Identify key issues for the strategy and develop the vision, goal, objectives and target audience by engaging caregivers and other stakeholders.
- 9.2 Engage key partners and allies in the strategy and identify caregivers who are willing to tell their stories firsthand to lend credence and emotion to the issue they face.

EXPANSION: FULLY SERVE INDIVIDUALS WITH INTELLECTUAL AND RELATED DISABILITIES AND THEIR FAMILIES IN ALL OF THE ARC OF ECI'S CATCHMENT COUNTIES.

10. We will effectively market our services in each county we serve.

- 10.1 Analyze current counties served for services needed, existing county resources, potential partnerships, and available workforce.
- 10.2 Develop a marketing and communications strategy to promote programs and services.
- 10.3 Identify key stakeholders in counties outside of Linn Co to share resources and materials.
- 10.4 Strengthen partnerships with referral sources (hospitals, clinics, schools) to include trainings and technical assistance for teachers and families.

11. We will successfully recruit and retain team members in rural counties.

- 11.1 Conduct a market assessment of each surrounding county which includes other employers and wages.
- 11.2 Determine key partners in surrounding counties to market The Arc of ECI job opportunities.
- 11.3 Assess payment structure, bonuses, etc. to attract rural applicants.

GROWTH: MEET THE INTERGENERATIONAL NEEDS OF INDIVIDUALS WITH INTELLECTUAL AND RELATED DISABILITIES AND THEIR FAMILIES.

12. We will add new service lines to our business that fills a gap in available resources and meets the needs of our clients.

- 12.1 In partnership with key stakeholders, assess community gaps and needs to determine opportunities and review potential funding sources.
- 12.2 Create a business plan and form partnerships with potential funders and referral sources.

13. We will serve more clients through existing service lines.

- 13.1 Continue effective recruitment and retention efforts in Linn and surrounding counties.
- 13.2 Engage other partners for Project SEARCH and supported employment services.
- 13.3 Initiate services where people live, through creative community partnerships.
- 13.4 Grow Day Hab to include individuals unwilling or unable to fully integrate in the community.

INNOVATION: FOSTER A CULTURE THAT ALLOWS FOR CREATIVITY, OUT-OF-THE BOX THINKING, AND FRESH IDEAS TO KEEP THE ARC OF ECI RELEVANT, PROGRESSIVE, AND AGILE.

14. We are "better together".

- 14.1 Review programs and services in monthly Manager Meetings to eliminate silos and encourage discussion on how to do things differently and/or better.

14.2 Process map programs, including intake process, to create efficiencies and ask “why”.

14.3 Utilize an Idea Box for team members to provide ideas and review these in monthly Manager Meetings.

15. We will incorporate diverse perspectives in designing new or existing programs and processes.

15.1 Utilize the Programs & Services Board Committee to review changes, additions, or evaluation of new and existing service lines.

15.2 Include stakeholders, clients, and families in discussions about expansion and/or growth opportunities.

15.3 Connect with other Arc agencies across the country to gain perspectives on programming, funding, and advocacy efforts.