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# The Arc of King County

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## 3 - Year Strategic & Action Plan

July 1, 2003 to June 30, 2006

March 10, 2003

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## 1 Background

The Arc of King County is Washington's oldest, nonprofit organization serving children and adults with developmental disabilities and their families. Such disabilities include Down syndrome, cerebral palsy, autism, and fetal alcohol syndrome. The Arc of King County is an affiliate of *The Arc of the U.S.*, but derives all its funding from within the state.

Founded in 1936, The Arc was a grassroots organization formed by parents seeking better conditions in the state institutions where most children and adults with disabilities were confined. Today 80% of both children and adults with developmental disabilities live in the community with their families or independently with varying degrees of support. Families continue to provide much of the strength and focus of The Arc.

The Arc provides information and support to adults and children with developmental disabilities and their families, to encourage and assist them to make informed, educated, and independent decisions concerning the way they want to live their lives.

The Arc provides direct support to 170 adults living in our community, and provides training, information, and advocacy services to families and adults.

## 2 Current and Future Environment

Standards and expectations for people with disabilities have changed. In the early part of the 20<sup>th</sup> Century, many believed that people with disabilities were best protected and educated in large institutions. Then people with disabilities had little say in their own destinies.

One hundred years later, The Arc promotes the view that people with disabilities should not be segregated; are entitled to equal educational opportunity; and are usually able to hold employment and otherwise participate in community living.

People with developmental disabilities, their families, and other advocates have worked to enlarge the opportunities and choices available to them by changing our society's beliefs and values.

They have insisted, for instance, that they are "people with developmental disabilities"- that is, that they are people first, and that they should be defined by who they are as individuals rather than by the fact that they have disabilities.

They have also rejected the "medical model" of regarding developmental disabilities as an incurable disease to be "treated" rather than a condition that is simply a part of life. The medical model simply didn't work. And it assigned a superior, "expert" status to doctors and other professionals, rather than acknowledging that it is people with developmental disabilities and their families who best understand what they need and want.

This change in thinking may sound simple and straightforward, but it has huge and complicated implications- many of which are unresolved. Some people with developmental disabilities and their advocates, for example, now question the wisdom of events like the Special Olympics that segregate people with disabilities from others. They don't want to be regarded as "special," but simply as ordinary.

Others contend that the enemy of people with developmental disabilities is not segregation, but isolation- and therefore they continue to support some living, working and recreational arrangements that provide ways for people with developmental disabilities to work and socialize with each other.

There is a strong consensus, however, that everyone should be able to choose how he or she will live, be accepted by others as an individual, and be included in the activities of his or her community.

### **3 Strengths and Challenges**

#### **Current Strengths of The Arc.....**

##### ***THE PEOPLE***

- People with disabilities themselves help guide the work of The Arc
- Experts exist in many unique areas serving people with developmental disabilities (e.g., older families, cultural competence, disabilities and homelessness)
- Dedication of staff and constituents to continue quality and creative work

##### ***VALUES AND SUPPORT***

- Cohesive belief among staff and board of need to reorganize
- Ability to recognize and creatively respond to service gaps and needs of the DD community
- Creating real empowerment to drive services and lives ( e.g. “inclusion” activities)
- Good grasp of trends and vision to adjust to them
- Systems change issues (Lifespan)
- Forming collaborations with other non-profits on trainings
- Underlying financial stability of The Arc

##### ***SERVICES***

- Legislative advocacy
- On-line resources
- Information and referrals
- Gatherings
- Connecting families
- Creative and potentially highly successful internal grant writing / and fundraising collaboration

## **Current Issue Areas for The Arc.....**

### ***INTERNAL INFRASTRUCTURE & COLLABORATION***

- Organizational structure does not lead to strong internal collaboration
- Lack of knowledge of overall work of The Arc and issues common or unique to different micro-populations we support
- Current fiscal situation; lack of solid knowledge base on best practices for fiscal management of not-for-profits
- Low training opportunities for staff
- General intra-staff communication
- Technology needs
- Building rental costs; lack of equity building-capital campaign

### ***EXTERNAL RECOGNITION & COLLABORATION***

- External collaboration could be stronger in areas of resource sharing, and in general
- Name and work recognition of The Arc as a whole
- Lack of strong or diverse corporate sponsorship

## **Future Challenges for The Arc.....**

- Less dependable supports from government contracts and grants driven by lack of support by the voting public for general social services
- Need to present a stronger and more cohesive service to private funders and potential collaborative partners
- Individualized funding movement
- Increasingly poor economy
- Closing of second stage of land sale
- Lack of, or huge success in, obtaining budgeted amount of private pay service dollars
- Poor or very successful grant writing/fundraising

## 4 Stakeholders

The Arc of King County stakeholders include: The Arc, Collaborators, Partners, Funders, and the Community At-Large.

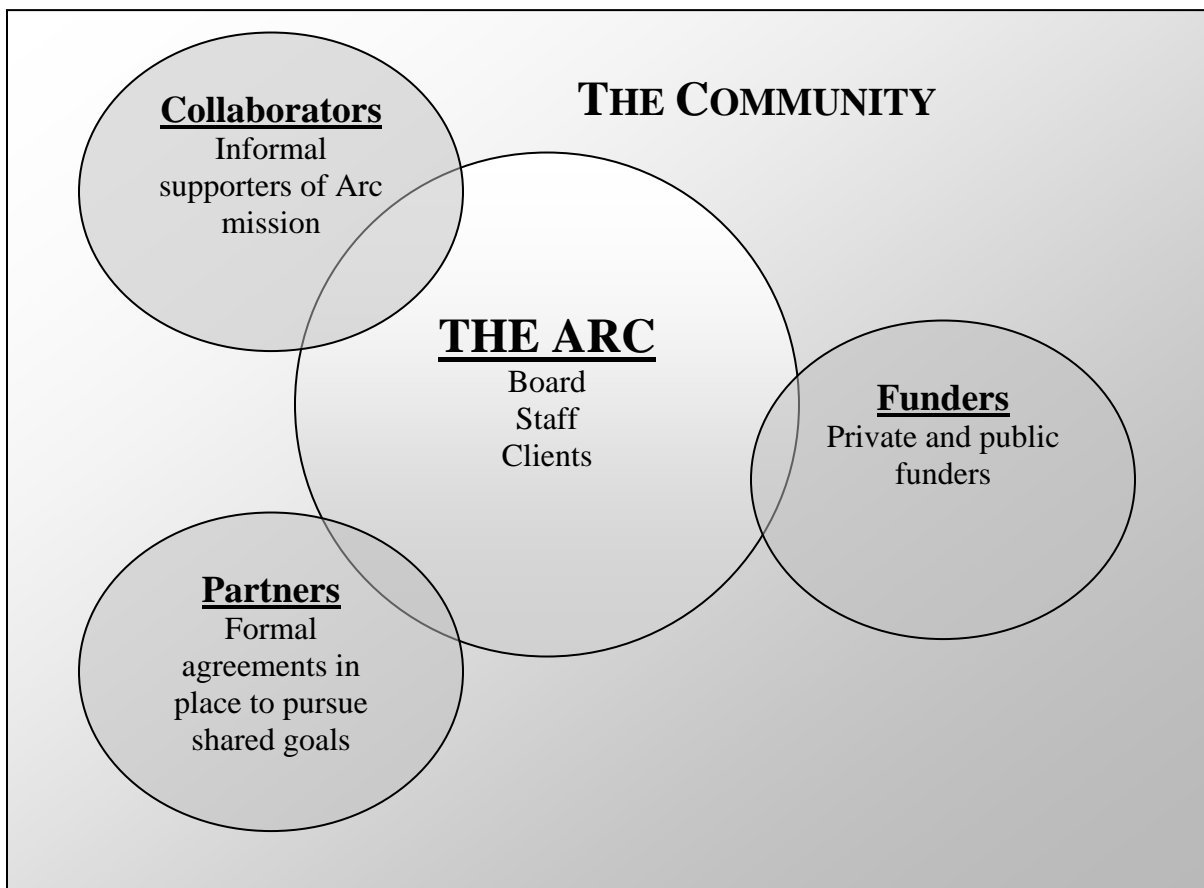
**The Arc** stakeholders include its Board of Directors, the staff, and the clients it represents.

**Collaborators** are public and private entities that informally share common goals with the Arc.

**Partners** are public and private entities that share a formal commitment with The Arc to achieve common goals.

**Funders** are government agencies, corporations, foundations, and individual members that commit financial resources to The Arc.

The **Community** includes all of King County, and the larger community serving people with developmental disabilities.



## 5 Core Services

The Arc of King County provides three core services. The mission of each of these services are:

**SUPPORT SERVICES:** Support the choices, independence, inclusion, and competence of adults with developmental disabilities to live successful lives in the community.

**OUTREACH SERVICES:** Increase access to resources and information for individuals with developmental disabilities and their families who traditionally have had limited access due to age, culture, ethnicity, language and disability.

**INFORMATION AND ADVOCACY SERVICES:** Ensure that individuals with developmental disabilities and the people who support them receive the information they need to advocate for themselves.

## 6 Strategic Planning Process

The Arc of King County is undertaking this strategic planning process for several reasons:

- To produce fundamental decisions and actions that shape and guide what the organization is, what it does, and why it does it
- To ensure that members of the organization are working towards the same goals
- To assess our direction in response to the changing environment

The development of the strategic plan involves representatives of all of our constituent groups, including staff, board members, and clients. The process of developing and reviewing the strategic plan is evolving and dynamic. In April of odd years, the Board will review and refine the Strategic Plan. Each January, staff will prepare an annual action plan for Board approval. Implementation of the action plan will begin in July of each year.

## 7 Agency Vision and Mission Statement

**VISION:** A world where children and adults with developmental disabilities thrive as equal, valued and active members of the community.

**MISSION:** Advocating the right of children and adults with developmental disabilities to live, learn, work, and play in the community, improving the quality of life for us all.

## 8 Strategic Values

Strategic values are our belief system as we strive to meet our goals and objectives. The following values guide the daily work of The Arc of King County:

**INCLUSION:** All people are welcomed into the activities of the community – schools, housing, parks, etc.

**PARTNERSHIP:** Working together with Arc programs and other agencies in a cooperative and collaborative environment.

**SUSTAINABILITY:** Fiscal stability and strong infrastructure: facility, salaries, and technology generating agency stability that clients can count on

**DIVERSITY:** People of all abilities and ethnic backgrounds working together

**OPPORTUNITY:** Open choices to meet basic human needs and to participate fully

**SELF DETERMINATION:** The right to make one's own life decisions and to take advantage of opportunity.

**INDEPENDENCE:** Freedom from control of others; freedom to exercise the right to make one's own life decisions.

**CHOICE:** Ability to freely select from among known resources and paths; and respect for the basic human right to make such decisions to the fullest extent possible.

**EQUALITY:** All people treated as having the same inherent basic human rights to make their voices heard and to be in charge of their own lives.

## 9 Goals, Objectives & Measurements

The goals and objectives of The Arc of King County are the strategic direction that maps the course of action over the period of 2003-2006. The anticipated outcomes are expected results of achieving the goals and objectives. Indicators are how success is measured.

### Goal 1. Increase awareness and understanding about Arc services in the community, with a focus in King County

Objectives	Outcomes	Indicators
<ul style="list-style-type: none"> <li>➤ Develop a public relations/public education campaign to promote the existence and use of current Arc information services and resources, i.e. Resource Room, I &amp; R Line, Website</li> </ul>	<p>People who need our services seek them out</p>	<p># of clients increases</p> <p>Increased appropriate calls to the I &amp; R phone line</p> <p>Increased geographic areas served tracked by zip code</p>

### Goal 2. Increase and improve access to Arc services

Objectives	Outcomes	Indicators
<ul style="list-style-type: none"> <li>➤ Identify geographical and service gaps in King County and prioritize ways to meet the need/fill the gaps.</li> <li>➤ Determine literature and equipment needed for language &amp; disability access</li> <li>➤ Offer cultural competency training for all staff</li> <li>➤ Seek collaborations with schools, hospitals, social service agencies, and other partners</li> </ul>	<p>People who state they need our services receive them when, where and how they need them</p> <p>Resources are available in appropriate languages and through appropriate technology</p>	<p># of clients increases</p> <p>Number of people who identify their needs are met through I&amp;R phone line, surveys and other methods</p> <p>Increased geographic areas served tracked by zip code</p> <p># of clients increases from various diverse backgrounds</p>

### Goal 3. Increase Arc staff and board training and development opportunities

Objectives	Outcomes	Indicators
<ul style="list-style-type: none"> <li>➤ Create and implement a comprehensive training and education program for staff and Board, including internal and external opportunities.</li> </ul>	<p>Staff and Board are knowledgeable, productive and efficient in their work.</p> <p>Staff and Board will have a relationship based on trust and open communication.</p>	<p># of training opportunities increases</p> <p># of staff and Board members increases who state:</p> <ul style="list-style-type: none"> <li>they are confident in their ability to describe Arc services and mission</li> <li>they are satisfied with training opportunities</li> </ul> <p># of staff, Board and clients increases who feel staff and Board are knowledgeable, productive and efficient in their work</p>

## Goal 4. Strengthen Arc's infrastructure and financial sustainability

Objectives	Outcomes	Indicators
<ul style="list-style-type: none"> <li>➤ Fully implement the Technology Plan by 2004 ensuring everyone has appropriate tools to do their job.</li> <li>➤ Clearly define and develop a plan for what our facility should look like from an operational standpoint.</li> <li>➤ Continue to evaluate pay scale and ensure pay equity.</li> <li>➤ Research and develop an Employee Recognition program.</li> <li>➤ Develop financial portfolio of present and future assets to support The Arc services, financial growth and challenges, and develop policies for use of the portfolio.</li> </ul>	<p>The Arc has a strong, sustainable infrastructure.</p> <p>The Arc and its constituents are confident that the Arc will offer stable and strong services.</p>	<p>Increased staff, Board ,funders, and clients who feel confident and secure in the sustainability of the organization.</p> <p>Staff report an increased satisfaction in working at the Arc.</p> <p>Staff report a feeling of increased job security</p> <p>Increased flexible funding from sources such as private donors, and contributions from foundations and corporations.</p>

## Goal 5. Increase Arc's skill and ability to form external and internal collaborations

Objectives	Outcomes	Indicators
<p><i>External Collaborations:</i></p> <ul style="list-style-type: none"> <li>➤ Create a forum for external partners and collaborators to share ideas, form partnerships, and achieve common goals.</li> </ul> <p><i>Internal Collaborations:</i></p> <ul style="list-style-type: none"> <li>➤ Create a platform for Arc staff and Board to share ideas and resources, identify what's working well and not so well, and form partnerships (e.g. on-line discussion board)</li> </ul>	<p>The Arc is more efficient and effective in their service delivery.</p> <p>Clients have easier access to a wider range of services.</p>	<p>Staff, Board, and clients report improvements to projects due to increased collaboration internally and/or externally.</p> <p>Increased number of organizations seeking collaborations with The Arc.</p> <p>Increased funding opportunities due to collaborations.</p>

## Goal 6. Increase Arc's ability to work in a culturally proficient manner

Objectives	Outcomes	Indicators
<ul style="list-style-type: none"> <li>➤ Offer Cultural Competency Training to staff, clients, Board, and the public.</li> <li>➤ Establish and comply with cultural proficiency standards for The Arc, and ensure each employee complies with standards.</li> </ul>	<p>Services are reflective of and responsive to the diversity of the community.</p>	<p>Number of checks on an agreed upon cultural proficiency "checklist."</p> <p>Increased # of partners and collaborators who are reflective of the diversity of the community.</p>

# 10 Logic Model

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## 11 Action Plan

The Action Plan for The Arc of King County provides the tasks, timelines, and resources necessary to carry out the 2003-2006 Strategic Plan.

### Deliverables

Staff identified 15 new deliverables they would like to add to their work agenda in order to move closer towards the Arc's strategic goals and objectives. They include:

1. Public relations/public education campaign
2. Geographical map identifying service gaps
3. Prioritized list of methods to meet need and fill gaps
4. Culturally and linguistically appropriate brochures and literature
5. Appropriate equipment identified and/or purchased
6. Schedule and curriculum of Cultural Competency Training
7. Comprehensive training and education programs
8. Appropriate computers and technological equipment
9. Facility and Operations plan
10. Evaluation plan for pay scale
11. Employee recognition program
12. Comprehensive Financial Portfolio and Policy
13. Forums for internal/external collaboration
14. Cultural Competency Training
15. Cultural Proficiency Standards

## **Schedule**

Following are the scheduled dates of major milestones for accomplishment of deliverables.

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## **Budget**

Following is a budget for accomplishment of deliverables.

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## **Work Plan**

The following tasks were identified to develop the 15 deliverables. This is the tool that is used to estimate schedule, scope and resources. This is a dynamic tool that will change as more information is available.

SEE EXCEL SPREADSHEET