



Strategic Plan  
July 1, 2015 - June 30, 2018

Mission:

The Arc Tennessee empowers people with intellectual and developmental disabilities and their families to achieve full participation in the community throughout their lifetime.

Values

- Integrity
- Respect
- Courage
- Justice

Goals:

1. The Arc Tennessee will be recognizable and respected as the leading organization for people with I/DD and their families.
2. The Arc Tennessee will build connections to support and empower individuals with I/DD and their families.
3. The Arc Tennessee will shape policy and impact systems to improve the lives of people with IDD across the lifespan.
4. The Arc Tennessee will strengthen collaborative advocacy efforts to protect the civil rights of people with I/DD.
5. The Arc Tennessee will have a mission driven, diverse board of directors
6. The Arc Tennessee will achieve financial sustainability through diversification of funding.

**GOAL 1: The Arc Tennessee will be recognizable and respected as the leading organization for people with I/DD and their families across the lifespan**

STRATEGY(IES)	LEADING INDICATORS OF SUCCESS (Milestones)	ANNUAL PERFORMANCE INDICATORS (Metrics)	ACTIONS YEAR 1 (2015) Person/Committee Responsible By when	ACTIONS YEAR 2 (2016) Person/Committee Responsible By when	ACTIONS YEAR 3 (2017) Person/Committee Responsible By when
Create and maintain active Speaker's Bureau	The Arc Speaker's Bureau is established and functional	Number of speaking engagements will increase by 50% each year	<p>Create list available speakers and topics</p> <p>Actively promote Speaker's Bureau to service clubs, businesses and organizations</p> <p>At least 4 speaking engagements</p>	<p>Recruit 2 teams per region (self-advocate/advocate) for speaker's bureau</p> <p>Create materials for speakers to use for one topic, e.g., Handouts, powerpoint</p>	Create materials for speakers to use for two additional topics, e.g., Handouts, powerpoint
Hold annual fund-raising event celebrating people with I/DD with 500 people in attendance	Fund-raising event has been held annually with increasing attendance each year	<p>Number of people who attended annual event in 2015 _____</p> <p>Target 2016: 250</p> <p>Target 2017: 375</p> <p>Target 2018: 500</p> <p>Number of teams in 2015: _____</p> <p>Increase # of teams participating by 3 each year</p>	<p>Increase volunteers to secure teams and solicit sponsorships</p> <p>Study new ways to attract attendees</p> <p>Increase public awareness for event through investment of resources in marketing efforts</p>	<p>Establish new incentives for attendees</p> <p>Increase prizes for winning categories</p>	Expand the scope of the event to be an all inclusive day of activities

		Target 2016: 15 Target 2017: 18 Target 2018: 21	Structured analysis of event at conclusion – internal and external review  At least 1 new event sponsor each year		
Increase number of affiliated chapters of The Arc in Tennessee	Minimum of two new chapters of The Arc established during plan timeframe	Identify at least 2 locations as targets each year  Hold at least one outreach event each quarter in targeted areas  Identify at least 1 provider agency each year to target for affiliation	Identify needs in potential new chapter locations  Identify partners in areas Meet with potential provider organizations  Strategize ways to use existing contact lists – Occupational Diploma, RTI, Employment, waiting list, etc.	Gain commitment from local partners to establish a chapter of The Arc in targeted area  Continue outreach events  Keep regular communication with interested partners	Establish the non-profit and secure board members  Affiliate
Identify factors that create barriers to people with disabilities maximizing their quality of life	Creation of or links collaborative coalitions to address at least 2 identified barriers  Development of at least one new	Maximize ACL Targeted Technical Assistance Grant by securing at least 1 MCO contract to address an identified barrier  At least 25 people using new	Develop marketing strategy around services offer through MCO contract		

	product or service to address an identified barrier	product/service in year 1 At least a 25% increase in people using new product/service in year 2 and 3	Develop marketing strategy around new product/service  Secure foundation funding or social enterprise to address identified barrier(s)		

<b>GOAL 2: The Arc Tennessee will Build Connections to Support and Empower Individuals and Families</b>					
<b>STRATEGY(IES)</b>	<b>LEADING INDICATORS OF SUCCESS (Milestones)</b>	<b>ANNUAL PERFORMANCE INDICATORS (Metrics)</b>	<b>ACTIONS YEAR 1 (2015) Person/Committee Responsible By when</b>	<b>ACTIONS YEAR 2 (2016) Person/Committee Responsible By when</b>	<b>ACTIONS YEAR 3 (2017) Person/Committee Responsible By when</b>
Increase opportunities for families and persons with disabilities to network	Established regular schedule of fun/educational events  At least two chapter wide events for people with IDD and/or their families	Number of people attending each event increases by 10% each year  70% of chapters participating in event year 1 85% of chapters participating in event year 2	Identify desired events for diverse groups (ex: ages, cultures, areas)  One event held in each region  Evaluate event outcomes Identify the joint chapter activity	Seek partners for events  Schedule and hold semi-annual regional events  Seek funding to bring families/individuals together	Add two new partners/sponsors to events

		100% of chapters participating in event year 3			
Increase self-advocates actively involved in The Arc	Self-advocates in each region participate, with support of The Arc, in leadership roles at the state and national level	Number of self-advocates involved in local, state and national initiatives increases by 10% each year  Baseline:	Explore formation of regional self-advocate advisory board for The Arc in collaboration with local chapters  Continue active advocacy for employment  Identify self-advocates in each region to recruit for leadership  Seek funding for self-advocates' participation as needed	Form self-advocate advisory group in each region  Explore opportunities for self-advocate employment in Arc projects  Identify most effective ways in which to provide information to self-advocates statewide about The Arc, opportunities, and advocacy	
Conduct outreach activities to families with young children with IDD	Families of young children with IDD contact The Arc TN for information and support	Two families of children with IDD on the Board of Directors	Identify potential families through awareness activities  Identify potential families through Family Support Coalitions  Add at least two more Family Support Coalitions		

<b>GOAL 3: The Arc Tennessee will shape policy and impact systems to improve the lives of people with IDD across the lifespan.</b>					
<b>STRATEGY(IES)</b>	<b>LEADING INDICATORS OF SUCCESS (Milestones)</b>	<b>ANNUAL PERFORMANCE INDICATORS (Metrics)</b>	<b>ACTIONS YEAR 1 (2015) Person/Committee Responsible By when</b>	<b>ACTIONS YEAR 2 (2016) Person/Committee Responsible By when</b>	<b>ACTIONS YEAR 3 (2017) Person/Committee Responsible By when</b>
Create and execute a forum to delve into critical policy issues & develop materials to share with broader audiences.	Established a vibrant policy think tank;  Developed products that influenced policy	At least 4 face to face meetings each year  Developed at least 1 product to share with broader community	Identify interested individuals  Find and evaluate tools on-line for ongoing participation;  Identify a topic  Develop a plan		
Create and execute an organized system for public policy that responds quickly to issues	Development of a comprehensive communication plan  Develop a method to track responses to action alerts	An average of 100 responses to an action alert year 1 25% increase in responses year 2 and 3  30% of counties year 1	Evaluate local chapter capacity and interest around public policy;  Evaluate and determine best way for on-line action alerts		

	Have at least one "go to" contact in every county	60% of counties year 2 90%+ of counties year 3	Identify key people in counties to help mobilize grassroots		
The Arc will create and fund a public policy/outreach position	Line item created in the budget  Money put into line item  Funds available to put into line item;  Securing public policy interns	\$10,000 allocated to position in year one  \$20,000 year two \$30,000 year 3  At least 1 intern per year	Create job description for public policy    Establish necessary processes with other colleges for interns (Belmont, MTSU, Lipscomb)  Evaluate effectiveness of having interns		
The Arc Tennessee will increase its contact with state legislators and federal congressmen	The Arc TN is contacted by state and federal offices for input on legislative issues	At least 2 contacts per year by State legislators Congressional offices	Schedule visits to at least 10 key TN legislators during the off season (ED) Schedule visits to at least 4 federal congressional	Schedule visits to at least 10 key TN legislators during the off season (ED) Schedule visits to at least 4 federal congressional	Schedule visits to at least 10 key TN legislators during the off season (ED) Schedule visits to at least 4 federal congressional

		25% of staff and board make in person visits to their state legislators during year 1 40% in year 2 55% in year 3	offices throughout the year outside of DPS (ED)	offices throughout the year outside of DPS (ED)	offices throughout the year outside of DPS (ED)

<b>GOAL 4: The Arc Tennessee will strengthen collaborative advocacy efforts to protect the civil rights of people with IDD.</b>					
<b>STRATEGY(IES)</b>	<b>LEADING INDICATORS OF SUCCESS (Milestones)</b>	<b>ANNUAL PERFORMANCE INDICATORS (Metrics)</b>	<b>ACTIONS YEAR 1 (2015) Person/Committee Responsible By when</b>	<b>ACTIONS YEAR 2 (2016) Person/Committee Responsible By when</b>	<b>ACTIONS YEAR 3 (2017) Person/Committee Responsible By when</b>
Create and execute a plan around outreach to diverse cultures	The arc materials included in ethnic communities	Host at least 2 outreach events per year in ethnic communities year 1 Host at least 4 outreach events per year in ethnic communities year 2  Assist at least 1 person per quarter from ethnic communities year 1 Increase by 25% in year 2 Increase 25% in year 3	Partner with other non-profits that work with diverse communities  Participation in the Multi-cultural alliance  Develop materials in other languages besides Spanish;  Identify translators; interpreters		



			Secure and staff "space" in a culturally diverse part of the city where we are easily accessible to ethnic communities		
			Secure an on-line tool that translates our website into other languages		
Identify and develop capacity for advocacy efforts across the local chapters	Each local chapter will have a staff and/or volunteer available for individual advocacy services  Participation of local chapters on the Advocacy and Education Committee	At least one online workshop per quarter for local chapters around advocacy issues  At least 30% of chapters will participate in A&E Committee in year 1 At least 55% of chapters in year 2 85% participation in year 3	Identify key advocacy topics  Create webinars  Share our advocacy materials with local chapter staff  Mini-conferences for local chapters		
Create an "individual advocacy" tool kit for chapters	All chapters using tool kit	At least 400 individuals/families assisted each year	Develop outline for tool kit  Develop resources for tool kit	Provide training for chapters on use of tool kit  Revise toolkit as needed	Revise and update toolkit

<b>GOAL 5: The Arc Tennessee will have a mission driven, diverse board of directors</b>					
<b>STRATEGY(IES)</b>	<b>LEADING INDICATORS OF SUCCESS (Milestones)</b>	<b>ANNUAL PERFORMANCE INDICATORS (Metrics)</b>	<b>ACTIONS YEAR 1 (2015) Person/Committee Responsible By when</b>	<b>ACTIONS YEAR 2 (2016) Person/Committee Responsible By when</b>	<b>ACTIONS YEAR 3 (2017) Person/Committee Responsible By when</b>
Review by-laws for board structure and composition yearly	Board composition reflective of by-laws  By-laws facilitate efficient and effective board operations	By-laws reviewed annually	By-laws reviewed by Policy and Rules Committee  Proposed changes documented and voted on by membership	By-laws reviewed by Policy and Rules Committee  Proposed changes documented and voted on by membership	By-laws reviewed by Policy and Rules Committee  Proposed changes documented and voted on by membership
Mission statement guides board activities	Board and staff can recite mission statement from memory	Mission statement reviewed annually for relevance	Mission statement revised  Mission statement recited at each board meeting		

Maximize meaningful board participation	Increased Board involvement and participation of self-advocates	At least 75% self-advocate attendance at board and committee meetings	Add a self-advocate reporting piece to board meetings  Continued prep meetings with self-advocate facilitator		
	Increased local chapter representation on the board	At least 75% of chapters have a local rep on the board	Identify an incentive for local chapters to participate	Implement and evaluate the incentive	Implement and evaluate the incentive
	Increased overall attendance at board meetings	At least 85% participation at each board meeting  At least 3 board members with perfect attendance			
		At least one board member utilized technology to virtually attend Board meeting	Introduction of new technology so board members don't have to travel if their situation makes it challenging for them		
	The Arc US staff attend one Board meeting for training or topic discussion each year		Identify the topic for training/discussion  Identify the particular staff of The Arc US to invite  Invite The Arc US staff	Identify the topic for training/discussion  Identify the particular staff of The Arc US to invite  Invite The Arc US staff	Identify the topic for training/discussion  Identify the particular staff of The Arc US to invite  Invite The Arc US staff

Completion an annual assessment of board composition	Board composition diverse across race, religion, sexuality, ethnicity, family, self-advocates, and community members	At least 10% of the board composition representative of culturally diverse backgrounds year 1 At least 15% year 2 At least 20% year 3  At least 30% of board members are self-advocates or family  At least 10% of board not directly connected to disability community year 1 15% year 2 20% year 3	Analyze board assessment and identify gaps  Develop a plan to address gaps	Analyze board assessment and identify gaps  Develop a plan to address gaps	Analyze board assessment and identify gaps  Develop a plan to address gaps

<b>GOAL 6: The Arc Tennessee will achieve financial sustainability through diversification of funding</b>					
<b>STRATEGY(IES)</b>	<b>LEADING INDICATORS OF SUCCESS (Milestones)</b>	<b>ANNUAL PERFORMANCE INDICATORS (Metrics)</b>	<b>ACTIONS YEAR 1 (2015-2016) Person/Committee Responsible By when</b>	<b>ACTIONS YEAR 2 (2016-2017) Person/Committee Responsible By when</b>	<b>ACTIONS YEAR 3 (2017-2018) Person/Committee Responsible By when</b>
Diversify funding sources	Increased funding through -New grants -Foundations	The Arc TN budget is <82% state contracts year one	Apply for at least 4 grants per year 4 foundations Secure at least 20 corporate sponsors for	Apply for at least 4 grants per year 4 foundations Secure at least 20 corporate sponsors for	Apply for at least 4 grants per year 4 foundations Secure at least 20 corporate sponsors for

	-Corporate sponsorships -Private donations	The Arc TN budget is <78% state contracts year two The Arc TN budget is <73% state contracts year three	various events (not including Mega)  Implement Development Plan	various events (not including Mega)  Implement Development Plan	various events (not including Mega)  Implement Development Plan
Create a social enterprise that generates revenue	Business plan developed  Corporate and/or philanthropic sponsors secured  Social enterprise is self-sustaining by June, 2018	Implement at least 50% of plan in year 1  Implement the second 50% of the plan in year two  Fully operational program in year three	Identify key committee members  Visit other chapters that are successful in social enterprise  Write business plan  Research potential community partners/secure meetings/follow up	Identify lead staff in project  Implement business plan	
Grow current fundraising activities to pay for activities related to at least one strategic plan goal	A balanced budget is submitted to the board  Fundraising revenue fully covers development budget	Gumball machine locations grow by 5%  Car donations increase 10% each year  Increase net fundraising revenue	Organize a team of volunteers to make calls to and/or make in person visits to potential gum ball machine sites – 4x a year (Development Director and Development Committee)  Expand advertising to 1 new location each quarter  Evaluate results and adjust accordingly		

		by 20% (that is not associated with grants/contracts)			
Become an approved Medicaid Provider	The Arc TN begins using waiver funding for services	The Arc TN generates \$25,000 in waiver reimbursement in year one \$35,000 in year two \$50,000 in year three	The Arc TN submits Medicaid provider application and receives approval  The Arc TN negotiates contracts with MCOs for waiver services	The Arc TN maintains and/or expands contracts with MCOs  The Arc TN grows its collaborative network	

Drafted by board and staff members of The Arc Tennessee through a strategic planning retreat on January 23-24, 2015 and subsequent task group meetings. Organized and edited by the Board Vice President and Executive Director. Presented at The Arc Tennessee Annual Meeting on May, 20, 2015.