Strategic Business Plan
for calendar years
2017 - 2020

For people with intellectual and developmental disabilities

Achieve with us.
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EXECUTIVE SUMMARY

The Arc of Tri-Cities Strategic Plan 2017-2020 charts a path forward to achieve the organization’s mission and vision. This plan represents a revision to the 2013-2016 Strategic Plan that was the first effort by the staff, executive director and board members to objectively look at the environment under which The Arc operates, to understand the influences that could have profound effects on the organization in the future, and to identify the current and future needs of citizens with intellectual and developmental disabilities and their families in Benton and Franklin counties.

Management, staff and board members affirmed the following key themes they have linked to the 15 recommended strategic goals into the following categories:

- **Advocating for Clients and Their Families** – Advocacy is essential maintaining and improving the quality of life for individuals with intellectual and developmental disabilities and their families. Advocacy, to be successful must take place at the individual, group and system levels.

- **Board of Directors** – The board members of The Arc of Tri-Cities have a fiduciary, moral and ethical responsibility to the agency. The board of directors sets the leadership tone for the agency by planning for the future, ensuring that the needs of its individuals and families are met, and establishing policies to guide the agency. Members of the board must assume an advocacy role on behalf of The Arc of Tri-Cities. Members of the board will review and approve all policies. The blending of talent and expertise that each individual brings to the board are key ingredients that forge into an effective working team.

- **Business and Financial** - The Arc of Tri-Cities will become a self-sustaining non-profit organization through our business, financial and fundraising practices.

- **Education** - Education is a life-long learning process. The Arc of Tri-Cities specializes in education which meets the needs of individuals with intellectual and developmental disabilities and their families throughout the life process.

- **Program Development** – The Arc of Tri-Cities will support children and adults with intellectual and developmental disabilities and their families with quality services.

- **Marketing** – Marketing provides a set of tools which helps The Arc advance its services, events, campaigns, and fundraising. It is an ongoing challenge to educate and raise
awareness in the community about the agency’s services and the people we serve. The Arc will broaden its marketing tools by seeking out resources emanating from the rapidly advancing world of advertising techniques.

- **Volunteers** – Volunteers are one of the essential building blocks for the success of The Arc of Tri-Cities. The simple act of volunteers offering their skills, time, devotion, energy, and enthusiasm improves the quality of life for children and adults with intellectual and developmental disabilities. Each volunteer brings a unique perspective, which fosters relationships and inclusion. We couldn't provide our services without volunteers. The Arc needs more and more qualified volunteers to offset funding decreases and additional programs.

The objectives listed in the revised plan have been developed by the staff, executive director and board committees to guide the agency’s actions during the coming years. The objectives will be reviewed on a yearly basis to measure progress and to assure the objectives continue to be relevant and timely.

If achieved, these objectives will bring The Arc of Tri-Cities to new and enhanced levels of effectiveness in creating opportunities for individuals with developmental and intellectual disabilities and their families.

**PURPOSE OF THIS PLAN**

The purpose of this plan is to provide continued refinement to the vision of The Arc during the next three years. Clarity of mission and the focus of our programs will ensure that we speak with one voice to promote the dignity and value of the people we serve.

The Arc of Tri-Cities management, staff and board members have set a vision for the future designed to empower clients toward greater personal independence and community inclusion. This empowerment can be achieved by providing the highest quality programs and services available.

The Arc also is committed to providing employees a safe and supportive work environment with fair and competitive salaries, benefits and employment practices. In turn, The Arc expects its employees to understand and accept the organization’s commitment to excellence in serving clients.

Key success factors for our future include: Understanding our values, commitment to maintaining first-rate client care, and service in a family atmosphere with caring, committed and skilled staff members. This, in conjunction with competent leadership, is the heart and soul of The Arc.

The plan will help develop a shared vision for the future with a clear understanding of how to reach our vision. The plan will ensure that current and future issues preventing our clients from achieving their highest potential will be addressed through advocacy. Finally, the plan will help to promote continued learning and understanding of the needs of the organization.
This strategic plan is designed to include the following components essential for the success of our mission:

- High morale for the management and staff
- Increase clients served in ways that promote our mission
- Increase funding resources and money to support programs
- Political support of programs
- Community support of clients
- Enhance visibility of The Arc and its clients in the community
- Facilities that meet needs of clients

To achieve these desired outcomes, The Arc will commit to an annual review of the strategic plan with continued refinement of the goals.

MISSION
The Arc of Tri-Cities promotes the rights of all people with intellectual and developmental disabilities by actively supporting full inclusion and participation in all aspects of the community throughout their lives.

VISION
The Arc will create opportunities for persons with intellectual and developmental disabilities and their families by:

- Articulating a positive vision for the future of people with intellectual and developmental disabilities and their families. And, catalyzing public and private support in realization of that vision through carefully planned and well-executed goals, strategies, and actions.
- Providing high-quality service and growth of current programs that meet the needs of clients and subsequently, create a positive reputation for the organization
- Employing versatile, professional staff members of long tenure whose contributions, compensation packages and career development achievements meet or exceed industry standards
- Developing flexible funding options for operations and programming that come from a variety of sources such as grants, endowments, and strategic partnerships.
VALUES AND TENETS
The Arc of Tri-Cities believes in:

Quality Client Care - The Arc believes all people with intellectual and developmental disabilities have strengths, abilities, and inherent value; are equal before the law, and must be treated with dignity and respect. Staff believes in self-determination by empowering people with the support needed to make informed decisions and choices. Caring about the citizens with intellectual and developmental disabilities and their families is The Arc’s reason for being. The agency reflects quality and excellence in all services. Success will be measured by actual outcomes and not just by processes performed or dollars spent.

Efficiency - Good stewardship is fundamental to the way The Arc conducts business. Human and financial resources are organized to ensure that service outcomes are achieved efficiently. Duplication will be minimized and communication will be fostered between departments.

Community Input - The Arc will be flexible and responsive to changes in its social, economic and technological environments. The Arc works toward and believes all people have the moral and constitutional rights to live, learn, work, play and worship in safe and healthy communities of their choosing. This agency encourages public review and participation.

Collaboration – In providing services, The Arc is sensitive to the needs of its stakeholders. Citizens are provided services in the spirit of individual choice. Cooperative relationships with government, nonprofit agencies and business sectors are fostered. Employees are respected and encouraged to be innovative.

Ethical Workforce - The Arc’s employees are its strength. Employees recognize that they are entrusted to provide services to persons with intellectual and developmental disabilities and to conduct business in a responsible and professional manner that fosters public confidence.

Equal Opportunity - The Arc values diversity. This agency actively pursues and welcomes diverse groups that include but are not limited to race, marital status, color, religion, ethnicity, national origin, age, geographic location, sexual orientation, gender, disability and other characteristics protected by law.

Individual Worth - The Arc of Tri-Cities believes every individual has sacred potential. This agency pledges to encourage, value and celebrate all individuals’ efforts in seeking their potential throughout their lives.

Respect – The Arc will seek, discover and value the gifts each person brings to the world.

1. The Arc respects each person’s identity, which includes his or her family heritage, customs, rituals, the right to choose personal life goals, where and with whom to live, where to work and with whom to share his or her most intimate moments.
2. The Arc believes each person has a sacred right to belong as a valued member of his or her community, perform valued social roles, have friends and participate in the life of the community.

Diversity - How The Arc celebrates differences

1. Listen, observe and discover the spark of greatness that exists in the individuals this agency serves, colleagues and community partners.

2. View the differences between and within individuals as diversity and not as a deficiency.

3. The Arc believes that society in general, and The Arc in particular, benefits from the contribution of people with diverse personal characteristics including, but not limited to, race, ethnicity, religion, age, geographic location, sexual orientation, gender and type of disability.

Supportiveness - The Arc will be there.

The Arc of Tri-Cities:

1. Is: Unconditionally loyal to the persons it serves.

2. Will: Support need to work, love, play and worship in fellowship with others.

3. Will: Respect and seek collaboration with its community partners in meeting its vision and mission.

Transparency, Integrity, and Excellence

The Arc conducts its business with integrity, accountability and open, honest and timely communication. The Arc is committed to quality and excellence in all it does.

Collaboration

The Arc works with individuals, organizations, and coalitions in a collaborative fashion. The Arc values and promotes effective partnerships between volunteers and staff leadership at all levels of the organization.

Self-determination

The Arc believes in self-determination and self-advocacy. People with intellectual and developmental disabilities with appropriate resources and supports can make their decisions about their lives and must be heard on issues that affect their wellbeing.

Excellence - The Arc will do its best

1. The Arc will nurture growth and work to discover new possibilities internally, in those in whom The Arc serves.

2. The Arc will encourage others to reach for their dreams and seek their potential.

3. The Arc's destiny is to grow, to evolve, to learn, and to become "more."
UNIFYING PRINCIPLES

THOSE WE SERVE COME FIRST

It is important to get to know the people The Arc serves. The Arc of Tri-Cities would not exist without the people it serves - they are the reason this organization is viable and functioning. There is no greater purpose for The Arc than to provide advocacy-support and services to people with intellectual and developmental disabilities and their families. Those The Arc serves come first.

COMMIT TO EXCELLENCE

The Arc standard of performance is excellence. Those The Arc serves trust that individually and collectively they will be provided with the highest degree of excellence in service. It is their right to expect it, and it is the responsibility of The Arc to deliver such.

BE DEDICATED

Believe in what you are doing. The Arc will accomplish its mission through common sense, hard work, and dedication.

COMMUNICATE EFFECTIVELY

Commit to listening to others. Always communicate in a positive manner. A smile conveys friendship, a kind word, and encouragement.

TEAMWORK

It takes a team of people working together to build something bigger than what is possible as individuals. You are part of that team. Together participants, families, staff, volunteers and the community will be successful.

GEOGRAPHICAL SERVICE AREA

The Arc of Tri-Cities serves all of Benton and Franklin counties in southeastern Washington. The Arc's Richland facility is centrally located in the Tri-Cities, within proximity to Kennewick and Pasco. The area is classified as a Metropolitan Statistical Area service district by the WA State Developmental Disabilities Administration DDA.
FORCES THAT AFFECT THE ARC’S DECISIONS

The efficient operation of The Arc is dependent on many factors, among which are:

- Community goodwill
- A stable, well-trained staff
- Staffing levels
- Staffing development
- Availability of specialized staff
- Adequate facilities
- Effective programs
- Availability of transportation
- Stable funding
- Perception issues
- Organizational issues
- Environmental issues
- Agency’s successes
- Federal & state compliance
- Propriety direction
- State minimum wage
To develop a strategy for the future of The Arc of Tri-Cities, one must factor in strengths, weaknesses, opportunities and threats, otherwise known as SWOT.

The following are the agency **STRENGTHS:**

- The commitment and caring of the staff, board and volunteers
- Relationships and partnerships the agency has developed over time
- Longevity of staff - demonstrating commitment to those they serve
- Programs that include the life cycle – birth throughout life
- Serving under a common purpose of enhancing the lives of those it serves
- The Arc of Tri-Cities has a strong relationship with WA legislators and The Arc of WA
- This agency has financial reserves which strengthen its financial position
- The Agency’s campus was built in 2010 and is mortgage-free, thanks to the support of the community
- The Arc of Tri-Cities has an enduring legacy well entrenched in the community starting in 1952
- The agency is operated as a business and run by a director who understands fiscal responsibility and providing service

The following are the **WEAKNESSES:**

- Reliance on government funding limits services that can be provided
- Development of staffing
- A succession plan for all department heads
- Improve agency needs to build a donor base list for fundraising
- Need to empower the foundation to take the lead in fundraising
- Need to develop a single database to centralize volunteer information

The following are the **OPPORTUNITIES**

- Campus can facilitate opportunities for new partnerships and community activities
- Creation of co-ops that bring together new business
- Increasing the number of volunteers
- Connect with churches, co-partner with others who serve the same population
- Reaching out to the agricultural businesses
- Renting of the facility
- Increase the diversity of the board
- Explore an adult buddy club
- Continue to expand the Website to generate donations and public awareness.
- Need to continue partnerships with similar organizations that serve the same population such as, Columbia Industries and Goodwill
The following are **THREATS**:

- There are limited sources of funding in the community for support
- Funding is unstable
  - I. many different sources
  - II. small amounts that vary from year to year
    - a) private pay
    - b) Department of Human Services
    - c) United Way
- changing regulations from the State of Washington

**FUNDING**

To develop a strategy for the future of The Arc of Tri-Cities, one needs to understand the organization’s funding sources and also, what drives the distribution of dollars from those funding sources. Most of The Arc’s funding comes from blended state and federal program dollars. These government funds can fluctuate widely and are highly dependent on the political climate of the national and state legislative bodies. Public sentiment regarding taxation and the needs of competing programs play a major role in funding. Natural disasters, homeland security and international politics also can affect the amount of funding allocated to citizens with intellectual and developmental disabilities, and the programs that serve them. There is never a shortage of identified needs for government dollars.

In recent years, the mandated trend for receiving government dollars has been to “do more for less.” Budgets have continually been cut, while demand for services has greatly increased. Attention must be paid to the efficient use of funding, and documenting such efficiencies through methods of trending or tracking is a must.

There are many competing demands for government dollars - particularly for social programs - and many factors affect the allocation of budget items. At the Washington State level, referendums have been passed that limit and decrease taxation, affecting resources that will be available to fund services for the individuals The Arc serves.

As lawmakers address the budget, the Developmental Disabilities Administration (DDA) faces a number of challenges. The number of eligible clients grows at an annual rate of approximately 6 percent, stretching the capacity of the DDA case management system. The DDA division estimates the average caseload to exceed 100 clients per case manager, the highest ratio in the United States.

The current trend in programs is to move away from institutions and toward community inclusion and to provide service in the least restrictive environment. Programs and their implementation rules must be adhered to in order to ensure the programs continue to be funded (i.e., supported by the legislature) and that the funds are accessible for those The Arc serves. When program funding is reduced or eliminated, alternate sources need be identified or lobbying efforts
enacted to remind the legislators about all of those whom they represent who cannot speak for themselves.

The state DDA is making another shift from community residential placement by professionals to care in a client's own home or family home provided by their families – community inclusion. Families are directly funded through State Supplemental Payment (SSP) or parent contracts. 27,560 persons or 68% live with and receive supports from a parent or relative. About 11,054 of these individuals do not receive any paid service from DDA.

Other factors for the increase in the DDA caseloads are babies born with very low birth weights that now are surviving, and are a leading factor in developmental delays and disabilities. Incidences of babies with multiple and severe medical needs are increasing. Incidences of specific disabilities, disorders and syndromes are increasing. The number of people with autism is rising dramatically. Based on statistics from the U.S. Department of Education and other governmental agencies, the national trend in the last decade for children born with autism has gone from 1 in every 10,000 births to less than 1 in every 500 and now it is 1 in every 50.

Other dollars can be lost or denied because government programs often have strict rules and guidelines that must be met before program dollars can be accessed. Federal and state programs may leave gaps in services or even have conflicting requirements. For instance, funding for transition programs was eliminated in 2001, leaving one group, unemployed high school graduates, without assistance. In 2010, funding for Pathways to Employment services became available to graduates receiving DDD services who were born between 1987 and 1989. This available funding reached only a few of the more than 1,200 graduates waiting for help. It is imperative the service-providing organizations remain flexible and be able to respond to such changes.

UNDERSTANDING THE CHALLENGES OF DDA FUNDING

There needs to be the replacement of stimulus dollars in the DDA budget:

1) To meet the growth in demand for services that are unavailable
2) To stop the growing shortage of workers
3) Get a handle on soaring costs
4) And meet the needs of the growing number of clients

There are no easy fixes for the daunting crisis DDA faces. The one thing that is certain is that the future is in flux and uncertain. It is important for The Arc of Tri-Cities to maintain a good working relationship with DDA. Because “the letter of the law” is open to interpretation, The Arc must raise up strong advocates who can listen carefully to the language of DDA and make educated non-defensive interpretations and help DDA caseworkers work with the clients in the most flexible, positive manner possible.

By the numbers

Approximately 1.58% of the general population has a developmental disability. In Washington State, this means that about 81,000 children and adults may have this diagnosis. The current
caseload of the Division of Developmental Disabilities (DDD) is approximately 39,000, which shows that only half of all people with DD seek services from the state. Of this number, about half are still waiting for services.

1. Annual growth rate of Paid Services Caseload is 1.58%
2. Annual growth rate of No-Paid Services caseload is 3.3%
3. Annual growth rate of DDA caseload is 2.1%

OTHER FUNDING SOURCES:

The United Way also provides financial support to The Arc of Tri-Cities. Dependent on public donations, the United Way is subject to public scrutiny and as such has become more demanding in the accountability of agencies receiving United Way support. This has led to increased costs for The Arc in applying for funding, tracking costs and reporting how the dollars are spent. Increased programmatic costs equate to a reduction in services.

Other factors that affect United Way dollars are the stock market, unemployment, and inflation. These factors affect people’s pocketbooks, which ultimately drives the depth to which individuals are willing to donate to charity. Although influencing these factors is beyond the control of the United Way, it is important to recognize when those factors exist and it would be prudent to increase marketing and advertising during these periods. The aim of these increases would enhance the visibility of The Arc and the needs it fulfills in the community.

Benton and Franklin United Way’s volunteer funding review and distribution structure have three focus areas within their community solutions system. Each focus area is made up of a team of community members who have developed a comprehensive plan for providing services. Each plan involves visioning, assessment, strategic planning, evaluation, and reporting. The four Community Solutions outcome area(s) are as follows:

- **Education** – helps individuals achieve their highest potential
- **Health** – Improve people’s health and providing access to healthcare
- **Safety** – Keeping people safe from abuse, neglect, violence and crime
- **Self-Sufficiency** – Guiding individuals and families to financial stability and independence

Benton and Franklin United Way only funds programs, not agencies. With United Way’s change in priorities, to continue to receive funds an agency must change the design of its programs. The difficulties of funding only programs are agencies have lost their community identity.

OTHER CONCERNS

Benton and Franklin Counties now are facing, for the first time, an aging population. With DDA relying on families to care for individuals with intellectual and developmental disabilities, the State has not addressed the aging family member support. Statewide there are 1,316 adults on the DDA caseload who are 40 years of age and older and whose parents are 60 to 80 years of age.
The Arc of Tri-Cities exists to serve its clients and provide excellent quality services in its programs. To be effective, The Arc must understand the wants and needs of its clients. When planning for new programs or major changes to existing programs, The Arc needs to evaluate sustained funding sources, program facilitators, and appropriate facilities to support client needs.

Appropriate and safe facilities are critical for the delivery of services - impacting staff work environment and providing excellent, quality programs.

In summary, The Arc must stay abreast of actions by the legislature that affect programs and funding at both the state and federal levels. The Arc must be mindful of trends in legislation. The agency must inform and enlist the support of its stakeholders to support valuable programs. Pressure must be applied at the state level to comply with the establishment of federally mandated “waiting lists” to identify needs that require adequate funding and proper allocation of those funds. The Arc staff members must be flexible and innovative in responding or adapting to changes mandated by the government, as well as maintaining strict accountability for budgets. Finally, The Arc must take advantage of, and make opportunities for, marketing of its services and clients in the community as a whole.

PROGRAMS AND SERVICES OF THE ARC OF TRI-CITIES

Adult Recreation: Staff-supported organized activities provide social interaction and leisure choices, including swimming, camping, dances, movies, plays, sporting events, trips and more.

Buddy Club Program: The recruitment and training of teen peers who are not disabled, to provide mentoring, social interaction and relationship building skills to students with intellectual and developmental disabilities in high school and middle school settings. A focal point of this program is for non-disabled peers to gain increased awareness and understanding of disabilities. These opportunities are carried over into broader community settings, such as dances, a prom and field trips.

Community Access: Adults are encouraged to be involved with creating their individual service plan in accordance with the person’s desired activities and goals. CA staff takes participants into
the community for integrated activities that provide opportunities to develop relationships and to learn, practice and apply skills that result in greater independence and community inclusion.

**Community Transition:** One-on-one training activities for high school graduates with developmental disabilities who are coached on skills with money, safety, employment and social skills that foster independence and integration into the community.

**Education:** The Arc provides lifelong educational opportunities for individuals with disabilities and their families.

**Infant Toddler Program:** Through community referrals, a Family Resource Coordinator (FRC) will contact the parents of a child with developmental delays, age birth to 3, to offer evaluations and assistance for the child and the family/FRC services are bilingual.

**Junior Partners N Pals:** An inclusive summer day camp for disabled and non-disabled children ages 2 through 7. This program for young children promotes social interaction, crafts, games, exploring, reading and outdoor activities.

**Advocacy/Leadership Development:** Provides opportunities for people with disabilities to become self-advocates and for parents and other concerned community members to become an advocate for individuals with Intellectual and Developmental Disabilities (I/DD). Includes a yearly trip to Olympia during the legislative session to meet their area’s lawmakers, and then to see, hear, and learn about issues concerning I/DD and how to effect change.

**Parent to Parent also Padre a Padre:** Connects parents of children with special needs to veteran parents of children with a similar disability for one-on-one networking and emotional support. Experienced parent volunteers undergo training to be a positive, neutral support for parents in crisis. Parent to Parent works in partnership with local school districts and is provided in both English and Spanish.

**Partners N Pals:** A community-based summer day camp for children ages 7 through 21. Children participate in swimming, bowling, skating, horseback riding, arts, and crafts, building friendships and social skills. Camps offer bilingual staff.

**Junior Partners N Pals:** A summer day camp for kid’s age 2 to 7 years old, with and without disabilities. The camp offers opportunities for social inclusion through recreation including crafts, games, exploring, reading and outdoor activities.

**Adult Respite:** Provides adults with special needs choices from a variety of daytime activities such as arts and crafts, exercise, social activities, movies, and games. The program is designed to provide a break to families and caregivers.

**Transportation:** Provides transportation to and from adult day programs for The Arc of Tri-Cities, Columbia Industries, Goodwill Industries and Adult Day Services of Kennewick.
Voluntary Inclusion Program (VIP): Staff and volunteer-supported group activities take place at The Arc of Tri-Cities campus and in the community. There is a Monday/Wednesday program and a Tuesday/Thursday program with afternoon activities that are based on participant choices, with a focus on promoting socialization, community inclusion, and basic life experiences.

“Count me in” Puppets: Puppet shows offer “typically developing” children an educational opportunity to learn about their peers with disabilities in a non-threatening and fun approach.

GOALS AND OBJECTIVES

ADVOCATING FOR CLIENTS AND FAMILIES

Advocacy is essential in maintaining and improving the quality of life for individuals with intellectual and developmental disabilities and their families. To be successful, advocacy must take place at the individual, group and system levels.

Advocates must be knowledgeable, trained and grounded in basic principles of the rights and dignity of children and adults. Advocates have an ethical obligation to speak for the desires and needs of the person they represent, regardless of the personal opinions of the advocates on the matter.

The Arc of Tri-Cities Advocacy efforts include individual advocacy and local, state and national systems change and representation. The Arc of Tri-Cities also looks strategically at partnership and service development based on the following actions:

**Goal**

Formalize an Advocacy Service System Description for The Arc of Tri-Cities

**Objectives**

- Create an Advocacy Service System Statement – October 2017
- Develop an easy-to-follow Flow Sheet that helps families understand how they can receive information and assistance – November 2017
**Goal**

Develop curriculum that will enhance self-advocacy skills.

**Objectives**

- Learn about SAW (Self Advocates of Washington) and their curriculum – June 2017
- Develop self-advocacy training sessions and system of support – June 2018

**Goal**

Work with self-advocates, parents and legislators to make system changes that benefit individuals with intellectual and developmental disabilities.

**Objectives**

- Continue membership with the Washington Community Action Committee. Send staff advocates to the annual December “Notebook Meeting” in Olympia
- Develop a slate of legislative issues to be brought forward during Washington State’s legislative session. The slate should be developed with input from The Arc of United States, The Arc of Washington, The Arc’s board of directors, self- advocates, parents, and governmental affairs committee and staff members – October of each year
- Plan and facilitate a yearly Advocacy Day in Olympia to be attended during the legislative session – be completed by the end of the legislative session
- Work together with The Arc of Washington and The Arc of United States on issues that have an effect on local families, on an ongoing basis. To be reviewed yearly in the month of January

**Goal**

Identify challenges in the educational system that can be addressed by The Arc of Tri-Cities advocacy program.

**Objectives**

- Program Committee will identify individual and systems challenges for children with special needs in local school districts and support The Arc of Tri-Cities advocacy program for improvements
  1. Committee members will share issues/concerns about services to children with special needs in local schools
  2. Committee will identify which issues may be addressed through Advocacy efforts from The Arc of Tri-Cities as assistance to families and schools
  3. Committee will make recommendations for The Arc of Tri-Cities advocacy assistance to schools when appropriate
BOARD OF DIRECTORS

The board members of The Arc of Tri-Cities have a fiduciary, moral and ethical responsibility to the agency. The board of directors sets the leadership tone for the agency by planning for the future, ensuring that the needs of its individuals and families are met and establishing policies to guide the agency. Members of the board must assume an advocacy role on behalf of The Arc. Members of the board will review and approve all policies and procedures of The Arc. The blending of talent and expertise that each individual brings to the board are key ingredients that forge into an effective working team.

Goal

Ensure diversity in the board of directors.

Objectives

- Create a board member recruitment plan that utilizes website, social media and other outreach mechanisms by December 2018, to be used during annual recruitment and any other time necessary

Goal

Ensure The Arc of Tri-Cities is fully engaged with The Arc of United States and The Arc of Washington.

Objectives

- The Arc of Tri-Cities board of directors will select a representative to serve on The Arc of Washington’s board of directors before July 2018 and then at concurrent two-year intervals
- The Arc of Tri-Cities board of directors will keep abreast on information related to The Arc of United States monthly or as issues arise
  1. The Executive Director emails information to the board, pertaining to the national organization

Goal

The board of directors will educate and ensure they are knowledgeable of the issues facing The Arc of Tri-Cities’ individuals and families.

Objectives

- Provide all new board members with a board notebook at the Annual Membership meeting, and orientation at the member’s first board meeting
- Provide monthly Board Administrator newsletter in the board packet
- Research Board training opportunities on an ongoing basis
• Attend DDA 101 yearly training provided by The Arc advocacy department

• Board members shall attend at least two of The Arc of Tri-Cities activities each year to be shared at a monthly board meeting and recorded on board attendance sheet

BUSINESS AND FINANCIAL

The Arc of Tri-Cities will become a self-sustaining non-profit organization through our business, financial and fundraising practices.

BUSINESS

Goal

Review and update designated policies by developing an ongoing process to be reviewed by the planning committee and information to be reported to the board of directors.

Objectives

• Complete review of existing policies
  1. Personnel Policies

• Update existing policies and procedures as needed
• Develop a storage procedure for records management and retention by December 2018

Goal

Streamline Business Processes

Objectives

• Develop an online registration system by June 2018
  1. Purchase program
FINANCIAL

Goal

The Arc of Tri-Cities will find new opportunities for stable funding

Objectives

- Explore business and program opportunities for The Arc of Tri-Cities individuals and families on an annual basis
- The finance committee will review The Arc of Tri-Cities Financial Investment Policy on an annual basis. The committee will make recommendations and possible changes to the board of directors
- Educate parents on a continual and regular basis regarding the shift in attaining services through private pay - to be reviewed on an annual basis
- The executive director will work with the finance committee to review plans to deal with the increase or decrease in program funds by December of each year

Goal

The Arc of Tri-Cities will increase revenue through fundraising

Objective

- Carry on with fundraising to support the day-to-day operations of The Arc of Tri-Cities. Individual programs can develop their own fundraising activities based on program resources

EDUCATION

Education is a lifelong learning process. The Arc of Tri-Cities specializes in education to meet the needs of individuals with intellectual and developmental disabilities and their families for as long as is needed.

Most members of the community have general misperceptions about delays and disabilities that influence the day-to-day lives of people with intellectual and developmental disabilities and their families. Education is a tool all people can use to break down barriers that can separate people with disabilities, and their families, from the community as a whole.
Appropriate education and training assists individuals to better understand their strengths and helps develop positive esteem. Education prepares families to make informed decisions and to coordinate services for their family member. Education ultimately helps families more effectively interact in their community by having appropriate knowledge of community resources.

**Goal**

Provide training for individuals with intellectual and developmental disabilities and their families.

**Objectives**

- Facilitate training that meets the client/family current educational needs such as social sexuality, changes in service deliveries, etc. Collect data to be evaluated on an annual basis

**PROGRAM DEVELOPMENT**

The Arc of Tri-Cities will support children and adults with intellectual and developmental disabilities and their families with quality services.

**Goal**

Increase board of directors understanding of gaps and overlaps of services provided by The Arc, versus other local social service providers.

**Objectives**

- Provide presentations from other non-profit or social service providers. Two times a year invite other providers to present to the board of directors determined by schedule availability
- Provide opportunities for board members to participate in agency events

**Goal**

Explore ways to better integrate programs across the life cycle (birth through lifespan) to provide awareness/information for families, parent/public education, transitions from one program to another and develop community partnerships with organizations with like clientele.

**Objectives**

- Conduct an analysis of existing programs and services. Identify program/service gaps that could be addressed by The Arc of Tri-Cities
Review survey results by September each year to understand future changes in service needs and direction of action to be taken by the program committee and staff input

**Goal**

Leverage The Arc resources to provide new adult social programs

**Objectives**

- Examine physical capacities and gaps in community service to determine needs and opportunities by September of each year
- Increase opportunities for VIP to interact with peers in the community such as developing an adult Buddy Club to be hosted in conjunction Washington State University Tri-Cities

**Goal**

Expand Day Services

**Objective**

- Increase number of clients served by at least 10% per year
- In the planning stage: requiring change in staffing hours and additional vans (preferably minivans or other lift-equipped vehicles) to support clients

**Goal**

Find creative ways to help fill the gap in individual and caregiver respite caused by changes in the Washington State Working Age Adult Policy.

**Objectives**

- Increase respite opportunities by June 2017
- Provide additional day sessions

**Goal**

Review current Arc programs to evaluate financial viability and quality of services.

**Objectives**

- Program Committee will focus attention on at least two programs each year
• Program Committee will request focused presentations from The Arc staff regarding financial challenges and quality of service for at least two programs: Advocacy and proposed “Adult Buddy” program

Goal

Explore opportunities to provide a “Crisis Intervention Training” to local law enforcement and other first responders, to educate them on how to interact effectively with people who have intellectual and developmental disabilities.

Objectives

• Program Committee will develop a plan to educate law enforcement and first responders about the needs of persons who have intellectual and developmental disabilities so they can respond appropriately

MARKETING

Marketing provides a set of tools which help The Arc advance its services, events, campaigns, and fundraising. It is an ongoing challenge to educate and raise awareness in the community about our services and the people we serve. The agency will broaden its marketing tools by seeking out resources emanating from the rapidly advancing world of marketing techniques.

The Arc of Tri-Cities must continue to develop and enhance its brand awareness throughout Benton and Franklin Counties.

Goal

Increase the level of community awareness of The Arc of Tri-Cities

Objectives

• Create a general press kit both electronically and in print to be available if a reporter wants additional information on The Arc of Tri-Cities. To be completed July 2017:

  1. Develop Press Release for Developmental Disabilities Awareness Month (March of each year)
     a) Educate the media about the usage of People-First Language on an annual basis to be reviewed in April.
  2. Update an Intellectual/Developmental Disabilities Fact Sheet to be reviewed on an annual basis
  3. Annually, participate in 10 community events to increase awareness of The Arc programs - based on a calendar year
**Volunteers**

Volunteers are one of the essential building blocks of success for The Arc of Tri-Cities. The simple act of people volunteering their skills, time, devotion, energy, and enthusiasm improves the quality of life for children and adults with intellectual and developmental disabilities. Each volunteer brings a unique perspective, which fosters relationships and inclusion. The Arc couldn’t provide its services without volunteers. The Arc needs more and more qualified volunteers to offset funding decreases and prides itself in utilizing CARF-compliant volunteer management processes.

**Goal**

Formalize processes around volunteer recruiting, indoctrination and management.

**Objectives**

- Analyze current volunteer system – to be completed October 2017
- Make changes to volunteer system based on analysis to be completed October 2019

**Transportation**

Ensure clients have access to transportation.

**Currently:**

The Arc provides transportation to the people it serves - and to the people served by Columbia Industries, Goodwill Industries, and TRIOS/Adult Day Services - under a contract with Ben Franklin Transit. The contract itself and the transportation provided under this contract result in the following benefits:

- Net income from the contract supports The Arc programming
- People are transported in a safe, efficient manner to The Arc and other agencies
- Vehicles are available, at no net cost to The Arc, for all its programs: Community Access, Adult Respite, VIP, Partners n Pals, Community Transition, Night Recreation and others
- Transportation, including wheelchair access, is available to the people The Arc serves - even evenings, Saturdays, and Sundays, that fall outside of Ben Franklin Transit’s service hours

Our contract with Ben Franklin Transit expires on December 31, 2017. During the first six months of 2017, BFT will undertake a competitive bid process to award this contract for 2018, and beyond. Consequently, The Arc Goals and Objectives for the 2016-2019 Strategic Plan will focus on maintaining this contract and/or planning for the potential results of the bid process.
Goal

Prepare a winning proposal in response to Ben Franklin Transit’s RFP (bids due approximately June 2017)

Objectives

- Obtain and perform a detailed study of similar contracts held by other public transportation agencies in Washington State, in order to understand all potential contract provisions and competitive pricing. (Due Date January 31, 2017)

- Perform a customer satisfaction survey so that the results can be included in the bid proposal. (Due date February 28, 2017)

- Obtain an insurance loss history from BFT’s insurance carrier so that The Arc safety record can be highlighted in the bid proposal. (Due date December 31, 2016)

- Utilize The Arc relationships with BFT executives and board members to ensure the RFP takes into account all of the transportation services The Arc provides and maintains with current transportation services to the people The Arc serves

Goal

Explore ways for The Arc to purchase vehicles, or use privately owned vehicles, to provide transportation for programs that utilize direct service providers as drivers – Community Access, Adult Respite, VIP, Adult Recreation, Partners n Pals, Community Club, and others.

Objectives

- Pursue WSDOT Consolidated Grant Program funds for the purchase of new vehicles and use/operation of these vehicles. (Grant applications submitted October 14, 2016, for the WSDOT 2017-2019 biennium)

- Explore and pursue grant opportunities outside the WSDOT umbrella

- Develop procedures and cost/benefit analysis regarding the use of employee-owned vehicles

- Develop cost/benefit analysis of purchasing used vehicles from Ben Franklin Transit and utilizing them for Arc transportation needs

Goal

Analyze other options of transportation

Enter into new, separate contract with Ben Franklin Transit exclusively for Arc programmatic needs effective January 1, 2018

Objectives

- Design change of transportation through:
  a) Identify gaps in service
  b) Seek Grants
c) Factor effect on services
d) Identified outcome of change on service delivery

- Convince BFT to limit the RFP process to Coalition Transportation Service transportation only
- If necessary, enter into a new contract with BFT for The Arc programming only, subject to the same boarding rates and provisions that result from the RFP process through BFT Van Pool
- Board of Directors support in creating a solution

Note: No Contract is guaranteed.