



# STRATEGIC PLAN

2009 – 2011

Empowering People. Inspiring Change. sets the tone for the future of The Arc. Individuals with disabilities, parents, family members, volunteers and other community members are the driving force of The Arc.

The Mission and Core Values of The Arc guide our actions and decisions.

People First  
Community Participation  
Democracy  
Visionary Leadership  
Diversity Integrity and Excellence

One of The Arc's greatest beliefs is in the importance of personal responsibility and individual development. We have long championed the importance of self sufficiency and independence for people with developmental disabilities to the greatest extent possible. Today we not only must talk about self-advocacy and self-determination; but also entrepreneurship, new models of natural and paid supports and equity among individuals and families needing support.

This strategic plan is an important step in  
Empowering People. Inspiring Change.

## **Proposed 2009 – 2011 Strategic Plan Visions and Themes**

**Vision 1: The Arc of Indiana leads in maximizing individual potential of people with disabilities.**

Themes:

- Quality of life is promoted by enhanced individual initiative, personal choice, and self-directed supports.
- Resources are available for a comprehensive community of professionals - teachers, direct care staff and caseworkers, health care professionals, finance and legal professionals and others – to support individuals with disabilities and their families.
- Every individual with a disability has an advocate, guardian or personal support network.

**Vision 2: The Arc of Indiana helps all individuals and families receive necessary services and supports in a timely fashion.**

Themes:

- The waiting list is eliminated.
- Individuals with disabilities and their families immediately receive information and support.
- Personalized plans and informed choices are the basis of all services and supports.

**Vision 3: The Arc of Indiana promotes quality inclusive education for all students with disabilities.**

Themes

- Children born with a disability or developmental delay receive quality intervention services and easy transition to public schools.
- Every student with a disability has a quality inclusive education in the least restrictive environment.
- Every student with a disability has an effective school to work transition as well as opportunities for continued lifelong learning.

**Vision 4: The Arc of Indiana leads in influencing public policy to promote and protect the rights, self-sufficiency and independence of individuals with disabilities.**

Themes:

- The Arc will educate public officials and inspire them to be champions of positive policy for individuals with disabilities.
- Public policy promotes opportunities for individuals with disabilities to learn, live, work and play in inclusive communities.

**Vision 5: The Arc of Indiana leads in increasing public awareness of the potential of individuals with disabilities.**

Themes:

- The public recognizes the abilities, accomplishments and inherent value of individuals with disabilities.
- Public awareness is increased in every county.
- The Arc's name and mission is recognized statewide.

**Vision 6: The Arc of Indiana continues to develop the capacity and promote a collaborative, community-owned organization at the local and state level.**

Themes:

- The Arc facilitates membership growth and diversity.
- The Arc diversifies and strengthens its funding strategies to ensure resources to accomplish its mission.
- Collaborations and partnerships with other organizations enhance the mission of The Arc.

## **The Arc's 2009 – 2011 Strategic Plan with Visions, Themes and Strategies**

### **Vision 1: The Arc of Indiana leads in maximizing individual potential of people with disabilities.**

#### Themes:

- Quality of life is promoted by enhanced individual initiative, personal choice, and self-directed supports.
- Resources are available for a comprehensive community of professionals - teachers, direct care staff and caseworkers, health care professionals, finance and legal professionals and others – to support individuals with disabilities and their families.
- Every individual with a disability has an advocate, guardian or personal support network.

#### Strategies

- Establish and maintain committee(s) of The Arc for Vision.
- Work with hospitals and the medical community throughout Indiana to implement early intervention practices and supports to meet the challenges of children born with special needs and their families.
- Establish and develop partnerships to provide greater access to web-based educational programs and curriculums and on-site educational opportunities for persons working in the disability profession.
- Continued support and expansion of The Arc Network and The Arc's Center for Excellence on Minorities with Disabilities and Work (Minority Outreach Project).
- Improve access to quality services and health care, by partnering with all stakeholders (including chapters), in researching, developing and sharing information on best practices to support a approach to person centered planning (including natural supports and paid supports) and foster expanded implementation of self directed care, with an evaluation of investments of public resources to maximize the potential of all individuals with disabilities.
- Engage with The Arc of the United States to support and influence its activities.
- Support Self-Advocates of Indiana with the expansion of local self-advocacy groups, with many affiliated with local chapters.
- Support development and implementation of adult guardianship services.

**Vision 2: The Arc of Indiana helps all individuals and families receive necessary services and supports in a timely fashion.**

Themes:

- The waiting list is eliminated.
- Individuals with disabilities and their families immediately receive information and support.
- Personalized plans and informed choices are the basis of all services and supports.

Strategies

- Establish and maintain committee(s) of The Arc for Vision.
- Implement training programs for families, self-advocates, and case managers on waivers; waiting lists; responsible and effective utilization of resources and natural supports; personalized/person centered planning; and access to supports and services.
- Improve The Arc Network of Family and Self-Advocates, assessing outcomes of current and planned initiatives, to support future continuation and growth.
- Initiate studies, in cooperation with all stakeholders including surveying individuals with disabilities and their families, in order to gather and analyze data to determine local area needs and service gaps and develop plans to address the identified needs.
- Implement forums, web based discussions and other avenues for chapters to collaborate with each other to share successes and best practices for training, services and management practices.
- Provide specialized media and outreach activities to targeted counties that are under-served.
- Initiate Stop the Wait/Wait No More activities that result in appropriations for the elimination of the waiting list, through the state legislature and define reasonable process for allocating new resources and reallocation of existing funds.
- In partnership with IN-Train, advocate for actions that support a stable, professionally trained, and adequately compensated workforce of direct support professionals to ensure the availability, quality and continuity of the community services that support individuals with developmental disabilities

Possible Activities

- Review educational information on The Arc of Indiana website and update/revise as needed.

**Vision: 3: The Arc of Indiana promotes quality inclusive education for all students with disabilities.**

Themes

- Children born with a disability or developmental delay receive quality intervention services and easy transition to public schools.
- Every student with a disability has a quality inclusive education in the least restrictive environment.
- Every student with a disability has an effective school to work transition as well as opportunities for continued lifelong learning.

Strategies

- Establish and maintain an Education Committee.
- Create a staff position with education expertise to support and promote this vision.
- Increase The Arc's expertise to become a leader in educational issues, advocating for appropriate legislative and regulatory changes, developing position statements on such things as best practices, school-to-work transition including persons with developmental disabilities attending college.
- Strengthen relationships with local chapters, ASK , IN\*SOURCE, First Steps, IIDC, Indiana Rehabilitation Services, Transition Councils and other groups to facilitate transition relationships as families and young children transition into school systems and as students transition from school to the community/work.
- Create relationships and partnerships with school corporations, and local and state educational professionals (teachers, special education departments, etc.), in identifying incentives for schools to work with families that provides parents with information and linkages with The Arc and its chapters.
- Enhance the network of education specialists/parent advocates in each county, in collaboration with local Arc Chapters, IN\*SOURCE and ASK, to act as resources and provide tools and supports to families involved with their child's IEP/Case Conference.
- Develop a grant proposal to help The Arc tell best practices and success stories of education experiences.

Possible Activities

- Provide training to school personnel on parent perspectives.
- Develop and implement school-to-work/transition services (including providing volunteer/work opportunities, Disability Mentoring Day activities) for chapters to use with local schools.
- Work with colleges, teacher preparation programs, DOE, IIDC and school corporations to ensure the most research-based and best practices on effective teaching models are available.

**Vision 4: The Arc of Indiana leads in influencing public policy to promote and protect the rights, self-sufficiency and independence of individuals with disabilities.**

Themes:

- The Arc will educate public officials and inspire them to be champions of positive policy for individuals with disabilities.
- Public policy promotes opportunities for individuals with disabilities to learn, live, work and play in inclusive communities.

Strategies

- Continue having a Governmental Affairs Committee with diverse membership, collaborate with other disability groups, and maintain active members on commissions overseeing issues related to individuals with disabilities.
- Provide leadership to effectively influence public policy, selecting annual priority and important issues to advocate at the legislature and state agencies.
- Educate Partners and Stakeholders on public policy matters and influence public policy by encouraging voter registration and participation, holding statewide trainings, hosting candidate and legislative forums.
- Develop a comprehensive advocacy network, building upon The Arc Network, Minority Outreach project and other initiatives, to collaborate with local chapters and others in creating a public policy grassroots advocacy effort and public policy media advocacy campaign in every county as part of an "Action Alert Network."
- Align with The Arc of the United States, by developing the public policy advocacy "Action Alert Network", to address national/federal government issues and encourage participation in national policy seminars, national conference calls and other innovative approaches.
- Inspire the self-advocate community to become involved in public policy advocacy including opportunities to be involved in governmental decisions that have an impact on their lives.

Possible Activities

- Public policy media advocacy campaign could include, but not limited to, traditional press releases to newspapers; expanding and converting the weekly Legislative Memo into a newsletter alert format; formalizing a "letter to the editor" program; letters to elected officials campaign; create new technology, such as video newsletters/messages.

## **Vision 5: The Arc of Indiana leads in increasing public awareness of the potential of individuals with disabilities.**

### Themes:

- The public recognizes the abilities, accomplishments and inherent value of individuals with disabilities.
- Public awareness is increased in every county.
- The Arc's name and mission is recognized statewide.

### Strategies

- Establish and maintain committee(s) of The Arc for Vision.
- Develop and implement a marketing/communication ("visibility) plan with The Arc's new logo and tag line, collaborating with local chapters (with ways that they are identified as a local Arc) and The Arc of the US as a combined force, to forge a unified public presence throughout the state.
- Partner and collaborate with other organizations, including medical and health professionals who should be involved with prevention concerns, to link The Arc to any child who is born with a disability.
- Establish a Prevention Committee that will develop and promote prevention initiatives. Prevention activities do not diminish the value of any individual yet society must continue to investigate the causes, reduce the incidence, and limit the consequences of developmental disabilities through education, research, advocacy, technical assistance, and support.
- Increase visibility with the development of an interactive online system in which families, self-advocates, members and the general public can seek and receive information on disability issues.
- Influence society's attitudes, including increasing attention to individuals (including children) with disabilities residing in nursing homes through public education and awareness campaigns.

### Possible Activities

- Marketing/Visibility plan would communicate the stories of people with developmental disabilities in such ways as having a story database of individuals and families telling their stories by using local "video" news stories, distributing guest editorials/Letters to the Editor, forming a traveling speaker's bureau/programs, and creating a "standardized"/ generic display - exhibit kit that can be used by The Arc of IN and/or local chapters to (supplement) display at local events, transition fairs, health fairs, disability awareness events, etc.
- Collaboration activities include using a Decision Lab, speaker bureau and more, and at the same time The Arc participates with other organizations' conferences/events.

**Vision 6: The Arc of Indiana continues to develop the capacity and promote a collaborative, community- owned organization at the local and state level.**

Themes:

- The Arc facilitates membership growth and diversity.
- The Arc diversifies and strengthens its funding strategies to ensure resources to accomplish its mission.
- Collaborations and partnerships with other organizations enhance the mission of The Arc.

Strategies

- Create a common vision for what it means to be identified/branded as a chapter of The Arc through "The Arc of Tomorrow" project and develop a roadmap for local chapters to engage in and promote the vision of The Arc.
- Strengthen and support local chapters by increasing local chapters' involvement with state and national activities, linking more closely with activities such as The Arc Network trainings and best practices which creates collaborative communities among chapters.
- Develop new ways to engage members with such activities as annual membership campaign, expanding business memberships, and involving trust members in The Arc of Indiana's collaborative community.
- Increase and improve communications and collaborations with local chapters and develop coalitions with disability groups and others (such as AARP, medical profession, educators, faith based community).
- Expand initiatives that increase the number of chapters and associated organizations.
- Effectively manage and grow The Arc Master Trust for The Arc and to support collaborative communities.
- Expand the endowment fund (publishing success stories) while cultivating new donor relationships, business sponsors, and additional grant opportunities.
- Identify additional revenue sources to support the activities of The Arc.
- Establish and maintain committee(s) of The Arc for Vision.

Possible Activities

- Involve local chapters by having such programs as mentoring programs for chapters and new Executive Directors, take a local Arc director to the national conferences, ask ICEArc to send their President each year to national events, link chapters with The Arc Network, and provide trainings and best practices on creating which creates collaborative communities among chapters.
- In developing coalitions and collaborations initiate round table meetings with staff and volunteers of disability-related organizations, in building and developing a common vision and mission, utilizing web site, newsletters, electronic groups to demonstrate collaborative efforts including investigating creating a collaborative mega-conference across disability organizations.