



Strategic Plan 2014-2016

OUR MISSION

The Arc promotes and protects the human rights of people with intellectual and developmental disabilities, actively supporting them and their families in a lifetime of full inclusion and participation in their communities.

OUR VISION

To pursue lasting community change and connections that support people with intellectual and developmental disabilities and their families in creating a good life.

BUSINESS MODEL

Who We Are

The Arc Greater Twin Cities was founded in 1946. The initial grassroots organizing of parents determined to ensure the most full and independent lives possible for their children with intellectual and developmental disabilities helped form today's network of more than 700 state and local chapters of The Arc nationwide. The Arc is a three-tiered organization with local chapters across the nation providing direct services to individuals and families; state chapters coordinating statewide efforts and legislative and policy development; and the national organization coordinating the national policy agenda. The Arc has been a leader in systems change resulting in the current array of community-based services and supports available for children and adults with intellectual and developmental disabilities and their families. The Arc Greater Twin Cities continues to be a family-focused, grassroots organization helping people address issues such as health care, early intervention, education, transition to adulthood, housing, employment and more

What We Do:

The Arc Greater Twin Cities fosters respect and access for individuals with intellectual and developmental disabilities and their families, giving them the power to achieve full and satisfying lives. The Arc maintains strong involvement with its constituents at all levels of the organization and has a very experienced leadership and program team. The agency has more than 65 years of history providing individual advocacy, support and systems advocacy for children, youth and adults with intellectual and developmental disabilities and their families.

The organization provides the following: information and assistance, individual and systems advocacy, workshops, forums, networking groups, sibling programs, mentor support, Lifetime Assistance Planning, Abuse Prevention and Awareness, and public policy activities including the Self-Advocacy Advisory Committee and the Housing Stakeholder Action Group.

Whom We Serve

The Arc Greater Twin Cities serves Anoka, Carver, Dakota, Hennepin, Ramsey, Scott and Washington counties. There are an estimated 28,000 to 85,000 people with intellectual and developmental disabilities in the Twin Cities seven-county metro area (1% to 3% of the U.S. Census Bureau population estimate). The organization also serves children and adults with Autism Spectrum Disorders, estimated to occur in as many as 1 in 88 individuals. Annually, the organization provides services to approximately 4,000 children and adults with disabilities, parents/guardians and other family members. The Arc continues to expand services to low-income individuals and diverse families. The organization asks program participants to provide demographic data on a voluntary basis. Of those individuals and families served in 2012 who provided demographic information, 58% were members of households with incomes at or below 200% of the federal poverty level and 34% were from multicultural communities.

How We Finance Our Work

- Our largest source of unrestricted revenue (57% net) comes from the four Value Village thrift stores and Autos for Arc.
- Support from individuals, matching funds and corporate giving to the annual fund provides 12% of our annual revenue.
- Support for our programs and services comes from United Way (9%); corporate, foundation and government grants (9%); and the distribution of proceeds from the Tapemark Charity Golf event (2%).
- The Arc Greater Twin Cities GALA provides 5% from net revenue.
- In-kind contributions make up 1% of our annual revenue.
- Earned income from investments, membership and program fees (LAP program and contract with Portico for M.A. applications) represents 5% of our annual revenue.

Trends affecting our business model

- The impact of major systemic change brought about by the Olmstead Plan and Reform 2020, with its person-centered emphasis, will bring opportunities to strengthen the service delivery system to focus on how people with disabilities participate and benefit. Ensuring consumer involvement in the planning and implementation will be critical, and supporting parents and self-advocates to understand and fully benefit from these changes will be an important role for The Arc Greater Twin Cities. These changes can also bring opportunities to showcase and expand quality services we provide (Lifetime Assistance Program, GetSet! For Work, Health Care Access, etc.).
- Political polarization is increasing and the resulting impact on systems change and funding creates a challenge for grassroots organizing and citizen engagement. The special education system is often under pressure to cut already underfunded programs and to erode protections and rights for parents and students. Potential changes brought about by the Affordable Care Act, long-term care, and coverage for children and adults with autism present both opportunities and challenges as implementation is caught up in local, state, and national struggles.
- Our communities are changing: people with disabilities are living longer; there is a growing aging population and aging caregivers; we continue to see an increased diagnosis of children and adults with autism; and cultural diversity is increasing. Lack of employment, poverty, and accessible, affordable housing and transportation all continue to be significant issues for people with disabilities.

- How families obtain information and communicate is changing rapidly with dramatic increases in Internet and social media usage, yet many, in particular multicultural communities, seek personal connections.
- Thrift store competition is increasing, with the number of resale and thrift stores growing 7% a year each of the past two years. Additional competition is coming from the growth in online resale sites.
- The thrift store business model is dependent on volunteers. The aging population and reduction in the corporate workforce has negatively impacted the number of people willing/able to commit to regular weekly volunteer shifts.

COMPETITIVE ADVANTAGE

The Arc Greater Twin Cities has developed a uniquely valuable knowledge base for supporting individuals with intellectual and developmental disabilities and their families throughout their lives. Developed over nearly 70 years, this deeply respected breadth of experience, combined with an ability to mobilize grassroots support and a diversified business model with a reliable revenue stream, has resulted in an organization able to empower and support individuals and families and to drive policy improvements to help people with intellectual and developmental disabilities live a good life.

STRATEGIC DIRECTION

To meet the growing population and ever-changing needs of those with intellectual and developmental disabilities and their families, The Arc Greater Twin Cities will:

- Broaden community engagement in all aspects of the organization's programming and activities;
- Translate its experience and knowledge base into resources and tools that increase the organization's impact, efficiency and revenue streams;
- Deepen its strategic partnerships;
- Drive policy improvements.

GOALS

1. Increase public awareness through improved branding that clearly articulates The Arc Greater Twin Cities' mission, vision, and competitive advantage.
2. Set public policy priorities and develop related strategic partnerships to increase impact and position The Arc Greater Twin Cities as a creative problem solver on key issues.
3. Develop individual, family and community engagement plans for all areas of programming.
4. Grow Arc's Value Village revenue through strengthened retail strategies while improving stores as a portal for employment, advocacy and other mission-related activities.
5. Convert knowledge and expertise into potential new revenue sources.
6. Ensure the sustainability of the organization through strong staffing and leadership development for staff, board and volunteers.