

# St. Louis Arc



## 2009 – 2013 Strategic Plan

*Adopted February 24, 2009*

# Table of Contents



|                                  |    |
|----------------------------------|----|
| ▪ Overview: The Planning Process | 3  |
| ▪ Our Mission and Core Values    | 6  |
| ▪ Vision Statement               | 7  |
| ▪ Goals and Strategies           | 8  |
| ▪ Implementation Plan            | 11 |

# Overview: The Planning Process



The St. Louis Arc was founded as a grassroots organization in 1950 by a group of families who were seeking a better life for their children with developmental disabilities. Over the past 59 years the Arc has grown into a large multi-service organization that provides supports to more than 3,000 people -- but families continue to provide much of the strength and focus of the agency. In early 2008, the St. Louis Arc Board embarked on a strategic planning process to further define the Arc's position as a leader and to redouble its commitment to families in the St. Louis community.

A steering committee of eight Board members was charged with overseeing the development of the 2009-2013 Strategic Plan. The planning process followed a 10-month timeline:



## Diagnostic Phase

Under the leadership of Barbara Stewart, a Webster University faculty member with extensive experience in the field of developmental disabilities, the Arc undertook a rigorous assessment of the community's needs and perceptions about the Arc. Data was gathered from a variety of sources in order to provide a comprehensive analysis of our planning environment.

### Methods of Data Collection

- **Focus Groups:** Three focus groups made up of individuals, families and non-consumers were held. A fourth focus group involved Arc staff members.
- **Needs Assessment Survey:** Questionnaires were mailed to 2,400 Arc families in September, 2008; over 800 responses were received. Data was entered into a survey tool for analysis.
- **Telephone Interviews:** Five semi-structured phone interviews were conducted with three SB40-Board directors and two Department of Mental Health administrators. Ten interviews were conducted with family members who were unable to attend the focus groups.
- **Employee Web-Based Survey:** Employee feedback about agency needs was solicited through targeted questions in the Arc's 2008 Employee Satisfaction Survey.
- **Outcomes Interviews:** Information was gathered through 107 quality outcomes interviews conducted with the people we support and through 15 interviews with families of young children at Childgarden.

# Planning Overview (continued)



## Planning Phase

The planning phase involved a series of meetings of the Strategic Planning committee and the Arc management team. Ten Board members and eight staff attended a planning retreat focusing on the agency's strengths, weaknesses, opportunities and threats. Several trends emerged that provided the basis for developing the Plan's strategic priority areas. Below are some of the key themes that guided our planning:

### Key Themes

#### Quality is Paramount

*Maintaining the Arc's commitment to Quality will be the key to our future success*

#### Family Supports

*Families need more support in all areas; particularly with services that help people stay in their natural home longer*

#### Aging

*The population we serve is getting older – as are their caregivers*

#### Workforce Competition

*The labor pool for direct support professionals does not meet the demand*

#### Funding

*We're facing a challenging time with government funding, making private fund raising more important than before*

#### Technology

*Technology holds great potential for improving the delivery of services and enriching people's lives*

# Our Mission and Core Values



## ***Mission***

The mission of the St. Louis Arc is to help people with developmental disabilities and their families by providing a lifetime of high-quality services, family support and advocacy.

## ***Core Values***

Quality  
Choice  
Respect  
Inclusion

Creativity  
Efficiency  
Partnership  
Education

Leadership  
Communication  
Continuity  
Growth

# Vision Statement



*The Vision represents our “picture of a desired future” – a statement about the St. Louis Arc’s position at the end of Fiscal Year 2014 after achieving the goals of the Plan.*

## *By June 30, 2014...*

The St. Louis Arc will be widely recognized as our community’s leader in providing high-quality services for people with developmental disabilities. Families will turn to the Arc as the “agency of choice” for resources, support, networking and advocacy. The Arc will work to develop lifelong partnerships with its constituents: providing a continuum of support to families who, in turn, are strong advocates for the agency.

The Arc’s services will be regarded as the hallmark of excellence. Quality will be rigorously evaluated and feedback will be used to improve services and customer experience on a continual basis. New programs will be developed with an eye towards innovation, best practice and responsiveness to community needs.

The Arc’s quality will be a result of the commitment and talent of its employees, Board and volunteers. Staff will choose to work at the Arc because of the agency’s culture, reputation and emphasis on training. Board and Committee members will bring expertise, resources and a dedication to recruiting the community’s support.

The financial strength of the Arc will be a product of its fiscal prudence and agency-wide commitment to nurturing relationships with funding sources and donors. As a result, private and public funding, along with endowment funds, will be substantial enough to generate significant resources for operations. In addition, the Arc will have the technology infrastructure and facilities to accommodate growth and achievement of its mission.

# Goals and Strategies



## **Goal I. Establish the Arc as the “agency of choice” in our field and the first point of contact for families of people with developmental disabilities in the metropolitan St. Louis area.**

### Strategies:

1. Develop and offer an array of family support services, education and resources that foster lifelong relationships between families and the Arc
2. Advocate for policy and systems change that advance and protect the rights and interests of our constituents and promote the greatest allocation of public resources to people with developmental disabilities
3. Establish a stronger identity for the Arc and aggressively market our capabilities
4. Elevate public awareness about people with developmental disabilities and the value they bring to the community

## **Goal II. Maintain the highest levels of service quality and customer satisfaction.**

### Strategies:

1. Foster continual improvement by enhancing the measurement of quality and the analysis of quantitative results
2. Implement communications strategies that enhance the “Arc experience” for families
3. Equip staff and volunteers with the skills needed to serve the diverse needs of the people we support

# Goals and Strategies (continued)



## **Goal III. Implement new services and supports that reflect an innovative approach to meeting the community's needs.**

### Strategies:

1. Implement new supports that address gaps in service
2. Develop collaborative activities involving community organizations and educational institutions for the purpose of increasing the reach and effectiveness of our services
3. Maintain our position as a leader in preventing developmental disabilities

## **Goal IV. Attract, develop and retain talented staff and volunteers who promote the Arc's commitment to quality.**

### Strategies:

1. Implement effective employee and volunteer recruitment and retention strategies
2. Create an "Arc culture" that positions the agency as the "employer of choice"
3. Recruit and engage Board and Committee members who are committed to advancing the Arc's mission

# Goals and Strategies (continued)



## **Goal V. Increase the financial strength and resources of the Arc.**

### Strategies:

1. Grow the Arc Endowment Fund to \$6 million by the end of FY2014
2. Grow fund raising from private sources (non-Endowment) by 10% annually through FY2014
3. Secure funding to support the Arc's facility plans
4. Maintain an annual budgeting and program evaluation process that results in operating surpluses
5. Secure cost-of-living adjustments and other funding increases from government sources
6. Pursue new fund raising opportunities for Childgarden

## **Goal VI. Provide organizational infrastructure that expands our capacity to meet our mission.**

### Strategies:

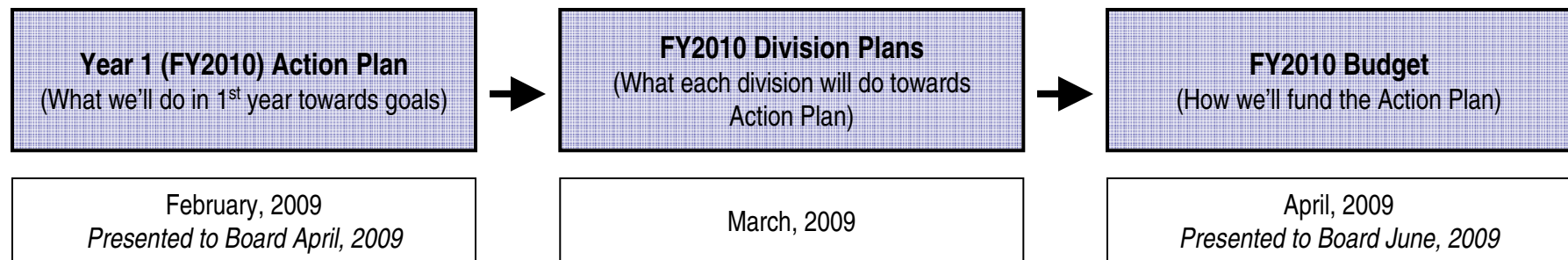
1. Secure a facility that meets the current and long-term strategic goals of the agency
2. Assist the residents to attain accessible, affordable housing to address aging and mobility concerns
3. Provide technology that improves our ability to deliver quality services
4. Develop and implement more effective governance and operational processes

# Implementation Plan

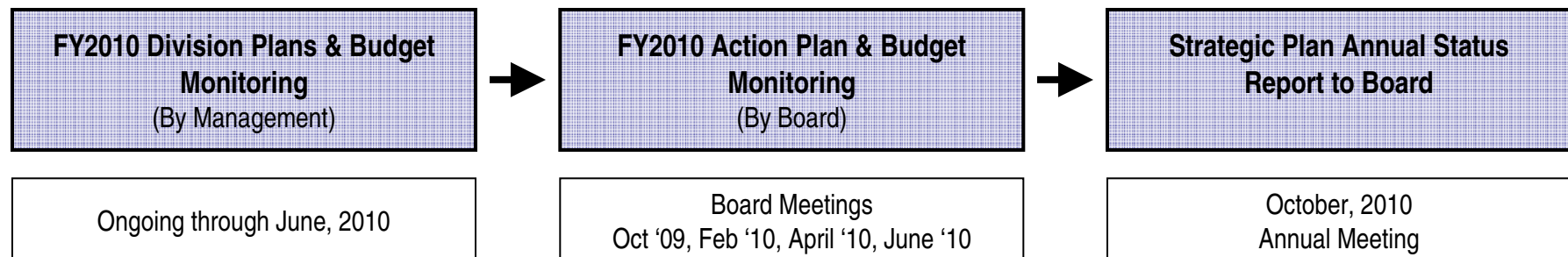


## Year One\*

### Planning



### Monitoring



*\*Note: planning and monitoring in Years 2 through 5 of the plan will follow the same timeline*