

# FY17-19 Strategic Plan

Endorsed by NACDD Board of Directors 5/4/16 for Ratification by the NACDD Assembly in July, 2016



**Vision:** People with developmental disabilities are fully included as valued members of their communities and have equal opportunities to achieve their potential, make their own decisions, and exercise their civil rights.

**Mission:** To provide national leadership promoting the interests of people with developmental disabilities and their families, and serve as the united voice representing Councils on Developmental Disabilities.

**Values:** NACDD is an outcomes-oriented, mission-driven organization.

NACDD leads the way in advancing issues that improve the lives of people with DD and their families by actively listening to all stakeholders, identifying and exploring emerging trends, and proactively reaching out to collaborate with a variety of leaders and organizations to develop effective solutions.

NACDD's values include: Self-Determination, Inclusion, Diversity, Learning, Innovation, Collaboration, Communication, and Accountability.

*Through its work, NACDD...*

- fulfills the promises of the DD Act.
- focuses on people with developmental disabilities and their families.
- believes that disability rights are civil rights.
- recognizes what people need during the various stages and ages of their lives to live to their fullest potential.
- facilitates change through the work of effective, well-funded state and territorial DD Councils.
- values the voices of stakeholders, and actively asks them to get involved in our work.

## Goals: NACDD Is A...

1. **Champion Raising Public Awareness** about the capabilities, contributions and concerns of people with DD and their families, and about the impact of DD Councils.
2. **Catalyst Stimulating Innovative Initiatives** that make a positive impact.
3. **Advocate Pursuing National Policies** that uphold and advance the rights of people with DD, and secure the interests of DD Councils.
4. **Educator Strengthening Self-Advocates' Leadership** of a growing network of diverse advocates.
5. **Partner Supporting DD Councils'** leadership and growth.
6. **Driver Expanding NACDD's Capacity** to achieve its goals.

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## Goal #1: NACDD is a Champion

**Raising Public Awareness** about the capabilities, contributions and concerns of people with DD and their families, and about the impact of DD Councils.

### Success Indicators include...

1. Data and case studies demonstrate national and collective impact of Councils.
2. Increase in media coverage for NACDD and its stakeholders.
3. Increase in inclusion of people with DD in civic/community activities.



### Strategies include...

- a) Educate the public about the abilities of people with DD and their families.
- b) Improve the public's understanding of the importance of the DD Act in helping people with DD and their families live full, inclusive lives.
- c) Promote inclusion of people with DD in civic and community life.
- d) Recognize the national impact of NACDD and the DD Councils.
- e) Raise the national profile of DD Council professionals and leadership.
- f) Improve corporate and philanthropic sector support of DD related issues.

### Tasks include...

1. Convene and highlight self-advocates on national platform and at NACDD national conference.
2. Develop collaborative plan with DD Councils to help them raise their visibility and understanding about them to key stakeholders in their respective states/territories.
3. Engage in media relations including op-eds, letters to the editor, promotion of expert speakers, and press releases.
4. Expand involvement in DD Awareness Month and Disability Employment Awareness Month.
5. Publish a national report on DD Council impact.
6. Plan celebration of 50<sup>th</sup> Anniversary of DD Councils in 2020.
7. Develop relationships and partnerships with the business and philanthropic sectors.



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## **Goal #2: NACDD is a Catalyst** **Stimulating Innovative Initiatives** that make a positive impact.

### Success Indicators include...

1. Identified as a leader on key issues and emerging trends related to mission.
2. Increase the number and diversity of stakeholders.
3. Increase in number and value of partnerships and collaborations.
4. Programs and practices of DD Councils adopted by other organizations.
5. Programs and practices of leading organizations adopted by DD Councils.
6. Effective collaborative between Councils to advance promising programs and practices.



### Strategies include...

- a) Promote understanding of the needs people with DD and their families have during, and in the transition between, the various stages of their lives: Early Childhood (0-12), Teens (13-17), Young Adults (18-25), Adults (26-59), Older Adults (60+).
- b) Take a leadership role in identifying and increasing understanding of emerging and trending issues.
- c) Focus on current and emerging priorities shared by DD Councils.
- d) Stimulate collaboration and partnerships.
- e) Promote successful and innovative programs, and promising practices of/to DD Councils.



### Tasks include...

1. Review DD Council 5-year plans upon their completion in 2016 to influence strategies and programs.
2. Expand Communities of Practice Supporting Families, and consider developing others.
3. Develop financial literacy program partnership.
4. Increase awareness about DD and aging.
5. Create a web-based resource center as a learning tool to promote best practices and effective programs, and connect experts.
6. Fund seed and pilot grants to DD Councils on national initiatives.
7. Develop tools – white papers, webinars, communities of practice – to promote knowledge sharing.
8. Improve DD Suite as an effective tool for data collection and reporting that aids collaborative and visibility efforts.

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## Goal #3: NACDD is an Advocate

**Pursuing National Policies** that uphold and advance the rights of people with DD, and secure the interests of DD Councils.



### Success Indicators include...

1. Increase level of appropriations funding for DD Councils.
2. Protection and strengthening of policies.
3. Passage of federal legislation.
4. Mobilization of DD advocacy network.
5. Increasing relationships by NACDD and DD Councils with federal, state and volunteer agencies/organizations.
6. Participation, impact and cost effectiveness of Disability Policy Seminar.

### Strategies include...

- a) Promote a reauthorization of the DD Act that maintains the focus on inclusion and support of people with developmental disabilities.
- b) Serve as an advocate and liaison on behalf of DD Councils with AIDD.
- c) Secure increased annual federal funding for DD Councils.
- d) Expand NACDD's position as a leading resource for decision-makers on DD policy issues.
- e) Advance NACDD's national public policy agenda and priorities in Congress.
- f) Mobilize DD Councils and self-advocates on NACDD priority issues.
- g) Build strategic partnerships with national coalitions to advance DD legislation and concerns.
- h) Provide resources that help DD Councils reach their policy goals.



### Tasks include...

1. Launch educational campaign about DD Act.
2. Further the understanding and implementation among stakeholders of HCBS, WIOA, ABLE, ESSA, etc.
3. Educate presidential candidates in collaboration with advocacy partners.
4. Craft a strategic plan for national policy agenda.
5. Implement communications strategy to educate policymakers and advocates on national policy agenda.
6. Participate in and evaluate outcomes from the collaborative Disability Policy Seminar.
7. Create an effective engagement and communications process with DD Councils about involvement of people from their state/territory on federal policy issues – including elected officials and stakeholders.
8. Be a resource for DD Councils on state-level legislative priorities.
9. Develop Council state-legislative peer network and resource center to share effective tools and strategies.

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## Goal #4: NACDD is an Educator

### Strengthening Self-Advocates' Leadership of a growing network of diverse advocates.

#### Success Indicators include...

1. Increase in number and diversity of trained self-advocates.
2. Increase in self-advocates use of knowledge to advocate for personal interests.
3. Increase in the participation of self-advocates on federal, state and community issues.
4. Increase in number of self-advocates and families giving voice at the NACDD table on key issues and programs.
5. Increase diversity of DD advocacy network to include more families, community leaders, corporate leaders, philanthropic leaders, etc.
6. Number and impact of interns and fellows.



#### Strategies include...

- a) Develop the capacity of self-advocates through effective training and engagement programs that can reach more people.
- b) Build a diverse, informed advocates network.
- c) Develop practical models for self-advocate organization.
- d) Sign partners outside of the disability community on to DD issues.
- e) Support cultural and linguistic diversity.
- f) Provide educational advancement opportunities at NACDD for new generation of professionals.



#### Tasks include...

1. Collaborate on the development of self-advocate training programs for adults.
2. Collaborate on development of self-advocate training programs for youth.
3. Expand the Self-Advocate Leadership Circle (SALC) to recognize more self-advocates ready for community leadership.
4. Promote and further develop *The Art of Impact* and its web-site, [StartYourJourney.org](http://StartYourJourney.org) as tool for self-advocate education.
5. Connect more regularly and effectively with our advocacy network through use of social and electronic media.
6. Develop a checklist on diversity that provides a template for Councils to include people of diverse backgrounds in its outreach.
7. Promote knowledge sharing by those participating in the *Leadership Academy*.
8. Develop Internships for undergraduate and graduate students capable of providing NACDD with general, departmental or programmatic support.
9. Develop Fellowships for graduate, doctoral and post-doctoral students capable of providing NACDD with subject matter expertise.

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## Goal #5: NACDD is a Partner Supporting DD Councils' leadership and growth.

### Success Indicators include...

1. Increase in outcomes and effectiveness of Councils.
2. Increase in effective communication between Councils, and between NACDD and Councils.
3. Increase in number and strength of DD Council peer networks.

### Strategies include...

- a) Facilitate DD Council compliance with DD Act and AIDD Regulations .
- b) Provide technical assistance and training through ITACC.
- c) Increase effective communications between NACDD and Councils.
- d) Convene DD Council professionals and leadership.
- e) Showcase the expertise of DD Council network stakeholders.
- f) Create peer networks to connect experts within DD Councils.
- g) Coordinate shared needs of Councils on tasks made more efficient and cost effective undertaken together, or by NACDD.
- h) Educate Councils about leadership transition and succession planning.



### Tasks include...

1. Develop tools to support succession planning.
2. Provide an Annual Conference for education and engagement of NACDD stakeholders.
3. Hold an Executive Directors Leadership Summit annually to explore trends and best practices.
4. Provide technical assistance through the ITACC program.
5. Create a database of stakeholder experts, programs, data, and legislative efforts within the DD Network.
6. Provide Councils with information on federal and national foundation grant opportunities.
7. Coordinate Council prioritizing of Core Stakeholder Information list and development of those materials from existing Council that can be used as template across Councils.
8. Develop translations of basic stakeholder materials into additional languages.
9. Develop national awareness campaigns for Council adaptation and use.



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## **Goal #6: NACDD is a Driver** **Expanding NACDD's Capacity** to achieve its goals.



### Success Indicators include...

Increase in overall effectiveness of NACDD's...

- |                              |                                     |
|------------------------------|-------------------------------------|
| 1. Governance                | 4. Internal/External Communications |
| 2. Administration/Operations | 5. Fundraising/Development          |
| 3. Programs/Services         |                                     |

### Strategies include...

- a) Maintain leadership that reflects the diversity of our stakeholders.
- b) Provide opportunities that develop leadership from within the stakeholder community.
- c) Use best practices for the operations of the board, committees and working groups.
- d) Maintain the highest standards of professional operations and accountability.
- e) Improve outcomes through strategic planning and evaluation.
- f) Effectively communicate with stakeholders.
- g) Provide accessible communications and environments.
- h) Secure increased and diversified financial support.
- i) Use technology to operate efficiently.
- j) Maintain a professional staffing environment.
- k) Maintain sound Human Resources policies and practices.



### Tasks include...

1. Regularly review by-laws, and make recommendations to maintain them.
2. Share and utilize the FY16-18 plan, developing action plans for key strategies, evaluating progress toward goals.
3. Evaluate, document and report on the effectiveness of strategies, programs and projects undertaken.
4. Implement a comprehensive communications strategy and plan.
5. Further develop the NACDD brand.
6. Engage stakeholders using social media.
7. Maintain an informative, up-to-date web site.
8. Develop a media presence as a subject-matter expert, and collaborate with DD Councils on media opportunities.
9. Identify/cultivate individuals with major gifts potential of \$10,000+ with an interest in DD and related issues.
10. Pursue foundation and corporate foundation grants and partnerships.
11. Pursue government grants, where beneficial.
12. Conduct annual audit.
13. Review all contracts and vendors for improved terms, new opportunities.
14. Conduct a technology review and update IT services.