



ARRM

Strategic Plan
FY 2023 to FY 2027

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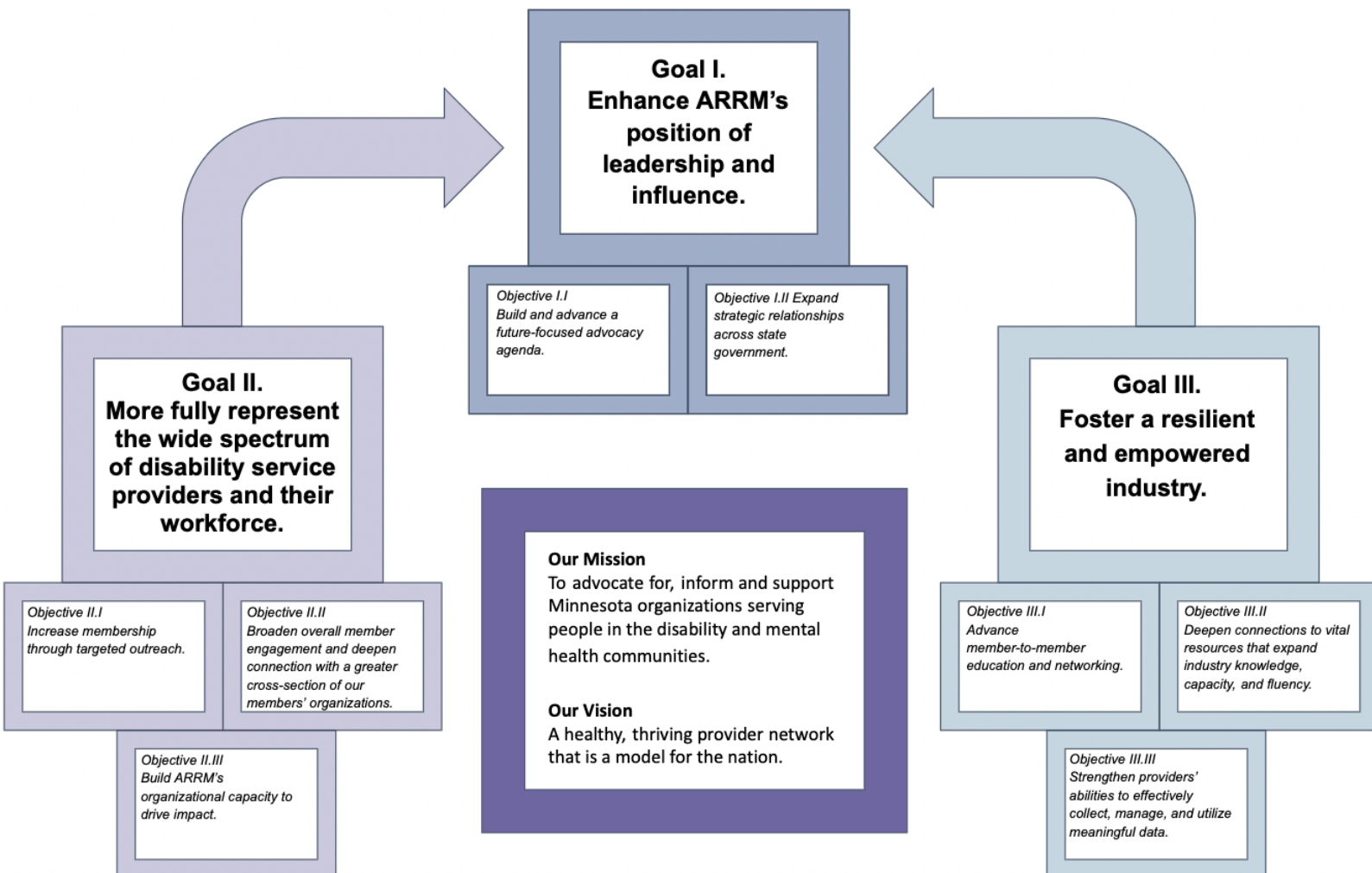
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Overview

This strategic planning process took place from June - December 2022, resulting in a five-year strategic plan that ARRM will engage in from 2023 - 2027. The team that undertook this process consisted of ARRM's Strategic Planning Committee of staff and board members and Creation in Common strategic planning consultants, Carlo Cuesta and Lindsey Burdick.

The plan's creation was informed by an organizational background and financial documentation review, as well as a comprehensive environmental scan data collection process that included an internal survey, member survey, interviews, and stakeholder gatherings.

As a result of these efforts, ARRM developed the following vision statement and impact goals to advance its mission of advocating for, informing, and supporting Minnesota organizations serving people in the disability and mental health communities.



Goal I. Enhance ARRM's position of leadership and influence.

In the 52 years since its founding, ARRM has established itself as an invaluable resource and advocate for disability service providers and a true force to be reckoned with within the legislature. As a primary goal of this strategic plan, ARRM seeks to expand upon this position of leadership and influence. By building and advancing a future-focused advocacy agenda, the Association will fuel this expansion. As a representative of its members' needs, ARRM's attention is understandably drawn to whatever is affecting its membership base at that moment or will in the near future. This dynamic, however, limits its ability to truly turn its eyes to the future and provide leadership in the conversations that are shaping what is in the pipeline for the years to come. ARRM strives to change this dynamic - garnering a stronger voice at the table of conversation where upstream decisions are being made. By resourcing and developing novel ways of engaging with emerging issues, ARRM will create the foundation necessary for this shift in focus. This development will be informed by the critical relationships and partnerships that ARRM has and will foster with other human services organizations, sector healthcare partners, and state government. By looking to the future, broadening and deepening strategic partnerships, and coalition-building around unified platforms, ARRM will bolster its position of leadership and influence - strengthening its place at the table of decision-making and continuing to ensure its members' voices are heard by the people with the power to enact change.

Goal II. More fully represent the wide spectrum of disability service providers and their workforce.

ARRM's member base has substantially grown and evolved over the years, and now encompasses a wider variety of service providers than ever before. ARRM will commit its attention and resources to broaden its advocacy, representation, and programming in order to more holistically serve its diversifying membership. Additionally, ARRM seeks to increase its membership base - moving closer to fully representing the industry's spectrum of provider types, geographical locations, and demographics. However, these efforts are about depth as well as breadth. ARRM will engage and communicate with members in new ways - building relationships deeper into membership organizations and catalyzing fresh opportunities for members to connect with each other, the Association, and grassroots advocacy initiatives. Through increased, diversified revenue streams and additional staffing, ARRM will develop the expanded organizational capacity required to successfully move toward achieving these ambitions.

Goal III. Foster a resilient and empowered industry.

In recent years, the disability services industry has seen an extraordinary amount of change. Though new requirements and legislation aim to increase the quality of health and well-being for individuals served, they have also resulted in additional strain and pressure on a system already buckling under the weight it carries. ARRM can provide support by turning its attention to fostering resilient, sustainable service providers - championing them to develop the necessary capability and capacity to, in turn, create sustainable, thriving environments for their own workforce. ARRM will seek out new ways of facilitating member-to-member connections - supporting them as they empower one another by sharing invaluable expertise and experiences. To bolster knowledge and industry fluency, the Association will build upon existing efforts to increase accessibility and usability of both internally and externally created tools and resources. An area in need of this bolstering is that of data collection, management, and utilization. Expanding legislation and policies requires members to divert increasing amounts of time

and energy to data collection and reporting. To put forth meaningful, usable support, ARRM's response to this will be grounded in building an understanding of members' current capabilities. Comprehensive research also plays a vital role. To ensure it is providing informed, best-practice-based resources and information, the Association will:

- explore data collection and utilization methods that other states and organizations are succeeding with;
- identify and define industry impact indicators;
- Investigate positive and negative consequences associated with cost reporting.

Through these efforts, members will be armed with a vibrant network of communal knowledge and a robust toolbox of capability-building resources, supporting their missions to provide high-quality services.

Impact Goals, Objectives, and Strategic Actions

Goal I. Enhance ARRM's position of leadership and influence.

Objective I.I Build and advance a future-focused advocacy agenda.

Strategic Action I.Ia Develop new ways of engaging with key and adjacent future-focused issues.

Strategic Action I.Ib Increase strategic partnerships and build coalitions across the human service spectrum to advance ARRM's policy positions.

Strategic Action I.Ic Identify and build relationships with potential future sector healthcare partners.

Objective I.II Expand strategic relationships across state government.

Strategic Action I.IIa Increase lobbying and advocacy staff to deepen ARRM's relationship with the governor's office and expand efforts to reach neutral and unaligned legislators and non-partisan staff.

Strategic Action I.IIb Develop engagement strategies that are responsive to the shifting legislative environment.

Strategic Action I.IIc Continue to engage with and strive for an active role within the Waiver Reimagine Advisory Committee.

Successfully achieving this goal will result in ARRM turning its eyes to the future - providing leadership in conversations that shape what is in the pipeline for the coming years and garnering a stronger voice where upstream decisions are being made. Resourcing and developing novel ways of engaging with emerging issues will create the foundation necessary for this shift in focus. By coalition-building around unified platforms and expanding partnerships with other human services organizations and sector healthcare partners, ARRM will strengthen its place at the table of decision-making - helping ensure member voices are heard by the people with the power to enact change.

Indicators of success include

- Hiring an additional policy and advocacy staff member
- Identification of well-defined principles to guide ARRM's actions and positions
- Development of responsive engagement strategies to utilize with the legislature
- Expanded and deepened partnerships with stakeholders, other human services organizations, sector healthcare partners, and state government
- Greater presence and voice within the Waiver Reimagine Advisory Committee

Goal II. More fully represent the wide spectrum of disability service providers and their workforce.

Objective II.I Increase membership through targeted outreach.

Strategic Action II.Ia Engage current members in recruitment and retention efforts.

Strategic Action II.Ib Develop and resource a plan of action to support new and less engaged members.

Objective II.II Broaden overall member engagement and deepen the connection with a greater cross-section of our members' organizations.

Strategic Action II.IIa Define and communicate a "Minimum Call to Action" - responsibilities grounded in opportunity and incentive.

Strategic Action II.IIb Determine meaningful measures of member engagement and how to best utilize them.

Strategic Action II.IIc Find new methods for fostering clear, reciprocal communication between ARRM and the membership.

Strategic Action II.IId Development of industry leadership and succession planning.

Objective II.III Build ARRM's organizational capacity to drive impact.

Strategic Action II.IIIa Clarify ARRM's audience and core value proposition.

Strategic Action II.IIIb Increase revenue through grants, dues, events, and additional income opportunities.

Strategic Action II.IIIc Resource staffing expansion.

Successfully achieving this goal will result in increased member engagement and a more complete representation of the industry's spectrum of disability service provider types, geographical locations, and demographics. Committing attention and resources to broadening advocacy, representation, and programming will allow ARRM to more holistically serve its diversifying membership. Engaging and communicating with members in new ways support the Association in building relationships deeper into membership organizations and catalyzing fresh opportunities for members to connect with each other, the Association, and grassroots advocacy initiatives. Increased, diversified revenue streams and additional staffing will support the expanded organizational capacity required to successfully move toward achieving these ambitions.

Indicators of success include

- Greater member involvement in recruitment efforts
- Membership base growth, especially amongst service providers from currently underrepresented areas of the field
- Relationships with the next generation of leadership within member organizations

- Broader representation of members actively participating in forum discussions, advocacy work, surveys, etc.
- Better defined membership stewardship roles

Goal III. Foster a resilient and empowered industry.

Objective III.I Advance member-to-member education and networking.

Strategic Action III.Ia Expand offerings for member-to-member connection, both broadly and by similarities.

Strategic Action III.Ib Develop systems and processes to better understand and leverage member areas of expertise.

Strategic Action III.Ic Utilize current connection platforms to determine relevant support and educational topics.

Objective III.II Deepen connections to vital resources that expand industry knowledge, capacity, and fluency.

Strategic Action III.IIa Reinvigorate the current resource webpage into a user-friendly, one-stop resource library.

Strategic Action III.IIb Build upon recent efforts to increase access to resources and opportunities for member connection.

Strategic Action III.IIc Continue to seek out and engage in supportive efforts to build a sustainable workforce.

Strategic Action III.IId Strengthen member abilities to effectively communicate with and educate families regarding topics related to industry growth and sustainability.

Objective III.III Strengthen providers' abilities to effectively collect, manage, and utilize meaningful data.

Strategic Action III.IIIa Explore methods that other states are using to successfully collect and utilize data.

Strategic Action III.IIIb Conduct research to identify and define indicators that express the impact of providers' work.

Strategic Action III.IIIc Survey the memberships' current data collection and measurement capabilities.

Strategic Action III.IIIId Investigate the impact of cost reporting.

Successful achievement of this goal will result in resilient, sustainable service providers with the capability and capacity to create sustainable, thriving workforce environments. Seeking out new ways of facilitating member-to-member connections supports members to empower one another by sharing invaluable expertise and experiences. Building upon existing efforts to increase accessibility and usability of both internally and externally created tools and resources lowers barriers to engagement

and helps connect members to a vast wealth of information. By surveying members' current data collection and management capabilities, ARRM will be able to provide responsive, meaningful support to members as they manage growing reporting demands. Comprehensive research also plays a vital role in successful achievement of this goal. Exploring and investigating data collection and utilization methods that other states and organizations are succeeding with, identifying and defining industry impact indicators, and deepening understanding of positive and negative consequences associated with cost reporting will help ensure ARRM is providing informed, best-practice resources and education.

Indicators of success include

- New methods to share processed data with members in engaging, understandable formats
- Research-informed identification and definition of indicators to express the impact of providers' work
- Continued expansion of online and in-person opportunities for professional development and member-to-member networking and education
- Creation of an accessible, searchable tool for members to find and connect with other members

Priority Implementation for Year One

Goal/Objective	Key Activities
Goal I. Enhance ARRM's position of leadership and influence.	
<i>Objective I.I Build and advance a future-focused advocacy agenda.</i>	Strategic Action I.Ib Increase strategic partnerships and build coalitions across the human service spectrum to advance ARRM's policy positions.
<i>Objective I.II Expand strategic relationships across state government.</i>	<p>Strategic Action I.IIa Increase lobbying and advocacy staff to deepen ARRM's relationship with the governor's office and expand efforts to reach neutral and unaligned legislators and non-partisan staff.</p> <p>Strategic Action I.IIb Develop engagement strategies that are responsive to the shifting legislative environment.</p>
Goal II. More fully represent the wide spectrum of disability service providers and their workforce.	
<i>Objective II.I Increase membership through targeted outreach.</i>	Strategic Action II.Ib Develop and resource a plan of action to support new and less engaged members.
<i>Objective II.II Broaden overall member engagement and deepen the connection with a greater cross-section of our members' organizations.</i>	<p>Strategic Action II.IIb Determine meaningful measures of member engagement and how to best utilize them.</p> <p>Strategic Action II.IIc Find new methods for fostering clear, reciprocal communication between ARRM and the membership.</p>

Goal III. Foster a resilient and empowered industry.

*Objective III.I
Advance member-to-member education
and networking.*

Strategic Action III.Ia Expand offerings for member-to-member connection, both broadly and by similarities.

*Objective III.II
Deepen connections to vital resources that
expand industry knowledge, capacity, and
fluency.*

Strategic Action III.IIa Reinvigorate the current resource webpage into a user-friendly, one-stop resource library.

Strategic Action III.IIb Build upon recent efforts to increase access to resources and opportunities for member connection.

*Objective III.III Strengthen providers'
abilities to effectively collect, manage, and
utilize meaningful data*

Strategic Action III.IIIc Survey the memberships' current data collection and measurement capabilities.

Plan Evaluation



Annually

Board of Directors will...

- Review strategic plan progress against success indicators.
- Ensure resources are available for plan implementation and that the operating budget aligns to plan goals and objectives.
- Make and approve plan adjustments.

Staff Leadership will...

- Review plan and identify specific strategic actions to be integrated into the annual work plan for the upcoming year.
- Align annual work plan with annual operating budget to ensure priorities are resourced.
- Provide an overview of work plan priorities to Board of Directors.

Mid-Year

Board of Directors will ...

Receive updates from Executive Director regarding progress on plan implementation.

Quarterly

Staff Leadership will...

- Review success indicators and track progress on plan implementation.
- Set 90-day objectives for plan implementation.
- Make annual work plan adjustments as needed.
- Identify opportunities and challenges to bring to the Board of Directors for consideration.

Monthly

Staff will...

- Review 90-day plan implementation objectives. Identify and delegate specific tasks and activities that advance plan implementation.