

Proposed Disability Rights Iowa Strategic Plan 2023 - 2026

Strategic Planning Committee Report

January 2023

The strategic planning committee of Tiffany, Kevin, Gina, Kyle, Catherine, Cyndy, Katie and Jim is pleased to present the attached strategic plan for your consideration.

Following the November retreat, the committee continued to work with Nachama to revise the strategic plan and review a structure for the implementation and reporting plan proposed by Nachama.

Action requested During the January Board meeting, the strategic planning committee requests that the board review, revise as necessary, and accept the proposed:

- Strategic Plan for Disability Rights Iowa for 2023-2026
- Mission, Vision and Core Values for DRI.
- Template for the Strategic Planning Implementation plan and the requirement for quarterly reporting on the Staff and Board implementation plan.

The proposed strategic plan is attached to this report. The Board will receive the proposed Mission, Vision and Core Values on Tuesday, January 17, 2023. The Board will receive the draft Strategic Implementation Plan during the January Board meeting. Nachama Wilker will provide an overview of the Implementation Plan. Catherine Johnson will facilitate a discussion on the proposed Mission, Vision and Core Values.

The strategic planning committee requests that each board member commit to assisting in the development of the Board's implementation plan by joining one of two subcommittees. Subcommittee one will focus on the outcomes in sections 1 and 3 of the plan and subcommittee two will focus on the outcomes in sections 2 and 4. It is expected that each subcommittee will meet two to three times for 90 minutes each and there will be one meeting with the full board to review the entire implementation plan. Nachama will continue to support the board in your development of the implementation plan. It is anticipated that the Board and the Staff Implementation plans will be submitted to the Board for review, consideration and revisions during the April Board meeting. The anticipated starting date for DRI's Strategic Plan is June, 2023.

Report of our activities: Since the board meeting, the committee has met twice. Working from the documents developed during the retreat, the committee reviewed and revised the desired outcomes and the goal statements to support achievements of outcomes; developed the performance measures further and reviewed the proposed revision to DRI's mission, vision statements and core values. The draft plan developed at the November retreat is available upon request from Katie.

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| Desired Outcomes | Goal Statements to Support Achievement of Outcomes | Performance Measures |
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| <p>1a) lowans have a broader understanding of disability and stigma and the impacts they have on the community.</p> <p>1b) All lowans with disabilities are aware of and clearly understand DRI's services.</p> <p>1c) lowans with disabilities view DRI as welcoming, valuable, and inclusive.</p> | <p>1a1) Increase understanding of, and normalize experience of, disability while reducing/eliminating stigma associated with disability across different cultures.</p> <p>1a2/b1/c1) Improve marketing, social media and other communication tools to normalize experience of disability, fight stigma and clearly communicate DRI services and mission as a disability rights legal advocacy organization, as well as DRI as a welcoming inclusive environment.</p> <p>1b1) Develop and implement statewide outreach plan targeting specific racial, ethnic, and rural communities historically underserved by DRI to increase awareness and understanding of DRI services. In Year I, DRI will focus on the Black and LatinX community. (See Goal 2ai)</p> <p>1b2) Within one year, DRI will establish a process to expand reach in rural Iowa.</p> <p>1b3) In Year three, increased awareness and understanding of DRI services in communities identified in Year II of the plan. (See Goal 2aii)</p> <p>1c1) Intentionally increase board education around the work of DRI to support board members in representing their communities to DRI and DRI to their communities as welcoming, valuable, and inclusive.</p> | <p>1a1a) By the end of Year 1, communication tools developed to meet plan goals.</p> <p>1a1b) By end of Year 1, integrate messaging about normalization and stigma into DRI materials and outreach events.</p> <p>1a1c) By end of Year 1, develop partnerships with disability and other organizations with knowledge of different cultures to normalize disability and reduce stigma.</p> <p>1a1d): By end of Year 2, create and conduct educational or outreach activities aimed at normalizing disability and reducing stigma.</p> <p>1a2a) Increased following on social media platforms including Facebook, Instagram, Twitter, by 10% each year.</p> <p>1a2b) Social media campaigns increased by 10% focused intersectional understanding of disability, disability inclusion.</p> <p>1a2c) Increased participation each year in our virtual, in-person events and readers of our blog.</p> <p>1b1) Track and report DRI's outreach and requests to and from various communities, as well as social media and other marketing campaigns, quarterly.</p> <p>1b2) Process established and implemented to reach out to rural Iowa.</p> |

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| | | <p>1b3) Increase intake requests by 10% each year for assistance coming from targeted racial, ethnic and/or rural communities historically underserved by DRI.</p> <p>1c1) Increasing trend in positive survey results saying that DRI met or exceeded expectations.</p> <p>1c2) Board becomes more engaged through concrete outreach events/activities to communicate DRI's services to various communities.</p> |
| <p>2a) DRI is a trusted ally of historically marginalized populations statewide.</p> <p>2b) DRI's staff and board composition reflect the communities we serve.</p> | <p>2a1) Within twelve months, deepen established partnerships in the Black and Latinx communities demonstrating that DRI is a trusted partner.</p> <p>2a2) Within twelve months identify two additional historically marginalized populations to establish intentional partnerships.</p> <p>2a3) Within 24 months initiate intentional partnerships with goal of establishing strong future partnerships with two populations identified from Year I.</p> <p>2a4) DRI's work demonstrates a focus on client and systems work that has an intersectional impact.</p> <p>2b1) Utilize partnerships to recruit board members from communities not historically represented on the board.</p> <p>2b2) DRI Board recruitment and placement results in greater board diversity.</p> <p>2b3) DRI recruitment and hiring result in greater staff diversity.</p> <p>2b4) Revise the bylaws to ensure stability of the board during transition periods.</p> <p>2b5) Develop a culture of board engagement in the fiscal and programmatic success of DRI.</p> | <p>2a1a) Inventory currently existing partnerships to help identify strategies for success on all three goal statements within six months.</p> <p>2a1b) DRI's clientele and systemic work reflects an increase in partnerships with the Black and LatinX community as well as an increase of at least 10% client service to these communities.</p> <p>2a2) DRI is invited to participate in an increased number of inclusive spaces that serve multi-marginalized groups & individuals.</p> <p>2a3) Inventory currently existing partnerships to help identify strategies for success on all three goal statements.</p> <p>2a4a) DRI staff connect strategic plan to goals and priorities within six months.</p> <p>2a4b) DRI receives an increased percentage of input from individuals discussing intersectional impact as part of its priority-setting process and incorporates input into the goals and priorities.</p> |

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| | | <p>2b1/2a) DRI Board applicant pool and composition moves toward reflecting the communities we serve by at least 10% each year.</p> <p>2b1/2b) By the end of Year 3, DRI Board composition reflect the communities we serve.</p> <p>2b2a) DRI staff applicant pool and composition move toward reflecting the communities we serve by at least 10% each year based on hiring opportunities.</p> <p>2b2b) By the end of Year 3, DRI staff composition reflects the community.</p> <p>2b3) By-laws revised by end of Year 1.</p> <p>2b4) Board engagement demonstrated by active participation in meetings and meeting additional commitments.</p> |
| <p>3) DRI prioritizes systems change advocacy.</p> | <p>3a) Assess agency needs to prioritize systems advocacy with regard to skills, knowledge, technology and additional staff.</p> <p>3b) DRI possesses the resources to successfully engage in the range of systems advocacy available.</p> <p>3c) Iowans understand DRI is prioritizing systemic work over individual advocacy to make the biggest impact.</p> <p>3d) Develop and produce readily available, accurate, and robust resources (in accessible formats/languages) for information referrals and self-advocacy to support individuals that do not fit into DRI's priorities.</p> <p>3e) DRI advocacy is focused on systems change.</p> | <p>3a1) Within six months of passing the plan, DRI will develop clear understanding of our current or previous tools, range and capacity for systems work, what we have capacity to manage and what we want to develop.</p> <p>3a2) Develop plan and timeline to acquire identified needed skills, technology, and additional staff by end of Year 1.</p> <p>3b1) By end of Year II and III, demonstrate process to obtain identified additional capacity.</p> <p>3b2) DRI established relationships with other organizational partners that could be sources of potential plaintiffs, resources, or act as co-counsel.</p> |

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| | | <p>3b3) DRI has a process to identify and act on systemic issues.</p> <p>3c1) DRI outreach and communications from board and staff incorporate the message of the need for systems change and its impact on DRI services.</p> <p>3d1) Number of self-advocacy materials and resources for individuals who do not fit into DRI priorities grow by 10% each year.</p> <p>3e1) Systemic activity measured in collective staff hours across the agency increases by 15% each year.</p> |
| <p>4) DRI develop and maintain new and consistent unrestricted revenue streams.</p> | <p>4a) Create or develop existing 2-3 donor funding streams to support work DRI could otherwise not do.</p> <p>4b) Explore additional grants that DRI is not receiving to support strategic priorities.</p> <p>4c) Do a yearly event that is available for CLE and CEU credit for a fee to create a revenue stream.</p> | <p>4a/b1) By the end of Year 1, identify and apply for 2-3 new funding streams and/or additional grants.</p> <p>4a/b2) Clarify roles for board and staff in developing revenue streams.</p> <p>4a/b3) By end of Year 2, create at least 2 new funding streams to support at least one new staff person to conduct work DRI could otherwise not do.</p> <p>4a/b4) By end of Year 3, create a third new funding stream to bring in enough support for at least three to five new FT staff members and ability to expand office space as needed.</p> <p>4c1) By end of Year 1, identify event that DRI could conduct for CE credits and fee.</p> <p>4c2) By end of Year 2, conduct event and by the end of Year 3, conduct event again with an increase of 20% in revenue.</p> |