EXECUTIVE SUMMARY

The Board and Staff have developed this strategic plan with the assistance of Jason Piasecki of Revel. Revel provides marketing and branding services to Disability Network West Michigan. The plan provides Disability Network West Michigan with a three-year road map for services and organization development. The board will review progress via the agency dashboard and update the plan as needed.

The plan was developed with direct involvement of the board, leadership team and staff of Disability Network West Michigan. The team included eight board members and 12 staff members. Two board member and three staff members were former consumers of the organization. A ½ day work session of the board and leadership staff took place followed by a work session with the board, leadership team and staff. A second ½ day work session was conducted by the staff providing important support and analysis to complete the plan.

Jason Piasecki of Revel facilitated the planning process based on the principles as introduced by Simon Sinek, “Start with Why.” Jason introduced the Golden Circle.

The Golden Circle

![Golden Circle Diagram]

The answers to the questions of “Why we do what we do,” “How we do what we do,” and “What we do,” set the context for what is in the strategic plan, mission, vision and values statements.

ELEVATOR PITCH

People with disabilities face far too many barriers to living independently in an inclusive and accessible community. At DNWM we work hard to knock down those barriers. It isn’t our job to tell people with disabilities what to do; we believe people with disabilities are the best experts on their lives. To that end our staff members who also may be disabled offer comprehensive services and information to encourage others to lead self-determined lives.
BOARD AUTHORIZATION OF STRATEGIC PLAN

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MISSION STATEMENT

Be the driving force to advocate for accessible and inclusive communities where people with disabilities live independently.

VISION STATEMENT

Disability Network West Michigan will advocate and work toward a fully inclusive and accessible community.

VALUES

- Advocacy
- Collaboration
- Self Determination
- Inclusion
GOALS & STRATEGIES

The strategic direction and goals included in this plan are DNWM's response to its understanding of what its consumers' value most about the organization, and current opportunities and challenges for offering a high quality support in the community for people with disabilities.

The three-year period of this strategic plan will be a time of assessing and deepening DNWM's approach to its work. Concurrently, DNWM will take more of a leadership role in working with a broader array of community resources and it will explore actively engaging more volunteers.

With a fresh perspective on its mission, understanding what it does well, and the environment in which it operates, DNWM will pursue the following strategic direction:

Strategic Priority #1 – Known in and provide services in all counties assigned to DNWM

- Be better known and offer services in all 5 counties that we serve
- Collaborate with all
- Increase the numbers of consumers served
- Promote our good work
- All counties aware of our services
- In 1 – 3 years all human service agencies in the counties we serve will be made aware of the services provided by DNWM
- Partner with all chambers

Strategic Priority #2 -- Improve systems advocacy

- Increase and promote system advocacy in municipalities for universal design
- Promote Inclusive & Accessible Communities (Access for all)
- Break down system barriers
- Work to improve employment opportunities for individuals with disabilities

Strategic Priority #3 - Achieve and maintain financial stability

- Increase steady and sustainable funding
- Insure agency financial stability

Strategic Priority #4 - Provide consistent, accessible, quality services and information

- Provide quality services to those who inquire
- Provide a consistent message
- Have available easily accessible information
- In 1 – 3 years and as additional changes are created, adopt and get comfortable with the SPIL
- In 1 – 3 years develop ongoing professional development opportunities for all staff
  - Includes goal setting, documentation, job descriptions, and possibly modules with an evaluation tool attached
UNDERLYING ASSUMPTIONS

All of DNWM's services and the way it goes about its work are based on fundamental beliefs of the best way to support people with disabilities. DNWM believes:

- **All people** have equal rights and opportunities for all; no segregation by disability type or stereotype.
- **Advocacy** - Systemic, systematic, long-term, and community-wide change activities are needed to ensure that people with disabilities benefit from all that society has to offer. Supporting consumers and their families in their own advocacy efforts will yield long term improvements in their quality of life.
- **Consumerism** – A person ("consumer") using or buying a service or product decides with is best for him/herself.
- **Self Determination** - People thrive when they make their own choices and people with disabilities are capable of and have the right to make their own decisions. We listen when people with disabilities speak for themselves.
- **Self Help** - People learn and grow from discussing their needs, concerns, and issues with people who have had similar experiences; "professionals" are not the source of help provided.
- **De-institutionalization** - No person should be institutionalized (formally by a building, program, or family) on the basis of a disability.
- **De-medicalization** - Individuals with disabilities are not "sick" as prescribed by the assumptions of the medical model and do not require help from certified medical professionals for daily living.
- **Peer role models** - Leadership for independent living and disability rights is vested in individuals with disabilities (not parents, service providers or other representatives).
- **Barrier-removal** - In order for civil rights, consumerism, de-institutionalization, de-medicalization, and self-help to occur, architectural, communication and attitudinal barriers must be removed. People with disabilities deserve the same opportunity to participate in their community as other people including equal access to transportation, education, jobs, medical care, recreation and housing.
- **Consumer control** - The organizations best suited to support and assist individuals with disabilities are governed, managed, staffed and operated by individuals with disabilities.
- **Cross-disability** - Activities designed to achieve the first five principles must be cross-disability in approach, meaning that the work to be done must be carried out by people with different types of disabilities for the benefit of all persons with disabilities.
CUSTOMERS

DNWM exists to support people with disabilities to have inclusive, accessible and independent lives. These individuals are the organization's "primary customer."

The supporting customers of DNWM are

- Bureau of Services for Blind Persons
- Michigan Rehabilitation Services
- Community Mental Health
- Social Security Administration
- Disability Network / Michigan

Strategic Direction

DNWM will explore the feasibility of expanding the organization's visibility in the community and making greater use of volunteers. The organization will explore developing and supporting a network of volunteers, being more active and visible in a wide range of community initiatives, highlighting the positive role that people with disabilities are playing in the community and creating strong supporters for independent living, inclusion and accessibility throughout the broader community.

DNWM will take a leadership advocate role in working with a range of community organizations and businesses to identify and knock down barriers to independent living, inclusion and accessibility.

DNWM will emphasize building its discretionary financial resources to invest in providing quality services. This includes building the endowment and establishing a maintenance fund to take care of our property assets (i.e. computer equipment, portable ramps).

DNWM will review and deepen its existing direct supports and services over time to ensure that they are state-of-the-art for working effectively with youth and adults with disabilities. The model emphasizes consumer decision-making and community participation and inclusion. DNWM is committed to ensuring that all of its programs are exemplary.
**Strategic Action Plan**

In order to pursue the strategic direction described above, DNWM will fulfill the following goals and objectives.

**Goal:** DNWM will be known and provide services in all five assigned DNWM counties

**Objective(s):**

- Increase the number of consumers in all programs and services over three years
  - # & location (zip code) receiving employment navigation
  - # & location (zip code) of individuals employed
  - # of youth & location (zip code) that receive transition support
  - # & location (zip code) receiving independent living skills support and training
  - # & location (zip code) receiving peer support
  - # of individuals transitioned from a nursing home to community living
  - # & location (zip code) receiving information and referral
  - # & location (zip code) of individuals receiving B S & A services
  - # & location (zip code) of individuals receiving support for individual advocacy
  - # & location (zip code) of individuals receiving support for systems advocacy

- Increase the number of businesses and government organizations that are aware of DNWM services over three years
  - # of businesses that request accessibility reviews
  - # of businesses that request inclusion and awareness training
  - # of businesses that request presentations, booths or other events
  - # of staff members serving on boards throughout the region where DNWM serves
  - # of businesses that attend employment inclusion summit
  - # of businesses that attend the annual resource fair
  - # of nursing facility outreach events

**Goal:** DNWM will improve systems advocacy

**Objective(s):** Increase the DNWM advocacy footprint

- # of public advocacy events, local commission meetings, public hearings
- Host (1) one legislative breakfast
- Attend DNWM legislative action day
- Schedule time to connect with local legislators (ie office hours, events)
- Offer advocacy training for consumers two times per year in each county
- All employees will attend at least one advocacy training per quarter
- All employees will receive training on the top disability agenda advocacy issues (ie. Transportation, housing, accessibility)
- DNWM will develop advocacy teams for each issue and develop advocacy action plans for each identified area (i.e. transportation, housing, accessibility)
- All employees will be encouraged to sit on and participate in boards throughout the community
Goal: Achieve and maintain financial stability

Objective(s):
- Maintain three (3) months of operating reserve
- Performance to budget will be with +/- $3000
- Build the core management team to support internal and external leadership
- Strengthen board governance and align structure with direction of the organization
- Maximize earned income opportunities
- Secure contributed financial resources for future sustainability

Goal: Provide consistent, accessible, quality services and information

Objective(s): Develop evaluation systems for continuous improvement
- Develop a monthly quality assurance system, including case reviews led by peers
- Measure consumer satisfaction at the beginning, middle and end of service
- Provide development opportunities for all team members
- Provide forum and opportunity for all staff to devise their own professional development plan
- Provide comprehensive orientation to all staff members
- Provide comprehensive core service training to all staff and board members

Strategic Action Plan Focus by Year

The following is a summary of the anticipated major focus of activities by goal (in addition to on-going operations) for DNWM Board of Directors and staff in each year of the strategic plan.

<table>
<thead>
<tr>
<th>Year</th>
<th>Summary of Activity</th>
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<tbody>
<tr>
<td>1</td>
<td>Expand our reach — Be known in more places by more people, increase our advocacy, achieve and maintain financial stability, provide consistent accessible quality services and information</td>
</tr>
<tr>
<td>2</td>
<td>Expand our advocacy — Consider implementation of ACCESS FOR ALL Campaign; improve revenue</td>
</tr>
<tr>
<td>3</td>
<td>Expand our programs and services</td>
</tr>
</tbody>
</table>
Implementation
  o Organizational structure
    o The Executive Director will lead the leadership team of the organization; it is comprised of 50% of individuals with disabilities. The team meets on a weekly basis and routinely reviews the strategic plan as well as work plan, budget, quality reviews, standard operating procedures and policies.
    o The Deputy Director leads weekly service specific work teams such as employment services, work services, and core services. The teams share and review work product, best practices, quality issues and problem solve issues as they arise in each area.
    o The staff members contribute data via the organization dash board. The dashboard captures all goals and objectives as detailed in this strategic plan and the work plan as submitted to the State of Michigan.
    o All work and services are captured in the Net CIL data base.
  o Board committee structure
    o The board is comprised of two committees, the Administration & Finance committee and Program Committee.
    o The Administration and Finance Committee meet every month prior to the regular board meeting; the committee reviews monthly financial reports, policies and procedures, development activities, and conducts the executive director evaluation.
    o The program committee meets on an as needed basis to assist with the development of programs, services, events, fundraising and marketing.