

# Coalition of Texans with Disabilities

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## 1994-99 STRATEGIC PLAN WITH COMPLETE LIST OF TACTICS AND TIMELINES DEVELOPED BY SMALLER GROUPS

### MISSION STATEMENT

The Coalition of Texans with Disabilities is a statewide coalition of individuals and organizations controlled by Texans with disabilities representing cross-disability needs and working together to eliminate all barriers to equal and full participation in life.

VISION 1 -- STRONG, EFFECTIVE LEADERS PROVIDE DIRECTION AND SUPPORT AT STATE AND LOCAL LEVELS.

#### \*Strategies:

- A. Investigate the successful leadership development programs of other organizations.

#### \*Tactics

- |          |   |
|----------|---|
| 12/31/93 | Identify other organizations.   |
| 1/31/94  | Contact other organizations. Request copies of leadership development programs. |
| 3/31/94  | Borrow leadership development person from other organizations (members or not). |
| 5/31/94  | Evaluate leadership development plans.  |
| 8/31/94  | Write our leadership development plan drawing from theirs.                      |
| 9/31/94  | Copyright our plans.  |
| 11/1/94  | Sell leadership development plan to as fundraiser.                              |

B. Identify potential leaders from the membership and community.

\*Tactics

- 9/31/93 Contact established leaders to identify new contacts for leadership potential.
- 12/31/93 Get a list of the Board of directors of all CTD member organizations.
- 1/31/94 Establish written contact with boards of directors of member organizations.
- 1/31/94 Develop news release to be inserted in organizations' newsletters.
- 3/31/94 Send out CTD mailing announcing training.
- 6/31/94 Follow-up expressed interest in CTD with personal contact from area CTD board members.
- 6/31/94 Develop contact log for board members to be turned into committee chair.

C. Implement a targeted leadership program for CTD leaders.

\*Tactics

- 7/15/94 Establish a pool of prospective trainees.
- 1/31/94 Review leadership development criteria of ARC, UCP, DD Council, etc.
- 3/31/94 Develop criteria for selection of leadership participants.
- 3/31/94 Develop an application incorporating that criteria for leadership training.
- 3/31/94 Sell the benefits of CTD as a cross disability advocacy organization in a cover letter that will accompany application.
- 5/31/94 Disburse applications through mailings, newsletter articles, etc (see if we can get the DD Council or TRC mailing list)
- 7/15/94 Screen applicants RE: criteria.
- 9/15/94 Contact trainees.
- 12/31/94 Gain written commitment from applicants to attend all training and build CTD.

■ VISION 2 -- CTD HAS STABLE AND DIVERSIFIED FUNDING SOURCES SUFFICIENT TO IMPLEMENT THE MEMBERSHIP'S STRATEGIC PLAN.

\*Contradictions

Governmental Deficits

No "Brick and Mortar"/CTD is not a service provider

Not a single issue group

Competition

Fundraising Know-how

Contacts

Apathy/Commitment

Leadership

Imagination

\*Strategies:

- A. Adopt a 1994 one year budget at November 1993 Delegates Assembly.
- B. Adopt a strategic budget with 5-year budget needs projections by June 1994. (Earl & Dave)
- C. Implement a Targeted Solicitation Plan.

\*Tactics

- |          |  |
|----------|--|
| 9/15/93  | Top Austin Medicaid providers identified.  |
| 9/15/93  | Targeted Solicitation Training program developed with assistance from consultant.                        |
| 9/15/93  | Consultant and Director develop dialogue for test targeted solicitation in Austin.                       |
| 9/24/93  | Director and 2 members of Strategic Planning Committee conduct test fundraising with three corporations. |
| 10/15/93 | Top state Medicaid providers identified.   |
| 10/15/93 | Director compiles target fundraiser list for Austin.   |
| 11/6/93  | At least one fundraising leader from each delegate organization committed to participate.                |
| 11/7/93  | Targeted Solicitation Training conducted at Delegates Assembly by Consultant and Director.               |

■ VISION 3 -- CTD'S MEMBERS COMMUNICATE AND SHARE NEEDS, GOALS AND HUMAN RESOURCES.

\* Contradictions

Language Barriers  
Cultural Barriers  
Funds/Staff/Volunteers  
Leadership  
Membership Commitment

Note: Our assumption is that board subcommittees and established workgroups will work to facilitate completion of goals on schedule.

\*Strategies

A. Implement organizational systems to promote effective information sharing.

\*Tactics

11/94

Build and implement a phone network to provide as many people as possible information necessary to facilitate action on immediate issues. Announce at 93 Delegates Assembly; Phase in development; Complete by 11/94.

Identify contact lists for primary and secondary leaders in key areas of the state that includes as many legislative districts as possible.

Primary and secondary leaders will in turn be responsible for developing local contact lists.

Individuals in the phone network will each be responsible for calling five individuals. If phone tree is not working, replace weak links.

11/93

CTD member organizations place CTD information in newsletters/mail-outs and vice versa.

Phone through membership list to identify who has regular publications, and who is willing to submit articles to CTD and/or print CTD articles in their newsletters. Establish key contacts.

- 11/94 Identify number and location of Spanish speaking constituents.
- 2/95 Identify materials most requested by Spanish speakers. Determine what materials could be the most beneficial. What medium can be used to convey the material?
- 11/95 Identify strategic places to place brochures.
- 11/95 Produce materials in Spanish and distribute.

C. Develop state and local level leadership to "staff" organizational communication system.

\*Tactics

- 2/94 Establish standard "operating procedures" to guide the local leaders in their efforts.
- 2/94 Identify two leaders from each member organization to serve as liasons to CTD.
- 2/94 Call each individual member organization and receive recommendations.
- 2/94 Identify one local leader/organizer to serve as CTD on-site organizer.
- 11/94 Local leaders begin to hold cross-disability strategy meetings on issues and communicate between organizations. Share media contacts, ideas, etc.

Organizations communicate through teleconferences. (For example, the same kind of system employed by the President's Committee to identify needs and primary issues of organizations across Texas.)

Staff Information and Referral Person on basic issues/ legislative lines.

Research available resources including the possibility of a student intern, VISTA volunteer programs, volunteer programs for older citizens, grants, etc.

™ VISION 4 -- CTD IS RECOGNIZED AS THE MOST INFLUENTIAL ADVOCACY FORCE FOR TEXANS WITH DISABILITIES.

\*Contradictions:

Leadership  
Recognition  
Membership  
Competition from Others  
Issue Conflicts  
Money  
Time  
Multiple Priorities  
Non-Involvement in Elections

\*Strategies

A. Create an advocacy committee to do the work.

\*Tactics

|       |  |
|-------|--|
| 11/93 | CTD Board appoint an Advocacy Workgroup representative of the membership of CTD.   |
| Ongng | Workgroup meet regularly to plan, work on and evaluate progress on the platform, implementing the platform, advocacy training, evaluation, and communication of successes. |
| Ongng | Workgroup develop an action plan for each tactic in each strategy.   |
| Qrtly | Workgroup reports activities to the Board quarterly, and to the Delegates Assembly annually.   |

B. Adopt an advocacy platform of three (3) critical, long term, cross-disability, statewide issues.

\*Tactics

|      |  |
|------|--|
| 1/94 | Create or find a survey on advocacy issues for the CTD membership (including review of past issues.) |
| 2/94 | Find out agency and other policy maker time-frames for implementing key service programs.            |
| 2/94 | Adjust CTD time frames to jibe with those of agencies and other policy influencers.                  |

- 5/94 Develop system to ensure messages move through the network.
- 6/94 Schedule four activities CTD membership can take part in to promote the CTD platform.
- 7/94 Review and refine systems and timelines for involving membership and implementing platform.

D. Train public policy advocates.

\*Tactics

- 2/94 Identify advocates from around Texas (look for diversity: minority, sex, economic, etc.) ✓
- 3/94 Get two year commitment from all trainees that they will be effective contact persons for CTD in their communities, and invite them to training. ✓
- 6/94 Develop training on platform issues.
- 6/94 Develop training on platform implementation process.
- 6/94 Develop training on public policy processes (like: state agency rule making, legislative, judicial, etc...)
- 9/94 Schedule and conduct training for a minimum of 20 people per year.

E. Assess success in relation to achieving advocacy vision and where we were before.

\*Tactics

- 5/94 Committee sets bench marks for evaluating effectiveness in furthering the CTD platform and achieving the advocacy vision, like:
  - passed legislation that helps our goals; blocked legislation against our goals; policies, rules & programs that promote goals; CTD membership feels their involvement; etc...
 and evaluate progress by these benchmarks.

Communicate to general public:

- 3/94 Develop or get statewide list of general public media (fax and phone numbers, addresses, and contact people) to communicate CTD's positions and victories (check with TRC and other sources before starting list from scratch.)
- Ongng Nominate CTD for advocacy awards and other recognition by other advocacy groups.
- 5/94 Develop CTD advocacy resume/portfolio to be used by communications, membership and other committees to promote CTD's success, leadership and effectiveness.
- 12/94 Send out at least four press releases on CTD advocacy efforts to general media list.

Communicate to decision makers and key players:

- 4/94 "Fickle Finger of Fate"/Disability Dodos Awards on April Fools Day for those who have worked against CTD goals.
- 11/94 Christmas/Thanksgiving party, with press release, to thank decision makers and other key players who have helped CTD achieve advocacy goals. DO NOT INVITE THOSE WHO HAVE NOT HELPED! (Could by October for elections.)



- C. Propose to 1993 Delegates an individual member dues increase and a dues structure for organization members based on budget.

■ NEXT STEPS

1. Completion and refinement of visions, strategies, tactics and timelines.
2. Development of 1st year action plan.
3. Development of "Plan-Based" Budget.
4. Manpower Assignments
5. Implementation Process for Succeeding Years and Evaluations

■ UNRESOLVED ISSUES

During the strategic planning retreat it became obvious that some long-standing unresolved issues exist. Part of the strategic plan is to deal with these issues by referring them for decision by the CTD Delegates via development of Resolutions by a Resolutions Committee.