

AGENDA DETAILS [Google link for documents](#)

I. RECAP OF LAST SESSION (15 MIN)

II. FEEDBACK ON POSITIONING STATEMENT (20 MIN)

a. Artificial Intelligence-generated example:

The DDCO is here to make a real difference. We work hard to change systems, build capacity, and stand up for individuals and families living with intellectual and developmental disabilities. We believe that every person has the opportunity to create inclusive communities. What sets us apart is our commitment to making a lasting impact on the lives of those we serve.

b. Consultant-generated example:

DDCO provides the platform and tools necessary for Oklahomans with intellectual or developmental disabilities to build their own world. Through advocacy, funding, education and training, and public awareness, they support people and organizations who disrupt the status quo. Led by Oklahomans with intellectual and developmental disabilities, DDCO is uniquely positioned to provide the support needed for success

-----BREAK (15 MIN)-----

III. STAKEHOLDER ASSESSMENT ACTIVITY (45 MIN)

IV. NEXT STEPS (10 MIN)



Developmental Disabilities
Council of Oklahoma



PLANNING SUMMARY REPORT

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DDCO MEMBER AND STAFF PLANNING SESSION

On January 26, 2024, MetaFund facilitated a planning session with the Development Disabilities Council of Oklahoma (DDCO) board and staff consisting of the following activities (see Appendix A for full agenda):

- Review of key informant interview response themes (Appendix B);
- Identification of DDCO customers, and stakeholders;
- Identification of organizations performing similar work in Oklahoma;
- Identification of what makes DDCO unique in comparison to organizations performing similar work in Oklahoma; and,
- Drafting of DDCO positioning statement.

The following summary of the discussion and decision points will be used as a foundation for developing customer and stakeholder engagement strategies and identifying any potential gaps in the DDCO strategic plan.

CUSTOMERS AND STAKEHOLDERS

For the purposes of guiding DDCO planning, these terms were distinguished from one another using the following definitions:

- **Customers** are those individuals or organizations served directly by DDCO; and,
- **Stakeholders** are individuals or organizations not served directly by DDCO, but whose work and mission are affected by the work performed by the DDCO.

DDCO Council members created the following list for each category (Table 1). Services provided directly to customers are categorized across four pillars of work: advocacy, funding, education and training, and public awareness. It should be noted that it is possible for an organization to be a customer for a particular program and stakeholder for another. Also, these lists are not exhaustive; rather, they serve as examples for illustrative purposes.

Table 1
DDCO-Identified Customers and Stakeholders

Relationship to DDCO	Organizations
Customers	Self-advocates Partners in Policymaking students Youth Leadership Forum students Grantees Sooner SUCCESS Oklahomans with an I/DD Families/Caregivers of Oklahomans with an I/DD Industry professionals General public Institutions of Higher Education OUHSC Bird Library Downs Syndrome Association of Central Oklahoma Public education teachers
Stakeholders	Community-based providers General public Caregivers People living with IDD and their families (the community as a whole) Oklahoma Legislature Oklahoma business community/employers Oklahoma State Department of Education Advocacy groups Mental health community

RECOMMENDATIONS

Recommendation 1: Consider whether the general public might be better defined only as a stakeholder (not a customer) given that public awareness efforts, while sometimes directed at the general public, are done for the benefit of and perhaps at the direction of Oklahomans with intellectual or developmental disabilities and their families/caregivers. DDCO provides a platform for individual and collective voice and visibility.

Recommendation 2: Continue to refine the distinction between customers and stakeholders.

UNIQUE VALUE OF DDCO

DDCO members and staff identified the following Oklahoma organizations (n=24) doing work similar to that of DDCO (Table 2).

Table 2
Organizations Performing Similar Work

Advocacy	Funding	Education & Training	Public Awareness
ARC of Oklahoma	Oklahoma Family Network	Down Syndrome Association of Central Oklahoma	Down Syndrome Association of Central Oklahoma
OUHSC Center for Learning and Leadership	Pervasive Parenting Center	OHS Developmental Disability Services	OUHSC Center for Learning and Leadership
Oklahoma Disability Law Center	Oklahoma State Department of Education	OUHSC Center for Learning and Leadership	Oklahoma Disability Law Center
People First Industries	Donna Nigh Foundation	Oklahoma Disability Law Center	People First Industries
Autism Foundation of Oklahoma	Inasmuch Foundation	People First Industries	Oklahoma Parents Center
Autism Oklahoma	Sarkeys Foundation	Autism Foundation of Oklahoma	Autism Foundation of Oklahoma
Association of People Supporting Employment First	Oklahoma Rehabilitation Council	Oklahoma Department of Rehabilitation Services	Oklahoma Department of Rehabilitation Services
Oklahoma Family Network		Association of People Supporting Employment First	Provider agencies
Sooner SUCCESS		Sooner SUCCESS	Sooner SUCCESS
Oklahoma Parents Center		Oklahoma Parents Center	Pervasive Parenting Center
Oklahoma Office of Disability Concerns		Pervasive Parenting Center	Oklahoma Autism Network
Oklahoma Rehabilitation Council		Oklahoma Autism Network	Oklahoma Autism Network
		Oklahoma State Department of Education	Special Olympics
		Oklahoma institutions of higher education	Oklahoma institutions of higher education
		Oklahoma Office of Disability Concerns	

DCCO members and staff did not identify any organizations addressing all four DCCO pillars, and only identified 29 percent of the self-generated list as addressing three pillars. An additional 38 percent address two pillars and 33 percent address only one pillar.

Three pillars (n=7, 29 percent):

- OUSHC Center for Learning and Leadership (*Advocacy, Education & Training, Public Awareness*)
- Oklahoma Disability Law Center (*Advocacy, Education & Training, Public Awareness*)
- People First Industries (*Advocacy, Education & Training, Public Awareness*)
- Autism Foundation of Oklahoma (*Advocacy, Education & Training, Public Awareness*)
- Sooner SUCCESS (*Advocacy, Education & Training, Public Awareness*)
- Oklahoma Parents Center (*Advocacy, Education & Training, Public Awareness*)
- Pervasive Parenting Center (*Funding, Education & Training, Public Awareness*)

Two pillars (n=9, 38 percent):

- Association of People Supporting Employment First (*Advocacy, Education & Training*)
- Oklahoma Family Network (*Advocacy, Funding*)
- Oklahoma Office of Disability Concerns (*Advocacy, Education & Training*)
- Oklahoma Rehabilitation Council (*Advocacy, Funding*)
- Oklahoma State Department of Education (*Funding, Education & Training*)
- Down Syndrome Association of Central Oklahoma (*Education & Training, Public Awareness*)
- Oklahoma Department of Rehabilitation Services (*Education & Training, Public Awareness*)
- Oklahoma Autism Network (*Education & Training, Public Awareness*)
- Oklahoma Institutions of Higher Education (*Education & Training, Public Awareness*)

One pillar (n=8, 33 percent):

- ARC of Oklahoma (*Advocacy*)
- Autism Oklahoma (*Advocacy*)
- Donna Night Foundation (*Funding*)
- Inasmuch Foundation (*Funding*)
- Sarkeys (*Funding*)
- OHS Developmental Disabilities Services (*Education & Training*)
- Provider agencies (*Public Awareness*)
- Special Olympics (*Public Awareness*)

In comparison to the organizations listed above, DDCO members and staff identified the following areas in which they offer unique value for their customers and stakeholders:

- **Level of change:** DDCO is focused on systems-level change
- **Vantage point:** DDCO has a bird’s eye view of state
- **Role:** DDCO provides an indirect service through capacity building. The “build the army” of advocates and professionals.
- **Scope:** DDCO’s scope is more comprehensive in that they address four pillars.
- **System financing:** DDCO provides financing for many of the identified organizations.
- **Representation:** The Council is very inclusive of lived experience beyond most other organizations.

RECOMMENDATIONS

Recommendation 1: Consider whether the Oklahoma Department of Rehabilitation Services (OKDRS) might in some way address all four of the DDCO pillars. If yes, or if other organizations are later determined to address all four pillars, DDCO should further define how they are distinguishable from OKDRS or other such entities.

Recommendation 2: Continue to add to and refine the list of organizations performing similar functions.

POSITIONING STATEMENT

A positioning statement is typically created for internal purposes and should provide a description of an organization’s customers and the unique value they offer to their customers. The following draft position statements were created based on DDCO customer, stakeholder, Council member, and staff input and should be reviewed, discussed, and refined as necessary.

Artificial Intelligence-generated example provided during the Council session:

DDCO is here to make a real difference. We work hard to change systems, build capacity, and stand up for individuals and families living with intellectual and developmental disabilities. We believe that every person has the opportunity to create inclusive communities. What sets us apart is our commitment to making a lasting impact on the lives of those we serve.

Consultant-generated example:

DDCO provides the platform and tools necessary for Oklahomans with intellectual or developmental disabilities to build their own world. Through advocacy, funding, education and training, and public awareness, they support people and organizations who disrupt the status quo. Led by Oklahomans with intellectual and developmental disabilities, DDCO is uniquely positioned to provide the support needed for success.

RECOMMENDATIONS

Recommendation 1: Review and refine positioning statement using plain language. ensure it includes the population you serve, how you serve them, why you serve them, and how you are different from others providing similar services. If an outsider read your positioning statement, would they know it was DDCO (after some marketing/promotion by DDCO)?

Recommendation 2: Confirm DDCO's owner. An owner is distinct from a customer or stakeholder. Owners are those individuals to whom DDCO is ultimately accountable to, and for whom they are providing representation in their role as council members. There are legal definitions and obligations under which DDCO operates, and technically, as a state entity, taxpayers are DDCO's owners. However, it seems beneficial to talk about ownership more narrowly such as "Oklahomans with intellectual or developmental disabilities." It is from this perspective that the second positioning statement example is written.

CONCLUSION

DDCO members and staff are asked to review this report and to provide feedback on the positioning statement in advance of the next planning session (date to be determined) with the consultants. The session will begin with a recap of the recommendations outlined above and reaching consensus on a working positioning statement, followed by co-creating and refining strategies for engaging with customers and stakeholders.

In addition to the next planning session, the Scope of Work includes time for the consultants to assess and make recommendations for alignment of the positioning statement with strategic plan, operations, performance tracking and utilization, and communications. Finally, an

additional session is to be convened to train DDCO staff on methodologies for evaluating and reporting on indirect outcomes associated with their work and investments.

Given the challenges that DDCO has encountered with scheduling sessions since January 26, 2024, it is recommended that the Scope of Work be revised to extend the timeline for completion. This will be necessary to ensure sufficient time for the remaining work which was to take place over a four-month period. Alternatively, DDCO might consider revising the expected work and deliverables if a June 2024 completion date is preferred.

APPENDIX A

DDCO PLANNING SESSION AGENDA

JANUARY 26, 2024

I. INTRODUCTION (15 MIN)

II. INTERVIEW SUMMARY REPORT (30 MIN)

a. Overview of report

b. Group discussion

----- BREAK (15 MINUTES) -----

III. CUSTOMER VS. STAKEHOLDERS (30 MIN)

a. To whom do you provide direct service/programming?

b. Who is affected/impacted by the work you do?

IV. POSITIONING STATEMENT (45 MIN)

a. Who does similar work to the DDCO in Oklahoma?

b. Where does the work overlap?

c. What additional value does the DDCO bring

APPENDIX B

KEY INFORMANT INTERVIEWS

INTRODUCTION

The Developmental Disabilities Council of Oklahoma (DDCO) was established through an Executive Order by Governor David Hall in 1973 and has received reauthorization from every governor since. Federally authorized by the Developmental Disabilities Assistance and Bill of Rights Act of 2000, the Council operates administratively within Oklahoma Human Services, its designated state agency (DSA).

DDCO is dedicated to advocating for quality services and programs that empower individuals with developmental disabilities to achieve increased independence, productivity, and integration into the community.

While not directly providing services, the Council has played a crucial role in supporting thousands of Oklahomans in living, learning, working, and participating in the community of their choice.

DDCO completed a five-year state plan spanning from 2022 to 2026 to increase advocacy and education for community members and state officials about DDCO and developmental disabilities in general, increase public awareness about DDCO, and increase the quality of life across the lifespan for those with developmental disabilities.

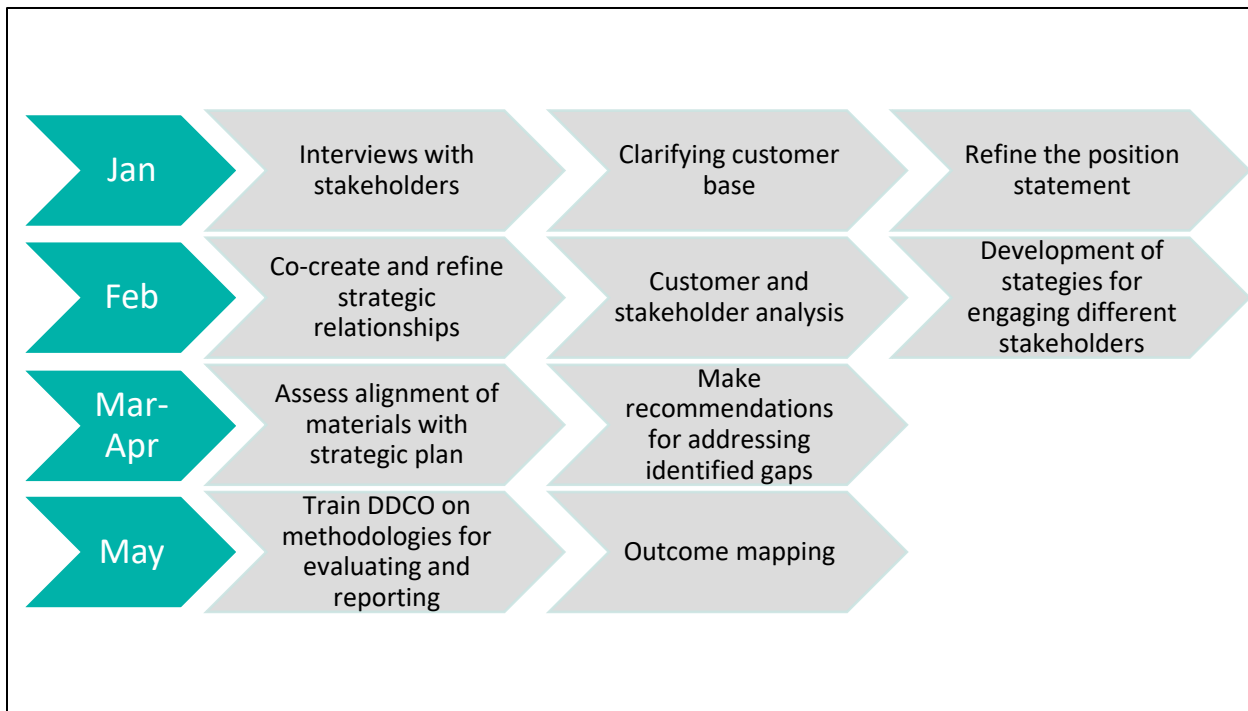
To complement this five-year plan, DDCO engaged with MetaFund for the following Scope of Work (Figure 1):

DDCO MISSION

The mission of the Developmental Disabilities Council of Oklahoma is to advance communities where everyone has the opportunity to live, learn, work, and play where they choose. The Council builds partnerships to change systems to improve services, resources, and supports for Oklahomans with developmental disabilities and their families.

- 1) Clarify DDCO's unique role and value (positioning statement) relative to their customers and stakeholders;
- 2) Assess and potentially refine DDCO's strategies for customer and stakeholder relationships and engagement;
- 3) Ensure alignment of DDCO's unique role and strategic relationships with their five-year plan and external communications; and,
- 4) Train DDCO on performance measurement and reporting processes that accurately reflect the outcomes produced by their work.

Figure 1: Scope of Work and Timeline



OVERVIEW OF INTERVIEW RESPONSES

Nine interviews were conducted from November 1, 2023, to December 18, 2023, engaging a variety of DDCO customers and stakeholders, including Council members, partner organizations, and self-advocates (Table 1). One interview was conducted with two participants from the same organization to accommodate their schedules. Their responses were combined to represent one organization. To protect confidentiality, participants were grouped into a

singular category to prevent disclosure of their identities. Almost all interviewees had multiple and long-standing connections with DDCO.

Table 1

DDCO Interview Affiliation and Location of Service or Residence (n=9)*				
Affiliation	Statewide	Metro	Rural	Grand Total
Council Member		2	1	3
Administration		2	1	3
Partner Org	6			6
Employment	2			2
Healthcare	2			2
Quality Assurance	2			2
Grand Total	6	2	1	9

**One interview had two participants from the same organization. Their responses were combined to represent one organization.*

Multiple rounds of coding were conducted to group responses into common themes identified by at least one-third of interviewees responding to the question. Some methodological limitations should be noted for this report. Interview responses to open-ended questions are limited in several respects, including: 1) a respondent may not provide a particular answer to an open-ended question though they might have selected that answer if offered in a set of choices; and 2) the results cannot be generalized. While attempts were made to gather input from key customers and stakeholders with diverse opinions and experiences, the degree to which a view is widely held across a geographic area or population cannot be discerned without additional research (e.g., a follow-up survey).

VALUE TO THE COMMUNITY

RELEVANT INTERVIEW QUESTIONS

1. *What problem(s) does DDCO help you solve?*
2. *How would you describe DDCO's role in helping you solve a problem(s)?*
3. *What does success look like if DDCO helps to solve your problem(s)?*
4. *Can you share specific instances where DDCO contributions were particularly valuable?*

Responses to the first four interview questions were grouped together to determine how all nine interviewees perceive the value that DDCO brings to the state (Table 2). The most common response was training and professional development (n=9). All respondents noted some type of training provided by DDCO, and 44 percent (n=4) specifically identified self-advocacy training as a significant value to participants and the broader community.

Table 2

Common Themes	
<p>Value to the Community (n=9) (Q1, Q2, Q3, Q4)</p>	<ul style="list-style-type: none"> • Training/professional development <ul style="list-style-type: none"> ○ Any type (n=9) ○ Self-advocacy (n=4) • Source of funding (n=7) • Representation (n=5) • Collaboration, connections, network, partnerships (n=4) • Family/caregiver support (n=4) • Inclusivity, diversity (n=3)

Almost all interviewees (78 percent, n=7) identified DDCO as an important source of funding for advancing programs, services, policies, and systems serving individuals with developmental disabilities and their families/caregivers. Funding has proven critical for program development, growth, and sustainability. It was noted that DDCO is patient and works alongside grantees as a thought partner to address barriers along the way, resulting in a better overall outcome for the program and those served by the program. Several interviewees expressed the concern that if DDCO ceased to exist, a multitude of longstanding programs serving a substantial number of people with disabilities and their families/caregivers would also disappear.

Representation was also a common response (71 percent, n=5), with DDCO directly providing or indirectly creating opportunities for individuals with developmental disabilities to serve in positions of influence and decision-making to improve awareness of challenges and solutions, change attitudes, and ultimately improve outcomes.

Other common themes illustrating the value of DDCO to the community include its role in building collaboration, partnerships, and connectivity across networks (44 percent, n=4), partnering to increase family/caregiver support (44 percent, n=4), and their inclusivity and diversity (33 percent, n=3).

DDCO excels in knowing and collaborating with experts across community organizations in Oklahoma. This strategic approach enables DDCO to bring together the right professionals, fostering an environment where diverse expertise converges to address complex issues. This recognized ability to navigate expert networks and cultivate high-quality relationships positions DDCO as a key facilitator for driving meaningful change.

Inclusivity was referenced in a variety of ways. Some interviewees highlighted DDCO's commitment to inclusivity across the entire lifespan and the dedication of funding to programs and services that benefit those age ranges. Another example is the exploration of the impact of intersectionality, or the overlapping of various social identities such as, but not limited to, race, gender, sexual orientation, and socio-economic status. Finally, inclusivity also meant efforts to address many different types of disabilities.

Finally, it should be noted that two interviewees stated their career and/or life trajectory was altered because of their engagement with DDCO, leading to their commitment to serving individuals with developmental disabilities and their families, caregivers, and communities.

"They really look at it through the lens on how it will help people with disabilities.

They are very hands on and inclusive. They think broadly."

PERCEPTION AMONG INTERVIEWEES

RELEVANT INTERVIEW QUESTIONS

- 5. *What words come to mind when you think of DDCO?***
- 6. *What other organizations, if any, are providing the same or similar services?***

7. *What do you feel is unique about the role DDCO plays and/or their value compared to other organizations providing similar services?*
8. *What would be different for you or your organization if DDCO wasn't providing the services you use?*

Responses to interview questions five through eight were grouped together to determine the perception of DDCO among interviewees (Table 3). Common themes mirrored those of the first battery of questions regarding the value of DDCO to the state.

Table 3

Common Themes	
<p>Perception Among Interviewees (n=9)</p> <p>(Q5, Q6, Q7, Q8)</p>	<ul style="list-style-type: none"> Source of funding (n=5) Inclusive (n=4) Collaborator, connector (n=4) Self-empowerment, self-advocacy (n=4) Advocacy (general) (n=4) Training (n=4)

DDCO is most viewed as a source of funding (71 percent, n=5) for aligned organizations working in support of the DDCO mission to advance communities...[such that] everyone has the opportunity to live, learn, work, and play where they choose.

“They give a voice. I love watching the self-advocates continue to grow and do more...whether they are parents or advocates, but particularly the advocates.”

Other recurring views of DDCO were their inclusivity, focus on self-empowerment and self-advocacy, facilitation of collaboration and connection, and provision and funding support for needed training (44 percent, n=4).

Regarding organizations providing the same or similar services, interviewees noted state government agencies and nonprofit organizations serving individuals with developmental disabilities in some fashion; however, DDCO was perceived as unique considering their full body

of work across the lifespan and ability to fund programs/services, training, research, and advocacy efforts.

PARTNERSHIPS

RELEVANT INTERVIEW QUESTIONS

9. *Do you see opportunities to further partner with the DDCO?*

10. *How do you envision the future of your partnership with DDCO?*

When asked about future partnerships with DDCO, all interviewees responded favorably. However, the capacity of their organization and that of DDCO were noted as significant limitations. The ideas were commonly limited to their current scope of work and when asked how that tied into the five-year strategic plan, work plan, or performance metrics, many of the interviewees were unfamiliar with those materials. All interviewees showed a consensus of wanting to continue a strong partnership with DDCO for many years to come.

RECOMMENDATIONS AND OPPORTUNITIES

RELEVANT INTERVIEW QUESTION

11. *Are there any additional services or features you wish DDCO to provide?*

When asked about additional services or features they would like DDCO to consider, eight interviewees provided recommendations (Table 4) that have been grouped into three categories: processes, products, and public awareness and engagement.

Process recommendations include a desire for improved reporting and financial efficiencies, individualized support for grantees encountering challenges, and improved communication with grantees. It was noted that quarterly reports are tied to strategic plan components that for some grantees may be unrelated to the program or service they provide with DDCO support.

Not only does this make it challenging to respond to the questions, but important bits of information can be missed if they fall outside of the questions asked.

Table 4

Common Themes	
Recommendations and Opportunities (n=8) (Q11)	Processes Efficiencies Grantee support, communication
	Products Pilot programs Models from other states
	Public Awareness & Engagement Visibility Community engagement Marketing, social media

Suggestions for improved communication with grantees include the creation of a regular newsletter and organizing quarterly calls that would bring together all DDCO-funded partners.

The purpose of these engagements would be to provide a platform for partners to succinctly discuss their ongoing projects, share specific needs, and foster a collaborative environment. The anticipated outcome is a reduction in duplicative efforts and redundancies in applications, fostering a more streamlined and supportive network where partners can align their efforts and collectively contribute to shared goals.

Regarding products, ideas include more pilot programs, replication of model programs with success in other states, small grants focused on rural areas, and collaborative efforts with private foundations having similar missions.

"We would like to see...more pilot programs, similar to other disability programs we see in other states."

"A broader message would be helpful. We are not looking to just engage people who are affected or related to someone who is impacted by a disability but move into the general public."

Finally, increased (general) public awareness, visibility, and community engagement across the state were discussed, with specific recommendations for increased focus on traditional marketing and social media strategies. Interviewees stressed the importance of crafting a broader, more encompassing message to the public, aiming to educate them comprehensively about the array of services that DDCO provides. The interviewees expressed that the increased visibility and communication were important to bridge the gap and ensure that the community at large is well-informed about the invaluable resources offered by DDCO.

CONCLUSION

DDCO has earned trust among key customers and stakeholders interviewed for this report and serves a critical capacity- and network-building function necessary for maximizing impact on behalf of individuals with developmental disabilities and their families/caregivers in Oklahoma. Shared understanding, clear communication, and effective execution of their role relative to other organizations and systems serving the same population will drive continued success.

Who is the DDCO customer (direct service) vs. Stakeholder (impact)?

Customer	Stakeholders
Self-advocates - provide the training, mentoring	Community-based provided who provided direct support - some of what the council has done is around awareness, eliminating the "R" word, etc.
Partner/policy students and YLF students (they move into stakeholders) --->	General public - increases community awareness, and influences who they are electing
Grantees	Caregivers - provide respite
Sooner Success	People living with IDD and their families (the community as a whole)
People living with IDD and their families (training)	Legislative
Youth leader	Business community/employers
Professionals (training)	The department of education
General public (from a marketing perspective - example "R" work campaign)	Advocacy groups (Autism Foundation)
Higher education institution - awareness and training (opportunity orange)	Mental health community
Bird Library	State Department of Education
Downs Syndrome - provided training	Not Your Average Joe
Educators (public, all educators)	

Who in Oklahoma does similar things to the DDCO?

Advocacy	Funding (Advocacy capacity building and system change)	Education / Training	Public Awareness
ARC of Oklahoma	Oklahoma Family Network (OFN)	Down Syndrome Association of Central Oklahoma	Down Syndrome Association of Central Oklahoma
Center for Learning and Leadership at OUHSC (CLL)	Pervasive Parenting Center	Development al Disability Services (DDS)	Center for Learning and Leadership at OUHSC (CLL)
Oklahoma Disability Law Center (ODLC)	Oklahoma State Department of Education (OSDE)	Center for Learning and Leadership at OUHSC (CLL)	ODLC (Oklahoma Disability Law Center)
People First Industries	The Donna Nigh Foundation	Oklahoma Disability Law Center (ODLC)	People First Industries
Autism Foundation of Oklahoma	Inasmuch	People First Industries	Oklahoma Parent Center
Association of People Supporting Employment First (APSE)	Starkey	Autism Foundation of Oklahoma	Autism Foundation of Oklahoma
Oklahoma Family Network (OFN)	Oklahoma Rehabilitation Council	Oklahoma Disability Rehabilitation Awareness	Oklahoma Disability Rehabilitation Awareness
Sooner Success		Association of People Supporting Employment First (APSE)	Provider agencies (in general)

Advocacy	Funding (Advocacy capacity building and system change)	Education / Training	Public Awareness
Oklahoma Parent Center (OPC)		Sooner Success	Sooner Success
		Oklahoma Parent Center	Pervasive Parenting Center
		Pervasive Parenting Center	Oklahoma Autism Network
		Oklahoma Autism Network	Special Olympics
		Oklahoma State Department of Education (OSDE)	Higher education (in general)
		Higher education (in general)	
		Office of Disability Concerns	

How are you unique from these organizations?

<p>We are here for system-change, advocacy and capacity building - not all of these organizations are focused on that.</p>	<p>We do all four and they do not. We are comprehensive.</p>
<p>The public awareness falls is part of advocacy and capacity building</p>	<p>We should also weave in their best practice or philosophy. - Isn't that part of system change? Consensus leaned towards yes.</p>
<p>System change - The council is the one that take the bird eye view at the state</p>	<p>Capacity building - some are doing some, but not at the same scope</p>
<p>Advocacy - the council does less direct advocacy - they are more train others - to build the army. But they don't want to lose the advocacy piece.</p>	<p>Each of the organizations that are also in this space have received funds from the DDCO.</p>
<p>Representation (the board 60%)</p>	

Positioning statements:

System change capacity change and representation

We don't give them the opportunity - it is theirs Own their space and their voice

"spider" "tentacles"

System change: Making big changes in the way things are done. Flexibility for funding

We cover a broader range of the disability world

Positioning statement options:

We're here to make a real difference. At DDCO, we work hard to change systems, build capacity, and stand up for individuals and families living with intellectual and developmental disabilities. We believe that every person has the opportunity to create inclusive communities. What sets us apart is our commitment to making a lasting impact on the lives of those we serve.

When we talk about capacity building, it means helping people, groups, or organizations become stronger and better at what they do, so they can handle more challenges and be more successful

How would you rate the following organizations based on their relationship with the DDCO? Use the scale below to choose a category for each one.

Detractors or Blockers		Resistant		Unaware or Neutral		Supportive			Advocates or Leaders	
-5	-4	-3	-2	-1	0	1	2	3	4	5

Detractors or Blockers: Stakeholders who actively create barriers or obstacles to your organization reaching its goals. They are actively working against your mission.

Resistors: Stakeholders who disagree with your organization's mission, goals, or actions but do not actively work against them.

Unaware/Neutral: Stakeholders who are either uninformed about your organization's mission and goals or have no strong opinion about them.

Supporters: Stakeholders who support your mission and goals but do not actively contribute resources such as time, money, talent, or connections.

Advocate or Leaders: Stakeholders who are deeply involved with your organization's mission and goals, providing active and ongoing support and resources.

Advocacy Organizations

A stakeholder is a person, group, or organization with an interest or stake in a particular decision or activity.

Advocacy Organizations	Rating	Other Stakeholders	Rating
ARC of Oklahoma			
OUHSC Center for Learning and Leadership			
Oklahoma Disability Law Center			
People First Industries			
Autism Foundation of Oklahoma			
Autism Oklahoma			
Association of People Supporting Employment First			
Oklahoma Family Network			
Sooner SUCCESS			
Oklahoma Parents Center			
Oklahoma Office of Disability Concerns			
Oklahoma Rehabilitation Council			

Funding Organizations

A stakeholder is a person, group, or organization with an interest or stake in a particular decision or activity.

Funding Organizations	Rating	Other Stakeholders	Rating
Oklahoma Family Network			
Pervasive Parenting Center			
Oklahoma State Department of Education			
Donna Nigh Foundation			
Inasmuch Foundation			
Sarkeys Foundation			
Oklahoma Rehabilitation Council			

Education and Training Organizations

A stakeholder is a person, group, or organization with an interest or stake in a particular decision or activity.

Education & Training Organizations	Rating	Other Stakeholders	Rating
Down Syndrome Association of Central Oklahoma			
OHS Developmental Disability Services			
OUHSC Center for Learning and Leadership			
Oklahoma Disability Law Center			
People First Industries			
Autism Foundation of Oklahoma			
Oklahoma Department of Rehabilitation Services			
Association of People Supporting Employment First			
Sooner SUCCESS			
Oklahoma Parents Center			
Pervasive Parenting Center			
Oklahoma Autism Network			
Oklahoma State Department of Education			
Oklahoma institutions of higher education			
Oklahoma Office of Disability Concerns			

Public Awareness Organizations

A stakeholder is a person, group, or organization with an interest or stake in a particular decision or activity.

Public Awareness Organizations	Rating	Other Stakeholders	Rating
Down Syndrome Association of Central Oklahoma			
OUHSC Center for Learning and Leadership			
Oklahoma Disability Law Center			
People First Industries			
Oklahoma Parents Center			
Autism Foundation of Oklahoma			
Oklahoma Department of Rehabilitation Services			
Provider agencies			
Sooner SUCCESS			
Pervasive Parenting Center			
Oklahoma Autism Network			
Special Olympics			
Oklahoma institutions of higher education			

STAKEHOLDER ENGAGEMENT

A **stakeholder** is a person, group, or organization with an interest or stake in a particular decision or activity.

POTENTIAL TACTICS BY STAKEHOLDER TYPEⁱ

Detractors or Blockers: Stakeholders who actively create barriers or obstacles to your organization reaching its goals. They are actively working against your mission.

- Identify potential coalitions with resisters and supporters
- Anticipate nature of detractor/blocker objections and develop counterarguments
- Engage detractors/blockers in bargaining and determining strategic choices/actions that will make them either neutral or supporters

Resisters: Stakeholders who disagree with your organization's mission, goals, or actions but do not actively work against them.

- Have tactics prepared to be used if resisters should begin to actively work against you
- Provide education to those near neutral

Unaware/Neutral: Stakeholders who are either uninformed about your organization's mission and goals or have no strong opinion about them.

- Determine how important they are to achieving your mission or a particular strategy
- Educate, engage those who are important to your success in hopes of making them advocates/leaders

Supporters: Stakeholders who support your mission and goals but do not actively contribute resources such as time, money, talent, or connections.

- Engage with advocates/leaders to show depth of support and for potential contribution

Advocates or Leaders: Stakeholders who are deeply involved with your organization's mission and goals, providing active and ongoing support and resources.

- Provide information to reinforce their beliefs
- Engage in core decision-making
- Engage as ambassadors to sell your strategy to those who are indifferent or opposed

ⁱ Adapted from Chapter 7 of Backoff, Paul C. and Robert Backoff. *Strategic Management of Public and Third Sector Organizations: A Handbook for Leaders*. San Francisco: Jossey-Bass Publishers, 1992.