

Building Belonging. Strengthening Futures.

Belonging doesn't happen by chance. It's built with intention, partnership, and sustained commitment. Through this strategic plan, The Arc Los Angeles & Orange Counties is strengthening the foundation that allows individuals with intellectual and developmental disabilities and their families to thrive in community with dignity and opportunity.



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Strategic Plan 2026-2028

Every person. Their path. Their place



2026-2028: A Plan for Belonging & Impact

OUR VISION

We envision a community where people with disabilities truly belong and thrive.

How We Get There

OUR MISSION

We empower individuals with intellectual and developmental disabilities and their families to build person-centered life skills, access opportunity, and belong.

Diversify Revenue Sources

Strengthening financial resilience

- Increase flexible funding
- Reduce reliance on single sources
- Establish reserves policy

Year One Focus: Revenue mix analysis- Growth targets - Reserve framework

Operational Excellence

Building a strong infrastructure

- Higher participant retention
- Facilities that support excellence
- Increase staff training & development

Year One Focus: Facilities roadmap - Retention benchmarks - Training plan

Program Impact

Expanding awareness & engagement

- Increase program visibility
- Increase family engagement
- Growth in participation

Year One Focus: Messaging refresh - Engagement targets - Outreach evaluation

By 2028, The Arc will have a stronger foundation, a wider reach, and a future where belonging isn't just an aspiration, but a reality.



The ARC Los Angeles & Orange Counties
Strategic Plan 2026-2028

Adopted March 23, 2026

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A Moment of Clarity

For nearly 70 years, The Arc Los Angeles & Orange Counties has stood alongside individuals with intellectual and developmental disabilities and their families. In recent years, leadership has focused on stabilizing and strengthening the organization by building the financial, operational, and cultural foundations necessary to move confidently into the future.

This Strategic Plan represents the organization's first formal, board-adopted multi-year roadmap in more than three decades. It reflects clarity about who we are, who we serve, and what must be strengthened to ensure long-term impact.

This plan is designed to provide direction without rigidity. It defines the outcomes that matter most over the next three years, while allowing programs, staffing, and tactics to evolve as needs and opportunities change.

Vision and Mission

Vision

We envision a community where people with disabilities truly belong and thrive.

Mission

We empower individuals with intellectual and developmental disabilities and their families to build person-centered life skills, access opportunity, and belong.

This mission centers empowerment, dignity, and belonging as enduring outcomes. It focuses on impact rather than methods, ensuring durability as strategies evolve.

Strategic Framework Overview

Over the next three years (2026–2028), The Arc will focus on three strategic priorities:

1. Diversify Revenue Sources
2. Operational Excellence
3. Program Impact

Each priority includes clearly defined outcomes approved by the Board. Year One actions will initiate progress, with dashboard metrics developed following adoption.

The Board will review progress quarterly and will refrain from revisiting or redefining the strategic priorities during the plan period.



Strategic Priority One

Diversify Revenue Sources

Strengthening financial resilience

Why This Matters

Financial resilience enables mission delivery. Overreliance on a limited number of funding streams increases organizational vulnerability. A diversified revenue portfolio strengthens flexibility, sustainability, and long-term impact.

Outcomes (2026–2028)

- Increase flexible funding sources
- Reduce reliance on any single funding source
- Define and implement financial reserves target and policy

Year One Focus (2026)

The organization will:

- Conduct a comprehensive revenue mix analysis
- Identify 2–3 funding sources for strategic growth and establish targets
- Establish a Board-approved reserves policy defining:
 - Target reserve range
 - Purpose of reserves
 - Conditions for use
- Set a maximum threshold for reliance on any single funding source and assess current exposure

Staffing investments (e.g., expanding development capacity) may be considered in Year One, pending budget alignment and role clarity.

Three-Year Direction

By 2028, The Arc will demonstrate measurable diversification across revenue categories, increased flexible funding, and a clearly capitalized and governed reserve position.

Indicative Signals of Progress (Dashboard to Be Finalized)

- Percentage of revenue by source
- Reserve months of operating coverage
- Flexible funding ratio

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Strategic Priority Two

Operational Excellence

Building a strong infrastructure

Why This Matters

Mission impact depends on strong infrastructure. Facilities, staffing stability, training, and systems must consistently support high-quality, person-centered services.

Outcomes (2026–2028)

- Higher participant retention with defined targets
- Facilities that support program excellence
- Increased staff training and development

Year One Focus (2026)

The organization will:

- Engage a facilities consultant to conduct a facilities assessment and master planning process
- Develop a phased facilities improvement roadmap
- Create an annual training plan with required and elective training targets
- Establish participant retention benchmarks and tracking mechanisms

Operational staffing investments may be evaluated based on assessment findings and budget capacity.

Three-Year Direction

By 2028, The Arc will demonstrate improved participant retention, a clear facilities modernization roadmap underway, and a structured training system supporting staff excellence and stability.

Indicative Signals of Progress (Dashboard to Be Finalized)

- Participant retention rate
- Training completion rate
- Facilities improvement milestones achieved

Strategic Priority Three

Program Impact

Expanding awareness & engagement

Why This Matters

The Arc's work must be visible, understood, and accessible. Strengthening awareness, engagement, and participation ensures programs reach more individuals and families while reinforcing community presence.

Outcomes (2026–2028)

- Increased awareness of current programs
- Increased family engagement
- Programs attract more participants

Year One Focus (2026)

The organization will:

- Clarify program messaging and positioning
- Explore ambassador or family and community engagement roles to strengthen outreach
- Strengthen digital presence and storytelling capacity
- Implement new meetings and communication channels to increase family engagement

Staffing enhancements (e.g., communications or outreach roles) may be explored pending financial alignment and role clarity.

Three-Year Direction

By 2028, The Arc will demonstrate measurable growth in participant and family awareness, engagement, and program participation, supported by consistent storytelling and community presence.

Indicative Signals of Progress (Dashboard to Be Finalized)

- Enrollment growth
- Family engagement participation metrics
- Digital reach and engagement indicators

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Implementation & Governance

Shared Responsibility

This Strategic Plan establishes clear direction for 2026–2028. Its success depends on shared responsibility across governance and management.

The Board of Directors will:

- Maintain focus on the three adopted strategic priorities
- Align annual budget approvals with strategic direction
- Review progress through defined dashboard metrics
- Provide oversight, accountability, and strategic discipline

The Executive Director and Leadership Team will:

- Sequence initiatives appropriately
- Allocate resources in alignment with strategic priorities
- Develop and refine operational plans annually
- Monitor performance indicators and report progress

The Board governs direction and accountability.

Management executes strategy and adapts tactics.

Cadence of Review & Adjustment

This plan is designed to be stable in direction and adaptive in execution.

- Quarterly: Board review of strategic dashboard indicators
- Annually: Alignment of operating plan and budget to strategic priorities
- As Needed: Tactical adjustments recommended by management in response to changing conditions

The Board will refrain from revisiting or redefining strategic priorities during the plan period unless extraordinary circumstances require formal amendment.

This discipline ensures momentum, clarity, and forward progress.

Our Emergent Strategy Framework

This Strategic Plan reflects an emergent approach to strategy, prioritizing clear direction while allowing for learning and adaptation over time.

Rather than treating strategy as a static document, The Arc commits to:

- Acting, measuring, and learning in cycles
- Using data and lived experience to refine tactics
- Responding thoughtfully to shifts in funding, regulation, and community need
- Viewing the plan as a living framework, not a fixed script

- In this model, the plan provides guardrails.
The process provides growth.
- What remains constant is our mission and priorities.
What evolves is how we pursue them.

What This Means in Practice

By focusing on process as much as plan:

- We protect strategic clarity
- We avoid reactive decision-making
- We strengthen institutional learning
- We increase long-term resilience

This disciplined yet adaptive approach positions The Arc to remain responsive without losing focus.

Closing

This Strategic Plan represents clarity of purpose and confidence in direction.

It reaffirms The Arc's commitment to empowerment, dignity, and belonging while strengthening the foundation required to deliver that mission sustainably and responsibly.

With disciplined focus on financial resilience, operational excellence, and expanded impact, The Arc Los Angeles & Orange Counties is prepared not only to sustain its work but to deepen opportunity, widen participation, and build a stronger, more inclusive community for years to come.

This work will not happen all at once, nor by accident. It will unfold through shared leadership, steady progress, and intentional partnership with the individuals and families we serve.

Guided by our mission and strengthened by this strategic framework, The Arc moves forward with purpose, committed to building a future where belonging continues to grow, opportunity continues to expand, and our impact continues to endure.

Strategic Planning Partnership

The 2026–2028 Strategic Plan was developed through a collaborative process facilitated by Colaluca & Associates, a boutique social impact consulting firm.

The engagement was designed to strengthen governance clarity, operational alignment, and long-term sustainability, ensuring that strategy is both actionable and durable.

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