



The Arc[®]
of Ventura County

2026–2029 Strategic Plan



Developed by



Letter from the Executive Director



With great pride, I share with you The Arc of Ventura County's Strategic Plan for the next three years. This Plan not only provides a roadmap for The Arc of Ventura County—it details our commitment to our participants, staff, and community.

Since our last Plan, our organization has overcome a number of challenges. Together, we navigated a global pandemic by adapting our services while continuing to support one another. In 2024, we proudly celebrated 70 years of providing high-quality services and support to individuals with intellectual and developmental disabilities in Ventura County. The current Plan reflects our dedication to upholding this legacy as we embark on our next chapter.

A sincere thank you to everyone who helped co-create this Plan! This Plan draws on the input, support, and ideas of numerous stakeholders across Ventura County including participants, board members, staff, community members, advocates, families, caregivers, and partner organizations. Their valuable input is reflected in the Plan and will be put to good use to enhance our programs and services, strengthen our workforce, improve communication, enhance sustainability, and deepen our relationships with the community. Realizing this collective vision and mission will require continued collaboration with an ever-extending network of stakeholders.

Every day, I am inspired by the incredible progress of our participants. Their journeys motivate us to improve so that we can meet our goals over the next three years. I am confident in our ability to execute our mission to champion people with intellectual and developmental disabilities to achieve their goals toward a life of choice, purpose, and pride through high-quality services, support, and advocacy efforts.

Thank you for your continued support. I invite you to join us as we bring the 2026–2029 Strategic Plan to life to benefit every individual that we serve and to celebrate the progress and impact we will achieve together.

In partnership,

A handwritten signature in black ink that reads "Esther Anaya".

Esther Anaya, M.Ed.
Executive Director



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I. STRATEGIC PLANNING PROCESS

In spring 2025, The Arc of Ventura County engaged Cause IMPACTS, a woman-owned social impact consulting firm, to lead a dynamic and inclusive strategic planning process resulting in a new three-year Strategic Plan. The organization developed its previous strategic plan to address the needs from 2020 to 2022. With ongoing challenges, opportunities, and priorities, The Arc now requires a new plan to reflect the current landscape.

The purpose of this three-year Strategic Plan is to strengthen The Arc’s overall organizational performance, enhance outcomes for participants and staff, and establish sustainable practices that ensure long-term impact and success.

The planning process was designed to be participatory and equity driven, with an emphasis on inclusive stakeholder engagement. Cause IMPACTS facilitated a series of activities to gather meaningful input from a wide range of stakeholders—including organizational leadership, staff, program participants, family members, partner organizations, and the Board of Directors—to ensure that diverse perspectives informed the Plan’s development.

A Strategic Planning Committee, composed of representatives from across the stakeholder groups, provided critical input and direction throughout the process. The Committee played a key role in refining The Arc’s mission, vision, and values and helped shape the strategic goals and objectives.

Additional data were collected through a staff survey, stakeholder interviews, meetings with various staff and participant groups, and family focus groups. These insights helped identify priority needs and opportunities, forming the foundation for the Strategic Plan’s five core focus areas:



Strengthen participant experience and expand access to services.



Strengthen and invest in The Arc’s workforce.



Improve communication, transparency, and organizational culture.



Diversify revenue and establish sustainable funding practices.



Deepen community engagement and advocacy efforts.

This inclusive and data-informed process ensures that The Arc of Ventura County’s Strategic Plan is both grounded in the lived experience of its community and positioned to guide the organization toward a resilient and impactful future.

II. ABOUT THE ARC OF VENTURA COUNTY

Organizational History

In 2024, The Arc celebrated its 70th anniversary of providing inclusive services and personalized support for thousands of individuals and families across Ventura County.

The Arc was founded in Santa Paula in 1954 by a group of dedicated parents and teachers who believed that children with disabilities deserved full and meaningful lives. At the time, there were virtually no programs or services available to support the development and care of individuals with intellectual and developmental disabilities (IDD) or to assist their families. Motivated by a shared commitment to helping their children lead fulfilling lives within the community, these families laid the foundation for what would become The Arc of Ventura County.

The organization has undergone several name changes over the years, yet its core purpose has remained constant: **to promote and protect the rights of people with IDD through person-centered services that foster full inclusion and participation in community life.**

Today, The Arc of Ventura County is one of 700 chapters affiliated with The Arc of the United States—the largest national community-based organization dedicated to advocating for and serving individuals with IDD and their families.



“People with disabilities can love and they can build lasting relationships. We are just like everyone else, we want to be independent, we want loving relationships, we want to love and be loved.

I believe in my program and what it does for people with disabilities. No one judges you, and with determination and help from staff who believe in us, our goals and dreams become a reality.”

—Christina Sanchez,
Ojai Enrichment Center Participant

Programs

The Arc provides a variety of **person-centered programs and services that support individuals with IDD** in developing essential life skills, building independence, enhancing social and mobility skills, and advocating for themselves and others through meaningful activities and community engagement.

Programs and services are designed to embrace the diverse strengths, needs, and backgrounds of participants, ensuring that each person has the resources to define and pursue a life of personal meaning and self-direction. All services and support are provided to participants at no cost, in accordance with the Lanterman Developmental Disabilities Services Act (Lanterman Act). The organization is accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF) and consistently earns its highest rating.

Over 740 unique individuals are served annually across Ventura County, with programs located in Ojai, Oxnard, Santa Paula, Simi Valley, and Ventura. The Arc’s expansive reach provides vital services and support across Ventura County.

In California a developmental disability starts before age 18, is expected to continue indefinitely, and includes one of these five conditions: cerebral palsy, epilepsy, autism, intellectual disability, and other conditions that are closely related to intellectual disability or require similar treatment.¹



¹Disability Rights California. (2025). Eligibility for regional center services: What is a developmental disability? Rights under the Lanterman Act (RULA) manual. <https://rula.disabilityrightscalifornia.org/rula-book/chapter-2-eligibility-for-regional-center-services/what-is-a-developmental-disability/>

Programs

“[The programs] helped me feel like I can actually be myself a bit more. . . . I like how open everyone is.”

—Participant



Community Connections

Assists participants with achieving goals related to community engagement, furthering education, independent living skills, self-advocacy, starting a business, and volunteering.



Community Integration Day Programs

Provides participants with a welcoming space to develop friendships, express creativity, further independence, improve health and wellness, and connect with their communities. The Day Program is available at seven locations in Ventura County.



Community Living Services

Empowers participants to live independently (Training for Independent Living).

Empowers participants to achieve greater independence while living alone or with family (Supported Services for Independent Living).



Community Employment Services

Provides participants with training and tools to succeed in the workplace as well as obtain employment with recognized business partners throughout Ventura County.



Co-Advocates of Ventura County

Gathers participants and staff from The Arc to advocate for disability rights through education and provides opportunities for leadership, volunteerism, and civic activism while creating a community of inclusion and respect.



Digital Literacy Program

Helps participants with communication disabilities improve their social interactions and lessen feelings of isolation through assistive technology devices and personalized application programs.



The MOVE Program

Activity-based therapeutic program for participants who use wheelchairs. This program helps participants improve the motor skills they need for sitting, standing, walking, and transitioning.

III. STRENGTHS AND CHALLENGES

Stakeholders identified several key internal and external challenges that could impact The Arc's ability to fulfill its mission and sustain high-quality services. Understanding and addressing these challenges is essential to strengthening organizational effectiveness, improving service delivery, and positioning The Arc for long-term impact and sustainability.



**Celebrating
The Arc's 70th
anniversary at
the Cochran Day
Program.**

Strengths of The Arc of Ventura County

The Arc stands out as a trusted, community-rooted organization dedicated to empowering individuals with IDD to lead meaningful, self-directed lives. What makes The Arc unique is not just the breadth of its services but the depth of its commitment to person-centered care, family partnership, and local impact. Key elements that set the organization apart include:

Expansive Reach Across Ventura County. The Arc ensures broad geographic access to critical support for individuals with IDD throughout the county.

Nationally Accredited. The Arc is accredited by CARF and consistently earns its highest rating. This honor is a testament to the organization’s inclusive and empowering approach, programs and services, advocacy work, and dedicated staff.

Person-Centered Approach. Staff engage with participants as partners, listening deeply and honoring each person’s goals, preferences, and voice. Staff act as stewards for participants to use their voices and help them advocate for themselves.

Family Engagement. Staff inform and engage with families and caregivers to meet the needs of participants, recognizing the vital role they play.

Strong Sense of Community. The Arc fosters a welcoming and supportive environment where participants, families, and staff build meaningful relationships. This sense of belonging contributes to individual growth, confidence, and collective strength.

Culture of Respect and Inclusion. The Arc’s inclusive culture prioritizes dignity, trust, and the unique contributions of every individual. Participants consistently report feeling seen, respected, and valued.

Mission-Driven and Experienced Team. The Arc is staffed and led by compassionate, skilled professionals who are deeply committed to the mission. Many staff have long tenures, bringing a deep understanding of the organization’s history, participants, and evolving needs. This continuity strengthens service delivery and organizational learning.

Comprehensive Services. The Arc provides a diverse array of meaningful and enriching experiences and support—from digital literacy and motor skill development to employment services and social inclusion—that evolve with participants’ needs.

A Lifeline in Underserved Areas. In some areas of Ventura County, The Arc is the only organization serving adults with IDD. In the Ojai Valley, The Arc is the only provider offering adult day programs for individuals with IDD, filling a critical service gap for families and care providers.



Challenges Faced by The Arc of Ventura County

Stakeholders also identified several key internal and external challenges that could impact The Arc’s ability to fulfill its mission and sustain high-quality services. Understanding and addressing these challenges is essential to strengthening organizational effectiveness, improving service delivery, and positioning The Arc for long-term impact and sustainability.

Program Challenges

Several program-related challenges limit The Arc’s ability to fully meet participant needs and expand access to meaningful, person-centered experiences.

Need for Expanded Programming to Support Skill Building and Enrichment. Participants have expressed a strong desire for more opportunities to develop key life skills such as employment readiness, emotional regulation, communication, and community connection.

Transportation Limitations. Limited transportation options and knowledge of all available options restrict participants’ abilities to access off-site programming, employment, and community events, limiting independence and engagement.

Outdated Infrastructure and Resource Allocation. Some facilities lack adequate resources and standardized procedures, leading to inequities in equipment, programming, and staffing across sites.

Accessibility Barriers at Program Sites. Some sites lack essential accessibility features and accommodations (e.g., wheelchair lifts or adaptive equipment), preventing participants from being able to fully engage at Day Programs.

Internal Organizational Operations Challenges

There are a number of internal capacity issues that impact staffing, operations, and service delivery. These operational challenges affect both the effectiveness of programs and the well-being of staff.

Funding Instability. The organization is heavily reliant on service fees from state funding partners as well as support from The Arc Foundation of Ventura County. Without diversified funding, The Arc remains vulnerable to revenue fluctuations that could disrupt operations.

Workforce Retention and Burnout. Staff burnout and turnover, especially among direct support professionals (DSPs), threaten service consistency. The Arc struggles to provide adequate compensation due to insufficient reimbursement rates established by state agencies, making it difficult to recruit and retain talented staff.

Gaps in Internal Communication and Coordination. Inefficient communication systems and inconsistent practices across locations can hinder collaboration and timely decision-making, weakening organizational cohesion.

Need for Streamlined Onboarding and Professional Development. Staff onboarding and training practices vary across locations, impacting quality and limiting the delivery of consistent, person-centered care.

External Challenges that May Threaten the Organization

The Arc operates within a dynamic policy, funding, and labor environment. Several external forces threaten the organization's ability to maintain and expand services in alignment with its mission.

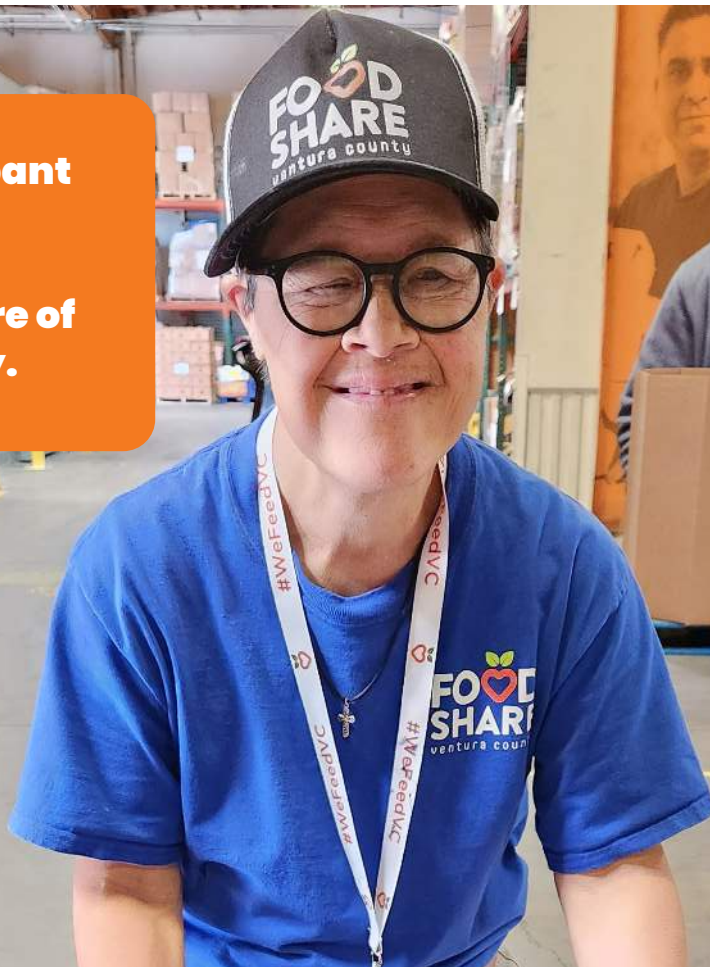
Federal and State Funding Instability. Projected Medicaid cuts and other government budget projections pose serious risks to programs and services that are funded by the federal government.

Outdated State Reimbursement Rates. Current reimbursement rates for services are based on a 2018 study and therefore do not account for inflation and increasing operational costs. Lower rates limit the ability to offer competitive wages to staff and contribute to high turnover. Low rates can also delay receipt of care for individuals with IDD due to staff shortages.

Competitive Labor Market. Other agencies and industries offer higher wages, making it difficult for The Arc to recruit talented individuals.

Economic and Environmental Pressures. Inflation, rising operational costs, and limited affordable housing options collectively raise the cost of service delivery and impact participants, staff, and the organization as a whole. In addition, parts of Ventura County are at very high risk for wildfire, and the frequency and severity of these fires may increase.

The Arc participant volunteering at a regional food bank, Food Share of Ventura County.



IV. 2024–2025 IMPACT BY THE NUMBERS

758

Unique Individuals with IDD

empowered through community connections, community integration, supported employment, and independent living programs across Ventura County

196

Dedicated Staff Employed

Supported Employment and Independent Living Services
across Ventura County

Community Integration Adult Day Programs
at 7 locations across Ventura County.

Participant Demographics



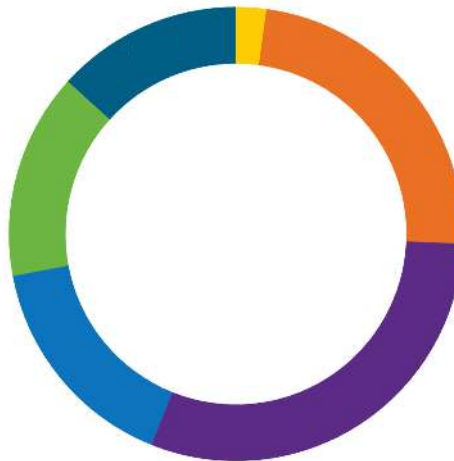
42.1%
Female



57.6%
Male

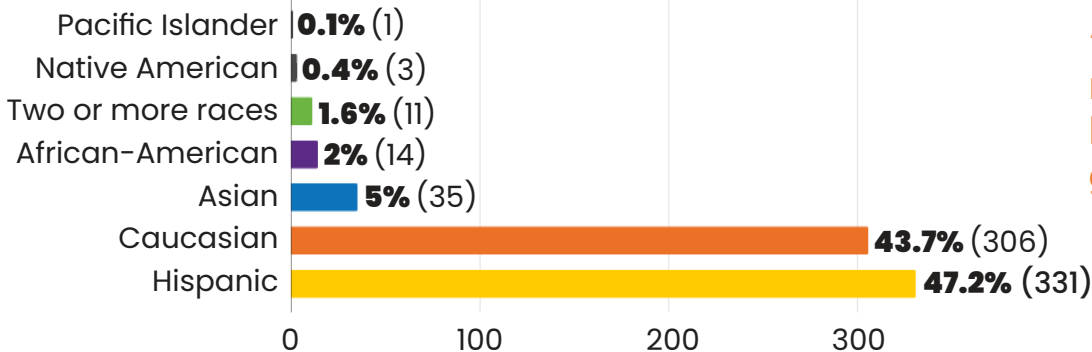
0.3%
Transgender

Age Groups Served



- 2.1%** (15) are under 20
- 13.3%** (93) are 60+
- 14.7%** (103) are 50-59
- 16%** (112) are 40-49
- 23.5%** (165) are 20-29
- 30.4%** (213) are 30-39

Ethnicity



“I like it here very much! I am doing better with my growth.”

—Participant

Program and Services Participation

483

Community Integration Program participants

received Day Program services from one of the seven locations.

134

Community Employment Services participants

developed job skills and/or obtained competitive employment.

105

Independent Living Program participants

enhanced life skills necessary to reside in their homes.

36

Community Connections Program participants

empowered to access their communities and achieve personal goals.

80

Co-Advocates of Ventura County

developed and enhanced leadership skills to actively engage in self-advocacy and educate the public, cultivating a community of inclusion and respect for people with disabilities.



65% of participants (453 people) have been involved in The Arc programs for six years or more.

V. THE PLAN



Vision: The Arc of Ventura County envisions a community where every person is valued, included, and empowered to define and pursue a life of personal meaning and self-direction.

Mission: The Arc of Ventura County champions people with intellectual and developmental disabilities to achieve their goals toward a life of choice, purpose, and pride.

Values

Values guide The Arc of Ventura County, shaping its presence in the community, the design and delivery of programs, and how the organization builds partnerships both internally and externally.



Advocacy. We protect the rights, voices, and choices of people with intellectual and developmental disabilities. We listen, speak up, and act with purpose. Equity drives us.



Respect and Safety. We treat every person with dignity and empathy. We honor diverse perspectives and lived experiences and ensure that everyone feels safe.



Compassion and Accountability. We build relationships rooted in kindness and trust. We support each other and follow through on our commitments.



Vitality and Joy. We bring energy, fun, and celebration into our work. We create moments of joy that enrich lives and foster belonging.



Connection and Inclusion. We nurture inclusive communities where everyone is valued and supported. We believe that meaningful connections make us stronger.

Strategic Plan Goals

This Strategic Plan is organized into five overarching goals, each representing a core area of focus that is critical to the growth of the organization over the next three years. Each goal is accompanied by strategies to guide implementation and measure progress.



Strengthen participant experience and expand access to person-centered services to ensure individuals have the support to achieve personal success.



Strengthen and invest in The Arc's workforce to support staff retention, celebrate contributions, and foster a culture of excellence.



Improve communication, transparency, and organizational culture to foster trust, collaboration, and accountability.



Diversify revenue and establish sustainable funding practices to ensure long-term organizational stability and responsiveness.




Deepen community engagement and advocacy efforts to increase awareness, improve access to services, and foster meaningful connections with broader community networks.



“When I started, I was crying because I had no friends. . . . Now, they are all my friends.”

—Participant



Strategic Goal 1: Strengthen participant experience and expand access to person-centered services to ensure individuals have the support to achieve personal success.

1 Strengthen and expand services that enrich participant lives, teach skills, and build community.

- Partner with additional community partners to increase participant access to life skills and recreation activities in Ojai, Oxnard, Santa Paula, Simi Valley, and Ventura.
- Incorporate more tools and training for participants to support their communication, emotional regulation, and peer interactions during monthly advocacy meetings.
- Ensure consistency across all programs by creating and publishing a schedule of ongoing events throughout the year, including a quarterly cross-site participant event. Planning for these events will take place quarterly during meetings led by program managers.

2 Increase employment opportunities and support for participants through established partnerships.

- Increase the number of employment partners by developing an employer-engagement strategy and conducting outreach to strengthen existing relationships and create new partnerships.
- Enroll at least 20 participants each year in the Coordinated Career Pathways program.
- Offer all staff the opportunity to enroll in and complete the Community Work Incentives Coordinator (CWIC) and Community Partner Initial Training and Certification to support participants' benefits navigation.
- Provide staff with training to teach participants in the Community Employment Services program how to access transportation resources to facilitate transportation to employment.

3 Improve accessibility resources and transportation across all sites to ensure safe, equitable access for participants.

- Complete a full inventory of facilities, adaptive equipment, and vehicles across all sites to identify key accessibility gaps.
- Develop and implement an accessibility improvement plan to address priority gaps for participants who use wheelchairs and individuals with other mobility needs.
- Expand availability of adaptive equipment (e.g., tablets, pacers, trams, e-pacers, solo lifts, etc.) to ensure that participants have access to resources for socialization and mobility.
- Create a transportation list for staff to learn about all the available transportation options.
- Establish new transportation partnerships (e.g., Gold Coast Transportation) to help participants access transportation to engage in additional off-site activities during the day.

4 Ensure that the equitable allocation of resources across sites aligns with participants' needs.

- Create and implement a data-informed system to guide resource allocation using key indicators (e.g., attendance, participant feedback, service demand, staff ratios, etc.). The new system will ensure that staffing, equipment, and program offerings are equitable, aligned with participants' needs, and updated regularly to reflect real-time changes.
- Establish consistency across all programs (e.g., fleet, operations, hours of operation programming, opportunities) and publish across the organization.



Strategic Goal 2: Strengthen and invest in The Arc's workforce to support staff retention, celebrate contributions, and foster a culture of excellence.

1

Attract, retain, and fairly compensate a mission-driven workforce by enhancing recruitment practices and aligning compensation with industry standards.

- Assess current wages and job responsibilities across all roles and identify equity gaps by comparing to labor market data and industry standards.
- Develop and implement an equitable compensation framework, including adjustments for added responsibilities, certifications, and experience (informed by annual performance reviews).
- Pursue additional funds to increase staff wages to align with or exceed local market standards.
- Strengthen the DSP recruitment pipeline by expanding the DSP Internship Program and establishing partnerships with local colleges to attract students in related fields.

2

Strengthen onboarding processes and deliver ongoing professional development to build staff capacity to provide high-quality, person-centered support.

- Standardize onboarding across all programs and extend training days to include shadowing and hands-on practice (e.g., two weeks of shadowing and guided support, an onboarding checklist).
- Provide robust ongoing training to staff quarterly on IDD, behavior support and management, and person-centered care.
- Track progress/participation and evaluate staff-training effectiveness through pre- and post-training assessments.
- Provide annual management training for all supervisory staff.
- Strengthen middle-management professional development with offerings such as targeted leadership training.

3

Create clear career pathways and leadership development opportunities to retain and develop staff.

- Inform staff of leadership opportunities and provide assistance with applying for these opportunities.
- Provide space for staff who attend leadership workshops to share new learnings with their teams.



Strategic Goal 3: Improve communication, transparency, and organizational culture to foster trust, collaboration, and accountability.

1 Strengthen internal communications practices.

- Develop and implement an internal communications protocol that includes regular monthly updates from leadership (e.g., a newsletter) and a defined chain of command when relaying information to staff.
- Train staff on how to use SharePoint and email to communicate internally.
- Communicate DSP Internship Program expectations with all staff to ensure alignment on roles and responsibilities of interns.

2 Implement standardized ways for staff to provide ongoing and structured feedback.

- Gather information from staff through an anonymous annual staff survey.
- Provide structured opportunities for staff to ask questions and offer input when financial changes will impact services.

3 Foster stronger connections across all levels of staff—from leadership to frontline staff.

- Host quarterly all-agency meetings to encourage relationship building and collaboration.
- Review and restructure meetings (all staff and across departments) to include time for open discussion, shared problem-solving, and cross-role collaboration.
- Schedule leadership site visits to hear directly from staff and participants.
- Increase opportunities for team bonding and staff appreciation, with a focus on DSPs.
- Address staffing shortages with floater roles and backup systems to reduce burnout and maintain program quality.

4 Improve transparency in budgeting, compensation, and resource allocation.

- Offer training or lunch-and-learns quarterly on budget basics, regulations, and annual reports so staff better understand operational and financial context.
- Define “all hands on deck” practices and implement this support during high-need periods (e.g., staffing shortages, special events/outings).





Strategic Goal 4: Diversify revenue and establish sustainable funding practices to ensure long-term organizational stability and responsiveness.

1

Develop an individual donor cultivation strategy.

- Update existing list of contacts and donors and share the Strategic Plan and a newly developed quarterly newsletter with them.
- Develop targeted individual donor campaigns for family members of participants.
- Invite potential donors to volunteer at The Arc activities and programs.
- Network with elected officials and other key stakeholders to open dialogue.
- Use technology to add new revenue streams, such as partnering with digital planned giving platforms to make it easy for supporters to leave a legacy gift.

2

Expand the Board of Directors to include members from diverse backgrounds and regions to ensure countywide representation.

- Add two employers and two marketing experts to the board.
- Add two Oxnard and two Port Hueneme representatives to the board to ensure countywide representation.
- Seek board member contacts to include in fundraising opportunities.

3

Explore mission-aligned earned income strategies.

- Identify potential social enterprise models—revenue-generating business ventures that directly support a nonprofit’s mission—that use The Arc’s existing assets to generate sustainable revenue.
- Conduct a cost-benefit analysis of these models, assessing alignment with the organization’s mission, operational capacity, and long-term financial impact.
- Explore options such as facility rental, ensuring all activities comply with 501(c)(3) regulations and preserve The Arc’s tax-exempt status.

4

Conduct an assessment of each facility to determine cost effectiveness and opportunities to streamline and increase efficiencies without compromising program delivery.

- Conduct a facility-by-facility analysis to evaluate space utilization, maintenance costs, lease terms, geographic accessibility, and alignment with participant needs.
- Engage staff at each site in the assessment process to identify unique strengths, challenges, and ideas for efficiency that preserve program integrity.
- Develop and adopt standardized site-level budgeting procedures to ensure fair, transparent, and needs-based resource distribution across all sites.
- Create a centralized dashboard or reporting system to track key performance indicators across all locations, enabling real-time decision-making and transparency.

“We as participants aren’t seen as paychecks, we are seen as people.”

—Participant



Strategic Goal 5: Deepen community engagement and advocacy efforts to increase awareness, improve access to services, and foster meaningful connections with broader community networks.

1

Improve marketing materials in order to increase visibility, raise awareness, and attract support with external stakeholders and community members.

- Develop updated, accessible, and culturally relevant marketing materials that reflect the diversity and impact of The Arc's programs.
- Launch a quarterly newsletter to share updates, success stories, and upcoming events with external stakeholders, funders, and partners.
- Increase social media presence and engagement across key platforms (e.g., Facebook, Instagram, LinkedIn) by creating a content calendar, using multimedia storytelling, and encouraging staff and community shares.

2

Deepen partnerships and participation in local community events, networks, and coalitions.

- Create and maintain a community engagement calendar and assign staff to represent the organization at various meetings and events.
- Partner with mission-aligned organizations to support common goals and efforts (e.g., Aut2Run, a race that raises funds in support of the Autism Society Ventura County).

3

Expand outreach to underrepresented communities, especially Latino/Hispanic populations, using culturally relevant approaches to attract new participants.

- Explore the promotora model—a grassroots approach that engages trusted community members (promotoras) to share information, build relationships, and connect others to services—by tapping into trusted and accessible members of The Arc community who can help spread the word.
- Partner with community-based organizations, schools, and faith-based institutions that serve underrepresented populations to conduct outreach or provide co-location (e.g., TCRC hosts support groups for Spanish-speaking populations at sites).

4

Promote and expand advocacy initiatives to educate the community on inclusion and respect for individuals with IDD.






- Encourage self-advocacy by involving individuals with IDD in community panels, storytelling campaigns, and policy forums.
- Strengthen partnerships with schools, businesses, and community organizations in order to expand Project R—a self-advocacy campaign focused on eliminating the use of disrespectful references, such as the "R-word," toward people with IDD.
- Partner with local schools and community groups to integrate Project R into classroom presentations, youth leadership opportunities, or community education forums.
- Join efforts such as the Blue Envelope Program to educate local law enforcement on the IDD community's needs.

VI. NEXT STEPS

To bring this Plan to life, The Arc must intentionally align its resources, practices, and culture with the outlined strategic goals. This includes establishing **clear structures for implementation, allocating the necessary financial and human resources, and using data to guide decision-making and track progress over time.**



To ensure successful implementation, The Arc will take the following steps:

-  **Establish internal processes for monitoring progress.** The organization will develop a detailed work plan to guide implementation and schedule regular check-ins to assess progress, identify gaps, and adjust as needed. Updates will be communicated internally and externally to promote transparency and shared accountability.
-  **Equip members of the Strategic Planning Committee to be ambassadors** of the Strategic Plan for their respective teams, helping to translate goals into action, troubleshoot challenges, and keep momentum strong across all departments and programs.
-  **Share the Plan widely to foster ownership and alignment.** The Arc will communicate the Plan to internal and external stakeholders—including participants, families, staff, funders, and community partners—ensuring that everyone has a shared understanding of the organization’s direction and how they can contribute.
-  **Align resources with strategic priorities.** The Arc will ensure that financial, human, and material resources are reviewed and adjusted to advance the strategic goals.
-  **Monitor, evaluate, and refine over time.** Using the metrics outlined in this Plan, The Arc will track performance, evaluate outcomes, and make data-informed decisions. This approach will ensure that strategies remain responsive to the evolving needs of participants and the broader community.

Strategic Plan Measurement Framework

Strategic Goal

Suggested Metrics to Measure

1. Strengthen participant experience and expand access to services.

- Attendance and enrollment trends across all programs
- Participant employment retention rate (3, 6, 12 months)
- % increase in participant satisfaction (annual participant survey)
- # and % of participants employed/volunteer
- # of new and returning employment/volunteer partners annually
- # of cross-site activities conducted annually

2. Strengthen and invest in The Arc's workforce.

- Annual staff retention and turnover rates
- % of staff compensated at or above local market standards
- # of training programs completed by staff annually
- # of DSP interns trained

3. Improve communication, transparency, and organizational culture.

- Staff satisfaction score on communication and culture (staff survey)
- % of staff trained on communication tools (i.e., SharePoint/email)
of trainings and information sessions focused on budgeting and operations

4. Diversify revenue and establish sustainable funding practices.

- Total dollars raised from individual donations annually
- Revenue of earned income initiatives
- % increase in unrestricted and non-government revenue
of new donors and donor retention rate
- # and type of earned income opportunities piloted

5. Deepen community engagement and advocacy efforts.

- Website traffic and newsletter open/click-through rates
- % increase in social media engagement (posts, likes, shares, followers)
of community events attended and hosted
- # of new community partnerships and collaborations
- # of Project R/advocacy sessions and educational outreach events conducted

VII. CONCLUSION

This Strategic Plan reflects the shared vision, values, and commitment of The Arc’s diverse community—participants, families, staff, board members, and employers. It serves as both a roadmap and a call to action, outlining clear goals, bold strategies, and measurable steps to strengthen services, invest in people, expand access, and deepen impact across Ventura County.

The path forward will require continued collaboration, courageous leadership, and shared accountability. By centering the voices of individuals with IDD and grounding all efforts and decisions in the values of inclusion, respect, and advocacy, The Arc is well positioned to overcome challenges and seize new opportunities to continue the organization’s growth.

Over the next three years, this Plan will guide The Arc in bringing its vision to life, ensuring that every person is valued, included, and empowered to lead a life filled with purpose and belonging.



Acknowledgments

Thank you to the staff, board members, families, caregivers, funders, partners, and—most importantly—participants who shaped this Strategic Plan. Your voices and dedication make this vision possible, and together, we will bring it to life.

2026–2029 Strategic Plan



Thank You Strategic Planning Committee Members

Sheryl Abayon
Esther Anaya
Todd Bertola
Teresa Ceja
Cynthia Chadwick
Yasmin Corral
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Lupe Escobar
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Diane Lane
Joe LaPorte
Bonnie Lerma
Andy Mack
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