



STRATEGIC PLANNING COMMITTEE

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STRATEGIC PLAN 2022–2025

Bending Toward Justice

*“The arc of the moral universe is
long but it bends toward **justice**”*
Martin Luther King





WHO **WE ARE** & WHO **WE WANT TO BE**

The Arc SF is a person-centered organization that partners with, supports, and amplifies the voices of people with intellectual and developmental disabilities (I/DD) throughout the San Francisco Bay Area and beyond.

We are creative, flexible, and welcoming to all, promoting equity and infusing all our work with a disability justice perspective. We will continue our ongoing efforts to be anti-racist, both within our workplace and through the services we provide, to ensure that people who are Black, Indigenous, or People of Color (BIPOC) are centered and experience true equity.

THE ARC IS NOT JUST A PLACE We are a collaborative community of participants, families, and circles of support working together to provide accessible, inclusive services, and advocating for disability justice.

People with I/DD face lifelong barriers to inclusion in every aspect of their lives. We stand alongside Arc participants and take action to create change, led by the voices of people with I/DD. We are committed to lifting barriers to full inclusion for all because disability justice IS social justice.

OUR **MISSION**

To partner with adults with developmental disabilities as they design their futures and transform our communities through lifelong learning and self-determination.

OUR **VALUES**

Justice

We anchor our programs, services, partnerships, and workplace culture in a disability justice framework, centering those who are furthest from justice.

Belonging

We honor and celebrate the inherent uniqueness of all individuals and their lived experiences as an asset to our communities.

OUR **VISION**

We envision an equitable and just world in which all individuals with developmental disabilities thrive.

Personal Agency

We respect and champion our participants making informed choices to live the life they have designed.

Leadership

We initiate, lead, and contribute to change in order to create a more just, equitable, and inclusive future.

Interdependence

Together, we build and value strong connections where each person's needs are met, and everyone's engagement and growth are vital to our collective success.

OUR GOALS

We invite you to participate in this living document. Ask us questions, share your ideas, hold us accountable – and tell us how you'd like to be a part of helping us achieve our goals.



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Lead community change through advocacy & activism

If The Arc San Francisco increases its involvement in activism, then the resources, opinions and communities in which we serve will become more inclusive and celebratory of the contributions and experience of all.

OUR PLAN

- Deepen our civic engagement throughout the Bay Area to enhance I/DD-related advocacy.
- Amplify our voices through cross-movement solidarity.
- Position ourselves as thought leaders in the arena of disability justice, anti-racism, and equity.

GUIDING QUESTIONS

- What do our participants have to teach the community about social justice and how can we amplify their voices?
- How can we partner with local leaders to advance our cause?
- How can we best engage with current social justice movements and activism at the intersections of disability and other identities?

Innovate & enhance participant programs & sustainability

If The Arc San Francisco continues to innovate responsive programming and partnerships, then the future of our supports is sound.

OUR PLAN

- Enhance and expand offerings in every program area.
- Launch entrepreneurship and apprenticeship program.
- Formalize partnerships with other adult education programs.
- Expand the reach of Health & Wellness programming in Marin and San Mateo counties.
- Prepare for the future housing needs of participants living at home with aging families.

GUIDING QUESTIONS

- How can we maximize participant-led ideas and content in our programming?
- How can we remove barriers to learning?
- What community partnerships will help us increase access to jobs, housing, and social inclusion?



Center the equity, compensation & experience of our teams

If The Arc SF prioritizes the employee wellness, experience and compensation, then we will have dynamic teams providing high quality supports in service of our mission.

OUR PLAN

- Advocate with our state funders for more sustainable funding allowing us to pay a living wage, that reflects the expertise of our employees.
- Increase representation/leadership of people with disabilities overall, and I/DD specifically, in all Arc SF teams.
- Improve representation and support of Black/Latinx individuals in Arc SF management and leadership.
- Give all team members opportunities for advancement and personal growth.

GUIDING QUESTIONS

- How can we be sure that our commitment to diversity is reflected at all levels of the organization and leadership?
- What are our pathways to providing the compensation we want to provide our staff?
- Beyond pay, what are the benefits that are most valued by our employees?



Anchor our identity, internally & externally

If the work of The Arc San Francisco is clearly known both internally and externally then our impact is scalable and our opportunities to better serve people with disabilities increases.

OUR PLAN

- Center participant voice in a range of internal and external communications.
- Make all communications accessible to the community.
- Align branding and language with our commitment to disability justice, and social justice in general.
- Emphasize that The Arc SF is not just a location, but a community.

GUIDING QUESTIONS

- Do people outside of The Arc know what we do?
- Who needs to hear our messaging and what languages do they speak?
- Does our messaging reflect our commitment to social justice and include the voices of the people we serve?