



STRATEGIC PLAN 2026-2029

Approved by the Board of Directors - 5/18/2026



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Dear Friends,

The Arc of California launches a new strategic plan for 2026-2029! We wish to share our intentions and invite your partnership in this critical journey. With cautious optimism, we are transitioning from a five-year plan to a focused three-year strategy – reflecting our hope that the near future holds brighter possibilities for individuals with intellectual and developmental disabilities and their families in California.

We must acknowledge the harsh realities we currently face. Our organization faces significant financial pressures, and looming threats at the federal level – particularly to Medicaid, Social Security, and education. These threats jeopardize not only our sustainability but also the lifelines essential for the well-being of our community. These challenges have made us more determined than ever to advocate fiercely for those we serve.

Advocacy for the rights of the disability community remains our primary focus. We recognize that true success is only possible through robust community organizing and grassroots efforts. It is through spreading awareness and sharing our message with legislators at both the state and federal levels that we can effect meaningful change. Our goal is to lead this advocacy movement and foster a sea change necessary to support individuals with disabilities and their families by amplifying their voices, shaping equitable policy, advancing economic opportunity, and fostering community leadership for future generations.

This strategic plan is more than a roadmap – it is a call to action! We invite you to join us in the endeavor. Together, we strive to strengthen the resources and opportunities that empower our community. Your voices, engagement, and support are vital as we work toward a sustainable future for all committed to our mission.

Thank you for your ongoing dedication and partnership with The Arc of California. With your help, we believe we can build a brighter, more inclusive future of California's disability community.

Sincerely,



Pat Hornbecker (she/her)
President
Board of Directors



Jordan Lindsey (he/him)
Executive Director
The Arc of California



Pat Hornbecker



Jordan Lindsey

HISTORY

THE POWER OF PARENTS

The Arc has a rich history spanning many decades and marked by accomplishments. We continue to carry out the mission and vision of people with intellectual and developmental disabilities, as well as their parents and siblings.

In 1950, a small group of parents and other concerned individuals came together to act as voices for change. At the time, little was known about the condition of intellectual disability (at the time referred to as ‘mental retardation’) or its causes. There were virtually no programs and activities in communities to assist in the development and care of children and adults with intellectual disability or to support families.

It was common at that time for doctors to tell parents that the best place for their child was in an institution. Emboldened by their collective desire to raise their children in the home and their stubborn refusal to accept that institutionalization was the only option, The Arc’s founders fought even harder.

Like all parents, they wanted more for their children. They wanted their children to lead fulfilling lives out in the community and not shut away in dark institutions. It was in that spirit that The Arc was born.

THE EARLY DAYS

At the outset, the organization was committed to altering perceptions of children with intellectual and developmental disabilities and educating parents and others regarding the potential of people with disabilities.

The Arc also worked to procure services for children and adults who were denied an education, the right to attend day care and preschools, and the right to work.

GROWING WITH THE TIMES

Over the decades, The Arc has grown and adapted to the changes that people with disabilities face across their lifespan. Through the decades, The Arc has seen several name changes, advocated for the passage of state and federal legislation on behalf of people with disabilities, and established a broad network of state and local chapters that range from small voluntary groups to large, professional organizations.

ABOUT US

Since 1950, The Arc of California has been a leading statewide voice for the rights and full inclusion of people with intellectual and developmental disabilities and their families. As part of a national network of over 600 state and local chapters of The Arc, we collaborate with families, advocates, service providers, and allies to shape public policy, foster inclusive opportunities, and champion equity for all.

Our statewide reach includes 20 established local chapters across California, and in 2023, we proudly launched El Arc de California, The Arc's first effort in the nation dedicated to advancing equity for the Latino community. This historic milestone reinforces our commitment to inclusion and culturally responsive advocacy.

Our advocacy efforts span a wide array of priorities, including abuse prevention, voting rights, economic opportunity, access to Medi-Cal, and policy advocacy. We also support a strong network of caregivers, many of whom rely on In-Home Supportive Services (IHSS), and work to address the growing shortage of Direct Support Professionals (DSPs), especially those from immigrant and multilingual communities.

Grounded in the values of people first, equity, self-determination, and community — The Arc of California works every day to build a future where all people with disabilities can live with choice, dignity, and full participation in community life.



CORE SERVICES

WHAT WE DO

Public Policy, Legislative Advocacy, Community Organizing, The Arc & UCP California Collaboration, Lanterman Coalition, El Arc de California, Caring Futures, Voting Rights, Civil Rights, Workforce Development, Special Education, Criminal Justice Advocacy, and the Monday Memo.

ADVOCACY

Advocacy Alerts, State Bill File, State Budget, Tips for Advocacy, Position Statements, Federal Policy.

INFORMATION AND RESOURCES

Caregiver Support, Civil Rights, Conservatorship, Early Start, Education, Employment, FASD Prevention, Future Planning, Healthcare, Housing, Legal and Criminal Justice, Medi-Cal, Regional Centers, Self-Determination, Sex and Sexuality, Sexual Assault and Services, Special Needs Trust and CalABLE, SSDI/SSI, Supported Decision-Making, Social Recreation and Camp, Transition, Victim Services, Wings for Autism

MISSION & VISION

OUR MISSION

Our mission is to champion the rights, self-determination, and full inclusion of Californians with intellectual and developmental disabilities and their families – by amplifying their voices, shaping equitable policy, advancing economic opportunity, and fostering community leadership for future generations.

OUR VISION

Our vision is to create a California where every person with intellectual and developmental disabilities lives with choice, dignity, and full participation in community life.

CORE VALUES

HUMAN DIGNITY	People with disabilities have human dignity. The lives of people with disabilities have value.
PERSONHOOD	People with disabilities have varying strengths, abilities, and interests. Each person is unique.
CHOICE	People with disabilities can make decisions about their lives. People with disabilities should be supported to do so as requested or needed.
RIGHTS	People with disabilities have human and civil rights, which must be protected.
COMMUNITY	People with disabilities are part of and contribute to the fabric of society. Everyone benefits when people with disabilities are present and participate.
SUPPORT	People with disabilities have differing support needs. Society must support people with disabilities to achieve their full potential. Society should also help families who provide support for loved ones with disabilities.
EQUITY	Society must remove barriers and correct injustices that limit opportunities for people with disabilities. Extra action is needed to help people with disabilities and their families, who face other forms of bias or discrimination.
DIVERSITY	Human diversity is beautiful and powerful. We celebrate, honor, and seek to understand the differences in our identities and life experiences.

2025-2026 BOARD OF DIRECTORS

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Jordan Lindsey, Executive Director

STRATEGIC PLANNING COMMITTEE

- Esther Anaya
- Melissa Crisp-Cooper
- Jessica Clay
- Ray Hampson
- Pat Hornbecker
- Jordan Lindsey
- Cindy Liu
- Stacey Martinez
- Felisa Strickland

Advisor: Kevin MacDonald
MacDonald Consulting

STRATEGIC PLAN APPROACH

- 1 Gather input from the Executive Director
- 2 Establish Committee and Goal Development
- 3 Seek Input from Stakeholder Groups
- 4 Develop Categories for High Priority Goals
- 5 Create Priority Goals
- 6 Development of Objectives
- 7 Final Development of Recommended Strategic Plan
- 8 Present to Board of Directors
- 9 Assign Responsibilities and Accountability



MAJOR AREAS OF FOCUS

THE OVERARCHING THEMES OF THE STRATEGIC PLAN ARE TO:

**PROTECT &
STRENGTHEN**
*the developmental
disability system*

**FIX SYSTEM
GAPS**
that impact daily life

EXPAND
influence and reach

MAJOR AREAS OF FOCUS

ADVOCACY	• Public policy • Legislative • Alliances
FUNDING	• Funding for The Arc of California • Funding for chapters of The Arc • System-wide funding
COMMUNICATION, INFORMATION & TRAINING	• General communication • Training and leadership development
CHAPTER SUPPORT	• Public policy and advocacy support • Resources and Family Support
SPECIAL AREAS OF FOCUS	• Caregiver support, criminal justice, development of workforce for the service system, education, employment of people with developmental disabilities, housing, rate reform, system accountability, and transportation

GOALS OVERVIEW

GOAL 1: ADVOCACY

- A. The Arc of California will continue to be the statewide leader in advocacy for and with people with intellectual and developmental disabilities, their families and the communities that support them.
- B. The Arc of California will be actively engaged in all areas of public policy (State and Federal) relating to people with intellectual and developmental disabilities, their families and communities that support them.
- C. The Arc of California will continue to develop and support legislation with a focus on improvements to the Lanterman Act and access to services and supports. The Arc of California will advocate against any proposed legislation that threatens independence and access to services.
- D. The Arc of California will continue to develop alliances with movements outside the disability community that align with The Arc's mission and engages them to support common public policy and legislative goals.

GOAL 2: FUNDING

- A. The Arc of California will start developing a funding plan for the operations of The Arc of California (state office) with a focus on developing a diverse funding model to ensure long-term solvency.

GOAL 3: COMMUNICATION, INFORMATION & TRAINING

- A. The Arc of California will communicate public policy, legislative initiatives, and areas of systemic concern and interest to its stakeholders and interested parties in a variety of formats on a consistent and timely basis.
- B. The Arc of California will offer a variety of trainings through different mediums to better educate its stakeholders on critical areas impacting people with intellectual and developmental disabilities.
- C. The Arc of California will promote its leadership role in the Developmental Disability system to increase awareness of the organization.

GOALS OVERVIEW

GOAL 4: CHAPTER SUPPORT

- A. The Arc of California will continue to work with California Conference of Executives (CCE) and the local chapters to identify areas of system-wide concerns in the development of public policy and legislation.
- B. The Arc of California will continue to provide individual resources and supports to its local chapters of The Arc of California.

GOAL 5: SPECIAL AREAS OF FOCUS

- A. The Arc of California will continue to identify major system-wide issues and develop plans for engagement and resolution.



RESPONSIBILITIES & ACCOUNTABILITY

RESPONSIBILITIES

The primary responsibility for implementation of the Strategic Plan rests with the Executive Director and staff of The Arc of California. The Executive Director will provide additional details on who is responsible for each objective and an exact timeline. The Board of Directors provides oversight and strategic guidance to ensure the plan is being implemented in alignment with the organization's mission and values.

ACCOUNTABILITY

The Arc of California staff will provide regular progress reports to the Board of Directors. The Strategic Planning Committee will review progress annually and recommend adjustments as needed. Community stakeholders will be engaged through surveys and convenings to ensure ongoing alignment with the priorities of people with intellectual and developmental disabilities and their families.

BE PART OF WHAT COMES NEXT

Achieving the goals in this strategic plan will take all of us. Your support helps The Arc of California protect disability rights, strengthen advocacy, expand our reach, and build a more inclusive future for Californians with intellectual and developmental disabilities and their families.

Partner with us by making a donation, sponsoring an event or initiative, or exploring other ways to invest in our mission.

Email info@thearcca.org to learn more about sponsorship or partnership opportunities. Visit SupportTheArc.org to support our work.

