



The Arc of San Francisco
FY 08 – 13 Strategic Goals
FY 10 – 11 Annual Objectives

1. **Autism.** The needs created by the increasing prevalence of autism.
Community Training Services Director and Committee on Autism
 - Implement Social Stories for 3 clients on routine basis based on criteria established by the Committee on Autism.
 - Implement visual communications for 3 clients with autism based on criteria established by the Committee on Autism.
 - Establish a quiet area during AM transitions at Howard Street.

2. **Housing.** The need to develop additional housing options.
Director of Development, Strategic Housing Committee, and others
 - The Strategic Housing Committee will establish a procedure for disbursing The *Barbara Shupin Fund for Independent Living*.
 - The Arc will conduct 1 direct mail campaign for planned giving of titles to residences.
 - The Arc will establish a partnership with an experienced housing developer.

3. **Wellness.** The emergence of the concept of wellness.
Wellness & Aging Services Director
 - Stabilize outplacement of Health Advocate at San Francisco General Hospital in partnership with UCSF Office of Developmental Primary Care.
 - Outplace a Health Advocate at the *Esperanza* clinic in San Mateo Medical Center in partnership with Health Plan of San Mateo.

4. **Aging.** The need to provide services to aging (later in life) clients.
Seniors Services Director, Wellness & Aging Services Director and others
 - Develop a protocol for The Arc to plan and manage acute medical, hospice, and end-of-life care within existing service designs.
 - Identify at least 5 clients who are appropriate to engage in the protocol.
 - Meet with families/caregivers of at least 1 client to engage them in the protocol.

5. **Transition Age.** New services to support younger adults (ages 14 to 18).
Advocacy and Intake Services Director, Job Placement Services Director, and others
 - Develop a thriving partnership with SFUSD based on transition.
 - Implement the Transition Support Program.
 - Provide out-of-school socialization opportunities for transition age youth age 18 to 22 years six times.
 - Place 1 client in unpaid internship through Project SEARCH.

6. **Fund Raising.** The need to improve fund raising capabilities.
CEO, Director of Development and others
 - Conduct a resource development audit and create a strategic development plan, including a major gifts program.
 - The 2010 Arc Angel Society breakfast will increase the number of society members by 10% (equal to 8 new members).
 - A 60th anniversary event committee will meet 5 times.
 - Pulse* will raise \$5,000 through its events, excluding art sales to clients.



The Arc of San Francisco
FY 08 – 13 Strategic Goals
FY 10 – 11 Annual Objectives

7. **Advocacy & Marketing.** The need to improve The Arc's 'brand' through increased advocacy and marketing.
Director of Development and others
- Fundraisers will have and use case statements when soliciting major gifts.
 - Parents In Partnership* newsletter will be mailed 10 times.
 - Pulse will increase its core membership to 12 persons.
 - Donors will be surveyed.
 - The Arc will be mentioned in general news media three times.
 - Every general audience development publication of The Arc will include at least one piece translated into Chinese or Spanish language.
8. **Staff Training.** The need to provide additional staff training opportunities.
Director of Human Resources and Committee on Quality Assurance
- Identify 2 staff with competency and potential as managers and offer them specialized training.
 - Provide 4 drop-in training opportunities for managers and for staff.
9. **Strategic Companies.** The need to maximize relationships with strategic companies.
Job Placement Services Director and others
- Move **Safeway** and **PG&E** from Level 3 to Level 4, that is they are recognized as model employers of people with developmental disabilities, make regular referrals of Arc clients to other potential employers, make presentations to other potential employers, and/or host a job development-related event.
 - Move **Sequoias**, **City & County**, and **Sephora** from Level 2 to Level 3, that is they are regularly contacted by The Arc, participate in Business Advisory Council or other board committee, make presentation to Job Club, attend Arc events, make in-kind contributions to job development-related event, and/or demonstrate interest in assessment or contract employment.
 - Make **Jewish Community Center** and **Marin Software** strategic employers beginning at Level 2.
 - Establish multi-department quarterly reviews of strategic employer relationships.
 - Integrate 3 strategic employers into advocacy and marketing activities.
10. **Program Governance.** Improved program governance (knowing when to *not* provide a service, or to discontinue one).
CEO, COO, Director of Accounting, Director of Developmental Services
- Review each department reporting net revenue of (\$30,000) or worse as of December 31, 2010 and determine a) to close the service by February 1, 2011, b) to wind down the service and close it by June 30, 2011 or c) to budget the service to continue in FY 11 – 12, duly considering the number of clients affected, the number of staff affected, and fiscal cost-benefit for The Arc.