

State Chapter Executive Directors Meeting

Wednesday July 25, 2018

Agenda Item: Strategic Planning for the Future of The Arc

Time: 2:15 pm – 2:45 pm

The Arc's current long-term plan, the *Strategic Framework for the Future of The Arc, 2010-2019 – A Clear Path Forward*, will expire at the end of 2019. We are beginning the process of developing a new plan to guide the next phase in the life of the organization and would like your ongoing involvement. Similar to the last strategic planning process in 2008-2009, we are envisioning a participatory process that fully engages you and other chapter leaders.

As a first step, we would like to begin to gather your input, both about the design of the planning process and about major considerations that should be addressed in the new plan.

Please take a few minute to skim through the attached slide deck which summarizes major accomplishments during the 8 ½ years under the existing *Strategic Framework*.

During our meeting we would like to spend the time available to discuss the following three questions:

1. What have been the 10 most important accomplishments for The Arc under the current *Strategic Framework*? Among those, does one rise to the top?
2. Looking ahead over the next 10 years, what are the major strategic issues that people with intellectual and developmental disabilities and their families, and The Arc, will face?
3. Do you have specific suggestions about how best to engage chapter leaders, both staff and board leaders, in our planning process over the course of the next year?

In addition to the attached summary of accomplishments, if you would like to skim through the current plan you can find it here:

<http://content.yudu.com/Library/A1wvgf/StrategicFrameworkNe/resources/index.htm>

Strategic Framework Accomplishments Summary & Score Sheet

A detailed slide deck follows with information about 47 major accomplishments during the first 8 ½ years of implementing the *Strategic Framework for the Future of The Arc*. As you review the slide deck, use this score sheet to narrow down to the group of what you think are the Top Ten Accomplishments.

| Top Ten | |
|---------|---|
| | 1. Won passage of the Affordable Care Act – the most important disability legislation since the Americans with Disabilities Act |
| | 2. Expanded The Arc's capacity to engage in legal advocacy |
| | 3. Established Wings for Autism (aka Wings for All), replicating program started by Charles River Arc, promoting better accommodation of people with I/DD by airlines, airports and TSA |
| | 4. Established The Arc@School – harvesting and spreading knowledge, and building chapter expertise, in special education advocacy |
| | 5. Stopped proposed cuts to Medicaid, SSDI and SSI |
| | 6. Won passage of the Steven Beck Jr. Achieving a Better Life Experience Act (ABLE Act) |
| | 7. Secured victories in fine-tuning and improving federal laws and regulations impacting people with I/DD and their families |
| | 8. Promoted promising practices in school to community transition, supporting students transitioning to adult life (employment, community living, etc.) |
| | 9. Supported chapters to explore recycling as a possible social enterprise and source of jobs for people with I/DD |
| | 10. Established The Arc@Work -building demand for businesses, large and small, to hire people with I/DD and opportunities for chapters to place more people in jobs |
| | 11. Established Autism Now, reaching out to and serving the Autism community. |
| | 12. Established Center for Future Planning – supporting families to plan for the future |
| | 13. Established National Center on Criminal Justice and Disability – assuring people with I/DD get treated fairly in the criminal justice system, whether as victims, suspects, accused or convicted. |
| | 14. Establish Tech Toolbox, Comcast Learning Labs and Online Coaching Service – collaborating with chapters to explore how technology can be used to support people with I/DD and enhance services by chapters of The Arc |
| | 15. Educated and supported people with I/DD to exercise their rights and participate in the political process |
| | 16. Supported people with I/DD to be engaged in their communities, including with supports from their local chapter of The Arc |
| | 17. Promoted awareness of The Arc and the concerns of the individuals and families we serve through public service announcements |
| | 18. Promoted awareness of The Arc and of the individuals and families we serve through relationships with sports teams |
| | 19. Won passage of Rosa's Law – removing the R-word from Federal health, education and labor laws affecting people with I/DD and their families |
| | 20. Won passage of the Matthew Shepard & James Byrd Jr. Hate Crimes Prevention Act – including assaults and violence motivated by disability within the definition of Federal hate crimes |

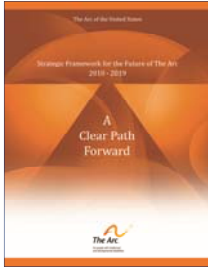

| | |
|--|---|
| | 21. Promoted awareness of the needs, issues and concerns of people with I/DD and their families by conducting and publicizing research |
| | 22. Promoted awareness of the needs, issues and concerns of people with I/DD and their families by providing public education resources to chapters |
| | 23. Promoted acceptance of people with I/DD by providing chapters with access to sponsor a film festival |
| | 24. Established the Catalyst Awards– to recognize and publicize individuals and companies outside the disability bubble who are advancing inclusion |
| | 25. Established the HealthMeet and Health & Fitness for All programs – improving the health status of people with I/DD by promoting better self-care and identification, accommodation and care in the health care system |
| | 26. Established the FASD Prevention Project – educating health care providers to better inform women about the dangers of drinking when pregnant or thinking of becoming pregnant |
| | 27. Re-established The Arc’s identity as the leading advocate for people with I/DD and their families |
| | 28. Supported and engaged the chapter network. |
| | 29. Expanded communications with our constituents |
| | 30. Expanded engagement with the media. |
| | 31. Expanded presence and communications online and through social media |
| | 32. Achieved modest membership growth |
| | 33. Developed and implemented Diversity Strategic Action Plan to strengthen diversity and cultural competence within The Arc. |
| | 34. Re-established The Arc’s presence and impact in Georgia and Wisconsin by establishing state offices. |
| | 35. Re-established and maintained The Arc’s local chapter presence in our headquarters town by taking over management of The Arc DC |
| | 36. Attracted new constituents to our cause by establishing new National Nonprofit Associate Membership, recruiting Tuberous Sclerosis Alliance and William Syndrome Association as first members |
| | 37. Supported chapters to maintain robust online presence by creating and providing Chapter Web Service |
| | 38. Promoted improvements in programs, services and supports for people with I/DD through National Program Initiatives |
| | 39. Promoted excellence in nonprofit governance, management and operations among chapters through revamped NCE of The Arc Leadership Program |
| | 40. Educated and empowered people with I/DD, family members, and chapter leaders by sharing knowledge and providing networking opportunities at The Arc’s National Convention |
| | 41. Educated and empowered people with I/DD, family members, and chapter leaders to be powerful advocates on disability policy |
| | 42. Rebranded The Arc |
| | 43. Expanded the base of support for The Arc (at all levels) by attracting and engaging national companies in providing funding and in-kind resources |
| | 44. Expanded the base of financial support for The Arc (at all levels) by providing chapters with fundraising tools and resources |
| | 45. Expanded the base of financial support for The Arc’s national office |
| | 46. Saved chapter time and money through group buying and endorsed vendor programs |
| | 47. Demonstrated The Arc’s commitment to best practices in nonprofit governance and |

| | |
|--|------------|
| | Management |
|--|------------|



Strategic Framework for the Future of The Arc
2010-2019


Major Accomplishments 2010 - 2018

Mission Statement


The Arc promotes and protects the human and civil rights of all people with intellectual and developmental disabilities and actively supports their full inclusion and participation in all aspects of the community throughout their lifetimes.

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Goal I

Infants, children and youth with I/DD have access to the supports and services they need to live in their family homes, to succeed in school and to partake in all of the experiences of childhood.




Goal II

Adults with I/DD have the opportunity to lead lives of their own choosing, to be free from poverty, to be employed, to reside in the community, and to live independently with ready access to whatever services and supports they need.



Goal III

People with I/DD have the opportunity to participate in civic activities, volunteerism and community service, religion, art, culture, and recreation alongside their peers without disabilities.



Goal IV

Individual members of the public value, respect and accept people with I/DD as equal members of society.



Goal V

Quality health education, health promotion and health care are widely available and accessible, enabling individuals to avoid known environmental causes of I/DD and to prevent secondary health problems for people with I/DD.



Goal VI

The Arc is a powerful advocate for people with I/DD, leading a vibrant, engaged and growing movement of people with I/DD; their family members, friends and colleagues; and the nonprofit organizations that serve them, committed to the full inclusion of people with I/DD in society.



Goal VII

The Arc is a catalyst advancing best practices among all community-based service providers and the preeminent provider of inclusive services and supports for people with I/DD and their families.



Goal VIII

The Arc is a household name, well-known and respected as an effective, responsive, well-managed, responsibly governed, and sustainable nonprofit federation.

8 Goals
63 Strategies

Our work has touched on 61 of the 63 strategies

What haven't we touched?

- Goal VI, Strategy 9: Develop benchmarks and compile state-specific rankings of the accessibility and quality of supports and services for people with I/DD and their families.
- Goal VII, Strategy 2: Conduct or commission research to assess the quality of outcomes attained by people with I/DD served by chapters of The Arc in comparison to other community-based service providers.

Ten cross-cutting themes



1. At our core, The Arc is a human rights organization.
2. We serve people with all types of intellectual and developmental disabilities (Autism) at all stages of life (children/young families).
3. Home and community is where people should be.
4. We are committed to self-determination and self-advocacy.
5. Parents, siblings and people with IDD are central to The Arc. To succeed we must embrace and involve the next generation of families

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Ten cross-cutting themes (continued)



6. As the largest provider of programs, services and supports, The Arc should be leading the way as the preeminent provider of quality services that people need and want.
7. Effective system advocacy and individual advocacy are needed to get the job done.
8. The Arc should be the thought leader in the disability field and the preferred resource for advocacy and information.
9. The Arc is one organization, with national state and local leadership, presence and impact; together we leading and catalyzing a growing movement on behalf of people with I/DD.
10. The Arc brand must be as well known and respected as any of the other top 10 national charities.

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What we have accomplished?

47 accomplishments are listed below

What are the ten most important?



1. Won passage of the Affordable Care Act - the most important disability legislation since the Americans with Disabilities Act



2. Expanded The Arc's capacity to engage in legal advocacy.



• Examples of active cases

- GNETS class action litigation challenging GA's statewide system of segregated and inferior schools for students with disability-related behavioral needs.
- Amicus brief in victorious case before the U.S. Supreme Court on standards that apply to schools when providing special education services.

• In 2017 alone

- Our legal work received media coverage in Boston Globe, Mother Jones, Associated Press, Hartford Courant, Atlanta Journal Constitution, Pacific Standard, Austin-American Statesman, and more.
- Law firms donated about \$1,000,000/1550 hours in pro bono contributed by 9 law (~3X 2016 contributions).
- Published articles on disability rights law in ABA Human Rights Magazine and University of Minnesota Impact Magazine.

3. Established Wings for Autism (aka Wings for All), replicating program started by Charles River Arc, promoting better accommodation of people with I/DD by airlines, airports and TSA



| | 2015 | 2016 | 2017 |
|------------------------|-------|-------|-------|
| Events | 20 | 30 | 38 |
| Chapters participating | 20 | 33 | 42 |
| Airlines participating | 6 | 11 | 11 |
| Airports participating | 17 | 27 | 34 |
| Families participating | 982 | 1,371 | 1,705 |
| People participating | 2,889 | 3,978 | 4,904 |

30% report traveling by air since participating

4. Established The Arc@School - harvesting and spreading knowledge, and building chapter expertise, in special education advocacy



- Online Resource Center, with information and resources for students, parents, educators and advocates received more than 7000 unique page views from over 3000 visitors

- Released report - "Special Education Advocacy and The Arc's Chapter Network"
 - Viewed more than 600 times
- 11 presentations to more than 250 parents, educators, chapter staff, and professionals serving students with disabilities
- Began creation of an online, comprehensive special education advocacy training curriculum for non-attorneys, including chapter staff, parents, and educators

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5. Stopped proposed cuts to Medicaid, SSDI and SSI.



6. Won passage of the Steven Beck Jr. Achieving a Better Life Experience Act (ABLE Act)



Tax-preferred Disability Savings Plans, similar to Education Savings Plans



7. Secured victories fine-tuning and improving federal laws and regulations impacting people with I/DD and their families.

Examples include:

- Expanded eligibility for Family Caregiver Support Program
- Secured provisions in Workforce Innovation and Opportunity Act emphasizing competitive integrated employee, including for those with significant needs
- Secured regulations on assessment and accountability under Every Student Succeeds Act
- Secured provisions in HUD's Affirmatively Furthering Fair Housing implementation to strengthen fair housing implementation and tools for people with disabilities.

8. Promoted promising practices in school to community transition, supporting students transitioning to adult life (employment, community living, etc)



9. Supported chapters to explore recycling as a possible social enterprise and source of jobs for people with I/DD

8 chapters nationwide



10. Established TheArc@Work - building demand for businesses, large and small, to hire people with I/DD and opportunities for chapters to place more people in jobs.



SPECIALISTERNE
Passion for details

The Arc@Work- recent stats



- 47 chapters received subgrants totaling \$540,000 (2016 - 2018)
- In 2017:
 - 518 people with I/DD placed in jobs at 350 employers
 - 1,407 people with I/DD trained
 - \$274,230 worth of service provided to community
 - All of The Arc@Work initiatives exceeded the federal minimum wage of \$7.25 an hour:
 - Walmart Initiative Avg. Wage: \$10.55/hour
 - Baymont Inn and Suites Initiative Avg. Wage: \$9.00/hour
 - Specialisterne (MEAF) Initiative Avg. Wage: \$37,500.00/Annual

11. Established Autism Now, reaching out to and serving the Autism community.



- Established The Arc's presence and relevance in the Autism community
 - Amplified later by addition of Wings for Autism program
- Online resource center
- Social Media presence on FB and Twitter

12. Established Center for Future Planning - supporting families to plan for the future



- Primary focus - adults with I/DD living at home with aging caregivers
- Center provides:
 - Website with extensive resources, including Build Your Plan tool
 - Content accessible to self-advocates
 - Webinars
 - Training for chapter staff

Center for Future Planning - recent stats



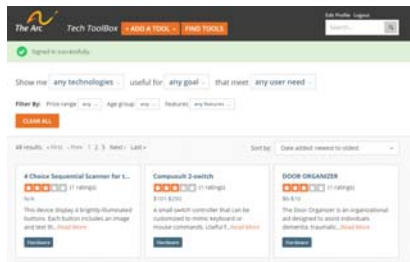
| | 2015 | 2016 | 2017 |
|--------------------------------|---------|--------|---------|
| Chapters participating | 85 | 121 | 103 |
| Professionals participating | | | 76 |
| Webinars (attendees) | 12 | 6 | 4 (768) |
| Info/Referral requests | 84 | 371 | 350 |
| Unique visitors to website | 11,751 | 11,069 | 11,893 |
| Build Your Plan accounts | | | 1,085 |
| Reached via FB | 229,435 | 98,135 | 98,101 |
| Pew cards distributed (NC, TN) | | | 2,000 |
| ArcLight magazine reach | | | 26,000 |
| Org's shared info about CFP | | | 74 |

13. Established National Center for Criminal Justice and Disability - assuring people with I/DD get treated fairly in the criminal justice system whether as victims, suspects, accused or convicted.



| | 2015 | 2016 | 2017 |
|-------------------------------------|--------|--------|--------|
| Pathways to Justice Trainings (PTJ) | 5 | 6 | 6 |
| Participants at PTJ trainings | | | 460 |
| Technical Assistance Encounters | 156 | 242 | 200+ |
| NCCJD website pageviews | 36,584 | 20,005 | 22,106 |
| Conference presentations | 18 | 18 | 20 |
| Conference attendee reach | 875 | 2,655 | 1,200+ |

14. Established Tech Toolbox, Comcast Learning Labs and Online Coaching Service - collaborating with chapters to explore how technology can be used to support people with I/DD and enhance services by chapters of The Arc.



Tech Programs - recent stats

| Tech Programs | 2014 | 2015 | 2016 | 2017 |
|--|------|--------|------------|--------|
| Tech Learning Labs/Coaching Centers active | n/a | n/a | 6 | 5 |
| • People with IDD evaluated | n/a | n/a | n/a | 297 |
| • People with IDD participated in sessions | n/a | n/a | 375 | 194 |
| • Number of sessions provided | n/a | n/a | 204 | 297 |
| • # chapters using Online Coaching Service | n/a | n/a | n/a | 4 |
| Tech Toolbox website, tools in toolbox | 502 | 514 | 612 | 628 |
| • Toolbox pageviews | n/a | 52,605 | 45,794 | 25,790 |
| • Toolbox website users | n/a | n/a | 6,595 | 3,441 |
| • Toolbox website sessions | n/a | n/a | 8,712 | 4,605 |
| • # staff (# chapters) submitting surveys | n/a | n/a | 1496 (230) | n/a |
| • # surveys submitted | n/a | n/a | 3,039 | n/a |
| • Expert reviews added | n/a | n/a | 60 | 40 |
| • User accounts created | n/a | n/a | n/a | 35 |

n/a = not applicable

15. Educated and supported people with I/DD to exercise their rights and participate in the political process.



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16. Supported people with I/DD to be engaged in their communities, including with supports from their local chapter of The Arc.



In 2017, we created materials:

- Inclusive volunteering webpages
- Materials for people with disabilities, family members, disability professionals, and volunteer coordinators seeking to engage people with disabilities

Martin Luther King Jr. Day of Service - recent stats

- 15 chapters received subgrants totaling \$100,000
- 890 volunteers participated (from 705 in 2016)
- 11,360 volunteer hours served (up from 5795 in 2016)
- \$274,230 worth of service provided to community
- 17,0420 unique people receive food (up from 10,230 in 2016)

17. Promoted awareness of The Arc and the concerns of the individuals and families we serve through public service announcements.

| | 2015 | 2016 | 2017 |
|---------------------|---------|---------|---------|
| # times PSA aired | 122,033 | 94,266 | 96,654 |
| \$ value (millions) | \$1.4 | \$1.027 | \$1.115 |



18. Promoted awareness of The Arc and of the individuals and families we serve through relationships with sports teams.



19. Won passage of Rosa's Law - removing the R-word from Federal health, education and labor laws affecting people with I/DD and their families.



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20. Won passage of the Matthew Shepard & James Byrd Jr. Hate Crimes Prevention Act - including assaults and violence motivated by disability within the definition of Federal hate crimes.

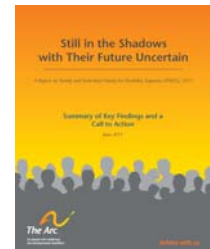


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21. Promoted awareness of the needs, issues and concerns of people with I/DD and their families by conducting and publicizing research.



The Arc
We have our finger on
the pulse of people
with I/DD and their
families



22. Promoted awareness of the needs, issues and concerns of people with I/DD and their families by providing public education resources to chapters.



Other Toolkits

- Autism Acceptance Day (April)
- Fetal Alcohol Spectrum Disorders (FASD) Awareness Day (September)
- Disability Employment Awareness Month (October)

23. Promoted acceptance people with I/DD by providing chapters access to sponsor a film festival.



24. Established the Catalyst Awards - to recognize and publicize individual and companies outside the disability bubble who are advancing inclusion



Catalyst Awards - 2016 & 2017 winners

2016 WINNERS

- Connor Long, Self Advocate of the Year
- Giant Eagle, Regional Business Employer of the Year
- Ruderman Foundation, Philanthropist of the year
- Pablo Suarez, Educator of the Year
- Google.org, Corporate Foundation Philanthropist of the Year
- Nike, Corporate Advocate of the Year
- Steve Silberman, Author of the Year
- Patti Saylor & Erica Wheeler, Community Advocate of the Year
- Born This Way, Television Show of the Year

2017 WINNERS

- Apple, Corporate Advocate of the Year
- Lois Curtis, Self-Advocate of the Year
- Speechless, Television Show of the Year
 - Scott Silveri, 20th Century Fox Television, ABC and cast members
- Skadden Arps Slate Meagher & Flom, Legal Advocate of the Year
- Public Policy Victory of the Year, State Legislators Santabarbara and Ortt (NY), Brown and Kenley (IN)
- Catalyst Awards converted to Plenary Session at National Convention to allow all chapters to attend the Year
- Apple, Giant Eagle and Jonathan Murray become corporate sponsors and donors
- Steve Silberman, Nike & Gail Williamson provide in-kind support

- Reached more than 400,000 through shares/posts by award winners
- 14 known traditional and non-traditional media hits

25. Established the HealthMeet and Health & Fitness for All programs - improving the health status of people with I/DD by promoting better self-care and identification, accommodation and care in the health care system



- HealthMeet - recent stats**
- CDC funding ended in 2016
 - \$260k in sub-contracts to 7 chapters (17 in 2015), for replication toolkits
 - 9 chapters implemented health matters training (12 in 2015)
 - 247 people participated in health matters training (157 in 2015)



Health and Fitness for All - recent stats

- \$43k in sub-grants to 6 chapters (3 chapters, \$53K in 2016)
- 76 people with I/DD participated
- 77% reported increase in healthy food knowledge 20% rated their health as better at end of 12-week program

26. Established the FASD Prevention Project - educating health care providers to better inform women about the dangers of drinking when pregnant or thinking of becoming pregnant

Fetal Alcohol Spectrum Disorder Prevention Project

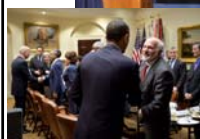
2016 was last year of funding from HRSA

- 11 chapters provided mini-grants totaling \$22,000 (22 chapters, \$64k in 2015)
- 15 chapters ordered Toolkits to conduct outreach to health professionals (27 in 2015)
- 19,093 website pageviews (8,488 in 2015)
- 26,219 reached via FB posts (4,789 in 2015)
- 62,141 health care professionals reached (152,498 in 2015)

27. Re-established The Arc's identity as the leading advocate for people with I/DD and their families



Uncoupled the government affairs office of The Arc and United Cerebral Palsy



Federal Policy Advocacy - recent stats

| | 2015 | 2016 | 2017 |
|---|------|------|------|
| Letters submitted which advance The Arc's views on legislative or regulatory proposals | 106 | 87 | 122 |
| Comments submitted which advance The Arc's views on legislative or regulatory proposals | 34 | 73 | 17 |
| Testimony provided which advances The Arc's views on legislative or regulatory proposals | 7 | 2 | 6 |
| Meetings held with key staff and decision makers | 274 | 256 | 258 |
| National Policy Matters, Capitol Insider, Fact Sheets, charts and other communications issued | 58 | 46 | 79 |
| Presentations made (e.g. conferences, chapter meetings, webinars, etc.) | 80 | 58 | 45 |
| Coalition meetings attended | 398 | 325 | 543 |

28. Supported and engaged the chapter network.

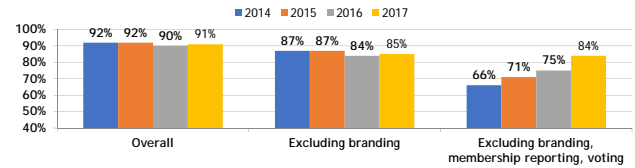
- 634 state & local chapters at start of 2018
- 38 state chapters and 2 state offices
 - Missing in: Alaska, Kansas, Maine, Nevada, New Hampshire, Oklahoma, Rhode Island, South Dakota, Utah, Vermont, Wyoming
 - Continuing concerns about viability of 8-10 state chapters
- 596 local chapters
 - No presence in Maine, Nevada, Vermont

Sparse presence in many places

| # of local chapters | No State Chapter | Has State Chapter |
|---------------------|------------------|-------------------|
| 0 | 3 | 4 |
| 1-3 | 7 | 4 |
| 4-10 | 1 | 7 |
| 11 or more | 0 | 23 |
| Fully Built Out | 0 | 2 |

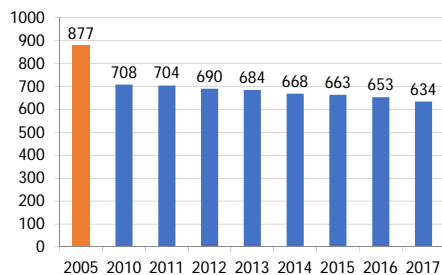
We have yet to accomplish the objective of getting the chapter network back on a growth track.

Chapter Engagement - recent stats



| Number of contact points | % of chapters 2014 | % of chapters 2015 | % of chapters 2016 | % of chapters 2017 |
|--------------------------|--------------------|--------------------|--------------------|--------------------|
| One to three | 52% | 43% | 49% | 43% |
| Four to ten | 42% | 46% | 43% | 47% |
| Eleven or more | 6% | 11% | 8% | 10% |

Chapter Growth is an Ongoing Challenge



29. Expanded communications with our constituents



| | 2015 | 2016 | 2017 |
|--------------------------|---------|---------|---------|
| Empower print newsletter | 176,635 | 188,999 | 188,209 |
| The Arc eNews | 39,249 | 40,544 | 42,176 |



30. Expanded engagement with the media.

| | 2015 | 2016 | 2017 |
|--------------------|------|------|------|
| Press releases | 29 | 32 | 72 |
| Media interactions | 140 | 170 | 215 |
| Media hits (known) | 74 | 110 | 160 |

- At least 65 items in national publications, including: Disability Scoop, Forbes, Huffington Post, Mental Health Weekly, NPR, NY Times, Washington Post, NBC News, HBO's Vice News, Pacific Standard Magazine, The New Republic, CBS News, Non-Profit Quarterly, Money Magazine, The National Law Review, CNN, and Yahoo News) (compared to 24 in 2016).
- At least 30 publications in metropolitan areas (including but not limited to: Arizona NPR Affiliate, Loudon Times, Denver Post, Palm Beach Post, Austin Daily Herald, Coloradan, The Denver Post, Des Moines Register, Wisconsin State Journal) (compared to 16 in 2016)
- Wings for Autism received 68 media hits for local events nationwide (compared to 27 in 2016)
- Chapters of The Arc received nearly 100 local media kits using The Arc's public policy press materials related to ACA/Medicaid

31. Expanded presence and communications online and through social media

Websites

www.thearc.org
www.thearc.org/NCCJD
<https://futureplanning.thearc.org>
<https://toolbox.thearc.org/>
<https://thearcatschool.org/>
www.autismnow.org
www.selfadvocacyonline.org
www.wearethearc.org (dormant)

Facebook

<https://www.facebook.com/thearcus>
<https://www.facebook.com/NCCJD>
<https://www.facebook.com/AutismNowCenter>

Twitter

<https://twitter.com/thearcus>
<https://twitter.com/autismnowcenter>

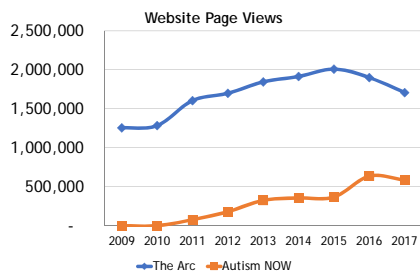
YouTube sites

<https://www.youtube.com/user/thearcoftheus>
<https://www.youtube.com/user/AutismNowCenter> (dormant)

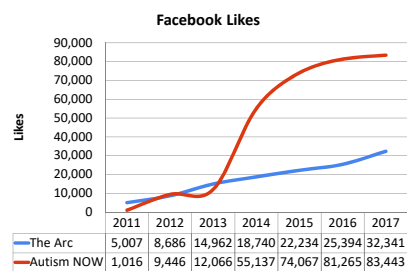
Flickr (dormant)

<https://www.flickr.com/photos/thearcus>
<https://www.flickr.com/photos/autismnowcenter/>

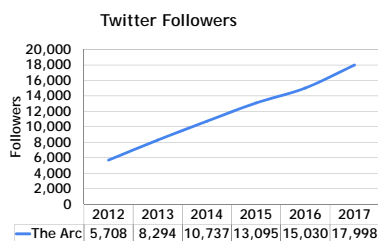
Website Visitors - recent stats



Facebook Likes - recent stats



Twitter Followers - recent stats



32. Achieved modest membership growth

| | 2015 | 2016 | 2017 |
|--|---------|---------|---------|
| Members on record at EOY | 180,166 | 184,025 | 192,471 |
| • Members reported during year (new & renewals) | 159,333 | 163,815 | 154,460 |
| • Members joining thru national website | 167 | 103 | 91 |
| Chapters using membership portal | 283 | 394 | 422 |
| Chapters reporting membership during the year | 369 | 370 | 320 |
| Chapters with membership on record at EOY | 413 | 426 | 416 |
| Chapters subscribed to renewal service | 72 | 107 | 105 |
| Chapters using (e.g. billed) for renewal service | 64 | 72 | 65 |

POTENTIAL ACTIVISTS

- 503,000 people with I/DD served
- 480,000 parents, sibs and family members served
- 124,000 chapter employees
- 6,900 chapter board members
- 46,000 chapter volunteers
- 31,000 activists in CapWiz/Engage System
- 81,700 Facebook friends, The Arc
- 10,700 Twitter followers, The Arc
- 160,000 Empower subscribers
- 37,000 The Arc e-newsletter subscribers
- 5,700 Fusion (board and staff leaders) subscribers

Note - We have many more potential activists than dues paying members

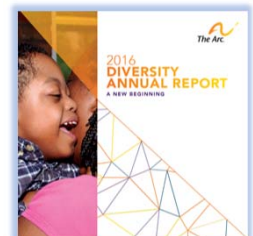
33. Developed and implemented Diversity Strategic Action Plan to strengthen diversity and cultural competence within The Arc



- 5 new members bring greater diversity to Board of Directors
- Launched 18 member, External Diversity Advisory Council
- New Board Diversity Committee established
- Completed The Arc's 1st Diversity Annual Report
- Awarded scholarships for individuals with diverse backgrounds to attend Convention
- Faces of Disparity breakout session at National Convention
- NCE SLI plenary on intersectionality

More on Diversity and Cultural Competence

- Actively recruited diverse organizations to affiliate
- Awarded 25 scholarships for individuals with diverse backgrounds to attend Convention
- Secured partnerships with 6 diverse publications
- CFP translated 5 fact-sheets
- Attended National Council of LaRaza
- Diversity criteria included in sub-grant process
- NCE Excellence in Diversity Award



34. Re-established The Arc's presence and impact in Georgia and Wisconsin by establishing state offices.



35. Re-established and maintained The Arc's local chapter presence in our headquarters town by taking over management of The Arc DC



36. Attracted new constituents to our cause by establishing new National Nonprofit Associate Membership, recruiting Tuberous Sclerosis Alliance and William Syndrome Association as first members



37. Supported chapters to maintain robust online presence by creating and providing Chapter Web Service

WEBSITES FOR CHAPTERS OF THE ARC

Plus training, support and more from The Arc's Web Service

Special rates and software more on the web.

| | 2015 | 2016 | 2017 |
|-------------------------|----------|----------|----------|
| Chapters signed up | 12 | 7 | 4 |
| Sites launched | 4 | 10 | 7 |
| Sites under development | | 6 | 0 |
| Total revenue | \$22,540 | \$26,500 | \$36,410 |



38. Promoted improvements in programs, services and supports for people with I/DD through National Program Initiatives

autism NOW
The National Autism Resource & Information Center

The Arc & Walmart Foundation
School-to-Community Transition Project

The Arc
Reentry Initiative

The Arc
National Center on Criminal Justice & Disability

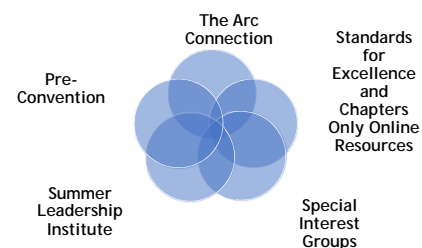
The Arc
National Center on Criminal Justice & Disability

National Center on Criminal Justice & Disability

The Arc
The Arc eWork

Fetal Alcohol Spectrum Disorder
Prevention Project

39. Promoted excellence in nonprofit governance, management and operations among chapters through revamped NCE of The Arc Leadership Program



7/17/2018

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NCE Summer Leadership Institute - recent stats



| SLI | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|------------------------|--------------|------------------|---------|------------|--------------|-----------|
| Location | Indianapolis | Orlando (Winter) | Chicago | Providence | Palm Springs | St. Louis |
| Total Attendees | 102 | 88 | 102 | 214 | 157 | 188 |
| Paid Registrants | 72 | 70 | 105 | 155 | 97 | 138 |
| Chapters Represented | 56 | 51 | 78 | 94 | 79 | 75 |
| First time attendees | 39 | NA | 60 | 70 | 69 | 100 |
| Scholarship recipients | NA | NA | NA | 10 | 7 | 8 |

NCE Professional Development Seminar - recent stats



| PRE-CONFERENCE | 2013 | 2014 | 2015 | 2016 | 2017 |
|------------------------|---------|-------------|--------------|-------------|------------|
| Location | Seattle | New Orleans | Indianapolis | Orlando | San Diego |
| Total Attendees | 126 | 151 | 122 | 156 | 119 |
| Paid Registrants | 117 | 136 | 103 | 148 | 99 |
| Chapters Represented | 70 | 73 | 71 | 85 | 85 |
| First time attendees | 45 | 47 | 31 | 40 | 25 |
| Scholarship Recipients | NA | NA | 11 | 8 | 7 |
| Revenue - Registration | NA | \$ 12,470 | \$ 16,830 | \$ 47,500 | \$ 28,000 |
| Expense | NA | NA | \$ 17,860 | \$ 61,072 | \$ 23,168 |
| Net | NA | NA | (\$ 1,030) | (\$ 13,472) | \$ 4,831 |
| Personnel Costs | | | | | (\$ 8,688) |

NCE Program - additional recent stats



| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|--|-----------|-----------|-----------|-----------|-----------|-----------|
| Awards Luncheon Registration Revenue | NA | NA | \$ 9,600 | \$ 7,081 | \$ 9,825 | \$ 9,975 |
| Awards Luncheon attendees | 108 | NA | 128 | 104 | 151 | 200 |
| Silent Auction Revenue | NA | NA | NA | \$ 7,341 | \$ 8,145 | \$ 13,967 |
| Total NCE Members | 267 | 690 | 765 | 944 | 1,097 | 1,354 |
| CEO/Exec memberships | 213 | 518 | 521 | 661 | 665 | 650 |
| Other chapter staff | 54 | 172 | 244 | 283 | 432 | 704 |
| Membership Revenue | \$ 65,133 | \$ 15,094 | \$ 18,609 | \$ 23,612 | \$ 25,664 | \$ 29,811 |
| # chapters purchasing memberships/passes | 213 | 39 | 44 | 63 | 64 | 65 |
| Relias Learning, # chapters | | | | | 11 | 31 |
| Relias Learning, royalties | | | | | \$ 11,486 | \$ 29,321 |

40. Educated and empowered people with I/DD, family members, and chapter leaders by sharing knowledge and providing networking opportunities at The Arc's National Convention



National Convention - recent stats



| | 2011 Denver | 2012 DC | 2013 Seattle | 2014 New Orleans | 2015 Indiana | 2016 Orlando | 2017 San Diego |
|-------------------------------------|-------------|---------|--------------|------------------|--------------|--------------|------------------|
| Revenue | | | | | | | |
| Registration Revenue | 178,294 | 277,109 | 175,989 | 274,032 | 208,223 | 265,516 | 201,865 |
| Sponsorship Revenue | 47,900 | 60,752 | 79,250 | 73,750 | 114,275 | 120,825 | 142,500 |
| Exhibit & Ad Revenue | 20,831 | 32,515 | 14,838 | 5,220 | 6,945 | 13,275 | 11,350 |
| Total Revenue | 247,025 | 370,376 | 270,077 | 353,003 | 329,443 | 399,616 | 355,715 |
| Total Expenses, excluding personnel | 193,529 | 249,408 | 214,677 | 273,219 | 244,619 | 230,564 | 312,435 |
| NET SURPLUS/ | 53,496 | 120,968 | 55,400 | 79,783 | 84,823 | 169,052 | 43,279 (213,144) |
| Personnel costs | | | | | | | |

More Convention History



| | 2011 Denver | 2012 DC (US attendees) | 2013 Seattle | 2014 New Orleans | 2015 Indiana | 2016 Orlando | 2017 San Diego |
|---------------------------------------|-------------|------------------------|--------------|-------------------|-------------------|-------------------|-------------------------|
| Paid Registrants | 448 | 538 | 450 | 655 | 540 | 703 | 521 |
| First time attendees | 181 | | 193 | 285 | 339 | 396 | 252 |
| SA/PCA attendees | 61 | 126 | 62 | 85 | 123 | 180 | 142 |
| Chapters represented (state chapters) | | | | 179 (37) | 138 (28) | 161 (28) | 142 (22) |
| Most attendees from a chapter | | | | 37 | 28 | 24 | 22 |
| | | | | The Arc Baltimore | The Arc Baltimore | The Arc Baltimore | The Arc Prince George's |

41. Educated and empowered people with I/DD, family members, and chapter leaders to be powerful advocates on disability policy



| |
|--|
| 9,678 tracked activist actions |
| 52 email alerts sent |
| 9 advocacy videos created (6 Medicaid, 1 paid leave, 1 SSI, 1 ACA) |
| 2.5 million video views |
| 6 paid social media campaigns <i>1st time for The Arc</i> |
| 62 chapters ordered August Recess Swag kits |
| 6 chapters received mini-grants for advocacy |
| 150 advocates attended self-advocacy symposium |
| 542 siblings added to Sibling Leadership newsletter |
| Stories collected on Medicaid, SSI, ACA, Paid Leave |
| #HandsOff blog created to share activist stories |
| #WeActWednesday weekly campaign to increase online engagement |

Disability Policy Seminar - recent stats

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|--------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| Total Attendees, Paid | 628 | 642 | 630 | 621 | 631 | 865 |
| Primary Affiliation, The Arc | | | 211 | 194 | 198 | 267 |
| Chapters Represented | | | 63 | 61 | 58 | 83 |
| First time attendees | 250 | 324 | 360 | 360 | 381 | 507 |
| SA/PCA attendees | | | 111 | 97 | 128 | 162 |
| Total Revenue | | | 189,682 | 179,705 | 185,360 | 276,885 |
| Total Expenses (excluding personnel) | | | 138,180 | 141,649 | 144,862 | 228,291 |
| Gross profit divided among sponsors | \$ 54,434 | \$ 54,508 | \$ 51,503 | \$ 38,056 | \$ 40,498 | \$ 48,593 |
| Personnel costs | | | | | | (79,363) |

Chapter Participation in Events - recent stats

| | 2015 Number | 2015 Percent | 2016 Number | 2016 Percent | 2017 Number | 2017 Percent |
|---|-------------|--------------|-------------|--------------|-------------|--------------|
| Percentage of chapters who attended Convention, SLI and DPS | 32 | 5% | 26 | 4% | 32 | 5% |
| Percentage of chapters who attended Convention & DPS, Not SLI | 16 | 2% | 22 | 3% | 29 | 4% |
| Percentage of chapters who attended Convention and SLI, Not DPS | 29 | 4% | 31 | 5% | 19 | 3% |
| Percentage of chapters who attended SLI and DPS, not Convention | 1 | 0% | 4 | 1% | 3 | 0% |
| Percentage of chapters who attend at least one National Event | 182 | 28% | 187 | 29% | 182 | 28% |

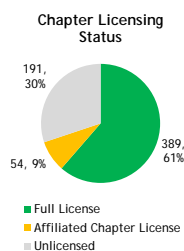
42. Rebranded The Arc



Achieve with us.



Adoption of the new brand - recent stats



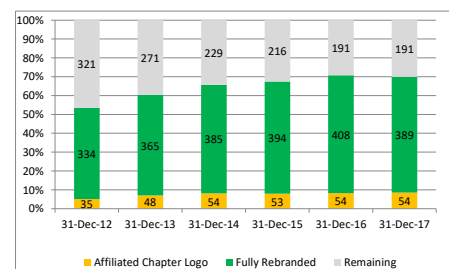
Non-rebranded concentrated in 10 states:

AL (16), CA (8), GA (7), IL (6), IN (16), LA (8), MI (7), NY (29), TX (6)

Remaining non-rebranded dispersed in other states:

AZ (2), CA (1), CT (1), FL (4), HI (1), IA (3), KS (1), MA (1), MO (1), NE (3), NH (1), NJ (2), NC (2), ND (2), OH (3), PA (1), SD (2), VA (2), WI (2), WY (2)

Adoption of the new brand - additional recent stats



43. Expanded the base of support for The Arc (at all levels) by attracting and engaging national companies in providing funding and in-kind resources



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Funding Passed Thru to Chapters - recent stats



| Type | Amount | # of Chapters |
|--------------------------------------|-------------------|---------------|
| Awards & Grants | \$ 292,629 | 25 |
| Consulting & Other Professional Fees | \$ 359,930 | 75 |
| TOTAL | \$ 652,559 | 100 |

- Disaster Relief
- Down Syndrome New Mexico Fund
- The Arc@School
- The Arc @Work
- Disability Advocacy Network
- MLK Day of Service
- Tech Programs
- Health & Fitness for All
- Family Support Coalition
- NCCJD Pathways to Justice
- Financial Literacy
- Aging Caregiver Outreach

44. Expanded the base of financial support for The Arc (at all levels) by providing chapters with fundraising tools and resources



Planned Giving Pilot Project



Car Donation Program - recent stats



| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|----------------------|------------|------------|------------|------------|------------|------------|
| Revenue to chapters | \$ 199,442 | \$ 211,195 | \$ 220,091 | \$ 248,665 | \$ 219,054 | \$ 306,770 |
| # chapters listed | 174 | 188 | 200 | 200 | 225 | 246 |
| # received donations | | 105 | 107 | 137 | 142 | 164 |
| % received donations | | 56% | 54% | 69% | 63% | 67% |
| # cars donated | | 404 | 466 | 607 | 887 | 1,012 |
| Avg. value/car | | \$ 523 | \$ 472 | \$ 410 | \$ 247 | \$ 537 |
| Revenue to National | \$ 27,461 | \$ 30,714 | \$ 30,387 | \$ 34,391 | \$ 42,754 | \$ 44,909 |

Planned Giving Program - recent stats



| | 2014 | 2015 | 2016 | 2017 |
|------------------------|-----------|-----------|-----------|-----------|
| Chapters participating | 25 | 36 | 38 | 30 |
| Crescendo users (full) | 20 (8) | 32 (8) | 36 (8) | 30 (7) |
| Crescendo savings | \$ 16,000 | \$ 16,000 | \$ 16,000 | \$ 14,000 |
| WealthEngine users | 32 | 27 | 25 | 26 |
| WealthEngine savings | \$ 81,000 | \$ 67,500 | \$ 65,000 | \$ 67,600 |



INTEGRATED MARKETING FOR PLANNED GIFTS



45. Expanded the base of financial support for The Arc's national office



| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Individual Membership | 7,810 | 8,225 | 8,915 | 9,750 | 7,730 | 6,030 |
| Individual Contributions | 249,667 | 261,415 | 269,909 | 300,803 | 368,896 | 407,985 |
| Federated Campaigns | 2,053 | 12,174 | 13,367 | 10,735 | 9,334 | 7,192 |
| Car Donation Program | 27,461 | 30,714 | 30,387 | 34,391 | 42,754 | 44,909 |
| SUBT - INDIVIDUALS | 286,991 | 312,528 | 322,478 | 355,679 | 428,714 | 466,026 |
| Corp. & NPO Membership | 31,335 | 27,600 | 22,500 | 23,000 | 5,500 | 13,200 |
| Corporations & Business Contributions | 86,558 | 87,000 | 45,000 | 30,000 | 33,000 | 33,450 |
| Sponsorship Revenue | 104,932 | 100,750 | 117,250 | 182,775 | 236,125 | 339,150 |
| Exhibit and Advertising Revenue | 32,515 | 24,680 | 5,220 | 6,945 | 13,275 | 11,350 |
| SUBT - CORPORATE | 255,343 | 240,030 | 189,970 | 242,720 | 287,600 | 397,150 |
| CORP FNDTN (TR) | 815,000 | 100,000 | 300,000 | 1,140,000 | 1,615,000 | 887,750 |
| FOUNDATIONS (UR/TR) | 513,290 | 195,130 | 741,451 | 403,274 | 855,212 | 1,834,496 |
| CHAPTERS | 43,785 | 15,150 | 40,900 | 20,500 | 22,500 | 54,143 |
| BEQUESTS | 4,653,202 | 244,639 | 345,713 | 1,083,365 | 19,911 | 132,901 |
| TOTAL DEVELOPMENT REVENUE | 6,557,423 | 1,107,477 | 1,940,512 | 2,674,139 | 3,228,937 | 3,773,466 |
| NET OF BEQUESTS | 1,904,221 | 862,838 | 1,594,799 | 1,563,774 | 3,209,026 | 3,639,568 |

Individual contributions by source - recent stats



| Individual Contributions | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|--------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Staff | \$12,314 | \$12,582 | \$19,826 | \$26,322 | \$ 24,502 | \$ 21,077 |
| Board | \$33,245 | \$45,069 | \$57,478 | \$75,314 | \$ 81,156 | \$ 76,951 |
| Major Donors | \$71,450 | \$87,100 | \$103,338 | \$83,912 | \$ 74,974 | \$ 92,380 |
| Other Individual | \$132,658 | \$115,764 | \$89,167 | \$115,255 | \$188,264 | \$ 217,577 |
| Total | \$249,667 | \$261,415 | \$269,809 | \$300,803 | \$368,896 | \$407,985 |

| Individual Contributions | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|--------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Unrestricted | \$ 245,572 | \$ 231,915 | \$ 252,267 | \$ 290,985 | \$ 357,586 | \$ 391,767 |
| Temp Restricted | \$ 4,095 | \$ 29,500 | \$ 17,542 | \$ 9,818 | \$ 11,310 | \$ 16,218 |
| Total | \$ 249,667 | \$ 261,415 | \$ 269,809 | \$ 300,803 | \$ 368,896 | \$ 407,985 |

Board Campaign - recent stats



| Year | Budget/Goal | Dollars Achieved | Change from Prior Year |
|------|-------------------|------------------|------------------------|
| 2008 | Not separate item | \$12,901 | - |
| 2009 | \$17,925 | \$19,700 | +53% |
| 2010 | \$20,000 | \$29,868 | +52% |
| 2011 | \$25,000/\$35,000 | \$36,757 | +23% |
| 2012 | \$35,000 | \$33,245 | -10% |
| 2013 | \$35,000/\$50,000 | \$45,969 | +38% |
| 2014 | \$40,250/\$50,000 | \$57,478 | +25% |
| 2015 | \$55,000/\$65,000 | \$75,314 | +31% |
| 2016 | \$60,000/\$75,000 | \$81,156 | +8% |
| 2017 | \$85,000/\$85,000 | \$76,951 | -5% |

46. Saved chapters time and money through group buying and endorsed vendor programs



The screenshot shows the PurchasingPoint website interface. It features a sidebar with categories such as Distribution, Furniture, Medical supplies, and Technology. The main content area lists various vendors and services, including Facilities management & maintenance, Food supply & services, and Management services. A logo for Mutual of America is visible on the right side of the page.

47. Demonstrated The Arc's commitment to best practices in nonprofit governance and management

