



**REPORT ON IMPLEMENTATION OF THE
*STRATEGIC FRAMEWORK FOR THE FUTURE OF THE ARC, 2010 – 2019***

YEAR FOUR: JANUARY 1 – DECEMBER 31, 2013

This report summarizes The Arc’s progress in 2013 in implementing the new *Strategic Framework for the Future of The Arc, 2010-2019*. The information is presented with reference to the relevant goals and strategies, although many of the activities are cross-cutting. Where no specific activities or accomplishments are listed that is not intended to suggest that there was no action taken in support of the particular strategy. Rather, in many cases that strategy was likely advanced through The Arc’s general communications and public relations activities, including information distributed through The Arc’s website, blogs, social media, as well as through educational programming at the annual convention, NCE summer leadership institute and other activities.

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.

Progress on Goal I, generally

Team: Federal Policy Advocacy

- Met extensively with Members of Congress and/or their staff in leadership, in the Senate “Gang of Eight” and on Committees of jurisdiction over key entitlement and discretionary programs in the Senate (Finance; Budget; Health, Education, Labor and Pensions; Banking, Housing and Urban Affairs) and the House (Energy and Commerce; Ways and Means; Financial Services; Education and the Workforce) to advocate for adequate funding of critical programs.
- Advocated for reductions in the across-the-board spending cuts through FY 2021 for discretionary employment, housing, education, health, transportation, and research programs that were partially achieved for FY 2014 and 2015 in the budget deal.
- Met with White House officials and sent letter to Congressional leadership on the need for a balanced approach to deficit reduction and protecting critical programs for people with I/DD.
- Successfully advocated for Medicaid, Supplemental Security Income (SSI), and Social Security to be held harmless in budget negotiations regarding the 2013 Budget Deal (the Balanced Budget Act).

- Advocated for adequate FY 2014 funding for both entitlement and discretionary programs benefitting children with I/DD.

The above items are collectively cited herein as Don't Cut Our Lifeline ("DCOL") advocacy

- Successfully advocated for continuation of the President's Committee for People with Intellectual Disabilities (PCPID).

Strategy 1: Increase the availability of early intervention services that are provided in naturally occurring environments

- DCOL advocacy
- Represented The Arc at a White House Meeting with Mike Strautmanis, Deputy Chief of Staff to Valerie Jarrett, to discuss Unified Autism Platform

Strategy 2: Increase the inclusion, participation and integration of students with proper accommodations in their neighborhood schools, as well as in other public and publicly general educational settings.

Goal I | Strategy 2

Team: Federal Policy Advocacy

- Advocated for restrictions on the use of restraints and seclusion in schools; adherence to requirements for highly qualified teachers; funding for the national Center for Special Education Research; equal access to computer adaptive testing; and appropriate use of alternate assessments.
- Wrote letters urging President and Congress to include funding for special education teacher preparation in budget measures.
- Wrote letter to Chair of Senate committee supporting bill to increase availability of mental health services for children in school.
- Provided comments to Department of Education concerning maintenance of effort guidance for states to ensure continuation of funding for special education services.
- Provided comments to Department of Education on its priorities for Charter Schools for 2014.
- Provided support for Senate bill that would have increased funding for special education services.
- Provided support for House bill that would have reauthorized the Elementary and Secondary Education Act.

Team: Government Contracts & Grants

- Prepared and submitted a \$3.25 million federal grant to the Department of Education (OSEP) to lead the National Parent Center Technical Assistance effort. (decline).
- Prepared and submitted a \$2.5 million federal grant to the Department of Education (OSEP) to lead the Center on Dispute Resolution (declined).

Strategy 3: Promote best practices in school-to-community transition.

Goal I | Strategy 3

Team: Federal Policy Advocacy

- Advocated for legislation supporting effective transitions for students from school to work and inclusion of successful transition in accountability measures used to evaluate schools systems.
- Met with Administration officials and submitted comment on the PROMISE initiative, a five-year multi-agency project to enhance school-to-adult outcomes of youth receiving SSI and their families.

Team: Employment and Transition

- In total, 525 individuals were served under the School to Community Transition Program (STC) program in 2013. 63 individuals were successfully placed into employment and/or internships in 2013. 15 individuals were in the process of being prepared to enter into college degree programs. All of the participants through job placement, college immersion, and peer support were engaged in community, social, and civic affairs.
- Final 10 of 45 of the first cohort of sub-grantee projects under the STC program were concluded. Final report, including success stories of program, was submitted to the Walmart Foundation.
- Second cohort, year 2 sub-grants were awarded to five chapters.
- Third cohort, one year grants were awarded to five chapters.
- 298 individuals were served during the first six months of these new grants.
- Interim report for second funder was prepared and submitted.
- Transition Peer Learning Community (PLC) took was conducted. Resources continue to be provided to the public thru on-line resource center.
- Evaluation software (ETO data system) was reconfigured to align project activities with the new outcomes: 1) Transition to post-secondary education; 2) Transition to Employment; 3) Maximizing self-determination in the IEP and transition planning process. Trained new sites on the new version of ETO
- Conducted a session and a coffee talk at The Arc National Convention to share the STC program outcomes to the network.
- Revamped STC webpages on The Arc website.

Team: Dynamic Learning Maps

- A major goal of the research project was investigating the use of Alternate Assessment reports and scores in transition planning. This is considered a best practice in school-to-community transition planning, and our research confirmed that very rarely (if ever) are Alternate Assessment results included in discussions between educators, service providers, parents, and students in planning for transition. Improving the reliability and trustworthiness of these assessment results, and increasing parent's awareness of them as a valuable planning tool, is part of The Arc's ongoing outreach connected to this project and is a significant goal of the project overall.

Strategy 4: Eliminate the use of seclusion, aversive interventions and non-emergency restraint of children in schools.

Goal I | Strategy 4

Team: Federal Policy Advocacy

- Advocated for restrictions on the use of restraints and seclusion in schools.
- Urged Department of Education and Centers for Medicare and Medicaid Services to cease funding the Judge Rotenberg Center.
- Wrote letter of support for House bill concerning abuse of youth in residential settings.

Strategy 5: Increase the involvement of students with I/DD in the IEP process, including in transition planning.

Goal I | Strategy 5

Team: Federal Policy Advocacy

- Met with Administration officials and submitted comments on the PROMISE initiative, a five-year multi-agency project to enhance school-to-adult outcomes of youth receiving SSI and their families.

Team: Employment and Transition

- During the course of this project, participants received individualized training and support to ensure they are able to self-determine their educational and vocational direction. Both basic training and life exploration, community engagement, independent living, and career mapping have taken place. For those individuals who are further along the spectrum of self-determination, individuals have been placed into pre-degree college courses, job internships, and/or placed into long-term employment opportunities.

Strategy 6: Increase the quality and accessibility of lay and professional advocates to support people with I/DD and their families, including the development of parent advocate and youth self-advocate groups.

Goal I | Strategy 6

Strategy 7: Reach out to and empower parents, siblings and other family members of infants, children and youth with I/DD and provide them access to the information they need, when they need it, across multiple media and modalities

Goal I | Strategy 7

Team: Position Statements

- Work group began process of revising and updating the Family Support position statement.

Team: Convention

- Convention concurrent session - Supporting Parents in Supporting their child to Succeed: Model programs and Powerful Tools that Work! - presented by staff from The Arc of King County, WA featured two examples of how partnerships can build better and more efficient services and supports for families as they raise their child with I/DD. Parent to Parent (P2P) grass roots model can assist chapters of The Arc to build more efficient services and

supports for families of young children and at the time of diagnosis. An additional example is a community partnership with their local DD Division Early Intervention Program that developed videos featuring the insights of parents regarding sibling support, parent support and Participation in Individual Family Service Plans. Videos are produced in 4 languages to serve the needs of their community.

Team: National Sibling Council

- Recognized siblings with social media for National Sibling Day. Chapters and sibs posted photos on The Arc's FB page and blog. Successful in engaging sibs from around the country.
- Peer Learning Community for Siblings - 15 chapters and the Sibling Leadership Network shared examples of the supports and services they offer for siblings. Resources from the Sibling Support Network (Don Meyer) also shared.
- Sibling Meet and Greet at Disability Policy Seminar with focus on legislative issues of importance to siblings.

Team: Employment and Transition

- The STC Program has reached out and provided information to parents, siblings, and alike across multiple media and modalities.

Strategy 8: Actively involve, collaborate with and support other family support/service organizations.

Goal I | Strategy 8

Team: FASD (Fetal Alcohol Spectrum Disorders) Prevention

- Continued working with the National Organization on Fetal Alcohol Syndrome (NOFAS) to look for funding on FASD issues, specifically relating to continuing The SAFA (Self-Advocates with Fetal Alcohol Spectrum Disorders) Network and looking to non-traditional funding streams to support FASD prevention and education.

Team: Federal Policy Advocacy

- Supported extension of funding for Family to Family Health Information grants.
- Co-chaired the SSI Coalition for Children & Families and the CCD Developmental Disabilities, Autism, and Family Support Task Force.
- Commented on proposed regulations concerning the Child Care & Development Fund to advocate inclusion of provision that emergency plans designed by communities must include children with special needs.

Team: Corporate & Foundations, Unrestricted

- Cultivated partnership with Special Needs Alliance whose client base are families that have close relations with a person with an I/DD.

Team: Government Contracts & Grants

- Connected with Parent 2 Parent, the National Down Syndrome Congress, the Robert F. Kennedy Childrens Action Corps, the National Association on Learning Disabilities, People First of Nevada,

Other – Chapter and Leadership Development Group

- Actively partnered with other family support/services organizations
 - The Association for Successful Parenting - sponsorship of their annual conference

- Hospice Foundation of America - partner in the production of live webcast Supporting Individuals with Intellectual and Developmental Disabilities Through Serious Illness, Grief and Loss.
- Sibling Leadership Network - Meet & Greet at DPS, Peer Learning Community partner
- National Sibling Project at the Kinderling Foundation (SibShops) - convention presenter
- Peer Learning Community partner Tuberous Sclerosis Alliance - Several TSA local affiliates are connected to our local chapters. We shared contacts of Execs at local chapters to facilitate their involvement on a Task Force on TSA.
- National Task Group on Aging & Dementia (for persons with I/DD) - As a partner, provide input on initiatives.

Goal II: Adults with I/DD have the opportunity to lead lives of their own choosing, 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.

Strategy 1: Increase opportunities for integrated employment at fair wages, and self-employment, for people with IDD.

Goal II | Strategy 1

Team: Federal Policy Advocacy

- Also see Goal I, DCOL advocacy
- Advocated for preserving the Work Incentives Planning Assistance (WIPA) and Protection and Advocacy for Beneficiaries of Social Security (PABSS) programs.
- Commented on proposed regulations from Department of Labor (DOL) regarding nondiscrimination requirements for federal contractors; urged DOL to promulgate the final rule; worked with coalition partners to provide testimony to House committee concerning the DOL rule.

Team: Corporate & Foundations, Projects

- Cultivated relationships with the following corporations for purposes of exploring corporate sponsorship and philanthropic support, as well as opening up dialogue about employing people with disabilities: Comcast, Verizon, Microsoft, Walgreens, CareerBuilder, AAAE, Disney, Starbucks, AMC Entertainment, Ernst & Young, Morgan Stanley.

Team: Employment & Transition

- 63 individuals were placed into employment and/or internships under School to Community Transition program
- Continued dialogue with U.S. Office of Personnel Management regarding possible Federal Government Employment Initiative
- Conducted webinar for chapters on new 503 regulations applicable to government contractors
- Engaged with Specialisterne and developed Memorandum of Understanding to engage chapters in replicating the Specialisterne model for employment of people with Autism Spectrum Disorder in technology industry.

Team: eXplore eRecycling

- 13 chapters (including 3 new chapters under the Alcoa grant) received sub-grants and executed recycling programs.
- A presentation at a concurrent session during The Arc National Convention took place that gave an overview of the program and its outcomes.
- The Peer Expert Committee met on a monthly basis to help ensure industry best practices were implemented at the local programs.
- The sub-grantee website was updated weekly to provide materials and supports to local programs

The above items are collectively cited herein as “Recycling Programs”

Strategy 2: Increase services and supports necessary for people with IDD to be gainfully employed or self-employed.

Goal II | Strategy 2

Team: Federal Policy Advocacy

- Also see Goal I
- Submitted comments for the record of a House hearing on “Waiving Work Requirements in the Temporary Assistance for Needy Families (TANF) Program”.
- Sent a letter to the House opposing the SKILLS Act.
- Supported enactment of S. 1356, the Workforce Investment Act of 2013; met with Hill staff; sent multiple letters to the Senate providing comments on aspects of the bill and urging enactment.
- Closely monitored the Fair Wages for Workers with Disabilities Act.

Team: eXplore eRecycling

- See Goal II, Strategy 1, above.

Team: Employment and Transition

- See Goal II, Strategy 1, above.

Strategy 3: Build the capacity and readiness of employers to recruit, hire and retain individuals with I/DD as employees.

Goal II | Strategy 3

Team: Federal Policy Advocacy

- Supported enactment of S. 1356, the Workforce Investment Act of 2013; met with Hill staff; sent multiple letters to the Senate providing comments on aspects of the bill and urging enactment.
- Met with Department of Labor officials on federal employment opportunities for people with disabilities.
- Worked with Governor Markell and the National Governor’s Association in support of the Chair’s Initiative promoting employment of people with disabilities.

Team: eXplore eRecycling

- Recycling Programs - employers who hired people for jobs in the recycling field learned to provide necessary training and accommodations.

Team: Employment and Transition

- STC Project - employers who hired people for jobs in the recycling field learned to provide necessary training and accommodations.

Strategy 4: Identify and promote best practices in services and supports for people with IDD relating to housing, employment, recreation and other aspects of community participation.

Goal II | Strategy 4

Team: Federal Policy Advocacy

- Met with new White House Disability Liaison to introduce her to The Arc and emphasized the importance of Medicaid, Social Security, and non-discretionary programs and to share the various ways that The Arc is supporting the ACA.
- Met with officials of the Bureau of Alcohol, Tobacco, Firearms, and Explosives of the Department of Justice following a letter from CEO Berns to Attorney General Holder regarding ATF agents' use of people with ID in sting operations and the subsequent prosecution of those individuals for crimes related to the sting operations (as reported in a series of newspaper articles).
- Sponsored qualitative research project and helped draft article for submission to a journal on the experience of individuals receiving family support services under the Medicaid managed care program.
- Supported enactment of S. 1356, the Workforce Investment Act of 2013; met with Hill staff; sent multiple letters to the Senate providing comments on aspects of the bill and urging enactment.
- Sent a letter urging the Department of Housing and Urban Development (HUD) to issue ADA guidance in housing to all housing providers.

Team: Government Contracts & Grants

- Prepared and submitted an \$11 million public health grant to the CDC that aimed to identify and promoted best practices in public health responses for people with intellectual and developmental disabilities. Declined as CDC did not have the funds to award.

Team: eXplore eRecycling

- Best practices in services and supports were collected and distributed to foundations that support this program and disseminated to the chapter network through The Arc's website and electronic publications. These best practices have also gone into the industry analysis paper that is in draft version.

Team: Convention

- 2013 Convention provided 33 concurrent sessions highlighting innovative/best practices in the areas of: technology, family support, chapter innovations, and grass roots advocacy. Presenters included experts from our chapters as well as colleagues from universities, government agencies, and disability organizations. Sessions focused on such topics as housing, employment, aging, recreation, social relationships, spirituality, health and wellness and many more.
- Peer Learning Community (PLC): Offered a mini (2 week) PLC on the topic of Employment. 8 chapters participated to exchange ideas and resources. Guest presenter from OPM (Office of Personnel Management) shared about their program to hire people with disabilities. This mini PLC will lead into a full 8 wk PLC in 2014.

Team: Employment and Transition

- The STC Project collected, analyzed, and promoted best practices and success stories as it relates to employment, secondary education, and community involvement, independent living.

Team: Wings for Autism

- The Arc, through our Wings for Autism program and in partnership with the Charles River Center and Massport, created an airport practice model so that families and their children with intellectual/developmental disabilities can travel by air on par with their non-disabled peers.

Strategy 5: Increase the availability of affordable and accessible rental housing and home-ownership, including supported housing.

Goal II | Strategy 5

Team: Federal Policy Advocacy:

- Also see Goal I.
- Met extensively with Hill offices and with the White House, Office of Management and Budget, and Domestic Policy Council in support of adequate FY 2013 and FY 2014 funding for the Section 811 Supportive Housing for Persons with Disabilities program and for Department of Housing and Urban Development (HUD) programs overall.
- Raised public awareness of the new Section 811 model through a webinar and an Apostrophe Magazine article.
- Met extensively with HUD staff to ensure timely and smooth implementation of the Frank Melville Supportive Housing Investment Act.
- Advocated for reforms to the Section 8 Housing Choice Voucher program and successfully advocated for amendments to benefit people with disabilities.
- Supported the Inclusive Home Design Act.
- Sent letters to the Administration and the Hill on:
 - FY 2014 and FY 2015 HUD appropriations (multiple letters);
 - FY 2014 and FY 2015 Section 811 funding (multiple letters); oHUD Olmstead guidance (multiple letters);
 - The HAVEN Act; oFederal government shutdown and HUD programs; and
 - The Veterans Homebuyer Accessibility Act;
- Submitted regulatory comments on:
 - Request for Comment on the Redesign of the American Housing Survey; and
 - Affirmatively Furthering Fair Housing.

Strategy 6: Increase the availability of personal supports.

Goal II | Strategy 6

Team: Federal Policy Advocacy

- Also see Goal I
- Following the back-room deal to repeal the CLASS Act contained in The American Taxpayer Relief Act, put forward several nominees from The Arc and urged that people with solid disability backgrounds be appointed to the Commission on Long Term Care. Ultimately, there were no appointees from The Arc; however, there were several appointees with whom we have worked on LTSS issues for many years.
- Worked with other advocates to develop set of principles to guide CMS and states in move to Medicaid managed care and shared with Hill staff. Met with Administration officials regarding proposed regulations on application of the “companionship” exemption to direct support professionals.

- Co-sponsored a Hill briefing on the Assistive Technology Act which included live demonstrations of various types of mobility and communication devices.
- Worked with coalition partners in preparing testimony for Congressional committee on including provision for making information technology accessible to persons with disabilities in all pertinent legislation.

Strategy 7: Encourage, assist and support chapters of The Arc to transition from group homes to providing supported living, as well as to assist people with I/DD to live in their own homes in the community with the appropriate supports.

Goal II | Strategy 7

Team: Federal Policy Advocacy:

- Provided information about language to include in managed care contracts to incentivize provision of long term services and supports in the most integrated setting.

Team: Convention

- Offered a session at The Arc's 2013 Convention on affordable community housing for people with I/DD: Affordable Housing and Home ownership. Session included The Arc Spokane presented it's Home Ownership Opportunities program, NAMI's Andrew Sperling, Co-chair of the Consortium for Citizens with Disabilities (CCD) Housing Task Force highlighting new options for creating inclusive, affordable housing for people with significant disabilities under HUD Section 811 Supportive Housing for Persons with Disabilities program, and how The Arc's chapter advocates can work with state agencies to compete for federal dollars and make these new options a reality for the people in their state.

Strategy 8: Encourage, assist and support chapters to transition from segregated day programs and employment to providing support for integrated, community based employment and activities

Goal II | Strategy 8

Team: Federal Policy Advocacy

- Provided information about language to include in managed care contracts to incentivize employment.

Team: eXplore eRecycling

- The Request for Proposals to chapters were structured to ensure any sub-grantee will have programs they pay individuals with I/DD at least minimum wage and are community-based employment.

Team: Public Education, Information & Referral and Media Relations

- Provided communications support to chapters on sub-minimum wage issue as media attention focused on Goodwill's use of the sub-minimum wage by drafting talking points and reaffirming our national position to phase out the practice.

Team: Convention:

- Concurrent sessions on national initiatives related to integrated community based employment, eXplore eRecycling and post secondary transition programming.

Strategy 9: Support chapters of The Arc to facilitate the community change process necessary to replace the remaining state institutions with community based services and supports.

Goal II | Strategy 9

Team: Federal Policy Advocacy:

- Provided template to chapters to write CMS and oppose adding cost-sharing for long term supports and services.

Strategy 10: Promote and support the growth of self-determination and self-advocacy.

Goal II | Strategy 10

Team: Position Statements Team

- Work group revising and updating the Self-Advocacy position statement.

Team: Disability Policy Seminar

- Partnered with SABE in planning the Disability Policy Seminar and recruiting attendees.

Team: Federal Policy Advocacy

- Facilitated inclusion by Ricardo Thornton on a PBS NewsHour segment on Olmstead.

Team: Government Contracts & Grants

- Prepared and submitted a \$300,000 self-advocacy support proposal to AIDD. Declined. Funder awarded to self-advocacy organizations.

Team: eXplore eRecycling

- The sub-granting to chapters to carry-out the eXplore eRecycling program leads to supporting the growth of self-determination and self-advocacy as individuals learn marketable skills and understand their job prospects and career path. Stories provided by the sub-grantees throughout the grant period substantiate this.

Team: Convention

- Self-advocate interview tapings at 2013 National Convention.

Team: National Council of Self Advocates (NCSA)

- The Arc's Self-Advocates with FASD in Action network (SAFA) is in collaboration with Georgianna Wilton, Ph.D., Senior Scientist at University of Wisconsin to submit a proposal to CDC for funding to create a certificate-based leadership training program that would train people with FASD about how to provide training to health care professionals and others about their condition.
- The NCSA held it's 2nd national pre-conference at The Arc Convention. Oh the Possibilities: Self-Advocates as Leaders in Your Community. Presentations included:
 - developing self-advocacy and leadership skills,
 - how to be an effective communicator,
 - Self-Advocacy Online tool,
 - the history of the disability rights movement, and
 - using PATH as a tool for The Arc's National Council of Self-advocates to plan for the future.

Emphasis was on team building as members of NCSA and how they can be advocates in their own communities.

- NCSA Advisory Group has 17 members from 16 states; Council has just over 100 members.
- Self-Advocacy Peer Learning Community - for chapters to come away with a model of what self-advocacy supports and inclusion look like and have ways that they can apply this to their chapter. 29 staff from 12 chapters in 9 states participated. Presenters included self-advocates from NCSA and chapter staff.
- Self-Advocacy Online (SAO) - continued partnership with the Univ of MN RTC to expand the content/interviews on the Story wall section of the website as well as marketing the use of SAO as a tool to promote and support the growth of self-determination and self-advocacy.
- Self-advocate Meet & Greets:
 - NCSA continues to host a Meet & Greet at The Arc's Convention and co-host at the Disability Policy Seminar. The Meet & Greet at the DPS is co-hosted with SABE. NCSA coordinated a panel discussion including 4 self-advocates who shared their goals for people with I/DD living fulfilled lives in their communities. Attendance was approx 50 people.

Team: Employment and Transition

- STC Project.

Strategy 11: Rebalance the Medicaid program so that home and community based services, and family support are mandatory and readily available with consistency and portability from state to state.

Goal II | Strategy 11

Team: Federal Policy Advocacy

- Also see Goal I.
- Opposed block grants, per person spending caps, and other threats to the program; and joined with coalition partners to send letters and visit Congressional offices to urge support for the Medicaid program.
- Commented on proposed regulations on the definition of “home and community-based setting” for waiver and other non-institutional services. [Many of The Arc’s recommendations were adopted in the final regulations which were issued in 2014.]
- Met with key Senate staff regarding concerns about mandatory managed care for people who are dually eligible for Medicaid and Medicare.
- Urged Centers for Medicare and Medicaid Services (CMS) to include rebalancing outcomes in each memorandum of understanding negotiated with a state to initiate demonstrations to integrate and coordinate health services for individuals dually eligible for Medicare and Medicaid.
- Supported the work group revising and updating the Medicaid, Direct Support Professional, and Waiting List Position Statements Team into a new Long Term Supports and Services position statement. (Position Statements Team)

Strategy 12: Improve basic income support systems for people with I/DD and their families, and change requirements applicable to benefits eligibility, to reduce the incidence of poverty.

Goal II | Strategy 12

Team: Federal Policy Advocacy

- Also see Goal I
- Advocated for passage of the Achieving a Better Life Experience (ABLE) Act (H.R. 647, S. 313); worked with sponsors regarding strategy; and supported The Arc grassroots and chapters to help achieve broad bipartisan co-sponsorship by over half of the 113th Congress in the First Session alone.
- Worked extensively with Hill staff to prevent cuts to Social Security and SSI; to oppose the chained CPI; and to preserve Social Security during deficit reduction negotiations.
- Wrote a “National Policy Matters” on the chained CPI, provided a webinar for chapters (and other disability advocates) on the chained CPI, and issued an Action Alert opposing the chained CPI. oPresented at several Hill briefings on SSDI and SSI.
- Sent letters to the Hill and/or endorsed legislation to strengthen Social Security and SSI, including the Keeping Our Social Security Promises Act, and the Strengthening Social Security Act, the SSI Restoration Act, and the Protecting and Preserving Social Security Act.
- Submitted written testimonies for the record of hearings on:
 - o Financing Challenges Facing the SSDI Program;
 - o The President’s and Other Bipartisan Entitlement Reform Proposals;
 - o Encouraging Work Through the SSDI Program;
 - o Using the Chained Consumer Price Index to Determine Social Security Cost-of-Living Adjustments and Benefit Increases for Long-Time Social Security Beneficiaries;
 - o Bipartisan Proposals to Reform Social Security: Benefits Adjustments.
- Submitted comments to the Social Security Advisory Board on proposals to reform SSDI.
- Supported the Social Security Administration’s successful change in terminology from “mental retardation” to “intellectual disability”; submitted regulatory comment and contributed a post for The Arc’s blog.
- Submitted regulatory comment on:
 - o Collaboration on Evaluating the World Health Organization (WHO) International Classification of Functioning, Disability and Health (ICF) Standard for Coding Functional Capability in Federal Programs;
 - o PROMISE (a grant to support school-to-adult transitions among youth receiving SSI);
 - o Changes to Scheduling and Appearing at Hearings; and
 - o Rules of Administrative Finality.
- Opposed efforts to deny Social Security credits earned by immigrants prior to citizenship.
- Contributed multiple posts on Social Security to The Arc’s blog.
- Co-led national disability community response to negative stories on Social Security and SSI.
- Initiated and coordinated a letter by eight former SSA Commissioners refuting several errors and misconceptions in an NPR series about the Social Security disability programs.

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

Strategy 1: Build the capacity and readiness of civic, cultural, religious, governmental, business and other community organizations to include and support the participation of people with I/DD in their programs and activities.

Goal III | Strategy 1

Team: Federal Policy Advocacy

- Worked with the White House and Senate on immigration reform to ensure that people with I/DD have a fair opportunity to join their families, including siblings, in the U.S., and to ensure that legal immigrants retain the right to their Social Security work credits earned prior to citizenship.

Team: eXplore eRecycling

- The eXplore eRecycling program indirectly supports this strategy through job placement which leads to increased civic, cultural, and community integration for participants.

Team: Public Education, Information and Referral and Media Relations

- Negotiated new partnership with the Professional Baseball Athletic Trainers Association to take part in their events at MLB stadiums across the country in 2014, raising public awareness of The Arc.

Team: Convention

- Concurrent Session: Chapter and faith community advocates led a discussion on the important role that religion can play within families dealing with disabilities as well as the obligation of congregations (and faith based private schools) to support these families. Identifying challenges and obstacles involved in reaching out to and including people of all abilities in programs and activities.

Strategy 2: Increase services and supports necessary for people with IDD to participate in civic, cultural, religious and other community organizations

Goal III | Strategy 2

Team: Federal Policy Advocacy

- Advocated extensively in support of the Convention on the Rights of Persons with Disabilities (CRPD).
- Advocated in opposition to several bills that would have put limits on individuals' rights to file ADA lawsuits, rolled back regulatory rights, and diminished the ability of DOJ to enforce the ADA.
- Advocated in opposition to a bill that would have created a separate rule for individuals residing in intermediate care facilities for individuals with I/DD allowing them to opt out of class action litigation.
- Urged the Centers for Medicare and Medicaid Services (CMS) to require states to include ADA and Olmstead principles in all managed care contracts with managed care organizations (MCOs) and provided similar input to CMS on its guidance to states and MCOs for managed long term services and supports.

- Urged the Centers for Medicare and Medicaid Services (CMS) to require states to provide Ombudsman services to Medicaid recipients enrolled in managed care programs.
- Joined coalition partners in advocacy efforts for passage of immigration reform that included provisions specific to individuals with I/DD.
- Sent several letters to the Hill opposing cuts to the Supplemental Nutrition Assistance Program (SNAP; formerly known as food stamps), and issue an Action Alert opposing SNAP cuts.

Team: eXplore eRecycling

- The eXplore eRecycling program indirectly supports this strategy through job placement which leads to increased civic, cultural, and community integration for participants.

Team: Autism NOW

- The Arc, through our Autism NOW Center, delivers webinars and authors resources with information and advice for people with autism and their families on how to participate in civic and other community activities.

Strategy 3: Increase voting by people with I/DD and their participation in the political process.

Goal III | Strategy 3

Team: Federal Policy Advocacy

- Advocated for continued funding of the protection and advocacy for voter accessibility programs.
- Participated in a panel presentation hosted by National Council on Disability about voter accessibility.
- Participated in a meeting of the Independent Sector and the Baumann Foundation regarding proposed regulations that could limit the voter registration, education, and get-out-the-vote (GOTV) activities of 501(c)(3) organizations.

Strategy 4: Increase the availability of family support, including respite services.

Goal III | Strategy 4

Team: Federal Policy Advocacy

- Sent letter to the Hill in support of the expansion of the National Family Caregiver Support Program to include parents of adult children with disabilities in the Reauthorization of the Older Americans Act.
- Sent letter to the Hill in support of expanded funding for the Lifespan Respite Act.

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

Strategy 1: Publicize the high rate, as well as specific incidents, of bigotry, discrimination, and victimization of people with IDD.

Goal IV | Strategy 1

Team: National Center on Criminal Justice and Disability

- Developed new section of The Arc's website for the National Center on Criminal Justice and Disability and submitted to DOJ for approval.
- Authored blogs for The Arc's web site relating to right to sexuality issues, as well as the high rate of victimization.
- The Arc assisted The Disability and Abuse Project to obtain well over 7,000 surveys for the 2012 Survey on Abuse of People with Disabilities which created "The First Report: Victims and Their Families Speak Out". Assisted in promoting these findings to our membership when report was published in 2013.

Team: Federal Policy Advocacy

- Shared data collected by the Office for Civil Rights in the Department of Education concerning higher rates of suspension, expulsion, restraint and seclusion of students with disabilities with public through Capitol Insider.
- Commented on Department of Education's proposal to enhance data collection efforts pertaining to students with disabilities.

Team: Position Statements

- Workgroup revising and updating the Criminal Justice System position statement. (Position Statements Team)

Team: Convention

- Concurrent session: overview of bullying in schools, workplace and cyberspace. Emphasis on statistics and overview of laws related to bullying with emphasis on Autism Spectrum Disorder. Sharing successful SEEDS program (The Arc Middlesex Co, NJ) model for primary school students. Basics to start a grassroots anti-bullying program in schools and communities.
- Concurrent session: The Arc of Spokane's Partnership for Safety Program shared tools and practical strategies on the topic of sexual abuse prevention.

Team: Human Resources:

- Successfully recruited new Criminal Justice Fellow from over 80 applicants.

Team: Autism NOW

- The Arc, through the Autism NOW Center, regularly shares studies, research and other findings that describe disparities between people with autism and the general public.

Strategy 2: Develop and support chapters of The Arc in implementing testing programs to identify discriminatory practices in housing, employment and instances of unlawful failures to provide accommodation.

Goal IV | Strategy 2

Strategy 3: Promote increased public awareness of people with I/DD, their needs issues and concerns.

Goal IV | Strategy 3

Team: Position Statements

- Worked with the Policy and Positions Committee to review 11 positions statements; make recommendations to the Board regarding six statements which should be revised; and, with AAIDD member participation, worked toward significant revisions of the following positions statements: Criminal Justice System, Family Support, Self-Advocacy, and Long Term Supports and Services (combining Medicaid, Waiting Lists, and Direct Support Professionals). (Position Statements Team)

Team: Federal Policy Advocacy

- Revised and updated main public policy web page and significantly revised and added content to health care page to support our public awareness campaign about the ACA.
- Provided content for newsletter articles, blogs, press releases in addition to Capitol Insider and action alerts.
- Fact checked items for a promotional calendar.
- Completed Public Policy website section refresh.
- Worked with policy and program experts on ATF response strategy, including media release, talking points, follow up interviews, and next steps.
- Worked with policy staff to follow death penalty cases, including two cases at the Supreme Court (Warren Hill and Hall v. Florida) and position The Arc as a resource to media covering the cases.
- Supported policy staff and CCD in communications crisis with CBS' 60 Minutes on SSDI program. Drafted statements and blog post, reached out to key media for pushback, engaged on social media during show. Worked with public policy staff to produce National Policy Matters issue briefs on Affordable Care Act and threats to Social Security.

Team: Government Contracts & Grants

- Prepared several blogs for national dissemination, and wrote regular sequence of tweets on various issues relating to people with I/DD and The Arc's work.

Team: eXplore eRecycling

- All of the chapters funded under this program conducted press releases and almost of the chapters partnered with their local chambers of commerce. Several chapters funded under this program held specific community events that highlighted not only their recycling program but the individuals they serve and their contributions to the workforce and the community through environmental sustainability.

Team: Autism Now

- Autism NOW online support - posted 191 new resources, recorded and produced 26 Autism NOW videos, built new fact sheets section for the site, and began site audit process.

- Began work on a promotional video (to be final in January 2014) for Autism NOW to be used to attract potential funders, raise awareness and increase traffic to the Autism NOW website.

Team: State Operations

- Refreshed The Arc in Nevada's website.

Team: National Center on Criminal Justice and Disability

- Worked with The Arc of Maryland and The Arc of Frederick County in responding to the death of Ethan Robert Saylor, providing media outreach support as needed.

Team: Annual Report

- Wrote, designed, and managed production of 2012 annual report produced in 2013.

Team: Empower & eNewsletters

- Produced 4 issues of Empower and 6 issues of e-newsletter, brainstorming and writing all content, working with chapters for input and managing print, production, and distribution.
 - Four development articles were included: Winter 2013 – Hopes and Dreams
 - Spring 2013 – A Powerful Leader on a Mission –self-advocate in accordance with our “Hopes and Dreams”
 - Summer 2013- A Legacy Continued, Through Dance
 - Fall 2013 – Honoring Our Champions this Holiday Season
- Empower was mailed to over 200,000 unique recipients, this was an increase from 2012 (176,549).

Team: Wings for Autism

- Created communications plan to assist chapters with Wings for Autism program launch in 2014.

Team: Marketing

- Renegotiated partnership with Apostrophe Magazine (now distributed in 586 Barnes & Noble stores nationwide) to trade editorial and advertising exposure in their magazine quarterly for promotion of subscriptions to chapters/members of The Arc. This includes a 2-issue trial subscription benefit to new members of The Arc.
 - Placed four articles on advocacy issues important to people with I/DD and promoting new programs of The Arc and eight ads, including ads in support of Awareness Month campaigns.
 - In addition, created a fundraising resource for chapters through a subscription discount program to support their activities.
- Created a relationship with Exceptional Parent digital magazine distributed to 175,000 to feature editorial content supplied by The Arc on a monthly basis (at our discretion). In 2013, placed four articles.
- Negotiated trade agreement with NADD for mutually beneficial exposure at each other's national events resulting in The Arc reaching the NADD audience at an exhibit in Baltimore in October for no cost.
- Contributed two guest blog posts about issues related to I/DD to MediSked's national blog reaching their clients, business partners and others in that field.

- Continued to promote The Arc & Sprout National Film Festival and support chapters in booking and promoting their events. 15 chapters held events in 2013 with several new chapters coming on board and several chapters hosting their second or third annual events.
 - Chapters use these events not only for fundraising but to raise public awareness of I/DD and some take the films into schools and other educational settings in addition to having film festivals as part of an effort to educate and inform about I/DD.
 - The Arc of Baltimore received media coverage of their event and The Arc of Idaho had to expand to three events to accommodate demand during their third annual film festival.

Team: The Arc Racing Program

- Executed the second year of The Arc Racing Program taking 20 individuals from 8 chapters and Inclusion International to 9 races across the country raising awareness of people with I/DD among race fans and the Sports Car Club of America racing community.
 - Received some limited local media coverage and exposure on racing fan websites and magazines along with promotion on the Pirelli World Challenge Series website and event program books. Supported chapters in their participation by providing logistics and planning support and branded race-day gear for attendees. This was done even though our driver, Don Istook, was sidelined with health issues for most of the race series. His continued commitment and passion and the reception our participants received among racers and crew members attracted the attention of higher ups in the race series and resulted in a promise of more assistance in generating exposure for the 2014 race series.

Team: Disability Policy Seminar

- Expanded promotion of the annual Disability Policy Seminar with digital advertising and increased partner promotion and realized 18 new registrations attributed to these efforts.
- Offered partners more and different types of marketing materials and worked with promotional partners NADD and Autism Society to increase promotion.
 - Worked with State Policy Team on the concept of "District Hill Day" and promoted/supported chapters in creating mirrored events at their state legislatures on the same days as Hill visits during the national Disability Policy Seminar to amplify advocacy efforts and attract more attention.
 - Working with digital communications team, created and executed a plan to "cover" Hill visits during the Disability Policy Seminar and post real-time photos to The Arc's social media channels and chapter blog while encouraging others to post photos from their visits. Received increased social media traffic in response.

Team: Individual Philanthropy

- The Arc's fundraising program serves to advance this goal. While no portion of our fundraising activity is allocated as a program expense for purposes of the IRS Form 990, the content of our solicitations does serve an educational purpose. During the course of the year we reach more than 20,000 people through direct mail and email solicitations.

Team: Public Education, Information & Referral and Media Relations

- Created and executed successful multi-media campaigns for Developmental Disabilities Awareness (March) and Autism Awareness (April) months utilizing social media, newsletters, emails, blog posts, digital and print advertising along with distributing a toolkit to chapters and Autism NOW partner organizations to amplify the campaigns locally.

- Tied into National Sibling Day in April and saw increased social media traffic and some limited local media coverage in areas where chapters implemented the toolkit.
- Received positive feedback from chapters who implemented the toolkit and saw evidence of its use in their newsletters and digital communications. Have received early requests for similar toolkits (planned) for 2014 indicating potentially increased chapter participation and growth.
- Most traffic ever for a blog post - Peter's open letter to Suzanne Wright, co-founder of Autism Speaks). Facebook post generated 200+ likes, 100 shares, and 30+ comments. Blog post registered 5,500+ views, 40 comments.
- Sent 47 press releases throughout the year on a wide variety of topics, touching on all programs and projects of The Arc, our public policy work, and where applicable, in conjunction with our chapters.
- Negotiated new partnership with the Professional Baseball Athletic Trainers Association to take part in their events at MLB stadiums across the country in 2014, raising public awareness of The Arc.
- Worked with media to influence/shape or get The Arc's name in 28 media hits in 2013 in publications ranging from Disability Scoop, Washington Post, LA Times, The Nation, Cnn.com, AP, Milwaukee Journal Sentinel, and others.

Strategy 4: Monitor the media for negative portrayals and descriptions of people with I/DD in the media and promote more accurate, respectful and positive coverage

Goal IV | Strategy 4

Team: Federal Policy Advocacy

- Assisted in responding to press inquiries on numerous relevant issues.
- Co-led national disability community response to negative stories on Social Security and SSI.

Team: Public Education, Information and Referral, and Media Relations

- Ongoing monitoring throughout the year, resulting in press releases and responses provided on social media channels to pushback on use of R-word, use of stereotypes, and other egregious behavior.

Team: Autism NOW

- The Autism NOW Center staff and other staff of The Arc receive google alerts about media stories describing people with autism. If negative stories surface we meet as a team to determine an appropriate response. If positive stories surface we meet as a team to determine how to promote the story (e.g. post on twitter account, link from the Prism newsletter).

Strategy 5: Promote appropriate education and training of medical professionals, legal professionals, law enforcement officials, teachers, clergy, human resources professionals and others whose conduct impacts the lives and opportunities of people with I/DD.

Goal IV | Strategy 5

Team: National Center on Criminal Justice and Disability

- Sought possible funding opportunity via National Down Syndrome Society to update The Arc's police training materials and provided consultation to both NDSS and NDSC regarding law enforcement training needs.

- Provided 2 full day training sessions on Child Victims with Disabilities in California to service providers, disability advocates, law enforcement and victim advocates (was asked to return to give another training in April 2014)
- Serve as consultant with Vera Institute of Justice (attended June meeting) to create materials/training for their Self-Advocates Leadership Project (teaching self-advocates how to speak out against victimization and become their own spokesperson)
- Sought possible criminal justice related funding through DOJ's Office on Violence Against Women (OVW) and The Ms. Foundation.
- Began formal Justice Initiatives effort to create training materials for criminal justice professionals/create national task force on the issue (monthly meetings began in April)
- Staffed Criminal Justice Position Statement Committee
- Sought funding to begin a national center on criminal justice and disability; submitted proposal to BJA (funding awarded)
 - Interviewed and hired Criminal Justice Fellow for The Arc's new Center on Criminal Justice and Disability (NCCJD)
 - Notified Project Partners/Advisors of new project and set date for first partner meeting
 - Created draft of NCCJD web site.

Team: Federal Policy Advocacy

- Assisted the Legal Advocacy Subcommittee in reviewing several amicus curiae ("friend of the court") briefs in cases with issues of significance to The Arc. The cases in 2013 were related to: use of aversive devices; denial of payment for standing wheelchairs; an individual's right to make decisions for herself; certification of a class for purposes of receiving adequate health care in prison or other institutional settings; employment discrimination and whether ID is a disability under the Americans with Disabilities Act as amended; and three death penalty cases – one in Georgia and two in Texas – in various stages of appeal to the US Supreme Court.
- Submitted comments regarding Fetal Alcohol Spectrum Disorders (FASD) to the Substance Abuse and Mental Health Services Administration (SAMHSA) for its National Behavioral Health Quality Framework.
- Conducted research for The Arc's successful grant application with the Health Resources and Services Administration (HRSA) to provide education and training to medical professionals on Fetal Alcohol Spectrum Disorders (FASD).
- Provided comments on training navigators and enrollment assistants established by the ACA.
- Welcomed first "Paul Marchand Interns".

Team: Corporate & Foundations, Projects:

- Continuing to cultivate Walgreens for possible collaboration to engage pharmacists, nurses and allied medical professionals in serving people with I/DD.

Team: Government Contracts & Grants

- Federal grant activities including HealthMeet, Autism NOW, the National Justice and Disability Center, and the FASD projects contributed to promoting education and training of medical professionals, legal professionals, law enforcement officials, teachers, clergy, human resources professionals and others whose conduct impacts the lives and opportunities of people with I/DD.

Team: Public Education, Information & Referral and Media Relations

- Worked with experts on staff to do media pushback on new book (Expecting Better) about pregnancy that included misleading information about risks of alcohol during pregnancy.

Team: NCE, Leadership and Professional Development

- Live webcast "Supporting Individuals with I/DD Through Serious Illness, Grief and Loss" produced by the Hospice Foundation of America. The Arc partnered to provide guidance in selection of expert panelists and special guests who covered the complex ethical, medical management and psychosocial issues for individuals with I/DD. The intended audience included medical professionals, teachers, clergy, service providers and families. 41 chapters hosted community events to learn and discuss the sensitive issue of end-of-life care. An additional 60+ individuals logged on to this live event. Estimated that 500 people participated. DVD will be available as a follow up resource.

Team: FASD Prevention

- The Arc, through the FASD Prevention program, is developing a series of messages and educational materials for health care providers including physicians, nurses, midwives, physician's assistants and substance abuse and mental health therapists.

Team: Dynamic Learning Maps

- In addition to the research report presented to the University of Kansas research team, The Arc presented a summary of the findings to the Dynamic Learning Maps Team consortium in Spring 2013. The Consortium consists of 18 states, 5 university centers, and other key partners collaborating on the development, testing, and implementation of improved assessment systems for students with the most significant disabilities, and professionals from all of these organizations attended the presentation. The presentation outlined the gaps in knowledge among parents and education professionals alike, as well as the inconsistent implementation of existing assessment systems.

Strategy 6: Educate people with I/DD, and their family members, about their rights and provide them the tools and supports to protect their rights where such are being unlawfully denied.

Goal IV | Strategy 6

Team: HealthMeet

- Educated people with I/DD about the right to health through the www.selfadvocacyonline.org resource.
- Worked with Self-Advocacy Online website to cross promote activities and new HealthMeet resources available on their site to raise awareness of The Arc among SA Online visitors.
- Supported HealthMeet program with new exhibit materials, promotional items, brochures and exhibit collateral in several languages along with creative work for advertising to raise public awareness of the program and The Arc's work in this area.

Team: Public Education, Information & Referral and Media Relations

- Worked closely with The Arc of LaGrange County and The Arc of Indiana on abduction case messaging - prepared local exec for possible Today Show interview, drafted versions of an op-ed, a press release, monitored the media, reached out to victim's long-time attorney, and continue to monitor the situation.

Team: Autism NOW

- The Arc, through our Autism NOW Center, delivers webinars and authors materials about the rights of people with autism in education, employment, housing and other life domains.

Strategy 7: Showcase the positive role and contributions of people with I/DD in society.

Goal IV | Strategy 7

Team: eXplore eRecycling

- The Arc highlighted the roles and contributions people with I/DD has had in society through the eXplore eRecycling program.

Team: Empower and eNewsletters

- Produced 4 issues of Empower and 6 issues of e-newsletter.

Team: Individual Philanthropy

- The annual giving and major donor campaigns highlight the role and contribution of people with I/DD in society.

Team: Autism NOW

- The Arc, through our Autism NOW Center, brings positive stories authored by self-advocates and families to the public through our Prism newsletter, website resources and Employment toolkit.

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.

Strategy 1: Educate the public to avoid environmental agents and behaviors known to cause of intellectual and developmental disabilities.

Goal V | Strategy 1

Team: FASD Prevention

- Developed and HRSA-funded “The Arc’s FASD Prevention Project.”
 - Began to develop and conduct needs assessment team for FASD project, including several interviews of experts.
 - Created internal report for needs assessment team to use in development of education plan
 - Assisted in seeking funding for FASD prevention-related projects by interviewing experts in the field.

Team: Federal Policy Advocacy

- Participated in Safe Chemicals Coalition efforts in support of the Safe Chemicals Act.
- Commented on proposed regulations concerning employer-sponsored wellness programs to ensure nondiscrimination toward people with disabilities.

Team: Corporate & Foundations, Projects

- Continuing to cultivate and develop relationship for FASD support through Brandy Nannini - VP Government Relations from Century Council as well as immediate past pres - The Arc of NoVa. The major companies that support Century Council are the very spirit manufacturers - distributors that make top alcohol brands available for bar, restaurant and private consumption.

Team: Public Education, Information & Referral and Media Relations

- Worked with experts on staff to do media pushback on new book (Expecting Better) about pregnancy that included misleading information about risks of alcohol during pregnancy.

Team: Human Resources

- Worked closely with project team to recruit and onboard two new staff members for FASD Prevention Project.

Strategy 2: Increase the availability and accessibility of quality routine and preventative medical, dental, vision and mental health care for people with I/DD.

Goal V | Strategy 2

Team: Federal Policy Advocacy

- Advocated for coverage of behavioral health treatment, including applied behavioral analysis (ABA), for dependents with developmental disabilities by TRICARE, the military’s health program.
- Wrote letter to Chair of Senate committee supporting bill to increase availability of mental health services for children in school.

- Joined coalition partners in opposing publications produced by an organization that counseled against use of feeding tubes, ventilators, and other supports because such supports would be detrimental to quality of life.
- Supported the Excellence in Mental Health Act to improve mental health supports and services
- Urged the Patient-Centered Outcomes Research Institute to place a higher priority for disability research at the Institute and worked with coalition partners to develop a white paper advocating for the inclusion of several issues.
- Wrote the Senate Finance Committee to support improvements in mental health policy and recommended expanded access to long term supports and services.
- Urged the National Quality Forum to include someone with expertise in disability policy in all of their workgroups include someone with expertise in disability policy.
- Serving as an advisor to the American Association on Health and Disability's grant to help navigators and other assistors understand key disability issues in the implementation of the Affordable Care Act.

Team: Government Contracts & Grants

- HealthMeet advanced this strategy to increase the availability and accessibility of quality routine and preventative medical, dental, vision and mental health care for people with I/DD.

Team: Convention

- Concurrent Session: The Arc of Lehigh and Northampton Counties, PA shared a replicable model of their partnership with the Medical Home Project of Lehigh Valley Hospital. They are working to eliminate the disparities in health care through advocacy and the education of health care professionals. Provided examples of practice and educational innovations resulting from this partnership.

Team: HealthMeet

- The Arc, through our HealthMeet program delivered by our chapters, conduct health assessments and physical activity / health education classes to people with intellectual/developmental disabilities.

Strategy 3: Make public and private health insurance universally available to people with I/DD.

Goal V | Strategy 3

Team: Federal Policy Advocacy

- Met several times with key Administration staff on the importance of defining the essential health benefits required by the law and of the non-discrimination provisions of the ACA.
- Commented on proposed regulations concerning employer-sponsored wellness programs to ensure nondiscrimination toward people with disabilities.
- Provided comments on the following Affordable Care Act regulations and guidance:
 - NPRM regarding Medicaid changes, essential health benefit, appeals and other issues;
 - draft application form for exchanges and Medicaid;
 - letter to insurers regarding federally facilitated exchanges; and oshared responsibility for employers;

- Sent letter to the President emphasizing the importance of Medicaid and defended Medicaid in the budget battles.
- Provided a detailed explanation to Congress of our support for the ACA.
- Collaborated with other organizations on a number of Medicare related issues including:
 - a Medicare position statement;
 - written testimony on the importance of rehabilitation in the Medicare program;
 - letter expressing concerns about how CMS is implementing a new review process for outpatient therapy;
 - supporting legislation to make complex rehabilitation technology more available; and
 - letter urging extension of subsidies for low income Medicare beneficiaries.
- Held numerous meetings with Administration officials regarding the implementation of the ACA including the new disability community liaison at the White House, CMS stakeholder meetings, stakeholder meetings with the Administration on Community Living, with the National Council on Disability, the National Center on Birth Defects and Developmental Disabilities, and others at CMS.
- Provided comments to the Commission on Long Term Care about the need to design a national public/private system of long term services and supports.

Strategy 4: Prevent discrimination against people with I/DD in the delivery of health care services

Goal V | Strategy 4

Team: Federal Policy Advocacy

- Provided comments on the Request for Information on the non-discrimination provisions in the ACA.
- Opposed Congressional efforts to allow certain health insurance plans avoid meeting the Affordable Care Act health insurance reforms.
- Monitored State implementation of the essential health benefits requirements in the ACA and Medicaid.

Team: HealthMeet

- The Arc, through our HealthMeet program, educates health care providers through our webinar series. Topics regularly include strategies for better serving people with intellectual/developmental disabilities.

Strategy 5: Build the capacity of medical professionals, and health care organizations, to provide health care services to people with I/DD, including by expanding relevant specialized training.

Goal V | Strategy 5

Team: Federal Policy Advocacy

- Met with Appropriations Committee staff and the Office of Management and Budget (OMB) in support of adequate FY 2014 funding for the CDC's National Center on Birth Defects and Developmental Disabilities (NCBDD).

Team: Convention

- See Goal V Strategy 2

Team: HealthMeet

- The Arc's HealthMeet program builds the capacity of health care providers through our webinar series and monthly blogs.

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.

Strategy 1: Build the capacity of all chapters of The Arc to engage in both public policy advocacy and individual advocacy for people with I/DD

Goal VI | Strategy 1

Team: Federal Policy Advocacy

- Met with new White House Disability Liaison to introduce her to The Arc and emphasize the importance of Medicaid, Social Security, and non-discretionary programs and to share the various ways that The Arc is supporting the ACA.
- Produced bi-weekly Capitol Insider e-newsletter; offered bi-monthly public policy calls for chapter leaders; regularly contributed policy content to Fusion and The Arc's e-news.
- The Board-approved Public Policy Agenda for the 113th Congress, developed in partnership with five other organizations, was finalized, produced, and posted on the website. The Agenda was distributed on Capitol Hill during the 2013 Disability Policy Seminar. There is also a short brochure version of the agenda for use with general audiences.
- Produced National Policy Matters regarding (1) employer shared responsibility for health insurance and the impact on non-profit employers and on what to consider when enrolling in a health plan; (2) the chained CPI cuts to Social Security and SSI.
- Offered Chapter Webinars on Medicaid/Budget and on the implementation of the Affordable Care Act. Offered webinars open to chapters on the chained CPI and on the HUD Section 811 program.
- Created state-by-state fact sheets highlighting how Medicaid, Medicare, Social Security, and SSI are a lifeline for people with I/DD.
- Developed ACA toolkit which included sample articles and materials for chapters to use in creating awareness about the ACA.
- Provided webinar for The Arc of Illinois chapters.
- Assisted Nevada advocates with language on definition of habilitation.
- Assisted NYSARC in getting meeting with CMS regarding managed care developments and significant budget cuts in the state and the potential impact on people with I/DD.
- Presented at NYSARC annual convention on Medicaid managed long term services and supports.
- Presented to The Arc of Alabama on current public policy and the need to cultivate new champions.
- Worked with Communications staff to develop talking points on key issues for chapter leaders.
- Responded to requests for information by chapter leaders on a range of public policy topics.
- Served on the Board of Directors of CCD and as Co-Chairs of the following CCD Task Forces: Social Security; Long Term Services and Supports; Health; Housing; Fiscal Policy; Financial Security; Developmental Disabilities, Autism, and Family Support; and TANF. Staff also served as members of the CCD Task Forces on International, Emergency Management, Education, Employment and Training, Medicaid, Prevention, Rights, Technology and Telecommunications, and Transportation.
- Staff also served on the Boards of Directors of Advance CLASS, the Long Term Quality Alliance, the National Academy of Social Insurance, and the Quality Trust.

- Staff also represented The Arc on the steering committee of the Americans for Tax Fairness coalition, the advisory committee for the National Respite Network and Resource Center, and the steering committee of the Strengthen Social Security Campaign.
- Staff co-chaired the SSI Coalition for Children & Families. Staff also represented disability community interests on the American Bar Association Commission on Law and Aging, the Social Security Advocates Group, the Campaign for Housing and Community Development Funding, the Department of Housing and Urban Development Disability Task Force, the National Fair Housing Advocates' Group, the SourceAmerica National Nonprofit Agency (NNA) Public Policy Group, the Work Opportunity Tax Credit Coalition, the Leadership Conference on Civil and Human Rights, the Friday Morning Collaborative (long term services and supports/disability and aging), the National Guardianship Network, the Medicaid Coalition, the Chronic Illness and Disability Health Care Reform Partnership, the Habilitation Coalition, the ITEM Coalition, the Waiver Task Force, APRAIS, the Coalition to Preserve Rehabilitation, the Coalition for Sensible Safeguards, the ad hoc Medicare Advocacy group, the Duals Demonstration Stakeholder Group, the Medicare Future Payer Group, the Friends of the National Center on Birth Defects and Developmental Disabilities, the Human Services Assembly, and the ARCH Lifespan Respite Technical Assistance Center Advisory Committee.
- Presented to or represented The Arc at the following additional national, state, and other meetings:
 - Coleman Institute Conference on Cognitive Disability and Technology
 - American Association on Intellectual and Developmental Disabilities national meeting
 - California Disability Policy Conference
 - Georgetown University class on health policy
 - Disability Policy Seminar
 - The Arc Convention
- Completed Public Policy website section refresh.
- Grew the Capwiz/Engage advocacy list over the year, starting with 24,226 and grew to 33,760 (substantial jump reflects emails reactivated when we switched to Engage. This number may go down over time as people choose to unsubscribe)
- Sent 42 editions of Capitol Insider and 17 national Action Alerts on policy issues.

Team: Disability Policy Seminar

- In conjunction with five partner organizations, conducted the 2013 Disability Policy Seminar on April 15-17 in Washington, DC.
 - There were nearly 700 registered participants who took part in two days of training and one day of meetings with their Senators and Members of the House and their staffs on issues of importance to people with I/DD.
 - Maintained DPS webpages, uploaded presentation documents for attendees to access after event.
 - Created and distributed media materials for all partners, providing on-site support.
- Coordinated first ever District Day efforts in conjunction with Hill Day at Disability Policy Seminar. Provided mirrored federal issue content and materials to chapters in order to facilitate District Congressional staff meetings and relationship-building to coincide with Seminar and Don't Cut our Lifeline efforts.

Team: State Office Operations

- Replaced The Arc of Arizona's interim site with a new subsite in Net Community.

- Refreshed The Arc in Nevada's website.
- Completed Ready, Set, Advocate! mentor matching database for The Arc in Nevada.

Team: State Policy Advocacy

- Coordinated with Midwest Academy to provide intensive, 2-day community organizer training to 17 staff people from national office and 6 states. Training provided structure for building capacity and advocate base for impacting issue campaigns.

Team: Convention

- Recognized the advocacy efforts of individuals or chapters with the Advocacy Matters! Award. The Arc of IL nominated their Governor, Patrick Quinn, who was recognized at The Arc's National Convention for his efforts to move from institutional care to providing person centered community living for all people with I/DD and emphasizing employment first. The Arc of IL has built a collaborative relationship with their governor to support community living.
- Public policy advocacy, individual advocacy and self-advocacy training provided at the National Convention, Peer Learning Community, and eLearning series.

Strategy 2: Assure and sustain a state office or chapter in every state or a combination of state and regional offices that provide a presence in all 50 states.

Goal VI | Strategy 2

Team: Corporate & Foundations, Unrestricted

- Procured partnership with Special Needs Alliance and one of the tenets of the agreement is to help us grow our network of state chapters

Team: State Office Operations

- Supported state office in Nevada
 - Secured continuation funding of \$75,000 annually for The Arc in Nevada.
 - Human Resources Team supported hiring of program staff.
 - Provided communications, marketing and fundraising support for The Arc Nevada
- Supported state chapter operations in Arizona
 - Entered into management agreement to support state chapter functions for The Arc in Arizona.
 - Human Resources Team provided executive search services
 - Provided communications, marketing and fundraising support for The Arc Arizona
 - Through the implementation and management of this contract, a new state executive director was hired, state chapter board training has occurred, the first annual appeal in several years was developed and sent on the state chapter's behalf (brought in ~\$1000 in new donor support for state chapter), and support in rebuilding relationships with local chapters has begun.
- Engaged in troubleshooting and provided technical assistance to additional state chapters.
- Cultivation of state office/management agreement options began with state chapters in 5 additional states, with ongoing exploration of support options continuing for 2014. –
- Presented to DD Council in Wyoming regarding similar structure options as currently seen and supported in Nevada.

Strategy 3: Dramatically expand the number of members and activists, including obtaining greater participation of families of younger children and people from diverse ethnic and cultural backgrounds

Goal VI | Strategy 3

Team: Convention

- Convention plenary: Understanding and Embracing Cultural Diversity in your Community. Exploring the role of chapters of The Arc to transform our communities where equity and social justice are at the center of our focus allowing us to understand and honor differences.
- Concurrent session: How to Attract, Involve and Keep Young members in The Arc, presented by Ric Swierat and board member Sheryl Frishman, shared strategies and tools to attract young members to become actively involved in chapter leadership. Consideration is given to include diversity in ethnic and cultural backgrounds and families of younger children when selecting presenters in all training events.

Team: Dynamic Learning Maps

- In a limited way, the Dynamic Learning Maps Team project provided an opportunity for The Arc to connect directly with 45 parents of children aged 5 to 25 from diverse ethnic, cultural, and socioeconomic backgrounds. While many were already very engaged with or employed by Chapters of The Arc, many were not. The groups included women and men of Caucasian, African American, Chinese, Vietnamese, Spanish, Japanese, Indian, Korean, and Latin American descent. Groups were held in rural and urban communities and participants were socioeconomically diverse in both settings.

Team: Corporate and Foundation Support, Projects

- Secured commitment of \$100,000 per year for two years from MetLife Foundation for new initiative on Diversity and Cultural Competence

Strategy 4: Promote and support the development of people with I/DD as leaders, advocates and spokespersons on issues of their concern.

Goal VI | Strategy 4

Team: National Center on Criminal Justice and Disability

- Serve as consultant with Vera Institute of Justice (attended June meeting) to create materials/training for their Self-Advocates Leadership Project (teaching self-advocates how to speak out against victimization and become their own spokesperson)

Team: Disability Policy Seminar

- Organized Disability Policy Seminar providing attendees, including people with I/DD, with in-depth training on public policy issues and a Hill lobby day.
- Facilitated inclusion by Ricardo Thornton on a PBS NewsHour segment on Olmstead.
- Other Public Policy activities

Team: State Office Operations

- Completed Ready, Set, Advocate! mentor matching database for The Arc in Nevada.

Team: Marketing

- Created a staff managed, public facing aggregate calendar on the website to promote The Arc's events, including webinars

Team: Federal Policy Advocacy

- Completed switch from Capwiz to Engage for public policy action center.
- Grew the Capwiz/Engage advocacy list over the year, starting with 24,226 and grew to 33,760 (substantial jump reflects emails reactivated when we switched to Engage. This number may go down over time as people choose to unsubscribe)
- Sent 42 editions of Capitol Insider and 17 national Action Alerts on policy issues.

Team: National Council of Self Advocates

- The National Council of Self-advocates (NCSA) creates a forum for it's members to develop their skills as leaders, advocates and spokespersons.
- 8 members of the NCSA Advisory Group planned and led a pre-conference at The Arc's National Convention that focused on becoming strong advocates and spokespersons. Over 50 people attended.
- Self-advocates as public speakers: Self-advocates had roles as presenters at The Arc's National Convention and in the Self-advocate Peer Learning Community.

Team: Autism NOW

- The Arc, through our Autism NOW Center, support staff with Autism to deliver presentations at local, state and national events.

Strategy 5: Actively collaborate with and support self-advocacy organizations and involve them in all aspects of the work of The Arc.

Goal VI | Strategy 5

Team: National Center on Criminal Justice and Disability

- Invited SABE to partner with National Center on Criminal Justice and Disability

Team: Disability Policy Seminar

- Engaged SABE in the Disability Policy Seminar

Team: Autism NOW

- The Arc, through our Autism NOW Center, works in partnership and contracts with two self-advocacy organizations (ASAN & SABE) to carry out our work plan.

Strategy 6: Develop a network of well-trained, empowered and informed self-advocates.

Goal VI | Strategy 6

Team: National Council of Self Advocates

- Co-staffed Self-Advocacy Pre-Conference Planning committee for The Arc's convention; provided on-site management of event
- The Arc's Self-Advocates with FASD in Action network (SAFA) is in collaboration with Georgianna Wilton, Ph.D., Senior Scientist at University of Wisconsin to submit a proposal to CDC for funding to create a certificate-based leadership training program that would train people with FASD about how to provide training to health care professionals and others about their condition.

Team: NCE, Leadership & Professional Development

- Co-sponsored ACTIVATE HERE! - a training tool for self-advocates to learn and "activate" their advocacy skills. The Arc played a significant role as the lead sponsor for the production of this 7 module training video. Staff provided content and comments for the script, suggestions for actors, provided props with The Arc brand (score!) and review of the draft videos. The video features 5 adult actors, who have I/DD, who go through the steps to prepare to meet with decision makers in their communities to advocate for issues that are important to each individual. ACTIVATE HERE! is an engaging tool that teaches both first timers and provides a refresher course to those who are already involved in self-advocacy work. The video segments will be completed in 2014 and distributed to self-advocacy groups nationally via The Arc's network and others.

Team: Autism NOW: The Arc, through our Autism NOW Center, provides training, technical assistance and authors/co-authors resources for self-advocates, including family members and people on the spectrum.

Strategy 7: Build the capacity of board and staff leaders of state and local chapters, as well as individual members and volunteers, to engage in advocacy.

Goal VI | Strategy 7

Team: Federal Policy Advocacy

- Updated the extensive materials in the Don't Cut Our Lifeline Medicaid tool kit.
- Continued to provide support and provide information to state chapter CEOs involved in state efforts to integrate and coordinate care for individuals who are dually eligible for Medicare and Medicaid ("duals") and Medicaid Section 1115 Waivers.
- Developed an Affordable Care Act communication plan that includes a National Policy Matters publication on what to consider when enrolling in a health plan, updating and creating new content on the website, writing new web pages on key provisions, and developing sample articles and materials for an ACA toolkit.
- Completed switch from Capwiz to Engage for public policy action center.
- Maintained DPS webpages, uploaded presentation documents for attendees to access after event.

Strategy 8: Collaborate with culturally focused groups to increase awareness of The Arc in communities of color, as well as the accessibility of advocacy, supports and services for people with I/DD.

Goal VI | Strategy 8

Team: Federal Policy Advocacy

- Rejoined the Leadership Conference on Civil and Human Rights.

Team: Corporate and Foundation Support, Projects

- Secured commitment of \$100,000 per year for two years from MetLife Foundation for new initiative on Diversity and Cultural Competence

Team: Human Resources:

- Developed job description and began recruitment for new Manager of Diversity and Cultural Competency.

Team: HealthMeet

- Translates selected materials into foreign languages recommended by local HealthMeet chapters of The Arc

Team: FASD Prevention

- Partners with the Association of American Indians Affairs to develop and promote FASD prevention materials

Team: Autism NOW Center

- Translates selected materials into Spanish and Mandarin

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 VI | Strategy 9

Strategy 10: Empower people with I/DD and their families to tell their stories.

Goal VI | Strategy 10

Team: National Center on Criminal Justice and Disability

- Provided 2 full day training sessions on Child Victims with Disabilities in California to service providers, disability advocates, law enforcement and victim advocates. Co-trained with survivor and self-advocate James Meadours who shares his own powerful story of multiple victimizations (asked to return to give another training in April 2014)
- Serve as consultant with Vera Institute of Justice (attended June meeting) to create materials/training for their Self-Advocates Leadership Project (teaching self-advocates how to speak out against victimization and become their own spokesperson)

Team: Don't Cut Our Lifeline

- Developed fact sheets entitled “the Faces of Medicaid” profiling individual beneficiaries of Medicaid, SSI, and Social Security programs.

Team: Convention

- Coordinated self-advocate interview tapings at 2013 National Convention.
- Convention Plenary: Our Families, Our Stories, Our Lives. The Arc brought two fathers, Buzz Bissinger (Pulitzer prize winning journalist and best selling author) and Mike Ronan to the stage to share their unique stories and to reflect on the commonalities as well. Both fathers have children with I/DD and shared the need for and value of resources, information and support from organizations like The Arc. A discussion was moderated by Carol Wheeler, mom of a son with I/DD and board member of The The Arc US.

Team: National Council of Self Advocates

- The Arc and the National Council of Self-advocates continues a partnership with the Univ. of MN - Institute on Community Integration, Research and Training Center on Community Living (RTC) to collaborate on content and marketing of Self-Advocacy Online (SAO). SAO is a web-based interactive portal that offers training on issues, a directory of self-advocacy groups in the US, research translation specifically for persons with I/DD and a story wall of

video interviews with self-advocates. During The Arc's Convention, video interviews were conducted to use on the SAO website. The RTC maintains the website.

- National Sibling Day - The Arc generated a great response of sibs who posted photos to our FB page and blog.

Team: Autism NOW

- The Arc, through our Autism NOW Center, regularly announces opportunities for family members and advocates to contribute articles for the Prism newsletter and Employment toolkit.

Strategy 11: Position The Arc as the leading resource for the media and the general public about intellectual and developmental disabilities.

Goal VI | Strategy 11

Team: Federal Policy Advocacy:

- Co-led national disability community response to multiple negative stories on Social Security and SSI.
- The Arc participated in an AARP-sponsored ad opposing the chained CPI.
- Wrote posts for The Arc's blog on an extensive array of policy topics; assisted drafting of press statements.
- Represented The Arc to members of the media on policy topics.
- Supported communications staff in developing talking points and speeches for The Arc's leadership.
- Produced Capitol Insider and regularly contributed to Fusion and The Arc's e-news.
- Authored a journal article, "Beyond Terminology: The Policy Impact of a Grassroots Movement," regarding the policy implications of the use of the term intellectual disability for the AAIDD journal Intellectual and Developmental Disabilities. The special Journal issue was distributed at the Disability Policy Seminar.
- Completed switch from Capwiz to Engage for public policy action center.
- Completed Public Policy website section refresh.
- Supported policy staff and CCD in communications crisis with CBS' 60 Minutes on SSDI program.
- Drafted statements and blog post, reached out to key media for pushback, engaged on social media during show.
-

Team: National Center on Criminal Justice and Disability

- Worked with policy and program experts on ATF response strategy, including media release, talking points, follow up interviews, and next steps.
- Created relationships with two national reporters on key issues for The Arc - Andrew Cohen with The Atlantic and CBS News on death penalty issues, and Richard Wolf with USA Today on death penalty and criminal justice issues and I/DD.
- Worked with policy staff to follow death penalty cases, including two cases at the Supreme Court (Warren Hill and Hall v. Florida) and position The Arc as a resource to media covering the cases.
- Worked with The Arc of Maryland and The Arc of Frederick County in responding to the death of Ethan Robert Saylor, providing media outreach support as needed.

Team: Crisis Communications

- Supported The Arc of Maryland with response to abuse case in a group home. Drafted and sent statement for chapter, coordinated follow local TV interview for chapter executive director.
- Assisted The Arc of Florida with media response to HARC fraud investigation (infringing former chapter).
- Worked closely with The Arc of Connecticut after statewide paper ran series of stories on abuse and neglect, and one of state's U.S. Senators responded with request to federal agency to investigate.
- Supported efforts of The Arc of Indiana when The Arc of NW Indiana faced the closure of group homes run by the chapter.

Team: Empower and eNewsletters

- Produced 4 issues of Empower and 6 issues of e-newsletter, brainstorming and writing all content, working with chapters for input and managing print, production, and distribution. Created communications plan to assist chapters with Wings for Autism program launch in 2014. Negotiated new partnership with the Professional Baseball Athletic Trainers Association to take part in their events at MLB stadiums across the country in 2014, raising public awareness of The Arc.

Team: Public Education, Information and Referral and Media Relations

- Staff continue to respond to inquiries received by email through info@thearc.org and by phone. Email responses refer inquirers to local and/or state chapters as well as other disability organizations and resources. Most common issues include: Housing/residential services, medical care in US and abroad, education, requesting resources about I/DD and employment. Avg of 120+ emails/month.
- Most traffic ever for a blog post - Peter's open letter to Suzanne Wright, co-founder of Autism Speaks). Facebook post generated 200+ likes, 100 shares, and 30+ comments. Blog post registered 5,500+ views, 40 comments.
- Created a staff managed, public facing aggregate calendar on the website to promote The Arc's events, including webinars
- Sent 47 press releases throughout the year on a wide variety of topics, touching on all programs and projects of The Arc, our public policy work, and where applicable, in conjunction with our chapters.
- Worked with media to influence/shape or get The Arc's name in 28 media hits in 2013 in publications ranging from Disability Scoop, Washington Post, LA Times, The Nation, Cnn.com, AP, Milwaukee Journal Sentinel, and others

Team: Employment and Transition

- STC Project.

Team: Wings for Autism

- The Arc designed and carries out a written communication plan for use by The Arc and local chapters participating in Wings for Autism events.

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

Strategy 1: Establish a knowledgebase of best practices in supports and services for people with I/DD, as well as of the specific programs, services and supports offered by chapters of The Arc.

Goal VII | Strategy 1

Team: National Center on Criminal Justice and Disability

- As part of needs assessment phase of Justice Initiatives, a resource list of current and model practices was developed including programs offered within and outside of The Arc's network. This information was used to develop a proposal to DOJ that created The Arc's NCCJD.

Team: eXplore eRecycling

- Conducted research and drafted industry analysis white paper.

Team: Employment and Transition

- The STC Project collected, analyzed, and disseminated best practices and success stories relating to employment, post-secondary education, self-determination, and independent living.

Team: HealthMeet

- The Arc, through our HealthMeet program, worked in partnership with CDC and created a protocol for conducting health assessments for people with I/DD.

Team: Chapter Growth & Sustainability

- Expanded Chapter Profile data collected from 56% of chapters completing the Profile to 75% of chapter completing the Profile. The data was scrubbed, and prepared for integration into chapter records in RE. Having this data readily available by chapter can help with targeting for programs, grants, and other capacity-building supports.

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.

Goal VII | Strategy 2

Strategy 3: Set clear direct service standards for what are best practices in services and supports for people with IDD and their families and a system of education, training and support to promote organizational improvement consistent with the standards.

Goal VII | Strategy 3

Team: Federal Policy Advocacy:

- Conducted research on state abuse and neglect registry statutes and analyzed the utility of such registries in helping to prevent the victimization of persons with I/DD. Submitted

memos to The Arc's National Justice Center on Intellectual and Developmental Disabilities for the development of a white paper.

Strategy 4: Provide ongoing professional development and education for program staff of chapters of The Arc, promoting best practices in programs, services and supports for people with I/DD.

Goal VII | Strategy 4

Team: eXplore eRecycling

- The publications derived from the research and initial white paper that has been conducted will provide education on best practices for staff of chapters.

Team: NCE, Leadership & Professional Development

- Produced professional development programming, including:
 - eleven (11) eLearning webinars
 - five (5) Peer Learning Communities
 - NCE Leadership Institute (Orlando, Disney Institute)
 - NCE Leadership Pre-conference at The Arc's Convention
 - NCE Google Groups (listserves for local and state execs)

Team: Convention

- 2013 National Convention.

Team: Employment and Transition:

- STC Program sites participated in a Transition Peer Learning Community training.

Team: HealthMeet

- The Arc, through our HealthMeet program, provides training and technical assistance to chapters on how to plan and implement health assessments and carry out physical activity / health education classes (Health Matters).

Team: Wings for Autism

- The Arc, through our Wings for Autism program, provides technical assistance to chapters on how to plan, implement and evaluate a Wings for Autism event.

Strategy 5: Develop and implement mechanisms for promoting continuous quality improvement in the supports and services provided by chapters of the Arc.

Goal VII | Strategy 5

Team: NCE, Leadership & Professional Development

- Direct Support Professional Tool Kit: The Arc and the RTC at Univ of MN are partnering to provide a collection of tools to build and promote a quality direct support workforce. Includes: Realistic Job Preview Video, Public Service Announcements, Structured Behavioral Interview Questions, Turnover Calculator, Target Market recruitment Fliers, discount on College of Direct Support and College of Frontline Supervision courses (competency based training programs).

Strategy 6: Develop and implement processes to effectively address complaints from the public about programs, supports and services provided by chapters of The Arc, or other evidence of conduct that is incompatible with the best interest of people with I/DD and their families.

Goal VII | Strategy 6

Team: Chapter Growth and Sustainability

- Handled 5 inquiries and or complaints about chapters of The Arc.
- Provided organizational assessment, intensive technical assistance, troubleshooting and problem solving for individual chapters of The Arc.

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

Strategy 1: Rebrand The Arc to establish its position as the leading advocacy and service nonprofit for people with I/DD in the United States, including supporting chapters in implementing the new brand identity.

Goal VIII | Strategy 1

Team: Corporate & Foundations, Unrestricted

- Procuring sponsorship, organizational membership and philanthropic support from the corporate sector (business or foundation) allows us to grow our brand and further our mission.
 - Sponsorships: \$112,250 (small portion of dollars Hammer) mistakenly credited to 2012)
 - Convention Goal - \$67,250 – Achieved: \$75,250 with lead support of \$25,000 from Verizon
 - NCE Goal - \$21,000 – Achieved: \$24,500 with new support from Career Builder
 - DPS: Goal \$5,500 – Achieved \$7,500 SourceAmerica (NISH)
 - The Arc Racing - \$5,000 (final gift from VW America)

Team: eXplore eRecycling

- The eXplore eRecycling program supported and provided oversight to chapters that ensured the correct use of The Arc brand and artwork.

Team: Brand Management

- Reorganized/refreshed section of For Chapters - Branding and Marketing to support chapters as they re-brand.
- Licensed 36 new chapters (including 5 from New York) to use The Arc's new brand bringing us to 413 of 686 or 60% of total chapters licensed)
- Supported five additional chapters in ordering/implementing additional artwork sets for secondary entities such as foundations and thrift operations
- Supported more than 175 chapters in transitioning from TM to registration mark artwork
- Supported chapters on daily basis in implementing the brand with one-on-one technical support, providing graphic design assistance, marketing and branding education and sample materials as requested
- Created and distributed significant new brand implementation resources including:
 - Supplemental visual identity guidelines tackling common implementation problems
 - Social media guidelines (presented as a webinar) and social media artwork options
 - Additional stock images including images from original photo shoots
 - Updated and reorganized all existing brand resources for ease-of-use
 - Presentation for state chapters to use to educate/assist local chapters
 - Supplemental guidelines specific to New York chapters
- Increased sales of branded merchandise to chapters via Design Online (revenue of \$1300 for national office, but increased brand exposure as merchandise is distributed throughout the chapter network) by adding and promoting new products, direct mail efforts and promotion of products and the Design Online system at The Arc's National Convention.
- Managed The Arc Store at Convention to sell and further distribute branded merchandise (\$3600 net sales) to raise visibility of The Arc's brand.

- Worked with The Arc of Florida and The Arc of Alachua County to create a "fact-a-day" calendar sold via Design Online (763 total units for \$2268 net distributed between national and Florida chapters) designed to promote The Arc's brand and raise awareness.
- Worked with NYSARC to create a suitable process by which their chapters could implement the new brand including creating Visual Identity Guidelines specific to New York chapters and working out issues related to programming their unique logos into Design Online.
- Initiating the beginning of what will become a much more robust program for introducing new staff members to The Arc's brand, educating existing staff members and ensuring that staff members have the resources and information they need to properly use the brand and contribute to its visibility.
- Visual identity system and guidelines established for Wings for Autism participating chapters.
- Worked toward greater alignment of AutismNow within The Arc brand.

Strategy 2: Reaffirm The Arc's relevance and role on behalf of all people with intellectual and developmental disabilities, regardless of diagnoses, at all stages of life.

Goal VIII | Strategy 2

Team: Public Education, Information and Referral, and Media Relations

- Worked with columnist Jane Bryant Quinn on an article regarding future planning for adults with I/DD and other disabilities for AARP's Bulletin delivered to over 23 million homes in July of 2013. The article mentions The Arc as a resource for special needs trusts and our chapters were prepared for the additional traffic through their websites.

Other – Public Policy Group

- Assisted in identifying speakers and participated in the invitation-only Kennedy Forum which brought together experts in I/DD, mental health, and substance abuse issues regarding many current overarching policy issues.

Team: Corporate & Foundations, Unrestricted

- Procured support from Verizon to be a keynote speaker and sponsor (\$25,000) for Convention - bringing them in to learn a lot about the work of The Arc and the importance of including people with I/DD in the goals of the Verizon Foundation. Verizon became very involved in the convention program as a whole - and at their request we co-hosted a salon dinner to make sure they fully understood the relevance and role of The Arc and how we serve families over the full course of someone's life.

Team: Government Contracts & Grants

- Proposal efforts in 2013 advanced The Arc's relevance and role among reviewers and federal representatives.

Team: eXplore eRecycling

- The eXplore eRecycling program reaffirmed The Arc's relevance and role on behalf of all people with I/DD by strengthening employment opportunities and self-determination.

Team: Empower & eNewsletters

- Produced 4 issues of Empower and 6 issues of e-newsletter, illustrating the breadth and depth of The Arc's role across the lifespan.

Team: Individual Philanthropy

- The 2013 development plan was built around The Arc being one organization - and showcasing our relevance as a strong and sustainable national federation.

Team: Dynamic Learning Maps

- Anecdotally, we know that our chapters often first engage the families of very young children when they are first diagnosed and then see less of them until they transition out of high school. From the ages of about 5 to 18 or 21, primary supports are provided by the school system. The Arc's involvement in the Dynamic Learning Maps Team project is one way of demonstrating our relevance to families of children in this age group through research at the national level and individual advocacy at the chapter level. The project is focused on academic achievement for students with the most significant disabilities, especially multiple disabilities, regardless of diagnosis.

Strategy 3: Develop a collaborative approach to fundraising, among national state and local, that maximizes philanthropic resources

Goal VIII | Strategy 3

Team: National Center on Criminal Justice and Disability

- Forwarding criminal justice related grant opportunities to chapters via Fusion and through direct emails to those chapters with an interest in this area of advocacy; offering support as needed to apply for funding.

Team: Corporate & Foundations, Unrestricted

- One of the drivers to building relationship with Mutual of America, CareerBuilder, SNA & other companies we are cultivating is the opportunity it has to build resource development for The Arc at the national, state and local levels.

Team: Marketing

- Continued to improve Car Donation Program:
 - Signed 14 new chapters to participate in the program (up to 188 from 174 in 2012)
 - Created and distributed significant new and improved existing resources to help chapter market the program and realize more donations including web buttons and banners, digital and print advertising, flyers and envelope inserts, posters and "door knockers," marketing copy and art for newsletters and emails, handouts with ideas for running successful programs
 - Hosted a webinar for chapters with advice on launching and marketing car donation programs in their markets
 - Supported the program nationally with year-long advertising and promotion efforts to stimulate national donations, including significant end-of-year digital advertising.
 - Began conversations with state chapters to pilot a program whereby The Arc's national office can support state chapters in promoting state-wide car donations for the benefit of all chapters in the state.

Team: Wings for Autism

- The Arc, through our Wings for Autism program, developed a revenue-sharing strategy between The Arc and local chapters for funds raised for program operations.

Team: State Office Operations

- Supported The Arc Arizona to implement fundraising strategy, including:
 - Researched and present donation platform options
 - End of Year Appeal Letter – sent to 5,600 recipients in Arizona on December 15
- Develped fundraising strategy for The ArcNevada
 - Coordinated the set up online donation capability through The Arc’s website
 - Nevada’s Big Give – one day online campaign

Strategy 4: Strengthen and expand the depth and breadth of the network of local chapters, including: (i) Directly recruiting new local chapters in states where there is no state chapter, (ii) Support and coordinate with state chapters to recruit new local chapters, and (iii) promoting mergers and consolidation where necessary and appropriate to advance the mission of The Arc.

Goal VIII | Strategy 4

Team: Corporate & Foundations, Unrestricted

- Specifically written into the SNA agreement is the opportunity that could be presented by their network of member attorneys (such as in Vermont) to help us strengthen and expand the chapter network.

Team: Marketing

- Supported Chapter Organizing and Advocacy with copy writing, graphic design, exhibit and promotional product support to recruit new chapters and build good relations with existing chapters.

Team: Chapter Growth & Sustainability

- Affiliated 9 new chapters in 9 different states, with \$30,500 in new revenue for 2013, and projected net of \$34,350 in 2014 revenue.
- Active cultivation of 4 more new chapters begun for start of 2014.

Strategy 5: Establish a nimble, seamless, state of the art model for involving parents, family members and interested individuals as members of The Arc that is educational, mission driven, flexible, rewarding and high impact.

Goal VIII | Strategy 5

Team: Marketing

- Continued individual membership recruitment efforts with advertising, targeted emails, promotion at national events and targeted renewals of lapsed members resulting in 125 new national members.
- Created new membership structure which provides for family and self advocate memberships in addition to individual.

Strategy 6: Recruit and involve businesses, professionals, consultants, government agencies, associated nonprofits and other organizations in The Arc.

Goal VIII | Strategy 6

Team: National Center on Criminal Justice and Disability

- The Arc is expanding its reach by actively engaging otherwise non-traditional partners from law enforcement and other first responders, legal, victim advocacy and forensic professions (16 organizations signed on to join The Arc's NCCJD National Advisory Committee, showing strong interest in supporting NCCJD's mission and goals).

Team: Corporate & Foundations, Unrestricted

- Entire approach to sponsorship is that it is a mutually beneficial (a marketing tool for companies) to become involved with The Arc.
- Achieved renewed support from MetLife & Mutual of America.
- Aggressively began cultivation with several prospective corporate opportunities – particularly Comcast, Verizon and Microsoft.
- Organizational Membership goal - \$40,000, achieved: \$35,600. New Members this year:
 - Career Builder
 - Sean Dunn
 - CH2M Hill
 - NOSSCR - National Organization of Social Security Claimants'

Team: Corporate & Foundations, Project Support

- Teamed with members of WINGS team to cultivate support from ALPA & AAAE
- Worked closely with many on staff to develop approach to Century Council for FASD funding (Brandy Nannini)
- Submitted proposal to Disney and Southwest Airlines to support WINGS

Team: Marketing

- Created collateral materials to support recruiting new organizational members.
- Reworked benefits and structure to attract more diverse organizations.
- Supported Chapter Organizing and Advocacy in creating exhibit and materials to attend NCSL to solicit support from state legislators.

Teams: Autism NOW, FASD Prevention, HealthMeet and Wings for Autism

- Projects provide multiple opportunities for participation and interaction with businesses, professionals, consultants government agencies and others. Some relationships are through contractual agreements and others are without compensation. Examples of activities through which third parties participate include:
 - Presenting at HealthMeet NOW Center webinars
 - Authoring articles for the Autism Now Center Prism newsletters
 - Contributing in-kind resources at Wings for Autism events
 - Reviewing materials developed by the FASD Prevention project

Strategy 7: Develop dynamic partnerships with major corporations to promote inclusion, as well as to provide ongoing support for The Arc at all levels.

Goal VIII | Strategy 7

Team: Corporate & Foundations, Unrestricted Support

Team: Corporate & Foundations, Project Support

- Secured support from Comcast (\$3.7 million cash and in-kind for general awareness and digital literacy), MetLife Foundation (\$200,000 over 2 years for diversity and cultural competence), Special Needs Alliance (\$25,000, beginning in 2014), Verizon (\$25,000), CareerBuilder
- Continued cultivation of Walmart, Sam's Club, Verizon, Microsoft, CareerBuilder, Century Club, Wyndham Hotels, Morgan Stanley, Ernst & Young, AMC Entertainment, Starbucks, Walgreens, AAAE, Century Council

Other – Development Marketing and Communications Group

- Exceeded goal in the MetLife social media donation campaign, raising (capped goal of) \$25,000. Post #1: 30,468 likes, 645 comments. Post #2: 7,670 likes, 8,645 comments.

Strategy 8: Provide ongoing professional development and education for executive and program staff of chapters of The Arc, promoting best practices in programs, services and supports for people with I/DD.

Goal VIII | Strategy 8

Team: Marketing

- Produced Fusion bi-weekly, increasing distribution by 54% (up to 4259 from 2751 in 2012). While the open rate remained steady at 20%, the increased distribution means that we are reaching more chapter executives and other staff with crucial information and resources to help them in their work.
- In conjunction with communications staff, provided media and marketing training for chapters via E-Learning Series webinar.
- In conjunction with Communications, provided media and marketing training specifically for chapters engaged in HealthMeet activities.

Team: Chapter Growth & Sustainability

- Convened monthly conference calls for state executive directors to further examine and share strategies and opportunities for strengthening the sustainability of state chapters.
- Convened monthly conference calls for state board presidents to connect with peers, and share examples of sustainable programs and supports.
- Organized and facilitated state executive director meeting at convention, examining examples of potential revenue-generating income strategies from other state chapters. Provided opportunity for state execs to share ideas and strategies around replicability and feasibility of possible revenue-generating models.
- Director, Chapter Organizing, visited 7 states, and volunteers & staff from more than 15 chapters (WY, NV, AZ, IA, MT, SC, VA).
- CEO visited and/or hosted visits with leaders from 11 state/local chapters (The Arc Monroe NY, The Arc Westchester NY, The Arc Indiana, The Arc Massachusetts, The Arc California, The Arc Delaware, The Arc DC, The Arc Connecticut, The Arc Sedgwick County KS, The Arc Maryland, AHRC NY).
- Additional staff visited The Arc Northern Virginia, The Arc Dane County WI, The Arc Alaska, The Arc Baltimore.

- Board President visited The Arc Illinois, The Arc Tennessee, AHRC New York, The Arc Texas, The Arc Delaware County NY, The Arc Oregon, The Arc Florida, The Arc San Francisco, The Arc Jefferson, Clear Creek and Gilpin Counties CO.

Team: Federal Policy Advocacy

- Senior Executive Officer, Public Policy, presented at annual meetings for NYSARC and The Arc of Alabama.
- Senior Executive Officer, Public Policy, presented at annual meeting The Arc of Alabama.
- Senior Executive Officer, Public Policy, the Director of Health Policy, and the Director of Rights Policy met with NYSARC leadership in preparation for a meeting with CMS leadership on managed care.
- Senior Executive Officer, Public Policy, and the Director of Health Policy presented by Webinar to The Arc of IL Executive Forum on a Washington Update and the Affordable Care Act.
- Senior Executive Officer, Public Policy, the Director of Income and Housing Policy, and the Director of Fiscal and Family Support Policy presented a Washington Update to The Arc annual convention.
- Director of Health Policy presented by Webinar to chapters on Health Insurance Marketplaces in the Affordable Care Act.
- Director of Rights Policy presented at the NYSARC annual meeting.
- Director of Fiscal and Family Support Policy presented by phone/webinar to The Arc of California's state and local chapters at the California Disability Policy Conference.

Other: Program Innovation Group

- Senior Executive Officer, Research and Innovation, visited The Arc Massachusetts, The Arc Illinois, The Arc California.

Team: NCE, Leadership & Professional Development

- New NCE Steering Committee established.
- NCE Leadership Institute: Disney Institute's "Disney's Approach to Business Excellence." Nearly 90 executive and program staff from chapters attended. Response was overwhelmingly positive "one of the best training's ever!"
- NCE Convention Pre-conference: for volunteer leadership and professional staff. Tools and skills for leaders in all the hats they wear. Focus on leadership styles in working with multiple generations in our chapters. 120+ attended.
- Concurrent Session/Convention: 12 Steps to Recruiting a More Powerful Board (Berns). Steps that chapter Board Development committees need to take to create dynamic boards that advance the mission of chapters of The Arc.
- eLearning series: 2 webinars:
 - Introduction to Standards for Excellence, and
 - Leadership & Board Development in the all Volunteer Organization.
- Peer Learning Communities: 5 PLC's on employment, Sibling Supports and Services, Dating and Healthy Relationships, Self-advocacy, recycling Initiatives. 53 chapters participated (with some duplications).
- Hosted The Arc of Maryland executive leadership training program at national headquarters; multiple staff presented.

Strategy 9: Develop the Board of Directors to be composed of a majority of parents, family members and people with disabilities themselves on the Board, while also including leaders from the business, philanthropic, media, academic and others capable of providing resources and expertise necessary for the success of The Arc at the national level.

Goal VIII | Strategy 9

Team: Individual Philanthropy

- Re-aligned the Resource Development Committee to make it a committee of the whole board and to engage every board member either on development of major donors, corporate support, or both, as well as increasing participation in the leadership campaign.
- 100% board participation in Leadership Campaign, with 38% increase in amount raised compared to 2012.

Team: Board Governance

- Began work on 2014 nominations. The process for board development starts with the Board Development Committee's decisions then approval of the Nominating Priorities that are contained in the Board Prospectus. The Nominating Priorities contain the areas of expertise for candidates, areas of the country where board representation is needed, and other areas of special emphasis i.e., more focus on people of a certain age, race, and ethnicity in an effort to achieve more diversity on the Board of Directors. Through an Outreach Plan, also approved by the BDC, over 200 people from across the country are contacted to help extend The Arc's reach in gathering possible board candidates. The final act of the BDC will be to put together a slate of nominees that will be presented to those who are eligible to vote at the 2014 National Convention.

Strategy 10: Increase use of technology, including social networking, in all aspects of the organization's work.

Goal VIII | Strategy 10

Team: Headquarters Operations

- Implemented new WebEx technology across entire organization.

Team: Autism Now

- Posted 191 resources over the year, recorded and produced 26 Autism NOW videos, built new fact sheets section for the site, and began site audit process.
- Autism Now website page views = 325,419 (up 82%).
- Autism NOW Facebook EOY = 12,005 (up 26%).
- Autism NOW Twitter EOY = 1,145 (up 59%).

Team: Federal Policy Advocacy

- Completed switch from Capwiz to Engage for public policy action center.

Team: National Center on Criminal Justice and Disability

- Built out section of The Arc's website and submitted to DOJ for approval.

Team: Public Education, Information and Referral and Media Relations

- The Arc website total page views = 1,845,959 (up 8.6%).
- The Arc website unique page views = 1,420,815 unique page views (up 9.9%).
- The Arc Facebook EOY = 14,935 (up 73%).

- The Arc Twitter EOY = 8,294 (up 45%).
- Top blog posts of the year:
 - Peter's open letter to Suzanne Wright, co-founder of Autism Speaks = 5,963 page views.
 - Mohan's Barbara Walters post = 1674
 - Launch of NCCJD post = 1588
 - SSA removing R-word post = 1588
- Created a Pinterest account for The Arc.
- Prepared all archived webinars for upload to new WebEx platform.
- Successfully launched Google Groups for NCE committees and Peer Learning Communities.
- Resumed work on back-end cleanup of website after Web Producer hired in Q2.
- Created landing page for listing of chapters that have Special Needs Trust to prepare for inquiries after Marty interview for AARP magazine.
- Promoted The Arc Audi Racing Program video, resulting in 2200+ YouTube views.

Team: Marketing

- Hosted Social Media Communications and Marketing webinar attended by 39 chapters (at a cost of \$30 each) in conjunction with the digital communications team to promote social media best practices for chapters.

Team: State Office Operations

- Increased The Arc in Nevada's social media presence, increasing "likes" to Facebook page by 50% in 2013 (from 53 to 105).
- Began providing access to webinars via The Arc in Nevada, netting 17 new engaged viewers within last quarter of the year.

Team: NCE, Leadership & Professional Development

- New in 2013, implementation of NCE Google Groups to encourage resource sharing, problem solving and professional discussions among local and state Executive Directors. Use is increasing and confident this will be a beneficial tool for connecting the experts in our chapters to learn from one another.

Team: Individual Philanthropy

- Experimented with Care2 for acquisition
- Increased use of Facebook for a number of campaigns over the course of the year - including our general hopes and dreams campaign (end of year).
- Pushed MetLife campaign to our FB followers that helped us garner support from the Foundation.

Team: Convention

- Convention Plenary Session: Jack McArtney (Verizon) and Dan Hubble (Microsoft) shared how their companies are focusing on innovative technologies to improve the lives of people with I/DD by assisting them in school, work and recreation.
- Technology Demo's - (1)Coleman Institute: integrating the advances in science, engineering and technology to promote quality of life, (2)Arc Baltimore's Assistive Technology Library - demo of aids that enhance independence at home and work, (3)Microsoft Store - demo of software accessible features.

- Concurrent Session: One chapters successful use of cloud computing to reduce information technology operating costs and improve access to information for staff in our mobile society.
- Concurrent Session: Transitioning to paperless with emergent technology in supporting people with I/DD. NCE sponsor, Medisked shared how web based platforms can assist chapters with quality of care, maintaining regulatory compliance and eliminating paper. Discussion about barriers to the transformation process.
- Concurrent Session: panel of chapter professionals shared how the use of mobile technology (iPads, tablets, smartphones, applications) can enhance communication, inclusion and independence.
- Concurrent Session: College Inclusion and Visual Story Telling - highlighting AHRC (local chapter) with Pace University who have created an inclusive community partnership. Univ students mentor young adults to prepare person-centered planning skills using mobile technologies.

Additional Progress Relating to Goal VIII

Team:

- Major Donors - Created strategic approach to both cultivate relationships with newly found prospective donors from 2012 & 2013 parlor meetings as well as instituting a plan to cultivate and grow support from current or recently lapsed donors who have given \$200 or more since 2010.
 - Called about 165 current and prospective major donor in intensive end of year campaign.
 - Parlor Meetings hosted by members of national board in 2013 in New York, Nashville, Boston, Houston, Birmingham.
 - Major donor reception held at Convention.
- Direct Mail
 - 8 Anniversary Letters were mailed to 2,278.
 - 3 follow up Anniversary emails were sent to 2,000 unique supporters.
 - 4 House Appeals were mailed to 17,636 unique supporters, up from 7,873 in 2012.
 - Theme was Hopes and Dreams – each letter showcased a different self-advocates story,
 - included an 8 question survey to gain more knowledge about the make-up of our current house list.
 - End of Year Campaign
 - The campaign was executed with the following elements:
 - House appeal went out to over 16,868 recipients
 - Special letters to •Past Presidents •Chapter Presidents/Volunteers •Past National Board Members •Chapter Execs •Major Donors and Major Donor Prospects •Special Committee •Parlor Meeting thank you and ask
 - End of year Online Campaign
 - Thank you email including “Because of you” thank you video
 - 4 part series email – over 46,000 recipients
 - Corresponding social media campaign on Facebook and Twitter (November/December)
 - Ads ran on Care2, Disability Scoop

- Pop Up Window created for our website to be displayed (December)
- Special Mailings
 - Sibling Council – There was a conscious effort in 2013 to garner more support from the Sibling Council participants.
 - 3 mailings went out this year to these specific group of donors/potential donors. •Follow up postcard – 78 recipient’s total
 - Sibling Council Flyer w/hard ask – 205 recipients.
 - 2 online pushes were executed.
 - E-news Article – over 40,000 recipient’s.
 - Sibling Council Email – highlighting the work of the council, 179 recipients.
 - \$220 was raised from our efforts this year.
 - 282 constituents in RE are marked as “siblings” and 118 of them have given a donation.
- Combined Federal Campaign - The following actions were taken to make our campaign more visible:
 - Dissemination of promotional materials to over 35 CFC campaign sites.
 - Attended event in Charlottesville & New York City.
 - Ad and Advertorial placed in Roll Call.
- Online
 - Online acquisition campaign
 - 10,000 names were acquired for potential donor cultivation through online petition site Care2. Focus was on de-institutionalization. Elements included 3 Blog posts, 1 petition and landing page on The Arc’s website.
 - Acquired names were included a series of three emails, culminating in an ask. Acquired names were also included in Empower, E-News and House appeals.
 - Thank You Video – produced with assistance of Jerry Smith, University of Minnesota.
 - 4-part email solicitation to 46,000, reinforced via Twitter and Facebook.
- Staff Campaign - More emphasis was put on the importance of staff giving in 2013, resultign in a 20% increase in staff participation and a 5.5% increase in the amount raised from 2012 to 2013.

Team: National Headquarters Operation

- Affiliation fees 2013 invoices were created and sent by Jan 5, 2013. In the 1st quarter, received about 68 %; by the end of 2013, 95% collected. Disaffiliation write off 0.01%, remaining balance due 5%;
- Processed 12 chapters’ hardship requests; 5 approved.
- Provided monthly or quarterly time and financial information for 4 Federal grants, 6 non-Federal grants.
 - Improved systems for tracking and reconciling recordkeeping on time spent on projects.
- Clean Audit for 2013, including meeting all A-133 audit requirements.
- Renewed Indirect Cost Rate.
- Completed 40 state charities registration renewals in a timely manner.
- Operating cost analysis. Negotiated with Windstream (current vendor), Allied and Verizon for a better rate and better services. This helps us make the final decision in 2014

