

# 2017

# Diversity

## ANNUAL REPORT

A NEW BEGINNING



For people with intellectual  
and developmental disabilities

[THEARC.ORG](http://THEARC.ORG)



*The Arc believes that*

SOCIETY IN GENERAL – AND THE ARC IN PARTICULAR – BENEFIT FROM THE CONTRIBUTIONS OF PEOPLE WITH DIVERSE PERSONAL CHARACTERISTICS (INCLUDING BUT NOT LIMITED TO RACE, ETHNICITY, RELIGION, AGE, GEOGRAPHIC LOCATION, SEXUAL ORIENTATION, GENDER, AND TYPE OF DISABILITY).

THE ARC'S DIVERSITY CORE VALUE



## INTRODUCTION

### WE ARE PLEASED TO SHARE THE ARC'S 2017 DIVERSITY ANNUAL REPORT.

At The Arc, we believe that people with intellectual and developmental disabilities (I/DD) have a right to be fully included in their communities. To advance this belief requires a firm understanding of who our constituency is and what supports they need to facilitate that happening. It also necessitates that The Arc realizes our full potential, becoming an organization that recognizes and embraces the many faces of I/DD, those of different races, genders and gender identities, sexual orientations, ethnicities, religions, and other diverse characteristics.

We have made diversity and inclusion a strategic priority for The Arc. It is an intentional choice to understand, support, and meet our constituents whoever they are and where ever they may be. It drives our program innovation, it informs our policy advocacy, and it shapes how we present ourselves to the community at large.

This document reflects our commitment to monitor and assess our progress on becoming a diverse, inclusive, and culturally competent organization.

In the past year, we have made significant strides in embedding diversity, inclusion, and cultural competency into our work at The Arc with close to 100% participation of the work teams in the organization determining and working on over 80 diversity actions. We have continued to strengthen our policy work to include diverse organizations, and we are working with our chapters to gather data on who we are serving to ensure no one is left out.

At The Arc, we are committed to diversity and we are united by a passion for fairness and social justice for all. Thank you for joining and supporting us on our journey.



#### MISSION

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

#### DIVERSITY VISION

Our vision is for The Arc to be a diverse and culturally competent organization, capable of serving people with intellectual and developmental disabilities and their families in an increasingly diverse, multi-cultural society. Our board of directors, executives and staff are composed of individuals who are representative of the diversity that exists in the communities they serve. Our advocacy, programs, services, and supports are relevant and accessible to persons of different races, ethnicities, and other dimensions of diversity. We are leading the way, promoting diversity and cultural competence among organizations serving people with disabilities and their families, the disability community, and the larger nonprofit sector.

#### ORGANIZATIONAL IMPERATIVE

A diverse, culturally competent organization will increase effectiveness, credibility, and transparency by expanding our capacity to create impact in the development and implementation of programs, to provide resources and support, to influence public policy and to advocate for the needs of a diverse local and international I/DD constituency.

## AND THE ARC

The Arc operates in an environment that requires commitment, passion, dedication to a mission, and specialized skills among those who work in it. There is also a need for trust and respect to ensure that those who comprise our environment can flourish and those we serve can become equal participants in the communities in which they live. We believe that diversity and inclusion ensure that we can bring the highest level of services and supports to a multi-cultural, diverse I/DD community. Our 2016-2020 Diversity Strategic Action Plan for The Arc has reaffirmed our commitment to address any systemic imbalances that may inhibit our ability to reach all who need our support.

# THE ARC'S 2017 DIVERSITY WORKPLAN: CONTINUOUS, SUSTAINABLE PROGRESS

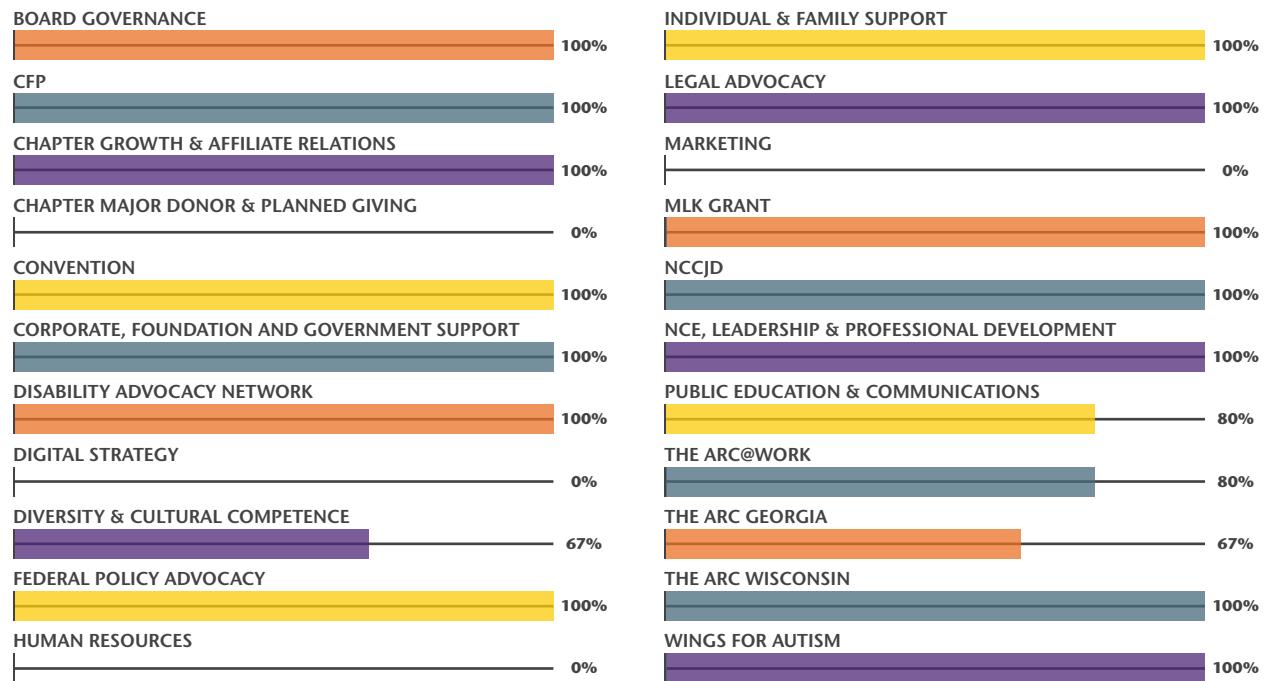


Our ongoing goal is to have every team within The Arc accept ownership of and responsibility for advancing the Diversity Strategic Action Plan. Each team does so by identifying specific actions they can take to advance the Plan at the beginning of the year, and then assessing and reflecting on whether they made progress in achieving their planned objectives at the end of the year.

In 2016, the first year operating under our new Diversity Strategic Action Plan, The Arc completed 59% of the 79 planned actions in our annual Diversity Workplan. In 2017, the second year, we were more successful. The organization identified 85 actions to work on. Roughly 10 actions were subsequently removed from the list (projects not developing as planned); leaving 76 actions on the workplan. As of December 31, 2017, The Arc achieved 82% of its stated tasks with 17 of 21 teams reporting progress on the action items, including 11 teams who accomplished 100% of stated tasks.

The following chart documents task accomplishment for each team:

## TASK ACCOMPLISHMENT BY TEAM



In 2017, in addition to the work embedding diversity within the programs and practices of The Arc and the work we do (e.g., using diverse images in all marketing materials, obtaining photographs that are representative of a diverse community; including language about our commitment to diversity within sub grants to chapters; and providing technical assistance to chapters on increasing diversity and cultural competence), several activities stood out and demonstrated that the success of the organization rests on the efforts of everyone

associated with the organization, leadership, staff, the board, and chapters. Several programs met 100% of their targets in 2017 but the National Center of Criminal Justice and Disability (NCCJD), The Arc@Work, the Individual & Family Support program, and the MLK Day program are notable for their efforts to embed diversity, inclusion, and cultural competence into their work with chapters. A few teams were not able to identify or pursue specific goals in 2017.

## THE ARC AND DIVERSITY COMMITTEES

**THE BOARD DIVERSITY COMMITTEE** is an action-oriented committee responsible for leading the Board of Director's efforts to advance the Diversity Strategic Action Plan. In 2017, they began to further define the role and responsibility of the Board in The Arc's diversity efforts and developed a workplan for the Board to complete in 2018. Several of the items on the workplan involve identifying opportunities for The Arc to build relationships with I/DD service providers working in culturally diverse communities and facilitating participation of diverse families at The Arc events.

Two committees were formed in 2017 to provide support to The Arc in achieving its diversity goals: the Board of Directors formed a new Board Diversity Committee and The Arc formed an External Diversity Advisory Council of thought leaders, chapter staff, and board members to offer guidance on accomplishing stated goals and objectives.

**THE EXTERNAL DIVERSITY ADVISORY COUNCIL** brings diversity thought leaders and other stakeholders together to inform the work of The Arc and create dialogue on the impact of diversity across multiple sectors. The Council consists of 16 leaders from culturally and ethnically diverse backgrounds, representing the corporate, non-profit, government, and education sectors. The Council held its inaugural meeting in November 2017. In addition to learning each other's "diversity story," our external partners were introduced to The Arc and to our diversity initiative. We facilitated a discussion on the opportunities and challenges The Arc may face as we move further on our diversity journey.

## EXTERNAL DIVERSITY ADVISORY COUNCIL MEMBERS

**Ruthie-Marie Beckwith**  
*Executive Director, TASH*

**Adonis Brown**  
*Executive Director, Missouri Statewide Independent Living Council*

**Mike Collins**  
*AVP, Diversity & Inclusion, New York City Transit*

**Grace Francis**  
*Assistant Professor, George Mason University*

**Tawara Goode**  
*Director, National Center for Cultural Competence*

**Elizabeth Graham**  
*Autism Waiver Service Coordinator, The Arc of Prince George's County*

**Zam Haque**  
*Strategic Consultant, Haque Consulting*

**Grace Huerta**  
*President, Exceptional Family Center*

**Connor Long**  
*Actor/Athlete/Advocate*

**Bill Loyd**  
*Executive Consultant*

**John Nash**  
*Executive Director, The Arc of North Carolina*

**Ken Oakes**  
*Adjunct Faculty, Chestnut Hill College*

**Kelly Piacenti**  
*AVP, SpecialCare, MassMutual*

**Kathleen Stauffer**  
*CEO, The Arc of New London County*

**Vernetta Walker**  
*VP, BoardSource*

**Mary-Francis Winters**  
*Founder, The Winters Group*





THE ARC  
2016-2020  
*Diversity*  
STRATEGIC ACTION PLAN:  
PROGRESS AND ACCOMPLISHMENTS

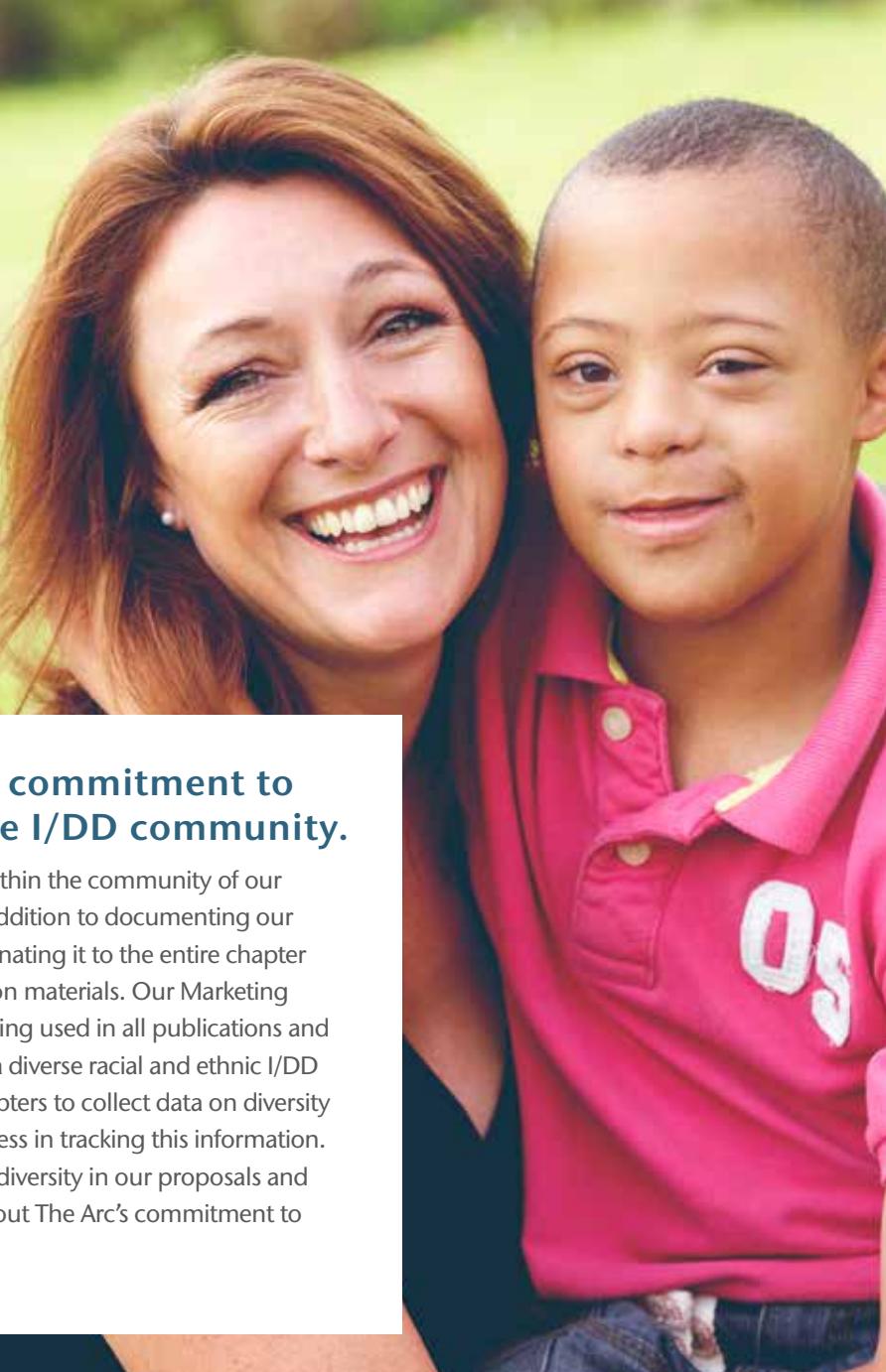


# Goal 1:

THE ARC WILL  
BE THE LEADER  
IN DIVERSITY IN  
THE DISABILITY  
COMMUNITY

## STRATEGY 1: Articulate The Arc's commitment to diversity to key stakeholders in the I/DD community.

The Arc has taken some key steps in building awareness within the community of our commitment to diversity among various stakeholders. In addition to documenting our progress on the Diversity Strategic Action Plan and disseminating it to the entire chapter network, new executives receive the plan in their orientation materials. Our Marketing and Communications Team is ensuring that the images being used in all publications and communications from The Arc and on our website reflect a diverse racial and ethnic I/DD community. Program staff are reinforcing the need for chapters to collect data on diversity in program participation and have experienced some success in tracking this information. We regularly include language about our commitment to diversity in our proposals and our Annual Report, and The Arc's CEO regularly speaks about The Arc's commitment to diversity during visits with chapters.



### Key Highlights Include:

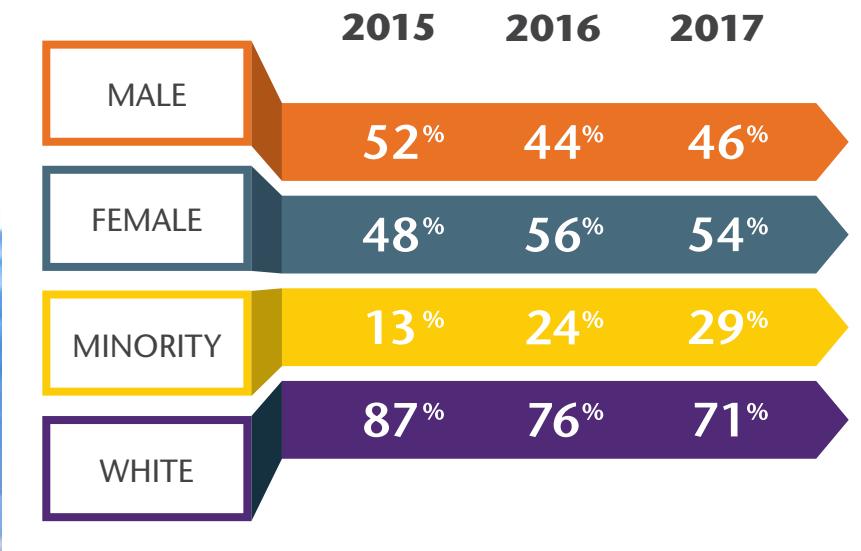
- The 2016 Diversity Annual Report represents our efforts to be transparent and accountable for our work to become a culturally competent organization. We remain committed to ensuring that the community at large is aware of our diversity vision and the work we are engaged in to be a culturally competent organization. The report is available on: [thearc.org/who-we-are/diversity-at-the-arc](http://thearc.org/who-we-are/diversity-at-the-arc);
- Nine of 30 grant proposals included a discussion of The Arc's commitment to diversity, involvement with diverse communities, or a detailed explanation of how the proposed project would serve diverse individuals. Five of 30 proposals were to funders whose stated mission and giving philosophy addresses racial equity or explicitly seeks to engage diverse communities as part of their philanthropy;
- The Chapter Growth and Affiliation team has embedded the Diversity Strategic Action Plan in the orientation given to new state and local chapter executives as well as to families seeking information about The Arc and our services;
- The Disability Advocacy Network team created 8 videos in 2017 documenting the impact changes in Medicaid can have on people with disabilities, five of which featured a person of color and several media stories involved a person with I/DD from a minority community being served by a chapter and/or advocating on our issues;
- In 2017, The Arab American Institute presented The Arc with the Award for Institutional Excellence during the 19th annual Kahlil Gibran Spirit of Humanity Awards. We continue an ongoing relationship with AAI to see how we can collaborate to promote inclusion of people with I/DD in diverse communities.



## **STRATEGY 2: Increase the diversity of The Arc's Board of Directors to be representative of the community in which we work.**

In 2017 The Arc's Board Development Committee disseminated a revised Board Prospectus, again prioritizing diversity as a factor when recruiting new board members. The minority representation on the board is steadily increasing with this focus. We are looking forward to examining our progress when the next board nominating cycle concludes in 2018.

### **BOARD DIVERSITY REPRESENTATION**



The Board is also making progress in increasing representation in other areas of diversity. Based on self-identification, as of 12/31/17 The Arc's Board of Directors also included three members with disabilities, and two LGBTQ individuals. In total, without considering gender balance or age, 11 of 23 members (48%) bring diverse characteristics to The Arc's Board of Directors.

## STRATEGY 3: Increase the diversity of The Arc's management and staff to be representative of the community in which we work.

The Arc is regularly tracking the diversity of the staff and assessing where policies and practices need to be implemented or strengthened to ensure our organization reflects a diverse I/DD community.

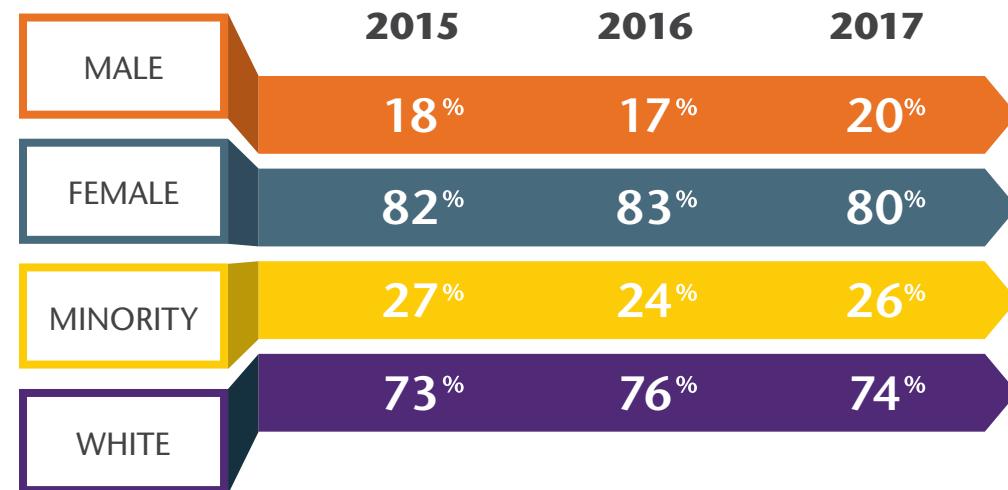
We continued to make small, incremental changes in our efforts to create a diverse organization. There still exist opportunities to embed cultural competence in internal policies and practices (as evidenced by the 0/3 by Human Resources in diversity plan action accomplishment). We are working to take a more proactive approach to creating a culture of collaboration and inclusion in 2018.

### Key Highlight Includes:

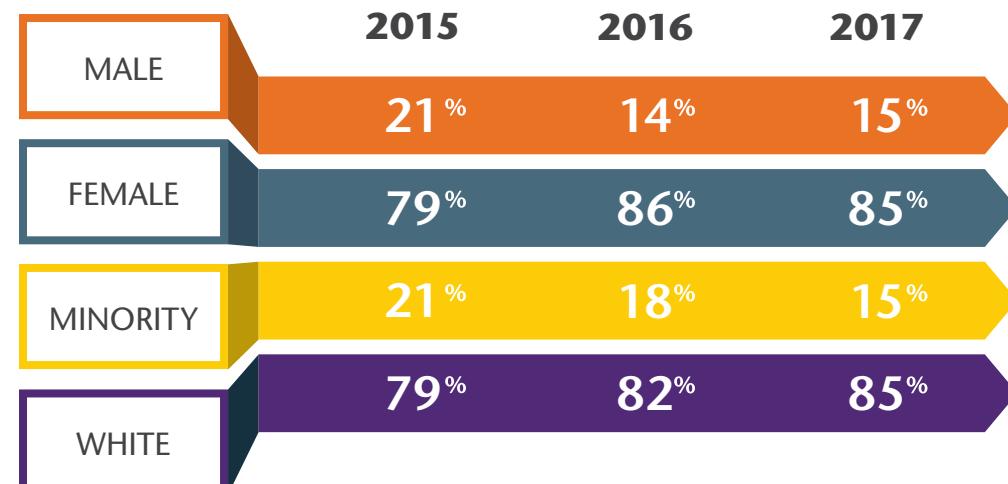
- The organization was provided regular updates on our progress, with new staff and interns receiving orientations on our goals and their role in supporting the organization's achievements.



## NATIONAL STAFF REPRESENTATION



## EXECUTIVE/SENIOR MANAGEMENT\* REPRESENTATION



\*CEO/Senior Executive Officers/Directors

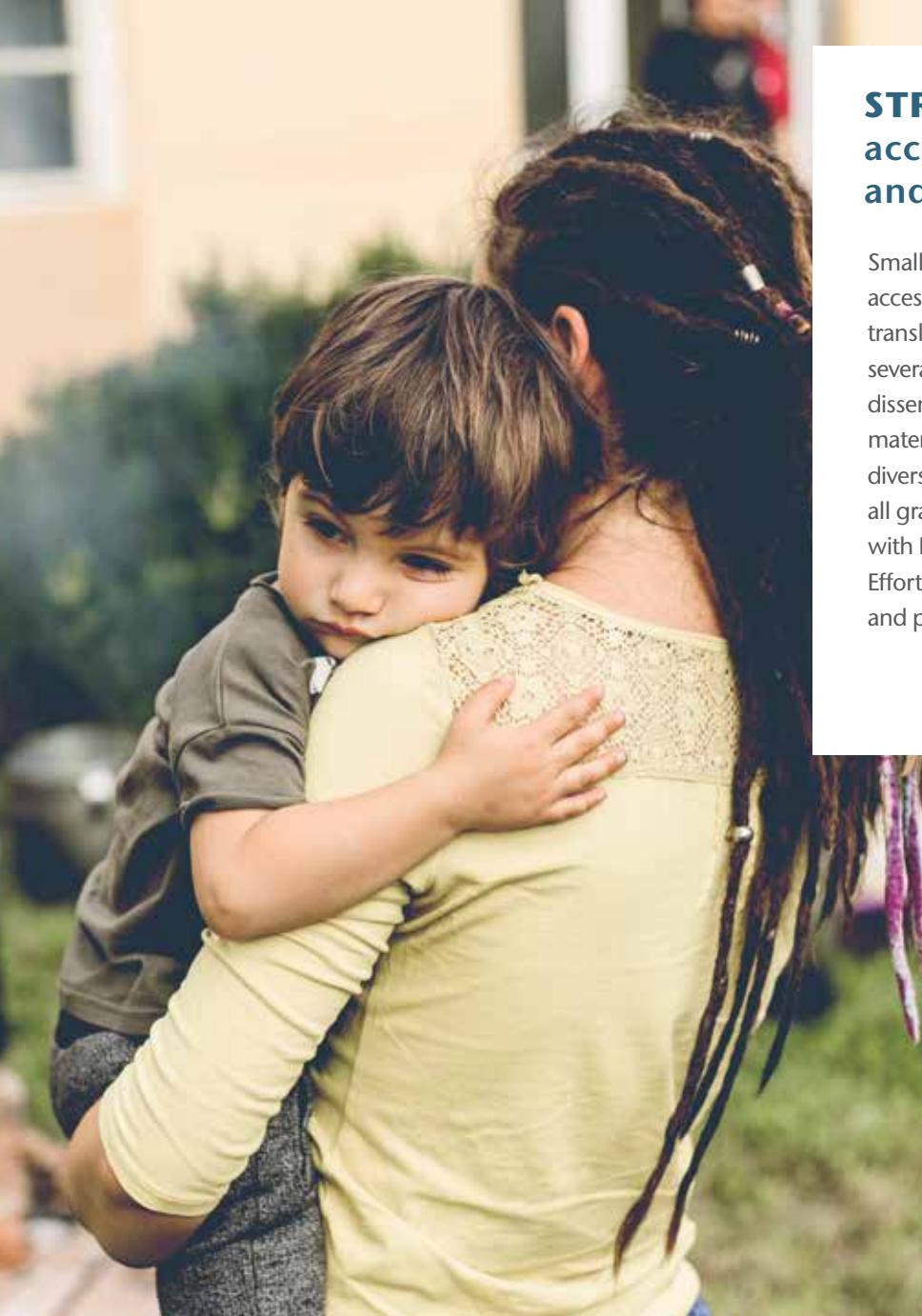
## **STRATEGY 4: Increase outreach to minority communities and build awareness of the services and supports available from The Arc**

In 2017, The Arc continued to build outreach in racial and ethnic communities into our public policy work and to advocate for the needs of a diverse local and national I/DD constituency.



### **Key Highlight Includes:**

- The Federal Policy Advocacy team developed and/or sustained 24 working relationships with minority-led organizations and those serving predominantly minority communities; documented the various bills, regulations, and policies of relevance to predominantly minority communities approximately 17 times; and engaged in 27 instances of providing analysis of or highlighting disparate interests and effects on predominantly minority communities.



## **STRATEGY 5: Increase the accessibility of The Arc's programs and services to diverse populations.**

Small, incremental steps were taken in 2017 to improve accessibility of our programs and services. Funds for translating materials were included in grant budgets; several materials have been translated into Spanish for dissemination at external events; and informational materials have been created for aging caregivers from diverse backgrounds. We built metrics for diversity within all grants and created a video series of diverse people with I/DD discussing their future planning needs. Efforts were also made to ensure diverse representation and participation in meetings and on committees.

### **Key Highlights Include:**

- Individual & Family Support team (IFS) worked with the Exceptional Family Center (one of our newer chapters serving a predominantly Latino population) and presented a future planning workshop in Spanish at the National Down Syndrome Congress;
- IFS continued to translate key program materials into Spanish; and created a video series and ensured participants represented the diverse I/DD population.

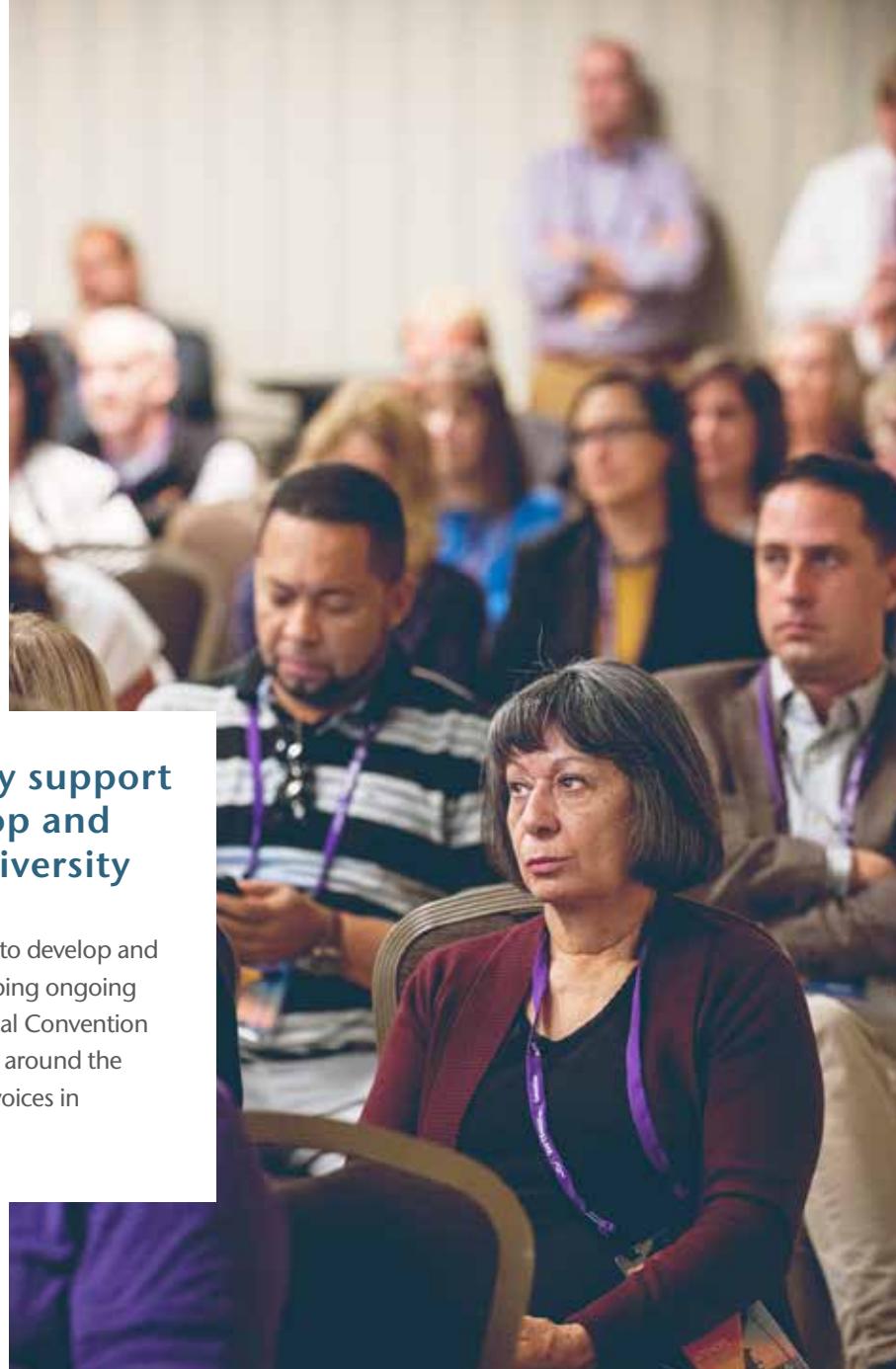
# Goal 2\*:

THE ARC'S STATE AND LOCAL CHAPTERS WILL BE PREFERRED PROVIDERS OF SERVICES AND SUPPORTS TO DIVERSE I/DD COMMUNITIES.

\*Only strategies 1, 4, and 5 were touched upon in 2017

## STRATEGY 1: The Arc will actively support state and local chapters to develop and articulate their commitment to diversity to the I/DD community.

The Arc engaged in several strategies to support chapters to develop and articulate their commitment to diversity including developing ongoing programming at Summer Leadership Institute and National Convention that reinforces our commitment, as well as at conferences around the country. In addition, we ensured the inclusion of diverse voices in research endeavors.



### Key Highlights Include:

- The Arc joined Georgetown University's National Center for Cultural Competence Community of Practice National Advisory Committee to contribute subject matter expertise in increasing the number, diversity, and capacity of formal and informal leaders to transform their state/territorial developmental disabilities systems;
- The Board Diversity Committee awarded 23 scholarships for the 2017 National Convention. Primary selection criteria included diverse representation, no prior attendance at convention and ability to pay other associated expenses (travel and hotel). Seven families were represented (parent + child, or parent + parent) and six self-advocates either alone or with a caregiver. A welcome continental breakfast program for the scholarship recipients was held with members of the board.
- Staff members of The Arc presented at several conferences including a workshop in Spanish at the 2017 National Down's Syndrome Congress, a session at the 2017 Tash Conference on "Outreach to Diverse Communities," and a session at The Arc's National Convention on "Respecting Cultural Differences as We Promote Autonomy and Supported Decision-Making."



## **STRATEGY 4: The Arc will actively support state and local chapters to increase outreach to minority communities to increase utilization of their programs and services.**

Several key strategies were implemented to support outreach to minority communities, including embedding language into grants that a diverse constituency must be sought; creating tip sheets; engaging with national social justice organizations and working with The Arc's Board to bring diverse families to National Convention.



### **Key Highlights Include:**

- The MLK Day program has placed language in the sub grant RFPs requesting tracking of diverse volunteers. They have also created a tip sheet for attracting diverse volunteers and engage participating chapters in a discussion of diversity in their programs in orientation and in final reporting.
- Through the efforts of Board member Mary Gonzales, The Arc is now a participant in a coalition of I/DD organizations in California, the majority of which provide support and services to predominantly minority communities. Members of the coalition presented at National Convention to discuss disparities in health treatment for minorities with I/DD. The Arc of California is representing The Arc on the coalition and is seeking to get other California chapters engaged. There are discussions on creating similar coalitions across the country.
- Developed a relationship with the Human Rights Campaign to create a partnership that would involve reciprocal trainings on our respective communities and work with chapters to raise awareness of the issues of people with I/DD who identify as LGBTQ.



## **STRATEGY 5: Increase the accessibility of The Arc's programs and services to diverse populations.**

Our National Center for Criminal Justice and Disability<sup>®</sup> has taken the lead in increasing accessibility by continuing to solicit diverse members within the disability field to serve on key committees and seeking training sites for Pathways to Justice<sup>®</sup> located in diverse communities.

### **Key Highlight Includes:**

- NCCJD listed six activities in the 2017 Diversity Work plan but engaged in nine activities, including completing a draft of a white paper on Policing & People with Disabilities featuring seven authors from diverse backgrounds. They also conducted a webinar with the African American Policy Forum on intersectionality and policing, looking at race, gender and disability.

# Key Actions FOR 2018

The work of achieving a diverse and inclusive environment remains an ongoing process and requires the attention and commitment from all stakeholders to ensure our success. To better affirm and achieve these aims, and to ensure that concerns from our chapters, our members, our peers in the disability community, and those we partner with are represented, The Arc will focus on the following actions with the ultimate goal of informing and affirming our commitment to becoming an inclusive, diverse, culturally and linguistically competent service organization.



1. Build a robust workplan and ensuring 100% participation by all teams in the organization;
2. Support each team within The Arc to meet their work plan goals;
3. Provide guidance to The Arc Board on creating a diversity workplan that identifies areas of impact and tactics for creating change.
4. Create a tool to support chapters to begin building and implementing a diversity strategy with minimal effort but maximum impact;
5. Conduct the Cultural and Linguistic Competency Assessment for Disability Organizations (CLCADO) with the organization and measure change from 2014;
6. Encourage chapters to conduct the CLCADO;
7. Encourage the tracking of demographics in program participation;
8. Continue to engage the larger community in The Arc's diversity efforts through workshops and education opportunities;
9. Conduct ongoing education on diversity and cultural competence in The Arc and its chapter network;
10. Increase outreach to diverse communities through partnerships with fraternal organizations, business organizations, and social service organizations; and
11. Increase diversity of attendees at The Arc's events: Disability Policy Seminar, Summer Leadership Institute and National Convention; and encouraging our chapters to do the same.

THE ARC AND

# Diversity IN THE Media

## REFERENCES:

1. Ribas, Jorge. Medicaid is something that my daughter needs desperately. Washington Post Video National Web. 9 July 2017.
2. Graham, Elizabeth. "My Journey with Asperger's And My Gender Transition." Huffington Post Queer Voices Web. 11 October 2017.
3. Silberman, Steve. "Making Encounters with Police Officers Safer for People with Disabilities." New York Times 6 October 2017: Print.
4. Berns, Peter V. and Martinez, Ana. "Commentary: Why Bobby Moore Should Not Be on Texas' Death Row." Austin American Statesman 22 November 2017: Print.
5. Adamczyk, Alicia. "These Are the Faces of People with Pre-Existing Conditions. They're Terrified of the Future." Money Magazine 26 July 2017: Print.



1 Watch Soojung and Alice, advocates from The Arc's Network, discuss the importance of Medicaid in their lives in a [Washington Post](#) video story.



2 Elizabeth Graham, a staff member of The Arc of Prince George's County, published an essay in the [Huffington Post Queer Voices](#) on living with Asperger's, coming to terms with her gender identity and the role her community (family, friends, and co-workers) played in the success of her gender transition.



3 The National Center on Criminal Justice and Disability was cited in a [New York Times](#) article discussing how the program is raising the profile of police interactions with people with disabilities, particularly those who are racial or ethnic minorities.



4 The Arc had a joint op-ed published with The Arc Texas on Bobby Moore's case in the [Austin American Statesman](#). Bobby Moore has an intellectual disability and is currently sitting on death row at the Polunsky Unit in Livingston, TX.



5 [Money Magazine](#) featured powerful personal stories from self-advocates on the devastation repealing Medicaid would have on their daily lives.



Peter Berns, CEO

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