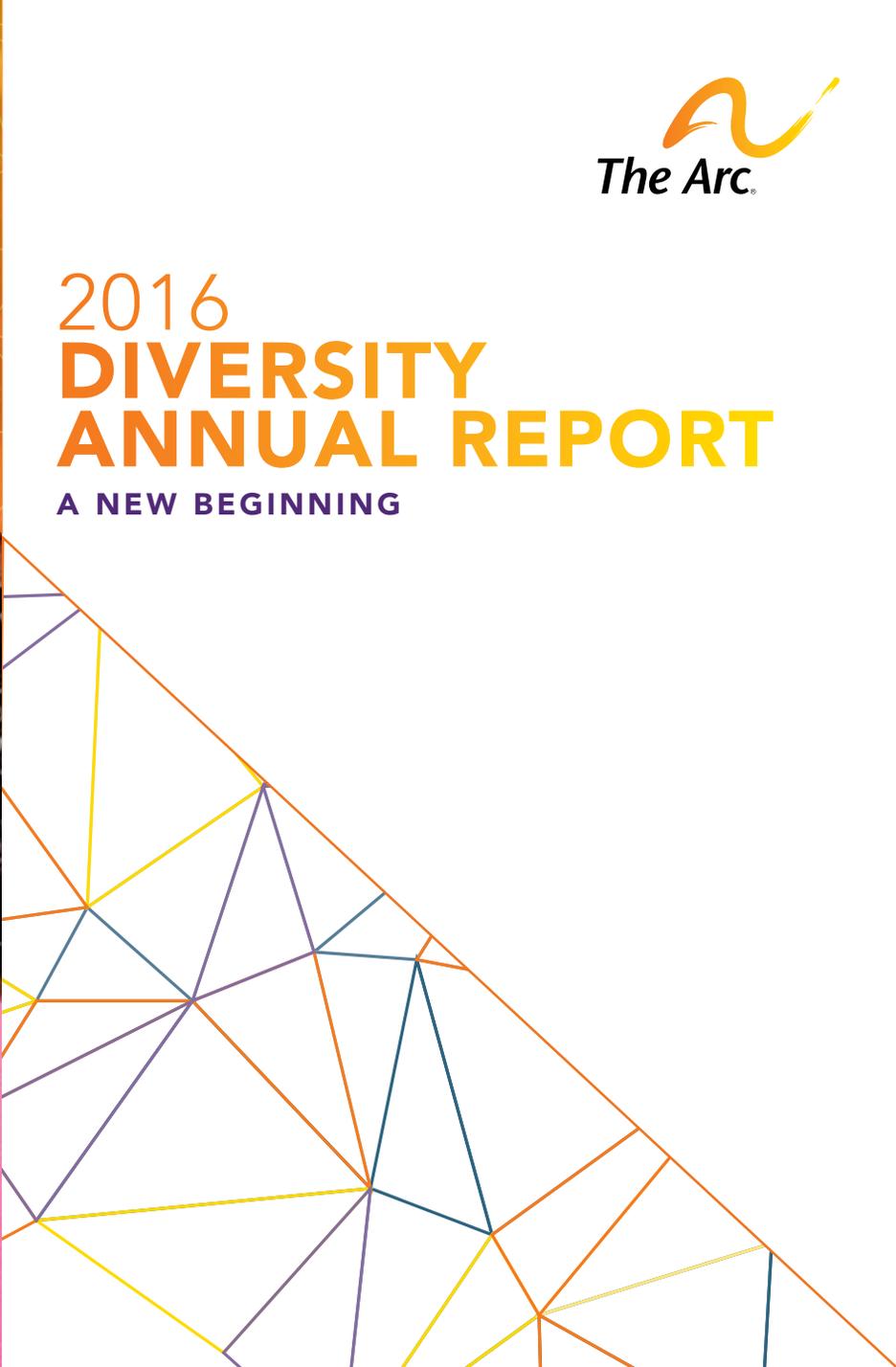




2016 DIVERSITY ANNUAL REPORT

A NEW BEGINNING



About The Arc of the United States

The Arc is the largest national community-based organization advocating for and serving people with intellectual and developmental disabilities and their families. We encompass all ages and more than 100 different diagnoses including autism, Down syndrome, Fragile X syndrome, and various other developmental disabilities. The Arc is on the front lines to ensure that people with intellectual and developmental disabilities and their families have the support and services they need to be fully engaged in their communities. The Arc works with its federation of state and local chapters to create an impressive network of human service agencies ensuring they have the strongest civil rights advocates promoting and protecting their needs at all levels.

As an organization, The Arc of the United States uses and will continue to use a variety of means, or methods of action, to advance the organization's mission, vision, goals, and strategies. These include: federal public policy advocacy, state public policy advocacy, targeted advocacy campaigns, communication and public education, and advancing knowledge.

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 (I/DD) 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 serve people with disabilities and their families, the disability community and larger nonprofit sector.





2016 DIVERSITY ANNUAL REPORT

A NEW BEGINNING

We are delighted to bring you The Arc's 2016 Diversity Annual Report. This is the first report we've put together to monitor and assess our progress on becoming a diverse, inclusive, and culturally competent organization.

Since the early 1990's, The Arc has been taking steps to reach the place we are at today: implementing a 5-year Diversity Strategic Action Plan. The plan reflects what we as an organization and a chapter network must do to realize our 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"

This is not a mission that discriminates, segregates, devalues, prioritizes any one over another, creates barriers, or is inaccessible to anyone.

Our Diversity Strategic Action Plan provides the path we need to take to ensure that The Arc is meeting the needs of ALL people with intellectual and developmental disabilities.

Many thanks to the staff who have taken this challenge on and The Arc's Board of Directors for their support and guidance.

Peter V. Berns, CEO, The Arc
Dawn M. Cooper, Manager, Diversity & Cultural Competency

Introduction

In the 67 years that The Arc has been in existence, our success has been dependent on our ability to understand and meet the needs of people with intellectual and developmental disabilities and their families. In that time, not only has The Arc grown into a network of more than 650 chapters across the country, but it has also matured in terms of how we react and remain flexible in the environment we live, work and advocate in.

As the diversity of the population of the country shifts and changes, so too do the people who need The Arc's support. Likewise, the workforce of direct support professionals and other staff and volunteers is becoming increasingly diverse. To be successful, chapters of The Arc must become more adept at recognizing that not only is diversity everywhere (their clients, communities, and chapters); it is inevitable and it is beneficial.

Our Organizational Imperative for Diversity states that:

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.



The 2016-2020 Diversity Strategic Action Plan provides a road map for The Arc to follow to help us address that imperative.

The plan contains 2 goals, 10 strategies and 50 tactics—all designed to support The Arc and chapters of The Arc to become more diverse and culturally competent organizations. If implemented successfully, the organization will be more well-equipped to develop and implement programs, services, and supports for individuals with I/DD and their families, who come from a wide variety of cultural, ethnic, and religious backgrounds.

TIMELINE

1992–1993

Minority Affairs Committee of The Arc – Resolution on Diversity passed

2000

Diversity becomes a core value of The Arc

2008–2010

Collaborative with TASH and NCCC

2012

The Arc Board of Directors established Committee on Diversity

2013

2-year grant obtained from MetLife Foundation

2014

Hired Manager, Diversity & Cultural Competence

Organization and Board Benchmarking and Training occurs; organizational imperative developed

2015

Diversity Chapter Assessment conducted; CLCADO conducted; Research, Best Practices and Disability Perceptions assessed.

5-year Diversity Strategic Action Plan approved by Board





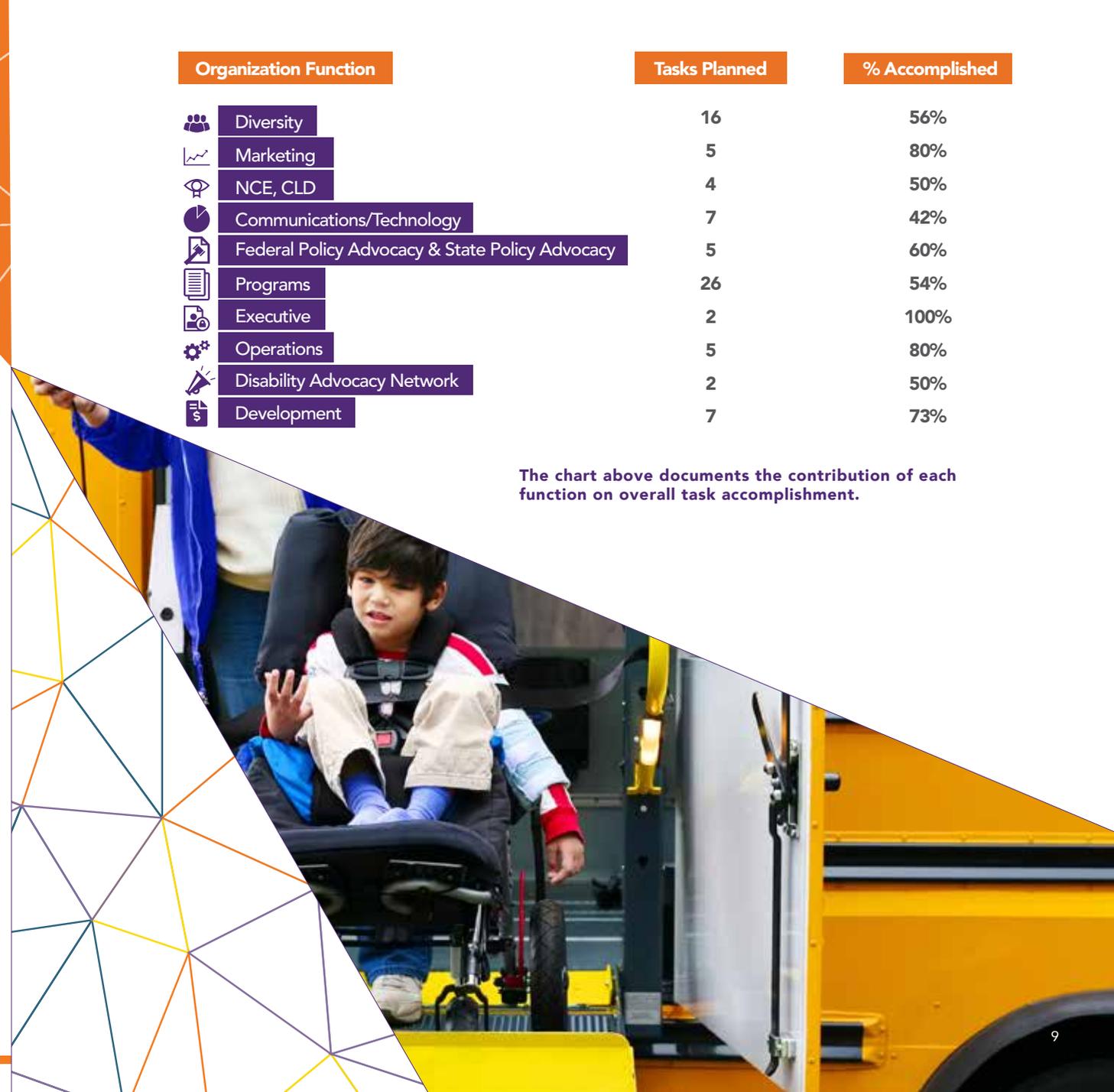
Accountability

After adopting the Diversity Strategic Action Plan, The Arc developed a Diversity Work Plan for 2016 to focus our efforts in the first year of the five year plan and to provide a means for assessing our progress toward becoming an inclusive, culturally competent organization. Every team within the organization was tasked with translating elements from the Diversity Strategic Action Plan into the work they were engaged in and incorporating those elements into their own individual work plans. Those items that dealt with building a more culturally competent organization and/or increasing the capacity of our chapters to become more culturally competent were then assembled into one document that became the 2016 Diversity Work Plan. The plan contained more than 79 specific actions to be taken by The Arc; 57 designed to support the accomplishment of Goal 1 and 22 designed to support the accomplishment of Goal 2. Of the 50 tactics contained in the Diversity Strategic Action Plan, the organization focused their attention on 32, with the majority of those (21) found in Goal 1.

As of January 2017, the organization had accomplished 57% of the tasks in the 2016 Diversity Work Plan. The table below details the number of tasks represented in each major organizational function and the percent of task accomplishment. Of the 32 tactics selected by the organization, we took action on 94%.

Organization Function	Tasks Planned	% Accomplished
 Diversity	16	56%
 Marketing	5	80%
 NCE, CLD	4	50%
 Communications/Technology	7	42%
 Federal Policy Advocacy & State Policy Advocacy	5	60%
 Programs	26	54%
 Executive	2	100%
 Operations	5	80%
 Disability Advocacy Network	2	50%
 Development	7	73%

The chart above documents the contribution of each function on overall task accomplishment.



Education and Learning

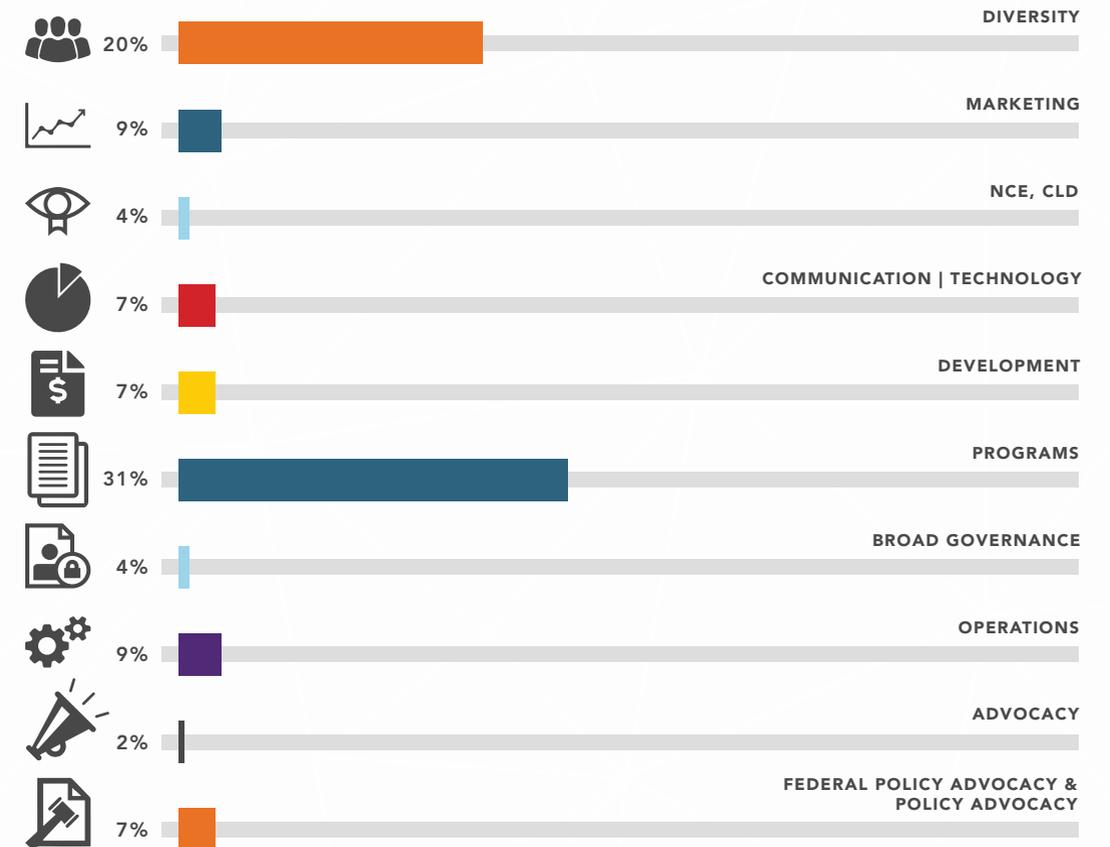
Accomplishing our diversity goals centers on becoming a culturally competent organization and chapter network and being recognized as such by the overall I/DD community and the general public. This shift cannot occur without establishing a firm foundation both internally and externally for why this is important and necessary for our continued success in meeting the needs of people with I/DD, their families, and their caregivers.

In 2016, The Arc continued providing multiple opportunities to educate employees, board members, chapters, and the general public on: the importance of being a diverse, culturally competent organization; strategies to accomplish inclusion and cultural competency; the necessity of looking at people with I/DD as whole people and the intersectionality of disability with other dimensions of diversity; and setting expectations for what we will need to do to track our progress.

Key 2016 Accomplishments

- Developed a webpage for Diversity on thearc.org and made the 2016-2020 Diversity Strategic Action plan available for download.
- Disseminated the 2016-2020 Diversity Strategic Action plan at the 2016 National Convention.
- Held 2 webinars with chapters and local and state execs to discuss the 2016-2020 Diversity Strategic Action plan and how to assess state chapter diversity and cultural competency.
- Held several workshops with staff and the Board on diversity, cultural competency, implicit bias and accountability.
- Provided a plenary session, Intersectionality and Community Building: Conversations Across Diversity, and a concurrent session, Achieving Diversity and Cultural Competence for the 21st Century, at the NCE 2016 Summer Leadership Institute.
- Provided a session on Strategic Planning to Action: Becoming a Culturally Competent Organization at 2016 National Convention.
- Provided a workshop for 1st Healthcare on An Introduction to Diversity as Organizational Change.
- Provided a workshop for the L'Arche Diversity Committee.
- Provided materials and support to The Arc of North Carolina's Diversity team.
- Provided support to several chapters on having diversity conversations in their chapters and on creating a more culturally competent culture at the chapter.

PROGRAM IMPACT ON TASK ACCOMPLISHMENT



This chart highlights the contributions of each program/function on overall diversity work plan task accomplishment.

Development, Operations, Governance

Our efforts to examine our systems and processes to ensure we have an organizational culture that supports inclusion and cultural competency yielded solid results. The board made immense strides in increasing their diversity by 100%. In addition, the board embarked on an initiative to increase diversity at the National Convention. Twenty-three individuals from diverse backgrounds were provided scholarships to attend the National Convention & International Forum in Orlando. A breakfast was planned for attendees to meet with the Board and share insights for increasing outreach to diverse communities. Embedding language on inclusion and cultural competency in our proposals and building relationships with organizations providing support in diverse communities has positioned The Arc as an organization that values diversity and is looking to move to the next level in working with organizations who value it as well.



Key 2016 Accomplishments

- The Board Development Committee revised the Board Prospectus stressing the need for greater diversity on the board and increased outreach efforts, resulting in an increase in board ethnic minority representation of 100%.
- Developed The Arc's 2016 Work Plan on Diversity.
- Included language about The Arc's commitment to diversity in 55% of proposals submitted in 2016.
- Attended the Independent Sector Conference and other corporate partner gatherings of diverse organizations (Walmart, Comcast, etc.) to deepen relationships with funders focused on serving ethnically underserved communities.
- Conducted an ongoing assessment of staff and board diversity.
- Implemented a diverse candidate slate policy for internal hires

NATIONAL OFFICE STAFF REPRESENTATION

	2014	2016
Male	16%	17%
Female	84%	83%
White	69%	76%
Minority	31%	24%
Exec Team – Female	82%	86%
Exec Team – Minority	0	0

NATIONAL BOARD REPRESENTATION

	2014	2016
Male	50%	48%
Female	50%	52%
White	83%	74%
Minority	17%	26%

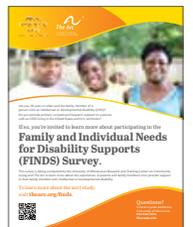
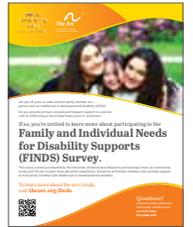
Policy and Advocacy

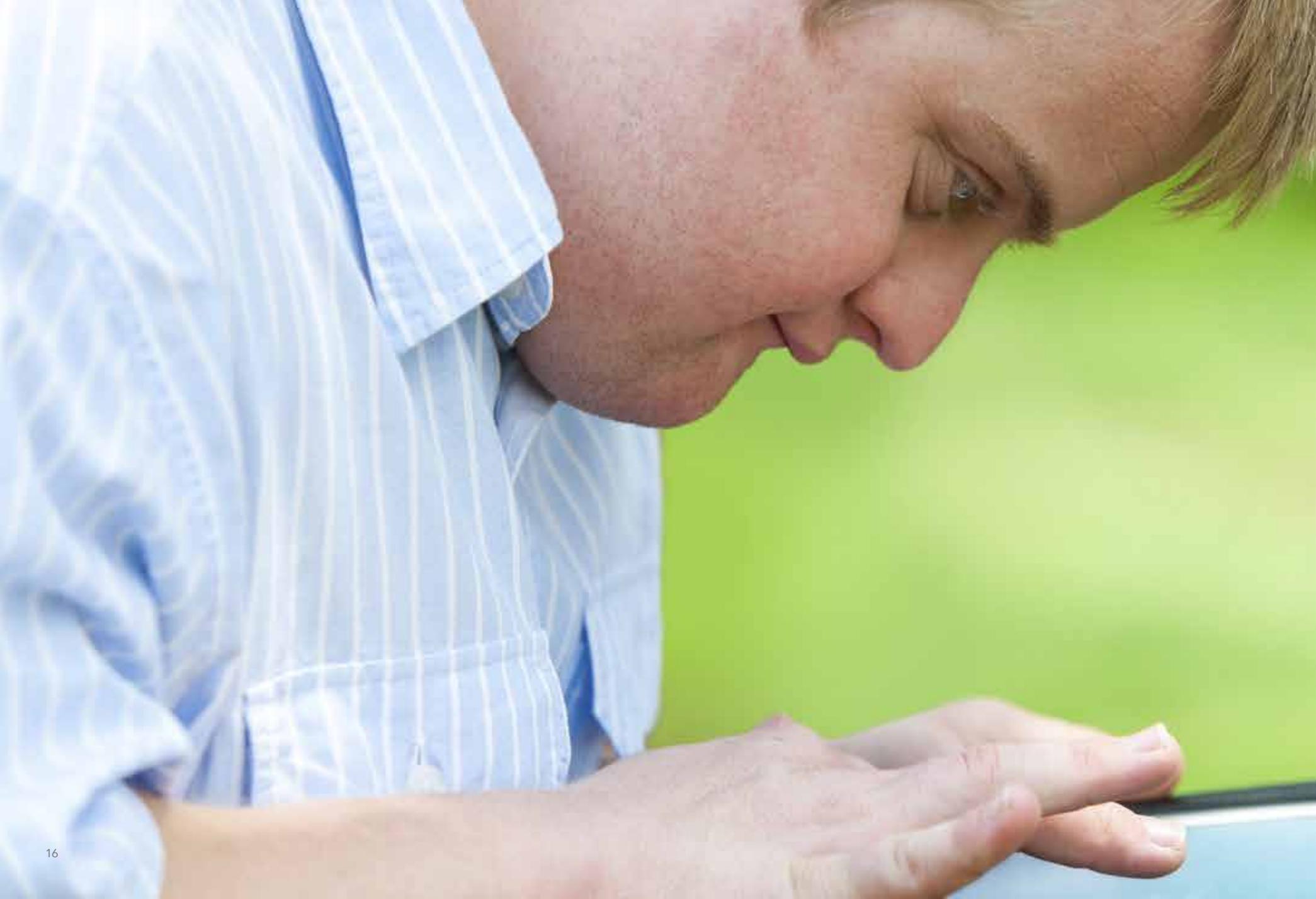
On an ongoing basis, our federal policy advocacy seeks to reflect the needs of the I/DD community, which is diverse. Across the U.S., people are more likely to report disability if they are African American, Native American, female, older, LGBTQ/A, or low-income. In addition, these groups and others, such as immigrants and Latinos, often experience significant disparities in access to civil rights, economic security and opportunity, supports and services, and quality of outcomes. Our federal Public Policy Agenda sets out goals to meet the needs of people with I/DD and their families on a broad range of issues: civil rights, community-based supports and services, direct support professionals, education, employment, health care, Medicaid, Social Security, housing, and more. Many of these federal programs are particularly important to people with disabilities who are intersectional. For example, as noted below, appropriations to address the Zika virus are particularly important for Puerto Ricans. Due to the above factors, The Arc regularly works in coalition and on the Hill with partners who represent diverse constituents – such as the Leadership Conference on Civil and Human Rights – to advance our advocacy goals. We both seek to incorporate the disability perspective into coalition partners’ work and to incorporate diverse perspectives into our policy advocacy. In 2016, we worked to strengthen these partnerships and to engage in federal policy advocacy on issues of particular relevance to predominantly minority communities.

Key 2016 Accomplishments

- Engaged in ongoing work to strengthen, protect, and adequately fund key federal programs of particular importance to the diverse I/DD community including the Americans with Disabilities Act, Fair Housing Act, Medicaid, health care, federal long term supports and services, education, employment, family support, housing and transportation, the ABLE Act, and Social Security.
- Secured appropriations to address the Zika virus which can result in severe brain injury in infants born to women who were infected during pregnancy. Two thirds of pregnant women testing positive for the virus are in Puerto Rico.
- Supported chapters engaged in implementation of the Every Student Succeeds Act. Provided information to chapters participating in stakeholder opportunities related to Title I of the law, which provides grants to states to serve low income and minority students.

- Met with the U.S. Commission on Civil Rights regarding discrimination in school systems.
- Advocated to maintain federal non-discrimination provisions in health care.
- Provided regulatory comment regarding achieving health equity in Medicare.
- Provided comment to the authors of an Institute of Medicine study on intersections among racial and ethnic health disparities, disability, and health equity.
- Provided comment twice on the need to maintain questions on the National Health Interview Survey that are used to measure health disparities and health outcomes.
- Provided regulatory comment on Genetic Information Nondiscrimination proposed rule.
- Advocated in partnership with the broader criminal justice coalition to ensure that the needs of people with disabilities from all backgrounds were included in legislative language.
- Advocated in partnership with the juvenile justice coalition to support the needs of diverse populations in the juvenile justice system, including supporting legislative changes in this area.
- Provided regulatory comment four times on implementation of the Affirmatively Furthering Fair Housing rule by federally funded state and local entities.
- Participated in a Census 2020 planning collaboration with civil rights stakeholders.
- Represented The Arc at a White House event on disability and LGBTQ issues.
- Opposed legislation to withhold federal funding from Sanctuary Cities.
- Opposed legislation to block implementation and enforcement of the Fair Housing Act.
- Opposed legislation to reopen and limit the Fair Housing Act.
- Urged the Federal Housing Finance Agency to revise its Uniform Residential Loan Application to better meet the needs of mortgage borrowers with Limited English Proficiency.
- Onboarded a diverse leadership team for the National Council of Self-Advocates.





Outreach and Community Inclusion

Effective outreach is a major component of the work of The Arc and our work on diversity and cultural competency. Embedded in our outreach efforts is our ability to assess how people of diverse backgrounds view The Arc and the programs and services we provide, especially seen through the lens of participation in our programs and services. In 2016, several programs began tracking participation by diversity which is providing useful data on additional steps or measures we need to take to be a truly inclusive organization. Our marketing efforts have yielded an increased database of photos showing the diversity of the I/DD population and our programs are building into their budgets money to translate documents into different languages. Our programs are owning their role as the face to the community for The Arc and ensuring they reach a diverse community has become an important goal.

Key 2016 Accomplishments

- 100% of the ads we ran for The Arc and its services had diverse images.
- Established partnerships with two I/DD organizations in diverse communities, resulting in The Exceptional Family Center, a social services organization serving a predominantly Latino I/DD population, becoming an affiliated chapter of The Arc in December 2016.
- Established dialogue with several social justice organizations in diverse communities: The National Urban League of San Diego, SALDEF, and the Desert AIDS Project.
- Several fact sheets from The Arc have been translated into Spanish.
- Provided scholarships for over 25 individuals from diverse backgrounds to attend the 2016 National Convention.
- Created a partnership with DiversityComm to provide articles and ads in their 6 diversity focused publications: Diverseability, STEAM, Veterans, Women, Latinos, African-Americans; resulting in 1 article and 2 ads being placed.
- Created a partnership with Baymont Inns and Suites to hire people with I/DD into their hotels.
- Placed an ad in the DiversityInc 50 Top Companies for Diversity annual publication.
- Ensured that chapters receiving sub-grants from The Arc serve a diverse constituency. Diversity was a competitive or required factor in the 29 sites selected for sub-grants from The Arc.
- The Center for Future Planning prepared several articles highlighting outreach to aging caregivers and training to low-income families.
- The Center for Future Planning submitted a proposal in collaboration with the Exceptional Family Center in Bakersfield, CA to present a future planning workshop in Spanish at the National Down Syndrome Annual Conference in July 2017.

- The Center for Future Planning has translated and disseminated 5 fact sheets in Spanish and translated materials for The Arc of Prince George's County, The Arc of Northern Virginia and The Arc of DC for the Take Control: Build Financial Security Project.
- The Center for Future Planning has produced 5,300 brochures to be disseminated nationally and especially in diverse communities in North Carolina and Tennessee. Several diverse organizations will be working with The Arc to disseminate materials.
- The Arc attended the National Council of La Raza convention.
- The National Conference of Executives developed a NCE Excellence in Diversity Award
- 34% minority representation of individuals served under the Walmart grant in Q1.
- NCCJD has reached out to African American leaders to serve on the National Advisory Committee.
- 4 chapters have been selected to work with Pathways to Justice based on their work in diverse communities (The Arc of New Mexico, The Arc of Ventura County, The Arc of Texas, and The Berkshire County Arc).
- NCCJD has formed a relationship with the African American Policy Forum (AAPF) to partner on webinars and white papers. They are including people of color on their publications.
- Questions on plans to engage volunteers from diverse backgrounds were included in the RFP criteria for the MLK grant.
- Funds for translation capability were made available for sub-grantees conducting programs in diverse communities.
- Developed a diverse marketing campaign for the F.I.N.D.S survey including translating the survey into Spanish.

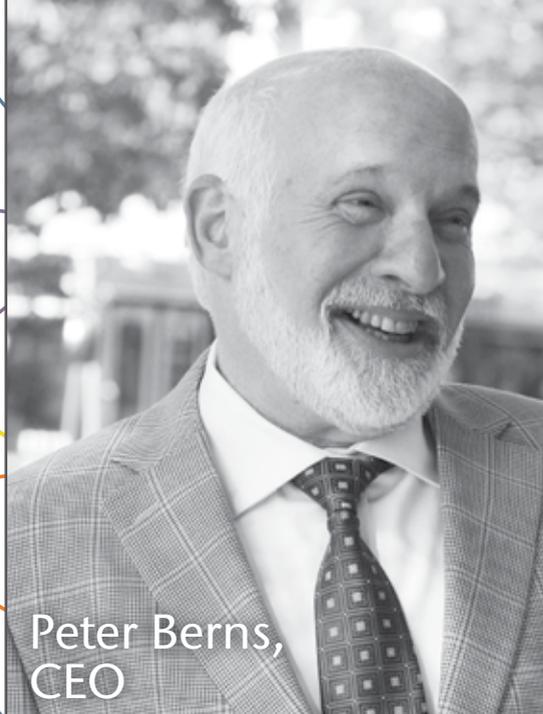


KEY TARGETS FOR 2017

As with any change initiative, time is needed for it to become fully embedded within an organization and The Arc is no different. We have made some solid steps at building buy-in among staff and the Board, letting our community know our commitment, and embedding cultural competency into our programs. We look to continue our work, with special attention on:

1. Publicly launching the initiative and engaging the larger community in our commitment to diversity;
2. Creating an external advisory board to increase accountability;
3. Increasing outreach to diverse communities through partnerships with fraternal organizations, business organizations, and social service organizations;
4. Developing tools and resources to support the increase in diversity and cultural competence within our chapters;
5. Increasing cultural competency integration into core programs and services (e.g. Tech Toolbox);
6. Increasing public awareness of The Arc and its services in diverse publications;
7. Attending conventions of diverse social justice organizations;
8. Continuing education on diversity and cultural competence in The Arc and the chapter network;
9. Ongoing focus of our federal policy advocacy on the needs of a diverse I/DD community and
10. Increasing diversity of attendees at DPS, SLI and Convention.





Peter Berns,
CEO

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1825 K Street NW, Suite 1200
Washington, DC 20006
800.433.5255
thearc.org
info@thearc.org