

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.

Generally

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

Convention

- Multiple sessions on early intervention during The Arc's 2014 National Convention: Engaging Young Families: Diversity and Early Intervention & Providing Early Intervention Using a Primary Provider Model

Federal Policy Advocacy

- Advocated for funding for domestic programs and tax policy to support adequate FY 2014 funding for both entitlement and discretionary programs benefitting children and adults with I/DD.
- Organized and led disability, faith, and child welfare organizations in meeting with Hill staff on strategy to engage others in advocacy on revenues and, in order to adequately fund critical disability programs, urged Congress to end the practice of treating corporations as foreign companies which results in lower taxes.
- Supported IDEA Fairness restoration to increase funding for IDEA.
- Urged Congress to enact legislation extending funding for national maternal, infant/early childhood program.

State Office Operations - The Arc DC

- Coordinated 27 community-based instruction events for 388 students from 6 DC high schools

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.

Federal Policy Advocacy

- Developed recommendations for improving access to higher education for students with disabilities.
- Met with multiple senior White House officials on disability issues in higher education.

Government Contracts & Grants

- Completed data collection and reporting for Dynamic Learning Maps project (ended 9/30/14). The project was focused on special education.

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

Employment and Transition

- Completed first draft of STC white paper
- Presented national employment initiatives at the Arc National Convention
- Program The Arc STC program at the Reinventing Quality Conference in Baltimore, MD

Empower & eNewsletters

- Quarterly Empower news-letter mailing list pulled and sent to mailhouse

Federal Policy Advocacy

- Advocated for legislation supporting effective transitions for students from school to work as part of the Workforce Innovation and Opportunity Act (WIOA).
- Supported continued funding for the Transition and Postsecondary Programs for Students with Intellectual Disabilities programs (TPSID) and the National Coordinating Center (NCC) for students with intellectual disabilities program.

Finance

- Year closing board donation report

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

Federal Policy Advocacy

- Advocated for restrictions on the use of restraints and seclusion in schools through multiple meetings in support of S.2036, the Keeping All Students Safe Act, co-sponsored by Senators Tom Harkin (D-IA) and Chris Murphy (D-CT).

NCE, Leadership & Professional Development

- Wrote agenda and minutes, and provide ongoing administrative support to NCE steering committee, and reference services to NCE members at large

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

Autism NOW

- Imported 2,424 autism NOW contacts into the database

Employment and Transition

- Administered the STC program at 5 local chapter sites

FASD Prevention

- FASD webinar attendees list imported into Raiser's Edge database

National Center on Criminal Justice & Disability

- Imported name and contacts of people who attended NCCJD webinars into the database

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.

NCE, Leadership & Professional Development

- Database configured to accommodate the new NCE structure

Other - Operations Group

- New Online Membership Portal Launched for chapters' use

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

Chapter Growth & Sustainability

● Responded to parents, siblings and good samaritans about their concerns relating to how people with I/DD have been treated in the community and through chapters of The Arc. Provided these individuals with information and referral.

Convention

● Multiple sessions during The Arc's 2014 National Convention focused on supporting families, from future planning for parents/siblings, early intervention, dealing with grief, and utilizing and understanding services and supports for loved ones with I/DD.

Federal Policy Advocacy

● Supported expanding the research agenda for the Institute of Educational Studies to include better dissemination and information about research findings.

Marketing

- Created marketing materials for Center for Future Planning

National Siblings Council

- Imported NSC name and contact info into the database

Position Statements

● Supported the Policy and Positions Committee in revising and updating the Family Support position statement.

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

Federal Policy Advocacy

● Co-chaired the SSI Coalition for Children & Families and the CCD Developmental Disabilities, Autism, and Family Support Task Force.

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.

Generally

Center on Future Planning

- Launched the Center for Future Planning, designed to support and encourage adults with I/DD and their families to plan for the time when parents or other caregivers will no longer be able to provide support. Through its website, training, and information & referral, the Center provides information and practical assistance on areas including person-centered planning, decisionmaking, housing options, financial planning, employment and daily activities, and making social connections.

Corporate & Foundation, Project Support

- Worked with other teams and filmmakers to develop project concept for Children of the Dumping Ground (NCCJD)

Human Resources

- Provided HR Support

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

Corporate & Foundation, Project Support

- Worked toward final agreement with CareerBuilder to improve access to online resume builder and job applications

Employment and Transition

- CareerBuilder - Completed all supplemental documents for CareerServices portal
- CareerBuilder - Participated in CareerBuilder webinar to introduce 503 services to CareerBuilder clients
- CareerBuilder - Presented with CareerBuilder on national partnership at the annual NCE Conference
- CareerBuilder - Started planning the CareerBuilder joint webinar scheduled for the end of October
- CareerBuilder - Worked with Trudy and Casey on internal sales and distribution process map
- CareerBuilder - Worked with Trudy on marketing plan for CareerServices portal
- CareerBuilder - Worked with Trudy on MOU and contract with CareerBuilder for CareerServices tool partnership
- CareerBuilder: Completed testing of Career Services tools in collaboration with staff at SouthSTAR.
- CareerBuilder: Completed the user's guide and supplemental resources for chapters. SouthSTAR used resources and adjustments were made.
- CareerBuilder: Working with CareerBuilder on next steps in utilizing tool throughout The Arc network.
- DLA Piper - Made a connection with DLA attorney in Northern Virginia to see if hiring in this area is a possibility
- DLA Piper - Working with DLA Piper to connect with their vendor for possible job opportunities

- DLA Piper - Working with DLA Piper to identify possible jobs within company
- DLA Piper: Work with SouthSTAR to try to place an intern at DLA Piper's Chicago office.
- FCC - Work with FCC staff to identify next steps in regards to on-boarding individuals with disabilities at other federal agencies and FCC sub-contractors
 - FCC - Worked with FCC staff to get one more individual on-boarded at FCC HQ
 - FCC - Worked with FCC to get 2 more individuals on-boarded from The Arc PG County
 - FCC- Working on developing job club for newly hired employees
 - FCC: Worked with the FCC and the Arc of PG County to secure interviews for 3 candidates for clerical/admin positions at the FCC's administrative services center.
 - Led meeting on incorporating employer feedback related to the TalentScout tool kit.
 - Led meeting on on-line sales platform for the TalentScout toolkit.
 - Led sales plan meeting for the TalentScout toolkit
 - Led second meeting on sales plan for the TalentScout toolkit.
 - Other: Worked with Abe on digital strategy for The Arc @ Work brand and marketing 503 consulting services to businesses
 - Other: Worked with marketing team on one pagers for employment programs
 - Other: Worked with web team on employment services redesign
 - TalentScout Toolkit - Worked on price points for hard and electronic copy sales, marketing materials, and distribution planning

Federal Policy Advocacy

- Closely monitored the Fair Wages for Workers with Disabilities Act.
- See Goal 1 Strategy 1
- Supported successful enactment of the Workforce Innovation and Opportunity Act (WIOA) to reauthorize the Workforce Investment Act and vocational rehabilitation services under the Rehabilitation Act and began work with DOL on implementation.

Government Contracts & Grants

- Secured role for The Arc in RRTC on Employment with U.Mass- Boston's Institute on Community Inclusion

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

Corporate & Foundation, Project Support

- Secured \$105,000 from Mitsubishi Electric America Foundation for replicating Specialisterne employment program

Employment and Transition

- CareerBuilder - Participated in CareerBuilder webinar to introduce 503 services to CareerBuilder clients
 - FCC - Participated in a panel discussion on FCC disability initiatives at FCC HQ
 - FCC - Worked with FCC staff to get one more individual on-boarded at FCC HQ
 - FCC - Worked with FCC to get 2 more individuals on-boarded from The Arc PG County
 - FCC- Working on developing job club for newly hired employees
 - Led meeting on incorporating employer feedback related to the TalentScout tool kit.

- Led meeting on on-line sales platform for the TalentScout toolkit.
- Led sales plan meeting for the TalentScout toolkit
- Led second meeting on sales plan for the TalentScout toolkit.
- Specialisterne - Had meeting at HQ with Thorkil to discuss business planning and up-coming opportunities
 - Specialisterne - Worked on business planning
 - Specialisterne - Worked with Specialisterne staff to identify chapter in Richmond, Va area for future venture
 - Specialisterne: Aided in the formulation and writing of the DOL grant to support program expansion.
 - Specialisterne: Conducted site visit to AHRC's Specialisterne training program.
 - Specialisterne: Facilitated a conversation with the Arc of Alameda County to become a future Specialisterne pilot site.
 - Specialisterne: Helped get the Philadelphia program going to get five individuals hired at SAP in New Town Square, PA.
 - Specialisterne: Met with Thorkil and Peter to discuss business plan for The Arc/Specialisterne partnership.
 - Specialisterne: Met with Thorkil to discuss business plan for program and potential new pilot locations.
 - Specialisterne: Researched foundations that support STEM workforce development.
 - Specialisterne: set up pilot program in Philadelphia, PA and worked with Specialisterne to get pilot running in San Francisco, CA.
 - Specialisterne: Site visit to SAP facility in New Town Square, PA.
 - Specialisterne: Starting planning for the 2015 roll-out of the DC program.
 - Specialisterne: Supported Communications with the partnership announcement.
 - Specialisterne: Supported with the writing of the Bank of America grant proposal.
 - Specialisterne: Supported with crafting the MOU/partnership model.
 - Specialisterne: Worked with Specialisterne to identify partnerships for possible Seattle, WA program.
 - Specialisterne: Worked with Thorkil to cement program plan for the DOL grant to support program expansion.
 - Specialisterne - Worked with Specialisterne staff to identify chapter in Seattle, Wa area for possible Microsoft jobs
 - TalentScout Toolkit - Worked on price points for hard and electronic copy sales, marketing materials, and distribution planning

Federal Policy Advocacy

Urged the Administration to include people with disabilities in their initiatives through meetings with: Dept. of Labor Assistant Secretary Kathy Martinez, Gene Sperling, then-Director of the White House National Economic Council, the White House disability liaison, the Office of Management and Budget, and the Social Security Administration.

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

Employment and Transition

- CareerBuilder - Worked with Trudy on MOU and contract with CareerBuilder for

CareerServices tool partnership

- DLA Piper - Working with DLA Piper to connect with their vendor for possible job opportunities
- DLA Piper - Working with DLA Piper to identify possible jobs within company
- FCC - Participated in a panel discussion on FCC disability initiatives at FCC HQ
- FCC - Work with FCC staff to identify next steps in regards to on-boarding individuals with disabilities at other federal agencies and FCC sub-contractors
- Led meeting on incorporating employer feedback related to the TalentScout tool kit.
- Specialisterne: Conducted site visit to AHRC's Specialisterne training program.
- Specialisterne: Facilitated a conversation with the Arc of Alameda County to become a future Specialisterne pilot site.
- Specialisterne: Helped get the Philadelphia program going to get five individuals hired at SAP in New Town Square, PA.
- Specialisterne: set up pilot program in Philadelphia, PA and worked with Specialisterne to get pilot running in San Francisco, CA.
- Specialisterne: Site visit to SAP facility in New Town Square, PA.
- Specialisterne: Starting planning for the 2015 roll-out of the DC program.
- Specialisterne: Worked with Specialisterne to identify partnerships for possible Seattle, WA program.
- Specialisterne: Worked with Thorkil to cement program plan for the DOL grant to support program expansion.
- Specialisterne -Worked with Specialisterne staff to identify chapter in Seattle, Wa area for possible Microsoft jobs

Federal Policy Advocacy

- Submitted regulatory comments on the federal sector's obligation to be a model employer and raising the minimum wage for federal contractors.
- Supported successful enactment of the Workforce Innovation and Opportunity Act (WIOA), to reauthorize the Workforce Investment Act and vocational rehabilitation services under the Rehabilitation Act and began work with DOL on implementation.

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.

Community Living RRTC

- Met with the University of Minnesota to discuss reactivating the FINDS Survey as part of RRTC on Community Living (still pending)

Convention

- Session providing an overview of an exciting new model for creating integrated, accessible, affordable housing for people with significant disabilities under the Department of Housing and Urban Development's Section 811 Supportive Housing for Persons with Disabilities program during The Arc's 2014 National Convention. "New Options for Housing in Your Community"

Corporate & Foundation, Project Support

- Applied for \$400,000 in funding from Kessler Foundation to study employment for people with disabilities (unsuccessful)

STRATEGIC FRAMEWORK PROGRESS REPORT 2014

- Applied for \$85,000 in funding for Tech Toolbox and Digital Literacy Program from CEA Foundation
- Secured \$10,000 in funding for Wings for Autism from the Doug Flutie, Jr. Foundation

Employment and Transition

- Conducted 3rd Employment PLC webinar
- FCC - Participated in a panel discussion on FCC disability initiatives at FCC HQ
- Led meeting on incorporating employer feedback related to the TalentScout tool kit.
- Led meeting on on-line sales platform for the TalentScout toolkit.
- Led sales plan meeting for the TalentScout toolkit
- Led second meeting on sales plan for the TalentScout toolkit.
- Other: Presented national employment initiatives at The Arc National Convention
- Presented program information at the Reniventing Quality Conference in Baltimore, MD
- TalentScout Toolkit - Worked on price points for hard and electronic copy sales, marketing materials, and distribution planning
 - Worked with Chapter Excellence on 4th PLC webinar
 - Worked with Chapter Excellence to conduct the first two Peer Learning Community webinars.
 - Worked with Chapter Excellence to recruit speakers for Peer Learning Community webinars.
 - Worked with Phoung to complete first draft of the STC whitepaper
 - Worked with Phuong to start first draft of the STC program white paper.

Employment RRTC

- Call with John Butterworth to discuss The Arc staff transition.
- First project group call was conducted.
- Participated in NIDRR site visit conference call at Umass Boston
- Second project group call with conducted.
- Strand 3 Team call was conducted.

eXplore eRecycling

- Conducted 3rd Employment PLC webinar
- Other: Presented the eXplore eRecycling initiative at The Arc National Convention
- Submitted a revamped draft of the eXplore white paper.
- Submitted Executive Summary for whitepaper
- Worked with Chapter Excellence on 4th PLC webinar

Federal Policy Advocacy

- Met with Google representatives to discuss ways in which Google Glass might be useful for people with I/DD.
- Urged the Department of Transportation to continue to fund disability technical assistance and training of public transportation.

Government Contracts & Grants

- Assisted with planning and fundraising for National Goals Conference
- Served on planning committee for 2014 Coleman Institute Conference on Technology

- Worked with U.Wisc- Madison's Trace Center on research on technology access for people with I/DD

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

Federal Policy Advocacy

- Celebrated announcement of planned allocation of funds to the National Housing Trust Fund.
- Held multiple meetings with senior Department of Housing and Urban Development (HUD) officials on the Section 811 program, fair housing issues, and Olmstead issues.
- See Goal 1 Strategy 1
- Submitted regulatory comment on: HUD's proposed Affirmatively Furthering Fair Housing Assessment Tool and HUD's proposed rule implementing changes to the Section 811 program and related programs under the Melville Act.
- Supported implementation of the Melville Act and FY 2015 / FY 2016 housing appropriations through numerous meetings with Hill staff and Housing and Urban Development officials.
- Urged the House and Senate to support an adequate FY 2015 Transportation, Housing and Urban Development 302(b) allocation and to pass a full FY 2015 housing appropriations bill.

Strategy 6: Increase the availability of personal supports.

Federal Policy Advocacy

- Developed advocacy agenda with aging community based on recommendations of the Long Term Care Commission.
- Supported an ongoing bipartisan, bicameral, Congressional long term services and supports caucus.

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.

Federal Policy Advocacy

- Monitored federal implementation of the home and community based settings rule including meeting with Administration officials and presented key elements of the regulations to participants at the NCE Summer Leadership conference.
- Monitored federal implementation of the home care/companionship regulation including meeting with Administration officials.
- Offered a session at The Arc's 2014 Convention on affordable community housing for people with I/DD.

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.

Convention

- Multiple sessions on employment/transitioning to integrated employment during The Arc's 2014 National Convention: Discovering a Path to Employment, CMS Settings Rule Part B: Employment & Person Center Planning, Moving Towards Integrated Employment, Transition to Community Volunteerism and Employment, this was also an area of focus during the Self-Advocacy Symposium

Employment and Transition

- CareerBuilder - Presented with CareerBuidler on national partnership at the annual NCE Conference
- CareerBuilder - Worked with Trudy on MOU and contract with CareerBuilder for CareerServices tool partnership
- CareerBuilder: Completed testing of Career Services tools in collaboration with staff at SouthSTAR.
- CareerBuilder: Completed the user's guide and supplemental resources for chapters. SouthSTAR used resources and adjustments were made.
- CareerBuilder: Working with CareerBuilder on next steps in utilizing tool throughout The Arc network.
- Conducted 3rd Employment PLC webinar
- Had meeting with web development team on the to plan for the new Arc@Work web pages.
- Initiated process to work with Jonathan for the employment initiatives from The Arc and begin to frame it all under the broader title: The Arc@Work
- Other: Presented national employment initiatives at The Arc National Convention
- Other: Worked with web team on employment services redesign
- Specialisterne - Worked with Specialisterne staff to idenfity chapter in Richmond, Va area for future venture
- Specialisterne: Conducted site visit to AHRC's Specialisterne training program.
- Specialisterne: Faciliated a conversation with the Arc of Alameda County to become a future Specialisterne pilot site.
- Specialisterne: Helped get the Philadephia program going to get five individuals hired at SAP in New Town Square, PA.
- Specialisterne: set up pilot program in Philadelphia, PA and worked with Specialisterne to get pilot running in San Francisco,CA.
- Specialisterne: Starting planning for the 2015 roll-out of the DC program.
- Specialisterne: Supported Communications with the partnership announcement.
- Specialsiterne -Worked with Specialisterne staff to identify chapter in Seattle, Wa area for possible Microsoft jobs
- Started pilot project with Careerbuilder and SouthSTAR Services to utilize Careerbuilder products to support workforce development for individuals with I/DD and to support Chapters of The Arc's hiring processes.

eExplore eRecycling

- Other: Presented the eExplore eRecycling initiative at The Arc National Convention
- Worked with Chapter Excellence on 4th PLC webinar
- Worked with Chapter Excellence to conduct the first two Peer Learning Community webinars.
- Worked with Chapter Excellence to finalized Peer Learning Committee (PLC) schedule and training topics.
- Worked with Chapter Excellence to recruit speakers for Peer Learning Community webinars.

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.

Chapter Growth & Sustainability

- Hosted state executive conference calls connecting chapters with each other on best practices in transition and the advocacy progress that is happening in their states.

Federal Policy Advocacy

- In coordination with The Arc of Virginia, urged the Virginia delegation to support deinstitutionalization bill.
 - Participated in a review of the CMS adaptation of the Continuity Assessment and Record Evaluation Tool: Component of the Demonstration Grant for Testing Experience and Functional Testing in Community-Based Long Term Services & Supports.
- Urged the Medicare-Medicaid Coordinating Office to use Quality Measures in negotiated memoranda of agreement in financial alignment projects to achieve rebalancing of state Medicaid programs toward more home and community-based services and away from institutional services

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

Center on Future Planning

- The Center for Future Planning website includes a page aimed at supporting and encourage self-advocates to plan for the future. The page encourages self-advocates to form a team of family members and other supporters. The Center and the Development Team worked together to draft an article for self-advocates discussing the importance of future planning and to create a full-page advertisement promoting the Center. Both will appear in the January 2015 issue of Apostrophe magazine.

Convention

- Self-Advocacy Symposium gave self-advocates an opportunity to join together and learn. At this year's convention, self-advocates focused on the progress they made toward achieving three goals on the PATH: Ending subminimum wage & sheltered workshops, Ending bullying, labels, & the R Word and Promoting Self-Advocacy in your community.

Disability Policy Seminar

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

Employment and Transition

- Call with John Butterworth to discuss The Arc staff transition.
- CareerBuilder - Presented with CareerBuidler on national partnership at the annual NCE

Conference

- Conducted 3rd Employment PLC webinar
- FCC - Participated in a panel discussion on FCC disability initiatives at FCC HQ
- FCC - Worked with FCC staff to get one more individual on-boarded at FCC HQ
- FCC - Worked with FCC to get 2 more individuals on-boarded from The Arc PG County
- First project group call was conducted.
- Other: Presented national employment initiatives at The Arc National Convention
- Participated in NIDRR site visit conference call at Umass Boston
- Presented program information at the Reniventing Quality Conference in Baltimore, MD
- Second project group call with conducted.
- Strand 3 Team call was conducted.

Government Contracts & Grants

- Submitted proposal to AIDD for Center on Supported Decision Making (unsuccessful)

HealthMeet

- Produced three Self-Advocacy online modules; five self-advocate health checklists; 3 self-advocate health brochures

Position Statements

- Supported the Policy and Positions Committee in revising and updating the Self-Advocacy position statement.

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.

Federal Policy Advocacy

- 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.
- Urged Congress to address Medicaid portability for home and community based services and other key services.
- Urged support for Senator Chris Murphy's legislation S.2054, the Stop Child Abuse in Residential Programs for Teens Act.

Position Statements

- Supported the Policy and Positions Committee in revising and updating the Medicaid, Direct Support Professional, and Waiting List position statements into a new Long Term Supports and Services position statement.

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.

Federal Policy Advocacy

- Advocated for passage of the Achieving a Better life Experience (ABLE) Act (H.R. 647, S. 313); worked with sponsors regarding strategy; supported The Arc grassroots and chapters to help achieve broad bipartisan co-sponsorship; worked extensively with Hill Republicans and Democrats, advocates, and high level contacts regarding the changes to the ABLE Act and the pay-for provisions; and announced the successful enactment the ABLE Act with the President's signature on December 19.
- Co-led disability community opposition to legislative proposals to partially pay for an extension of Emergency Unemployment Compensation by cutting Social Security disability benefits for individuals who concurrently receive Unemployment Insurance, including extensive Hill meetings, media outreach, and development and management of sign-on letters, fact sheets and action alerts, as well as, on invitation, presentation to Senate staff briefing on EUC extension.
- Co-led national disability community response to negative media stories on Social Security and SSI.
- Communicated with Office of Management and Budget, National Economic Council, and Domestic Policy Council in support of adequate SSA administrative funding and in opposition to cuts to Social Security or SSI in the President's FY 2015 budget proposal.
- Led successful coalition efforts to oppose amendments to partially pay for Highway Trust

Fund financing by cutting SSDI for individuals who concurrently receive Unemployment Insurance.

Met extensively with Hill offices and the Office of Management and Budget to discuss various legislative and administrative proposals for strengthening Social Security and SSI including disability program work incentives, program integrity initiatives, Trust Fund solvency, and budget and appropriations.

- Met multiple times with the Acting Commissioner of Social Security and senior agency officials on Social Security disability program enhancements.

- Met with advocates on issues regarding SSA's treatment of defined contribution pension plans for people eligible for SSI.

- Met with senior SSA officials to provide feedback on the development of a new SSA-led public education campaign focused on the Social Security disability programs.

- Opposed the Medicare Secondary Payer Futures proposal and the Medicaid Secondary Payer language included in the Murray/Ryan budget bill.

- Responded to National Council on Disability draft report on Social Security disability policy issues.

- Sent a letter to Kevin Concannon, Under Secretary for Food, Nutrition, and Consumer Services at the U.S. Department of Agriculture in support of SNAP outreach (Supplemental Assistance for Needy Families; formerly known as food stamps).

- Staff invited to serve on an advisory panel to an on-going Bipartisan Policy Center Task Force on issues in the Social Security disability programs.

- Staff invited to serve on SSDI Solutions Initiative, an 18-month project of the Committee for a Responsible Federal Budget, intended to identify practical policy changes to improve SSDI.

- Submitted a statement for the record of the Senate Finance Committee's first hearing in 7 years on SSDI and, upon invitation, presented at a briefing on SSDI for Senate Finance Committee Majority staff in preparation for the hearing.

- Submitted testimony for the record of a hearing on the Social Security Disability Fraud Scheme in New York City.

- Through extensive advocacy working with coalition partners and House and Senate staff, successfully halted a proposal by the Social Security Administration to terminate provision of benefit verification printouts at SSA field offices.

- Urged Congress to address a proposal from the Centers for Medicare and Medicaid Services that would require funds from settlement awards to be paid or set aside for future Medicare expenses due to injury or accident

- With Communications and Center for Future Planning staff, worked on several blog posts for/from the Special Needs Alliance.

- Wrote and coordinated coalition sign-on letter to President Obama urging the inclusion of a SSDI reallocation proposal in the Administration's 2016 budget.

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.

Generally

Human Resources

- Provided HR Support

Marketing

- Establishing process of strategic marketing plans for the new e-store, and for each of the major national events in order to best gauge actions and results

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.

Corporate & Foundation, Project Support

- Secured \$10,000 in funding for Wings for Autism from the Doug Flutie, Jr. Foundation

Federal Policy Advocacy

- Assisted Research and Innovations team in developing grant proposal to Administration on Community Living on supported decision making.
- Led coalition efforts to protect the six disability questions used by the census bureau from being eliminated and thus losing the ability to measure participation in the community and other critical issues.
- Provided comments on the DOJ Notice of Proposed Rulemaking on the Americans with Disabilities Act Amendments Act.
- Worked with the White House, Domestic Policy Council, State Department and Senate staff 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.

Individual Philanthropy

- 30 Combined Federal Campaign marketing packets to promote The Arc's 2014 campaign
- Authored, submitted and was approved for the Combined Federal Campaign
- Managed all logistics for the 16 sponsors for convention including an exhibit space and sponsorship breakfast

PBATS PLAY

- This year marked the first year a disability organization was invited to participate in the Promoting a Lifetime of Activity for Youth (PLAY) Campaign with the Professional Baseball Athletic Trainers Society (PBATS). Through this program, children with I/DD, at 11 events with 16 chapters of The Arc, were able to learn and play alongside their peers without disabilities at Major League Baseball parks, with professional players and team staff. This was the first fully inclusive program in professional sports for children with disabilities.

Wings for Autism

- Advised Chapters of The Arc on graphic design leading to proper usage of artwork and brand in event materials. Updated Chapters of The Arc Wings for Autism® promotional graphics under The

Arc's visual identity standards

- Began planning for 2015 events at these airports: ABE, IAH, LAX, LGA, MDW, MEM, MCI, MSN, PDX, SEA (2 events), TUL

- Began work on proposed name and artwork for future events

- Created a Wings for Autism® fundraising strategy and calendar for individual fundraising.

Received notification from the Doug Flutie, Jr. Foundation for Autism of a \$10,000 award

- Created and maintained Wings for Autism® webpage

- Created Communications strategy for all Wings for Autism® events and supported Chapters of The Arc communications and other staff on the following: social media, traditional media needs, media preparation, press materials, and press releases

- Created event pages, storify or Flickr pages for all Wings for Autism® events

- Developed licensing agreement for chapters and Terms and Conditions for Flight

Stakeholders; obtained signed agreements and license fees for 2014 events

- Drafted (v. 1) and updated (v. 2) Wings for Autism® Aviation Guide for Flight Stakeholders

- Drafted (v. 1) and updated (v. 2) Wings for Autism® Guide for Airports, Airlines and TSA

Employees and obtained official copyright certificate.

- Executed media strategies: wrote and distributed press releases to PR web and Custom Press Lists, pitched events to local media, worked with chapter, airport and airline media staff, secured a photographer and reporter from the Washington Post, served as prime media/communications contact for selected events, provided on the ground media support for DCA event, Interviewed and reached out to families that participated in Wings for Autism® events to compile stories/quotes

- Held informational meetings and engaged in correspondence with over 50 communities (chapters, airports and/or airlines)

- Obtained media coverage for every Wings for Autism® event from newspapers, television stations, radio, online media (e.g. Huffington Post), social media bloggers, and other social media outlets (twitter, facebook, etc.)

- Posted photos and videos from selected Wings for Autism® events

Provided technical assistance, training, resources and additional operational support to chapters of The Arc to plan, implement and evaluate 11 Wings for Autism® events in 2014 at these airports: ANC (2 events), BWI, DCA, GSO, IAD, JAX, SEA (2 events), PHX, and TUL

- Used social media to promote all Wings for Autism® programs before, during and after events

- Worked in partnership with the American Association of Airport Executives and Airports

Council International

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

Autism NOW

- The Autism Now Center has archived webinars and posts resources with information and advice for people with autism and their families on how to participate in civic and other community activities.

Center on Future Planning

- The Center for Future Planning website includes information for clergy and other faith leaders on the page for professionals. The page provides professionals with information and resources on how they can support families to make future plans. An interfaith leader serves on the Center's advisory council and advises staff on how best to provide resources and information to faith leaders.

Federal Policy Advocacy

- Advocated extensively in support of the Convention on the Rights of Persons with Disabilities (CRPD) including numerous Hill meetings, targeted grassroots activities.
- Joined coalition partners in advocacy efforts for passage of immigration reform that included provisions specific to individuals with I/DD.
- Recommended additions to draft legislation to fill in the gaps of issues not fully addressed by the ADA

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

Federal Policy Advocacy

- Submitted comments to the Internal Revenue Service (IRS) on proposed regulations on political activity for social welfare organizations.

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

Corporate & Foundation, Project Support

- Developed and secured \$800,000 in funding for The Arc's Center on Future Planning

Family Support RRTC

- We received a subcontract from the University of Illinois - Chicago to participate in the Family Support RRTC. The Arc's initial work will include organizing state convenings, providing webinar trainings, and disseminating information about the RRTC's activities.

Federal Policy Advocacy

- See Goal 1 Strategy 1
- Actively supported successful reauthorization of the Autism Collaboration, Accountability, Research, Education, and Support Act of 2014 (Autism CARES Act of 2014).
- Met with the Administration on Community Living (ACL) regarding family support initiatives.
- Provided comments on the proposed priority of the National Institute on Disability and Rehabilitation Research (NIDRR) Rehabilitation Research and Training Center (RRTC) on Family Support.
- Recommended modifications to legislation addressing locating devices for vulnerable people with autism and provided recommendations to Congress on legislative options to address the issue of wandering by children with I/DD.
- Supported an amendment to the reauthorization of the Child Care Development Block Grant to prioritize services for low income and special needs children.
- Updated a joint questionnaire on family caregiving sponsored by AARP and National Alliance for Caregiving.
- Urged Congress to create a national plan on family caregiving.
- Urged Congress to extend legislation regarding older Americans, expand eligibility for caregiver support program, and add future planning to work accomplished by disability resource centers.
- Urged Congress to support funding for the Lifespan Respite Act and National Family Caregiver Support program.
- Urged the Department of Labor to clarify the eligibility of siblings of persons with disabilities for the Family and Medical Leave Act (FMLA). Received assurance from the division director that the issue would be addressed.

Government Contracts & Grants

- Co-authored article on family support for AAIDD journal
- Secured a role for The Arc in University of Illinois at Chicago's RRTC on Family Support

Individual Philanthropy

- Aided Center for Future Planning staff integrate donation language and button onto their new website in a more prominent place

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

Generally

Fusion

- Wrote article advertising Menschen Community Screenings for chapters

Human Resources

- Provided HR Support

Marketing

- Created and contacted list of bloggers to promote Menschen
- Created media kit materials for Menschen Community Screenings
- Created social media posts for promotion of Menschen screenings
- Managed Variety ad campaign for the movie Menschen
- Negotiated and secured trade journal ads, created artwork, and managed ad campaign for Menschen

Menschen

- Presentation at Board meeting about the film Menschen
- Solicited 10 bloggers to review Menschen on their blogs
- Wrote article promoting Menschen for Apostrophe magazine
- Wrote historical background info for Menschen media kit and social media posts

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

Autism NOW

- The Autism Now Center regularly shares stories and incidents that describe disparities between individuals with autism and the general public.

Convention

- Focus on bullying during the Self-Advocacy Symposium during The Arc's 2014 National Convention, presented on by Amy Goodman.
- General session entitled "Criminal Justice and Disability: Finding Solutions to Existing Problems" had a self-advocate speaking about his experience as a victim of sexual abuse, and how he overcame it. The session overall focused on the high rates of victimization of individuals with I/DD and what can be done to prevent it.

Corporate & Foundation, Project Support

- Drafted and sent letter to Commissioner of AIDD on recent incidents and widespread abuse, bullying, and victimization of people with I/DD (NCCJD)

Individual Philanthropy

- Crafted and sent out end of the year fundraising email for NCCJD to 57 recipients.

National Center on Criminal Justice & Disability

- Developed Fact Sheet created for self-advocates, by self-advocates about protecting self from abuse

- NCCJD's provided several webinars specific to victimization of people with I/DD (archived on NCCJD's web site)
- Supported Communications in creating pledge campaign re: bullying of people with I/DD

Position Statements

- Supported the Policy and Positions Committee in revising and updating the Criminal Justice System position statement.

Public Education, Info & Referral & Media Relations

- Launched anti-abuse, violence, and bullying campaign with online pledge, social media, and assistance to chapters responding to specific incidents in their community

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.

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

Annual Report

- wrote, designed, and managed production of 2013 annual report produced in 2014

Autism NOW

- Autism Now online support-posted 84 new resources, recorded and produced 14 Autism Now videos, posted some new fact sheets, and began to update and change the look of the front page of the site.

Center on Future Planning

- We initiated an outreach campaign to inform the public about the importance of future planning for the 600,000 - 700,000 families that include an adult with I/DD living at home with aging parents or other caregivers. Through newsletter articles, blog posts, emails, social media, and other efforts, the campaign has reached over 85,000 people to date.

Chapter Growth & Sustainability

- Two state executive directors exhibited at NCSL to increase state legislators and their staff's awareness of the state situation for people with I/DD in the areas of waiting lists, Medicaid services, managed care and transition services for people with I/DD.

Crisis Communications

- Supported The Arc of DC as new strategic partnership was announced, and provided ongoing communications support.
- Supported The Arc of South Bay following their client going missing. The client passed away a week after being found. Served as a resource to the chapter and offered support if there were any media inquiries.

Supported The Arc South Bay by providing guidance in light of a client going missing. In addition to drafting a statement for them to use if contacted by media, provided brief media training, and offered to be point of contact with media if the situation arose.

- Throughout the year, worked with The Arc of Maryland to stay on top of activities surrounding commission established in wake of Ethan Saylor's death, including drafting a media statement when commission released report

- Worked with The Arc of Delaware on follow up to assault of a person with I/DD, provided talking points on bullying topic for additional media efforts.

- Worked with The Arc of Greater Cleveland to respond to crisis in community of a young man with autism being bullied by his peers. The chapter wanted to respond via the media, so we did media advisory, press release, talking points, and pitching for the chapter's event.

- Worked with The Arc of Indiana to send out joint statement in response to abuse case involving a young woman with I/DD

Diversity and Cultural Competence

- Article in Empower announcing the initiative
- Article in Empower by Nancy Webster on the importance of the Diversity and Cultural Competency initiative
- Article in Fusion on workshop(s) at 2014 convention
- Finalized a communication plan for the initiative to create buy-in and support
- Finalizing a communication plan for the initiative to create buy-in and support
- Letter From The CEO in Fusion promoting the initiative
- Wrote an article in Empower: The Path to Diversity

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.

Federal Policy Advocacy

- Provided federal public policy content for newsletter articles, blogs, and press releases, in addition to Capitol Insider and action alerts.

Individual Philanthropy

- 185 Thanksgiving Cards were sent to Major Donors and Major Donor Prospects all had personal notes authored by Trudy, Laura and Bob
- 3 house appeals sent to over 37,902 recipient raising \$10,962.75
- 30 Combined Federal Campaign marketing packets to promote The Arc's 2014 campaign
- 4 development articles written and placed in Empower showcasing Self- Advocates and family members stories
- 4 development articles written and placed in e-news showcasing Self- Advocates and family members stories
- 6 development articles were written and placed in Fusion
- A total of 657 Major donor actions were completed (including calls, meetings and mailings) - MD gifts reflect a \$102,648.14 against a \$100,000 goal - first time we have achieved budget for this channel
- As a result of our online evaluation project the following improvements made were made

including but not limited to cleaning up of the donation page, tightening of language on the "ways to give" page, implementation of analytical tracking on the back end for future testing and the application of industry best practices.

- Authored and sent 10 Anniversary appeals raising \$7,606
- Authored, submitted and was approved for the Combined Federal Campaign
- Collaborated with Nancy Webster and local chapters to establish parlor meetings in Colorado and DC
- Completion of a successful major donor reception at convention
- Coordinated end of year CapWiz email with Marty and Kristen. This email went out to 14,804 recipients
- Created and implemented reconcile and process for keeping track of Major Donor Actions
- Created and implemented The Arc's first #GivingTuesday campaign on Facebook and Twitter
- Created and updated the 2014 House Mail Landing Page which was linked in 2 e-news issues and a fundraising email
- Creation of the End of Year Campaign Strategy and coordinated logistics including graphic elements and copy for each channel
- Cultivation of Major Donor Prospect Carla Behnfeldt - regarding her interest in portability
- Deep analysis of the 2012/2013 Parlor Meetings including ROI
- Discussions with major donors about project sustainability, i.e. Susan Senator for Autism
- Drafted, Prepared and sent 192 follow-up thank you letters to Parlor Meeting attendees and invitees for DC and Denver
- End of the Year Campaign focusing on Champions who played a part in our success in 2014 which garnered \$25,898.69 between November - December 2014
- End of the Year special letters and special campaigns: past presidents, past board members, national committee members, chapter professionals & chapter volunteer leaders
- End of Year House Appeal showcased all three champion stories we spotlighted throughout the year, both to regular and lapsed donor versions 7,042 letters
- Generated 144 Major Donor Thank you and Cultivation call sheets
- In person meetings with major donors: Quincy Abbott, Mickey Herbst & Andrew Milman, Jeanne Sdroulas, Sharon Davis
- Managed logistics pre, during and post Major Donor reception at convention
- Management and creation of Giving Thanks Video for End of Year Campaign. Showcasing What The Arc means to attendees at this year's convention
- Performed extensive research on 250+ potential Major Donors including those acquired from past Parlor Meetings
- Prepared and Mailed 524 Major Donor Appeal letters resulting in 51 gifts totalling \$35,220
- Prepared and Mailed 74 Major Donor Birthday Cards as part of the overall Major Donor Strategy
- Redesigned and distributed 60 donor pins via Convention and Mail
- Restarted 2014 MD High Touch Campaign - Included Thank You calls, Birthday Cards, Thanksgiving Cards, Mailings, Emails and Meetings
- Screened and reviewed donors and prospects to identify best major gift prospects. This was followed by the assignment or reassignment of relationship managers responsible for donor interactions.
- September House Appeal showcasing the story of Self- Advocate Joe Meadours, 5,693 letters went out

National Center on Criminal Justice & Disability

- NCCJD maintains both a web site and FaceBook page to increase awareness about issues people with I/DD face in the criminal justice system. Several blogs were written or co-written to highlight specific challenges. Web site includes a database of national resources searchable by state and target audience/profession, as well as a brief 4-minute information video about NCCJD and the topics the center is addressing.
- NCCJD staff provided information to reporters, assisted with press releases and provided information for other media outlets.

PBATS PLAY

- The PBATS PLAY events were part of a public awareness campaign that generated at least 16 national and local media about children with I/DD, inclusion, health and wellness, and health disparities facing the I/DD community.

Position Statements

- Worked with the Policy and Positions Committee to finalize and approve revisions to six statements and, with AAIDD member participation, approved 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).

Public Education, Info & Referral & Media Relations

- generated media hits in U.S. News and World Report, Hollywood Reporter, The Guardian, and Disability Scoop with joint press release with UCP on Wolf of Wall Street offensive language
- In 2014, our Facebook grew from 14,962 to 18,740, an increase of 3,778 (25%).
- In 2014, our Twitter grew from 8,302 to 10,737, an increase of 2,435 (29%).
- Launched anti-abuse, violence, and bullying campaign with online pledge, social media, and assistance to chapters responding to specific incidents in their community
- Pitched movie Menschen to media and parent bloggers, garnering several blog posts and creating new relationships with bloggers that will benefit The Arc in long run
- Sent 43 press releases to the media in 2014; 3 of which were in collaboration with a chapter on a specific issue, 4 were for a chapter hosting a Wings for Autism event, and 12 were for chapters attending PBATS events.
- Worked with Comcast/NBCUniversal to promote The Arc's 2014 public service announcement which aired with \$1 million in in-kind support from Comcast/NBCUniversal and create new public service announcement for 2015.
- Worked with media to influence, shape, and/or include The Arc's name in at least 43 media hits in 2014 in outlets ranging from the Washington Post, CBS News This Morning, Daily Beast, the Associated Press, New York Times, NBC Nightly News, Today.com, USA Today, Huffington Post, Legal Times, the Chicago Sun Times, MLB.com, and others
- Worked with producer and filmmaker of "Children of the Dumping Ground" to establish relationship that led to participation in convention plenary, interview of Peter for final cut of film, and ongoing efforts to form funded partnership to disseminate final film through our chapters with supporting educational materials.

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.

Autism NOW

- The Autism Now staff and other staff of The Arc receive google alerts about media stories describing individuals with autism. If negative stories surface we determine the appropriate response as a team. If positive stories surface we determine how to promote them using social media as a team.

Federal Policy Advocacy

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

National Center on Criminal Justice & Disability

- NCCJD responded to stories involving suspects/offenders with I/DD and promoted accurate information to reporters and via social media

National Council of Self Advocates

- Held a meeting with self-advocate board members and members of the national staff to discuss and develop a plan for reviving NCSA

Public Education, Info & Referral & Media Relations

- generated media hits in U.S. News and World Report, Hollywood Reporter, The Guardian, and Disability Scoop with joint press release with UCP on Wolf of Wall Street offensive language

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.

Center on Future Planning

- The Center for Future Planning website includes a page aimed at informing professionals who work with people with I/DD about the future planning process. We wrote a blog post for the Special Needs Alliance. An attorney with expertise in special needs planning and a special needs financial planner serve on the advisory council to the Center for Future Planning.

Convention

- Session during The Arc's 2014 National Convention - The ALEC Program-Keeping People with Autism and First Responders Safe

Federal Policy Advocacy

- Administered the Paul Marchand Internship program.
- Assisted the Legal Advocacy Subcommittee in reviewing several amicus curiae ("friend of the court") briefs in cases with issues of significance to The Arc, including working with Staff Attorney on amicus brief for Ortiz petition to US Supreme Court .
- Coordinated and participated in a panel at AUCD's annual conference titled "Community Response to Individuals with IDD Who Are Experiencing Behavioral Crisis".
- Met with researchers to provide guidance on their examination of children and families who receive both SSI and Temporary Assistance for Needy Families.

- Met with Social Security Administration officials and practicing attorneys to clarify problems/issues regarding SSA interpretation of special needs trust policy, including pooled trust policy.
- Produced a disability guide and fact sheets on several critical issues, including one on intellectual disability, as part of the National Disability Navigator Resource Collaborative.
- Provided input on a research project to identify and develop successful media messages in support of policy goals to strengthen and sustain Social Security disability benefits.
- With NCCJD, submitted letter to Governors and/or parole boards in three states urging clemency for men with ID sentenced to death; advocacy efforts were unsuccessful and they were executed.

Government Contracts & Grants

- Drafted and shared concept paper for collaboration with DOJ's Community-Oriented Policing Services (COPS) through NCCJD
- Drafted and shared concept paper for collaboration with Int'l Association of Chiefs of Police (IACP) through NCCJD

HealthMeet

- Presented on HealthMeet program activities and significant findings at AAIDD conference, NACDD conference, and Mainstreaming Medical Care Conference

National Center on Criminal Justice & Disability

- NCCJD began development of the Pathways to Justice training (which includes several fact sheets) to educate law enforcement, victim service professionals and attorneys about people with I/DD in the criminal justice system

Public Education, Info & Referral & Media Relations

- Worked with producer and filmmaker of "Children of the Dumping Ground" to establish relationship that led to participation in convention plenary, interview of Peter for final cut of film, and ongoing efforts to form funded partnership to disseminate final film through our chapters with supporting educational materials.

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.

Center on Future Planning

- The "See How Others Have Planned" section of the Center for Future Planning website features a story by a self-advocate about his employment and community activities. This section of the website is designed to show that planning is possible and includes stories written from the perspectives of other family members.

Corporate & Foundation, Project Support

- Submitted proposal for self-advocate training on sexual abuse and assault to Cafritz Foundation (unsuccessful-NCCJD)

Individual Philanthropy

- Crafted and sent out end of the year fundraising email for NCCJD to 57 recipients.

National Center on Criminal Justice & Disability

- Through I&R and technical assistance services, NCCJD educates people with I/DD and their families about their rights as suspects/offenders and victims

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

Autism NOW

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

Convention

- Both general sessions during The Arc's 2014 National Convention included self-advocates sharing their personal stories and how they overcame challenges to become the individuals they are today.

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.

Fusion

- Wrote article in Fusion promoting Sprout Film Festival partnership with Xfinity

Individual Philanthropy

- 3 house appeals sent to over 37,902 recipient raising \$10,962.75
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- Discussions with major donors about project sustainability, i.e. Susan Senator for Autism
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- Prepared and Mailed 524 Major Donor Appeal letters resulting in 51 gifts totalling \$35,220
- Prepared and Mailed 74 Major Donor Birthday Cards as part of the overall Major Donor

Strategy

- September House Appeal showcasing the story of Self- Advocate Joe Meadours, 5,693 letters went out

Marketing

- Created social media posts for promotion of Sprout Film Festival
- Designed and prepared for print the PBATS t-shirts
- Fulfilled orders for PBATS events
- Launched the 2014 iteration of The Arc Racing Program, working more closely with the Pirelli World Challenge Series to identify new and better opportunities to promote the program to a larger audience via media and special events. Six chapters will be represented at 6 of 9 potential races this year. Last year's race series of 9 events boasted attendance by 1,000,000 people with an additional 1,000,000 viewers via NBC sports and live streaming. The Arc Racing Team was featured in videos and racing enthusiast blogs and digital magazines promoting the race series and expects to be featured in 2014 as well.

- Met with Anthony DiSalvo to discuss ongoing partnership with Sprout
- Wrote social media posts promoting Sprout Film Festival partnership with Xfinity

National Center on Criminal Justice & Disability

- NCCJD includes self-advocates on their National Advisory Committee and incorporated self-advocates within the Pathways to Justice training, Disability Response Teams

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.

Generally

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

Convention

- A session during The Arc's National Convention: The Arc's Operation House-Call : Medical Student Training Operation House Call (OHC) teaches young Medical professionals essential skills to enhance their health care of persons with I/DD.

Federal Policy Advocacy

- Participated in Safe Chemicals Coalition efforts to oppose the Chemicals in Commerce Act.
- Urged Best Buy to make products free of chemicals which could pose a threat to children's brain development and learning potential.
- Urged the FDA to modify requirements regarding folic acid recommendations to prevent birth defects.
- Wrote guest blog for the coalition on the increased urgency of toxic chemical reform due to increasing prevalence of Autism Spectrum Disorders.

Government Contracts & Grants

- Submitted proposal to CDC for Preventing FASD through National Partnerships (unsuccessful)

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

Chapter Growth & Sustainability

- Developed a chapter growth and sustainability plan to expand chapter affiliation across the network

Corporate & Foundation, Project Support

- Secured \$35,000 in funding from Verizon Foundation to use robotic telepresence technology to improve health care
- Secured \$50,000 from Walmart Foundation to expand HealthMatters nutrition and healthy eating program to new sites
- Submitted proposal to WellPoint Foundation(Anthem) to expand HealthMatters nutrition and physical fitness program

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.
- Expressed concerns to HHS about implementation of the essential health benefits created by the ACA.
- Participated in a National Institutes of Health sponsored workshop to develop research

recommendations to improve mental health in people with I/DD.

- Served 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.
- Sought clarification from the Centers for Medicare & Medicaid Services on guidance regarding coverage for autism services.
- Strongly opposed the CMS proposed policy changes that would create barriers to access medications that treat depression and psychiatric disorders.
- Submitted comments urging inclusion and definition of habilitation in the essential health benefits of the Affordable Care Act.
- Supported legislation authorizing demonstration of coverage of low vision aids.
- Urged Congress to restore funding for programs of the Departments of Labor, Health and Human Services, and Education.

HealthMeet

- Conducted 987 free, community-based health assessments for people with I/DD at 22 chapters of The Arc
- Distributed a follow-up care survey to assessment participants
- Worked closely with The Arc of Indiana to develop a business model and plan for expanding HealthMeet program into that state

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

Federal Policy Advocacy

- Expressed concerns to Congress and the Administration about numerous Medicare issues including general concerns about Medicare reforms, our opposition to cutting Medicaid to pay for Medicare changes, proposed changes in how people access wheelchairs and other durable medical equipment, access to speech generating devices, improvements needed to the appeals process and access to rehabilitation in Medicare.
- Expressed concerns to HHS about the use of reference pricing and the potential costs to people with insurance plans using this strategy.

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.

- Supported extension of funding for nationwide children's health insurance program.

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

Federal Policy Advocacy

- Monitored State implementation of the essential health benefits requirements in the ACA and Medicaid.
- Opposed legislation to amend several mental health programs because of the civil rights implications of many of the proposals.
- Provided comments on rules implementing electronic health records to ensure that they are accessible and appropriate for people with disabilities.
- Provided the Department of Health and Human Services (HHS) information about what should be included in requirements ensuring provider nondiscrimination.

- Urged HHS to require stronger anti-discrimination language and network adequacy provisions in the health plans sold in the marketplace.

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.

Federal Policy Advocacy

- Met with Special Olympics International regarding community capacity to provide mental/behavioral health services.
- Organized and led meeting of the Friends of the National Center on Birth Defects and Developmental Disabilities (NCBDDD) Advocacy Coalition on strategic planning.
- Provided testimony to the Food and Drug Administration opposing the use of electroshock “therapy” at the Judge Rotenberg Center.
- Submitted comments to SAMHSA on its draft strategic plan for 2015-2018 regarding the need to adequately address the prevention of fetal alcohol spectrum disorders (FASD).
- Supported legislation requiring physical activity guidelines with special attention to persons with disabilities.
- Supported successful enactment of the Autism CARES Act.
- Urged Congress and the Office of Management and Budget (OMB) in support of adequate funding for the Centers for Disease Control and Prevention's (CDC) National Center on Birth Defects and Developmental Disabilities (NCBDD).
- Urged the Centers for Disease Control and Prevention (CDC) to pay greater attention to the public health needs of people with disabilities.

HealthMeet

Attended/Presented/Exhibited at the National Down Syndrome Conference, The Arc's National Convention, DC Partners in Policy Making class, Indiana State Bureau on Developmental Disabilities, The Arc of New Jersey's Mainstreaming Medical Care Conference,

- Awarded Verizon Foundation grant to pilot VGO robotic device at two chapters
- Implemented a survey with 1,000+ caregivers
- Implemented two HealthMatters train-the-trainer course for 8 chapters and 1+C1028 other service provider organizations; implemented HealthMatters evaluation with course participants
- Maintained an active website with new blog articles, research, resources and announcements
- Produced 16 webinars; created fee for service component for archived webinars
- Produced a video describing the HealthMeet program
- Produced articles for Apostrophe and Exceptional Parent magazines and health-related Public Service Announcements
- Produced HealthMeet Year One Technical Report
- Produced two online courses for university students
- Provided technical assistance to selected chapters regarding potential HealthMeet replication to address state Medicaid services
- Provided technical feedback for CDC online guide for health care professionals
- Provided training and technical assistance to chapters to implement health assessments
- Submitted invited proposals to WalMart and WellPoint Foundations
- Submitted proposal to AstraZeneca Foundation
- Supported The University of Illinois-Chicago's Longitudinal Health and Intellectual and Developmental Disability Study

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.

Generally

Federal Policy Advocacy

In 2014, our Engage audience shrank from 33,356 to 30,372, a drop of 2,984 (9%). We expected a decrease (see 2013 strategic framework report) and attribute this decline to an expected rate of unsubscribe when we added several thousand emails in the conversion from the old Capwiz system to the new Engage system at the end of 2013. We expected many of those new recipients, who hadn't opted-in or opted-out, to opt-out once they started receiving emails from us.

- Sent 38 editions of Capitol Insider and 6 national Action Alerts on policy issues.

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.

Chapter Growth & Sustainability

- Hosted state executive conference calls connecting chapters with each other on best practices in transition and the advocacy progress that is happening in their states.
- Provided scholarships for the 2 state executives to participate in NCSL.

Disability Policy Seminar

● In conjunction with Operations, Development and Marketing, and Chapter Organizing and Advocacy, and five partner organizations, conducted the 2014 Disability Policy Seminar in Washington, DC in which over 700 registered participants took part in two days of training and one day of meetings with their Senators, Members of the House, and their staffs on issues of importance to people with I/DD.

Federal Policy Advocacy

● Continued to provide training and technical assistance to state chapters and others on managed long term supports and financial alignment demonstrations for individuals dually eligible for Medicare and Medicaid, including a Texas presentation to advocates and insurers about trends in other states; a presentation to managed care organizations in Virginia about meeting the needs of people with I/DD; a call with state executives of The Arc of Illinois' Executive Committee; and the advocacy committee of the National Association of Councils on Developmental Disabilities; and staff participation in NCE's Summer Leadership Institute, including facilitating a conversation related to managed care, participating in a plenary panel on the new CMS regulations on home and community based settings, and conducting a roundtable on cultivating new Congressional champions.

● Developed the Public Policy Agenda for the 114th Congress, in partnership with four national organizations. In preparation, met with and/or solicited input from State Presidents, State Executive Directors, NCE Steering Committee, the national Board of Directors, chapters, and attendees at the 2014 national convention for 2015-16 Public Policy Agenda.

● In consultation with The Arc of Pennsylvania, provided comments raising concern about several provisions in the state's Section 1115 Medicaid waiver proposal.

● Met with State Presidents, State Executive Directors, and NCE Steering Committee to elicit input for 2015-16 Public Policy Agenda.

- Produced bi-weekly Capitol Insider e-newsletter while Congress was in session; offered bi-monthly public policy calls for chapter leaders; regularly contributed policy content to Fusion and The Arc's e-news.

- Provided numerous webinars including on service changes at Social Security Field Offices, the new HCBS regulation, Section 503 rule pertaining to federal contractors, and updates on public policy issues.

- Provided presentations at the Disability Policy Seminar and The Arc Convention.

- Provided refresher training on the Americans with Disabilities Act for interested state and local chapters.

Provided technical assistance to chapters including state chapters in Illinois and Indiana regarding Medicaid eligibility concerns and interested state chapters on the current state of efforts to cover intensive behavioral supports in the Medicaid program through the Early and Periodic Screening, Diagnostic, and Treatment (EPSDT) requirements.

- Responded to requests for information by chapter leaders on a range of public policy topics and worked with Communications staff to develop talking points on key issues for chapter leaders.

- Revised ACA toolkit to reflect the second enrollment period.

- Updated state-by-state fact sheets highlighting how Medicaid, Medicare, Social Security, and SSI are a lifeline for people with I/DD.

- Wrote National Policy Matters regarding home and community based settings rule.

National Center on Criminal Justice & Disability

- Support chapters of The Arc to provide criminal justice advocacy to people with I/DD and their families via I&R/Technical Assistance service

Public Education, Info & Referral & Media Relations

- Worked with producer and filmmaker of "Children of the Dumping Ground" to establish relationship that led to participation in convention plenary, interview of Peter for final cut of film, and ongoing efforts to form funded partnership to disseminate final film through our chapters with supporting educational materials.

State Policy Advocacy

- Provided information and resources to chapters to assist in state policy advocacy efforts.

Compiled feedback from state chapters to determine how national can best serve them in state policy advocacy efforts moving forward.

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.

Chapter Growth & Sustainability

- Provided The Arc of Arizona with management assistance, with a focus on fundraising, website improvement and the chapter's newsletter

Government Contracts & Grants

- Wrapped up DD Council grant for state operations in Nevada

State Office Operations

- Researched information on struggling chapters and exploring targeted areas for customized

support from the national office

State Office Operations - The Arc DC

- Support The Arc of DC with their consolidation, ensuring the chapter's sustainability and programs continue to provide services to the public

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.

Convention

- Held two sessions focused on diversity during The Arc's 2014 National Convention: Engaging Young Families: Diversity and Early Intervention & Cultural Diversity and Inclusion: Meeting the Needs of a Diverse I/DD Community

Individual Philanthropy

- 24 membership emails sent to all (12 to expired members and 12 to members who are going to expire)
 - Evaluation of lapsed membership list for possible fundraising campaign prospects
 - The creating rationale for a new membership initiative for 2015 – in lieu of other acquisition efforts.
 - Worked with Blackbaud to implement AgeFinder data to aid in our major donor program as well as our Planned Giving efforts
 - Worked with the operations team and marketing team to create a high touch communications plan to sustain our current members and garner new members - result was 2 monthly mailings (listed above) to specific membership lists

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

Autism NOW

- The Autism Now Center support staff with ASD to deliver presentations at local, state, and national events.

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.

National Center on Criminal Justice & Disability

- Including self-advocates to serve as co-trainers within NCCJD's Pathways to Justice training; provide webinar featuring two self-advocates re: victimization issues

NCE, Leadership & Professional Development

- Provided state executives and staff with professional development at SLI and Pre-Convention

Public Education, Info & Referral & Media Relations

- Launched anti-abuse, violence, and bullying campaign with online pledge, social media, and assistance to chapters responding to specific incidents in their community

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

Autism NOW

- The Autism Now Center worked in partnership and contracts with two self-advocacy organizations (ASAN and SABE) to carry out our workplan.

Center on Future Planning

- A representative of SABE serves on the advisory council for the Center for Future Planning.

Disability Policy Seminar

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

Federal Policy Advocacy

- Self-advocacy representation was included in the development of the 2015-2016 Public Policy Agenda for the 114th Congress.

National Council of Self Advocates

- Developed and began implementing a plan to market Activate Here!, a short film about self-advocacy

Position Statements

- Self-advocates participated with the Policy and Positions Committee in revising and updating the Self-Advocacy position statement and worked with the full Committee in the work to finalize and approve revisions to six statements and, with AAIDD member participation, approved 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).

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

Autism NOW

- The Autism Now Center provides training, technical assistance, and authors/co-authors resources for self-advocates, including family members and individuals on the spectrum.

Chapter Growth & Sustainability

- Handled a total of 41 complaints from the public and followed up with chapters on resolving issues related to their services

Diversity and Cultural Competence

- Joined work team to explore the issue of Sexuality within the I/DD community. Provided input on the beginnings of an action plan to determine the role National should play in this initiative

Federal Policy Advocacy

- Participated in video discussion for Autism Now on Medicaid coverage of autism services and worked with Autism Now to create a short ACA video.

National Council of Self Advocates

- Began developing a plan for reviving NCSA
- Held a meeting with self-advocate board members and members of the national staff to discuss and develop a plan for reviving NCSA

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.

Chapter Growth & Sustainability

- Educated board and staff leaders of state and local leaders in the areas of managed care, HCBS implementation, and other state policies to help them engage in advocacy

Diversity and Cultural Competence

- Conducting outreach with individual members of the Board Committee on Diversity (currently spoken to 11 of 23 members).
- Developing agendas and facilitating Board Committee on Diversity meetings (2 meetings)
- Developing follow-up workshop for September Board meeting on diversity and cultural competency
 - Facilitated 2 Board Committee on Diversity meetings. Established teams to complete 5 tasks and keep the work moving forward.
 - Monitored progress of and provided support to task groups of the Board Committee on Diversity. Established guidelines, goals, anticipated outcomes and general tasks to provide a framework for goal accomplishment.
 - Planning workshop for July Board meeting on diversity and cultural competency
 - Presented the benchmarking study of the Arc National Office and the Board to The Board Committee on Diversity and to the National board
 - Supporting facilitation of Board Committee on Diversity meetings (2 meetings)

Federal Policy Advocacy

- Developed and distributed video thanking retiring Members of Congress who have been champions on disability issues.
 - Initiated new Congressional champions effort by developing materials, conducting Hill visits, writing blogs and including the effort in various presentations to chapters and members.
 - Participated in the annual interviews of Joseph P. Kennedy, Jr. Foundation Fellowship applicants. We were delighted that Valerie Williams, The Arc's current Marchand intern, and state and local chapter board member, was chosen for the prestigious Kennedy Fellowship and will spend a year on Capitol Hill.
 - Provided presentations at The Arc Convention and the Disability Policy Seminar.
 - Reviewed and updated The Arc's web information on ACA and open enrollment; developed fact sheet on open enrollment and re-enrollment in the health insurance marketplace which forms the basis for The Arc publications and electronic communication on the issue.

Individual Philanthropy

- Made contacts and had preliminary conversations with Washington Regional Grantmakers and Meyer Foundation on behalf of The Arc of DC – Rick Moyers from Meyer to meet with Peter and Trudy mid December. Need to secure open door with Community Foundation of Greater Washington
 - Provided support and strategy with Nancy to make the Board Leadership campaign a success -

\$57,478.51 exceeding our goal of \$50,000.00

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.

Autism NOW

- The Autism Now Center developed, collaborated with the ASA , and presented a webinar in spanish for spanish speaking families.

Diversity and Cultural Competence

- Conducting outreach with organizations in the I/DD and disability communities (NCIL, TASH, Jubilee, DART, AdvocacyDenver, NACDD)
- Established contact with several diverse social justice organizations to open dialogue around perceptions of disability within their movements.
- Provided input on redefining HealthMeet to address questions raised by CDC
- Represented The Arc at the Eta Phi Beta Grand Boule Merits and Awards Breakfast.

Federal Policy Advocacy

- Met with advocates to improve status of disability rights issues advocacy within the Leadership Conference on Civil and Human Rights and participated in numerous task forces.
- Worked in coalition to urge HHS to release health care enrollment data disaggregated by race, ethnicity, language, and disability.

Government Contracts & Grants

- Submitted Proposal for AIDD Diversity Leadership Institute (unsuccessful)

HealthMeet

- Edited Spanish translation of HealthMeet brochure

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

Autism NOW

- The Autism Now Center regularly announces opportunities for family members and self-advocates to contribute articles for our e-newsletter, Prism, our Employment toolkit, and our blog.

Convention

- Both general sessions during The Arc's 2014 National Convention focused on the stories in our network. Many self-advocates spoke on stage sharing their stories, and our keynote speaker's focus was his family's story.
- During The Arc's 2014 National Convention a new aspect was added to encourage participants to share their story by writing on a wall and expressing "What The Arc Means" to them.

Federal Policy Advocacy

- Held sessions at the Disability Policy Seminar on how to tell your story.
- Participated with the Center for American Progress, Coalition on Human Needs, and the Leadership Conference on Civil and Human Rights on their story telling project.

Individual Philanthropy

- Interviewed three different self advocates and their familie members for their stories to be showcased in our annual appeal letters (April/June/September)

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

Crisis Communications

- Supported The Arc of DC as new strategic partnership was announced, and provided ongoing communications support.
- Supported The Arc of South Bay following their client going missing. The client passed away a week after being found. Served as a resource to the chapter and offered support if there were any media inquiries.
- Supported The Arc South Bay by providing guidance in light of a client going missing. In addition to drafting a statement for them to use if contacted by media, provided brief media training, and offered to be point of contact with media if the situation arose.
- Throughout the year, worked with The Arc of Maryland to stay on top of activities surrounding commission established in wake of Ethan Saylor's death, including drafting a media statement when commission released report
- Worked with The Arc of Delaware on follow up to assault of a person with I/DD, provided talking points on bullying topic for additional media efforts.
- Worked with The Arc of Greater Cleveland to respond to crisis in community of a young man with autism being bullied by his peers. The chapter wanted to respond via the media, so we did media advisory, press release, talking points, and pitching for the
- Worked with The Arc of Indiana to send out joint statement in response to abuse case involving a young woman with I/DD

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.

Federal Policy Advocacy

- Co-led national disability community response to multiple negative media stories on Social Security and SSI.
- Produced Capitol Insider when Congress was in session and regularly contributed to Fusion and The Arc's e-news.
- Represented The Arc to members of the media on numerous policy topics.
- Supported communications staff in developing talking points and speeches for The Arc's leadership.
- Wrote posts for The Arc's blog on an extensive array of policy topics; assisted drafting of press statements. Examples include: DOL companionship rule, ABLE Act, Federal hiring of people with disabilities, Convention on the Rights of Persons with Disabilities, New Congressional champions, Affordable Care Act, Social Security & SSI cost-of-living increase, Senator Tom Harkin's final hearing, Autism CARES Act, Social Security Trustees Annual Report, Workforce Innovation Opportunity Act, U.S. Supreme Court Decision in Hall v. Florida, clemency appeal for Robert Campbell, Stop Child Abuse in Residential Programs for Teens Act, Executive Order raising the minimum wage to \$10.10 an hour for federal contract workers, and Keeping All Students Safe Act.

Government Contracts & Grants

- Co-authored article on family support for AAIDD journal

PBATS PLAY

● This PBATS PLAY event gave chapters, national staff and members of The Arc's board the opportunity to educate MLB staff, trainers and players, and the media in attendance, about our mission and what individuals with I/DD can achieve. The program gave opportunities to create longer term relationships, educate about accessibility, and show them what inclusion truly is.

Public Education, Info & Referral & Media Relations

- generated media hits in U.S. News and World Report, Hollywood Reporter, The Guardian, and Disability Scoop with joint press release with UCP on Wolf of Wall Street offensive language
- In 2014, our Facebook grew from 14,962 to 18,740, an increase of 3,778 (25%).
- In 2014, our Twitter grew from 8,302 to 10,737, an increase of 2,435 (29%).
- Launched anti-abuse, violence, and bullying campaign with online pledge, social media, and assistance to chapters responding to specific incidents in their community
- Pitched movie Menschen to media and parent bloggers, garnering several blog posts and creating new relationships with bloggers that will benefit The Arc in long run
- Worked with Comcast/NBCUniversal to promote The Arc's 2014 public service announcement which aired with \$1 million in in-kind support from Comcast/NBCUniversal and create new public service announcement for 2015.

Worked with media to influence, shape, and/or include The Arc's name in at least 43 media hits in 2014 in outlets ranging from the Washington Post, CBS News This Morning, Daily Beast, the Associated Press, New York Times, NBC Nightly News, Today.com, USA Today, Huffington Post, Legal Times, the Chicago Sun Times, MLB.com, and others

- Worked with the policy staff and NCCJD staff to follow and be a resource to the media on death penalty cases, including the Robert Campbell case in Texas and the landmark Supreme Court decision in Hall v. Florida

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.

Generally

Diversity and Cultural Competence

- Collaborating with peers in Chapter and Leadership Development to build a cohesive team, identify goals and ensure cultural diversity is integrated into our work with Chapter executives and staff.
- Finalized workplan for Diversity and Cultural Competence Initiative
- Finalizing workplan for Diversity and Cultural Competence Initiative
- Ongoing collaboration with peers in Chapter and Leadership Development to build a cohesive team, identify goals and ensure cultural diversity is integrated into our work with Chapter executives and staff.

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.

Center on Future Planning

- We formed a chapter working group for the Center for Future Planning to advise the Center on the development of resources and training to enable chapters to deliver future planning services. The chapter working group met twice in 2014 and will continue to meet quarterly.

Corporate & Foundation, Project Support

- Applied for \$85,000 in funding for Tech Toolbox and Digital Literacy Program from CEA Foundation

Diversity and Cultural Competence

- Conducting outreach with several chapters of The Arc for dialogue and feedback (New Mexico, Quad Cities Area, St. Louis, Baltimore, Frederick County, Tennessee).
- Created content for inclusion of the Diversity & Cultural Competency initiative on The Arc website
- Drafting content for inclusion of the Diversity & Cultural Competency initiative on The Arc website

Employment and Transition

- CareerBuilder: Completed the user's guide and supplemental resources for chapters. SouthSTAR used resources and adjustments were made.
- Conducted 3rd Employment PLC webinar
- Other: Presented national employment initiatives at The Arc National Convention
- Worked with Phoung to complete first draft of the STC whitepaper
- Worked with Phuong to start first draft of the STC program white paper.

eExplore eRecycling

- Conducted 3rd Employment PLC webinar
- Worked with Chapter Excellence on 4th PLC webinar
- Worked with Chapter Excellence to conduct the first two Peer Learning Community webinars.

- Worked with Chapter Excellence to finalized Peer Learning Committee (PLC) schedule and training topics.
- Worked with Chapter Excellence to recruit speakers for Peer Learning Community webinars.

FASD Prevention

- Contracted with 5 national partners (Association of American Indian Affairs, Association of Reproductive Health Professionals, Association of Womens Health, Obstetric and Neonatal Nurses, National Association of County and City Health Officials, and Montefiore Medical Center) ; engaged 6 federal departments (HRSA, CDC, SAMHSA, IHS, NIAAA and NIH) and engaged 3 national partners (CDC CHOICES Grantees, American Academy of Pediatrics, FASD State Coordinators) to carry out the FASD Prevention Project
- Implemented a health care providers/professional needs assessment
- Presented needs assessment findings at the December Interagency Coordinating Committee on FASD meeting

Federal Policy Advocacy

- Presented to NCE Summer Leadership regarding the new Home and Community Based Services regulations and the implications for services systems.

Individual Philanthropy

- Create cultivation strategy for Wings participants including drafting of 7 emails and one paper letter. Offering guidance on improvements to their webpages and participant survey

NCE, Leadership & Professional Development

- Attended training on The Standards for Excellence, a program that advances nonprofit best practices, and organize and maintain resources from The Standards for Excellence on The Arc's website

Public Education, Info & Referral & Media Relations

- Sent 43 press releases to the media in 2014; 3 of which were in collaboration with a chapter on a specific issue, 4 were for a chapter hosting a Wings for Autism event, and 12 were for chapters attending PBATS events.

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.

Diversity and Cultural Competence

- Completed literature review and review of current tools for assessing cultural competency in organizations; developing assessment for distribution in 4th Qtr.
- Completing questions for the Chapter Assessment; developing the questionnaire and preparing the database for data collection
- Conducted a benchmarking study of The Arc National Office including information on the diversity breakdown of staff and our board. Presented to results to staff. Follow-up survey planned to ensure accuracy of demographic reporting of staff.
- Conducted a demographic survey for the Committee on Diversity; several tactics for improving diversity of committee were identified
- Developed a timeline and a communication plan for implementation of the Cultural Diversity Survey to our chapter network.

- Obtained feedback from the Board Committee and several stakeholders on the Cultural Diversity Survey - Chapter Assessment to be launched early 1st Qtr 2015.
- Proposal submitted to AIDD for development of a Diversity Leadership Institute
- Proposal submitted to AIDD for development of an assessment of The Arc's cultural competence

Government Contracts & Grants

- Assisted with planning and fundraising for National Goals Conference

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.

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.

Center on Future Planning

- Through sessions presented at The Arc's National Convention and monthly webinars, the Center for Future Planning began providing training on best practices in future planning to chapter staff and others.

Chapter Growth & Sustainability

- Developed a chapter growth and sustainability plan to expand chapter affiliation across the network; support the development of mergers to conserve resources and advance the mission of The Arc

Convention

- This year The Arc's National Convention was restructured to focus on our chapters more and their professional development needs. The structure of event focused on providing more opportunities for executives to network, connect and share best practices with each other.

Diversity and Cultural Competence

Facilitated 2 workshops for 2014 National Conference on diversity and cultural competency and engaging young families in early intervention. Participated in several opportunities to talk about diversity and The Arc and what the initiative can do for Chapters.

- Facilitated workshop for 2014 NCE Leadership Conference on diversity and cultural competency in I/DD organizations
- Planning several workshops for The 2014 Arc Convention
- Planning workshop for 2014 NCE Leadership Conference on diversity and cultural competency in I/DD organizations
- Presented the results of the follow-up self-assessment demographic survey to national office staff. Identified several recommendations and preparing to move forward on steps to assess the cultural competence of National Office.

Employment and Transition

- CareerBuilder - Presented with CareerBuidler on national partnership at the annual NCE Conference

- Conducted 3rd Employment PLC webinar
- Other: Presented national employment initiatives at The Arc National Convention
- Provided T/A to all 5 sub-grantees
- Provided technical assistantce to all STC sub-grantees.
- Supported Chapter Excellence team to develop and finalize topics for Peer Learning

Community.

eXplore eRecycling

- Managed relationships and provided technical assistance to all three sub-grantee chapters.
- Other: Presented the eXplore eRecycling initiative at The Arc National Convention
- Provided T/A to all 5 sub-grantees
- Worked with Chapter Excellence on 4th PLC webinar
- Worked with Chapter Excellence to conduct the first two Peer Learning Community webinars.
- Worked with Chapter Excellence to finalized Peer Learning Committee (PLC) schedule and training topics.

- Worked with Chapter Excellence to recruit speakers for Peer Learning Community webinars.

FASD Prevention

- Advertised FASD Prevention Project resources in online medical journals, distributed press resleases, letters to the editor, blog posts, online newsletters, and Facebook and Twitter posts
- Attended/Exhibited/Presented at the ARHP National conference, The Arc's National Convention and the Aberdeen Area Community Health Representatives (Indian Health Service) to promote FASD Prevention Project goals, resources and opportunities

- Awarded \$2,000 mini-grants to 12 chapters of The Arc (AL, IL, KY, LA, MI, MN, MO, NJ, PA, SC, UT, and WV)

- Created and implemented Certified Medical and Nursing Education credit online course for physicians and nurses

- Created FASD Prevention Project website
- Disseminated information on Alcohol Awareness Month and FASD International Awareness

Day

- Produced 8 webinars, 6 You Tube videos and 1 peer-learning community
- Produced FASD Prevention Project toolkit with resources for health care professionals and providers

Individual Philanthropy

- Prepared and recorded an hour fundraising 101 presentation for The Arc's Connection series titled "Fundraising - Building a Strong Foundation".

- Presentation to state board leaders about how development can assist them

NCE, Leadership & Professional Development

- Worked with team to develop and implent a plan to add value to NCE membership through The Arc Connection & Special Interest Groups

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

Corporate & Foundation, Project Support

- Worked toward final agreement with CareerBuilder to improve access to online resume builder and job applications

Diversity and Cultural Competence

- With the Board Committee's support created an organizational imperative for diversity for The Arc and identified 8 key messages that highlight our commitment to diversity. These key messages will be used in communications surrounding the initiative, but can also be used in any context surrounding the work of The Arc.

Individual Philanthropy

- Follow up Fusion article encouraging chapters to donate to chapter ask
- Sent Chapter Ask Follow Up Post Cards to all chapters that had not donated to the chapter ask letter

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.

Autism NOW

- The Autism Now Center provided opportunities for participation and interaction in our webinars, by authoring articles in our e-newsletter Prism, and by writing blogs.

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.

Generally

Brand Management

- Discussion of inappropriate use of The Arc's national brand in Tennessee (by a local chapter for thrift store)

Corporate & Foundation, Project Support

- Ongoing prospect research for new corporate, foundation, and federal partners for The Arc's projects

Corporate & Foundation, Unrestricted Support

- Ongoing research for prospects that can continue to grow The Arc's unrestricted funding

Group Buying Programs

- PurchasingPoint program Q3 report indicates growth in both # of chapters participating as well as overall sales.

Human Resources

- Provided HR Support

Individual Philanthropy

- Carol Wheeler (member of National Board) interviewed for an article inserted in issue of Chronicle of Philanthropy promoting The Arc and individual giving
- Chapter Ask drafted copy and creative with marketing team. Appeal was sent to 569 chapters garnering \$36,200 against our \$40,080 revenue goal
- Establish parlor meetings - Colorado and DC collaborating with the local chapter
- Parlor Meeting in Washington, DC at home of Carol and Tom Wheeler – 25 prospective donor attendees, including pre and post coordination of event research and strategy

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.

Brand Management

- 26 chapters have signed the full license to adopt The Arc's brand
- 7 branded chapter purchased additional artwork (name changes/foundation or other operational identities)
- 9 chapters have signed the affiliate license to adopt The Arc's brand
- Assisted chapters with technical/graphic design support
- Branded 7 additional brochures/guides for Planned Giving chapters
- Collected feedback from convention attendees on what items they would like to see at The Arc store
- Collected feedback on Design Online from 13 users through survey
- Completed 2 year process of redistributing chapter logos to reflect registered trademark status

- Completed a direct mail campaign to both licensed chapters (with supplemental implementation resources) and unlicensed chapters (with an invitation to brand); experienced increased calls and emails about licensing and implementation
 - Conducted brand orientation sessions with new staff and interns as well as continued brand education at staff meeting; received positive feedback from staff
 - Conducted brand session focused on implementation at Convention
 - Coordinated with Feng, Solomon, and Thuba to update rebranded chapter names in RE and FE to reflect "The Arc"
 - Created a presentation on the benefits of The Arc's brand; uploaded presentation to branding section
 - Created a shout-out section in Fusion for chapters with brand excellence
 - Created catalog and coupon around The Arc Store which received a lot of attention and increased sales
 - Created outreach communications to unlicensed chapters (including an email directed at NYSARC chapters) to encourage licensing ahead of the launch of new Comcast PSAs
- Created specialized branding guidelines for staff, added branding resources to Staff Resources page and created a plan for an ongoing "new employee onboarding" and "continuing" education program to help a rapidly growing staff effectively use The Arc's brand
 - Created supplemental Visual Identity Guidelines pages for branded chapters to help eliminate some frequent branding mistakes not covered in the original guidelines
 - Deactivated Design Online and conducted research for a public-facing storefront
 - Developed a protocol for staff for sublicensing national partners to use The Arc's brand
 - Managed The Arc store at convention - most successful revenues for past 5 years
 - Met with Charles Huber (ED of The Arc of Texas) to discuss how to get TX chapters to rebrand
 - Met with Mohan Mehra & Rob Baiocco in NY - discussion of due diligence for production of new PSA's to move rebrand forward and gain much needed intel on Ad Council (don't recommend we proceed)
 - Ordered new inventory for The Arc Store
 - Presented a webinar requested by a coalition of NYSARC chapters - 8 chapters attended
 - Promoted padfolios and chargers in Fusion for the holiday season and made \$1600
 - Researched new creative concept for traveling exhibit for The Arc and created strategy for accommodating new and changing programs in the exhibition format while reinforcing The Arc's brand.
 - Reviewed Planned Giving Bequest Materials to make sure they were brand compliant
 - Sent email to Louisiana Chapters encouraging them to rebrand before convention - 1 Louisiana chapter rebranded
 - Started preliminary wire framing content for The Arc PSA web page
 - Supported production of The Arc PSA, including securing talent, additional crew, and purchasing materials for completion of the project.
 - Surveyed unlicensed chapters for information about barriers to brand adoption
 - Updated The Arc's General Brochure
 - Upgraded photo library resource for chapters (included working with The Arc of Baltimore to license a more diverse set of photos).
 - Worked with graphic designer to create requested chapter templates (newsletters, brochure, flyers)
 - Worked with Thuba and Ilyse to strategize an effective way of onboarding newly affiliated chapters and transitioning them into The Arc's national brand

- Worked with Thuba to consolidate chapter infringement list in one place

Chapter Major Donor & Planned Giving

- After the national office launched its branded Gift Legacy webpages in September, the national office staff assisted 12 of the 16 Gift Charity chapters to brand and launch their portal pages and a limited number of downloadable planned giving publications by December.

Convention

- Session during The Arc's 2014 National Convention - Overcoming Challenges: How to Make the Brand Work for You

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.

Federal Policy Advocacy

- Public Policy staff shared their expertise by presenting at a number of national, state, and other forums, including the following hosted by: the Government Accountability Office; NADD (an association for persons with developmental disabilities and mental health needs); The National PLAN Alliance; The Coleman Institute Conference on Cognitive Disability and Technology; National Association of Area Agencies on Aging; Institute of Medicine Committee to Evaluate the SSI Disability Program for Children with Mental Disorders; the SSDI advisory body of the Bipartisan Policy Center; National Academy of Social Insurance; Center for American Progress; National Senior Citizens Law Center; and several briefings on Capitol Hill including briefings sponsored by the Strengthen Social Security Coalition, Latinos for a Secure Retirement; and Community College Consortium on Autism and Intellectual Disabilities.

- Staff co-chaired the SSI Coalition for Children & Families.

- Staff represented disability community interests on the American Bar Association Commission on Law and Aging, the Social Security Advocates Group, the Coalition on Human Needs, the Coalition for Housing and Community Development Funding, the Department of Housing and Urban Development Disability Task Force, the Leadership Conference on Human and Civil Rights (LCCHR) Fair Housing Task Force, the SourceAmerica National Nonprofit Agency (NNA) Public Policy Group, the Work Opportunity Tax Credit Coalition, the LCCHR Economic Security Task Force, the Disability and Aging Collaborative (long term services and supports), 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.

- Staff represented The Arc at the following additional national, state, and other meetings: World Congress on Adult Guardianship; Disability Rights Leadership Institute on Bioethics; Institute of Medicine meeting regarding the Supplemental Security Income program for children; and White House forum on disability and LGBT issues.

- Staff 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, NADD public policy committee, Advisory Steering Committee of the Long Term Quality Alliance, and the steering committee of the Strengthen Social Security Campaign.

- Staff served on the Board of Directors of Consortium for Citizens with Disabilities 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 served on the Boards of Directors of Advance CLASS, the National Academy of Social Insurance, and the Quality Trust.

Marketing

- Copy edited article submitted to Apostrophe magazine
- Created and launched marketing plan for the sales of HealthMeet and Autism NOW webinar archives
- Created Center for Future Planning ad for inclusion in Apostrophe
- Created public-facing marketing campaign for Autism Awareness Month (to be launched April 1) which includes chapter of The Arc/Autism NOW partner toolkit resource (launched March 1), ads in April issues of Disability Scoop E-Newsletter (16,000 readers) and Apostrophe (32,000 readers).
- Created public-facing marketing campaign for Developmental Disabilities Awareness Month (Launched March 1)
- Placed articles in the February and April editions of Exceptional Parent digital magazine (approximately 500,000 readers per issue promoting HealthMeet and Autism NOW respectively)
- Prepared and fulfilled materials Ann Cameron requested for participating in the Coleman Institute on Cognitive Disabilities Conference
- proofed, edited and submitted articles for E-News & Empower; coordinated with Communications team to create graphic for Empower
- Renegotiated trade agreement with Apostrophe Magazine (2014) for continued exposure in each issue (approximately 32,000 readers) along with a new plan to offer a revenue-sharing opportunity to chapters (Apostrophe will give chapters \$5 of every \$20 subscription sold with a unique subscription code chapters can promote).
- Supported the marketing of two new webinar series (NCCJD, FASD Prevention) and the ongoing HealthMeet and Autism NOW series. Working to create an overall marketing strategy for The Arc's burgeoning initiative to promote its intellectual property/expertise via Webinars
- Wrote and placed articles and created and placed advertising in the January and April editions of Apostrophe Magazine promoting HealthMeet, Entrepreneur Alley booth sales, Convention, Alcohol Awareness Month, the National Center on Criminal Justice & Disability and the Disability Policy Seminar (approximately 32,000 readers per issue)

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

Chapter Major Donor & Planned Giving

- After the national office launched it's branded Gift Legacy webpages in September, the national office staff assisted 12 of the 16 Gift Charity chapters to brand and launch their portal pages and a limited number of downloadable planned giving publications by December.
- Between August and November negotiated and marketed a significant savings that benefited 30 chapters wishing to utilize Wealth Engine for donor screening.
- Conducted the second face-to-face meeting of the pilot work group during the National Convention in New Orleans.

- Created the initial plans and began recruiting chapters of various sizes from around the country in the second quarter of 2014.

Crescendo offers a more limited service called Gift Charity, which provides the chapter with a portal page that connects to the national office Gift Legacy webpages to educate their donors about gift options. Sixteen chapters signed up for this level of service.

- Identified and accepted the first 24 chapters into the Planned Giving Pilot Project by May.
- Sent out an RFP to 7 planned giving vendors to identify a marketing partner to support and work with the pilot work group.
- The first face-to-face meeting of the work group took place in July in conjunction with the NCE Summer Leadership Institute.
- Using funds from a bequest, a planned giving expert was identified and hired in March to create a planned giving program that could be adapted to various state and local chapters.
- Working with the planned giving pilot group members, in June we jointly selected a marketing vendor (Crescendo Interactive) that met our differing financial capabilities, with a significant cost savings due to the number of chapters signing on.

Corporate & Foundation, Unrestricted Support

- Designed pricing structure and began rollout of grant writing services for Chapters of The Arc

Endorsed Vendor Programs

- Partnership with SEFCU to offer new property & casualty insurance program through Nationwide.

Individual Philanthropy

- Aided The Arc of TN in promotion of Car Donation Program
- Authored and executed a mailing of over 650 letters promoting the MLM Fund for The Arc of DC
- Encouraged Board, chapter leaders and special groups to participation in Giving Tuesday Campaign
- Presentation to state board leaders about how development can assist them
- Promoted car program through advertising, our website and Google AdWords. The program raised \$31,148.97, the most since the programs inception

Marketing

- Created template for Program Buck slips for Development
- Designed eBanner for Planned Giving
- Designed EOY campaign elements
- Designed graphics for #GivingTuesday
- Designed the Chapter Ask Postcard and contributed to content
- Produced the inaugural Secure newsletter for Planned Giving
- Recruited four new chapters to participate in the Car Donation Program (more than 190 chapters now participating)
- Wrote social media posts for Giving Tuesday and EOY 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.

Chapter Growth & Sustainability

- Researched information and explored the possibility of promoting The Arc of Blackstone Valley from a local to state chapter

Finance

- 9 Hardship Applications have been reviewed - 8 applications were approved, and 1 application was rejected.
 - \$2.13 mil (89.11% of the total invoice) payment received as of 6/30/2014
 - 20 State Charitable Registrations due on 5/15 and 6/30 had been completed as of 6/30/2014
 - 556 Invoices created and sent in early Jan with a total of \$2.37 mil (completed 96.95% of the total budget \$ 2.45 mil); \$1.34 mil (56.46% of the total invoice) payment received as of 2/28
 - 8 State Charitable Registrations due on have been completed
 - Annual closing ended on 2/21, it was one week earlier than last year closing date
 - Annual field audit conducted smoothly for one week ended on 2/28. will receive clean audit report
- Coordinated with auditors for pending items during the field audit and a clean Audited Financial Report 2013 was received on 4/5/2014
 - Finalized 2015 group invoice template batch which includes NCE invoice
 - Finalized grant year closing for NCCJD Y1, FASD Y1, HealthMeet Y2, and AutismNow Y3; made sure that the financial reports were submitted on time.
 - Negotiated with Blackbaud for NetCommunity email charges and signed 3 year contract
 - Prepared 990 form 2013 checklist; responded to various questions from auditors. 990 form 2013 was received on 5/2/2014 as planned
 - Provided ATT grant financial report
 - Provided CCD budget for The Arc portion
 - Provided FASD grant carry over budget
 - Provided supports to the convention planning and onsite activities . Registered with LA state and New Orleans city; provided credit card processing training; managed the whole event's cash and credit card payments
 - Review chapter's hardship application and affiliation fee outstanding
 - Updated new budget template; worked with team leaders for Budget Planning 2015; combined 22 team leaders' budgets to master budget; provided budgets for overhead and grant indirect & allocation expenses
 - Worked with departments on Mid-Year Budget Projections and converted all department data into orginzation's projection

State Office Operations - The Arc DC

- Followed up with SourceAmerica for NIMH contract renewal
- Medicaid Account Receivable Identification
- Provided Annual Certification Form 404 to SourceAmerica
- Provided The Arc of DC Financial Report and Cash Report
- Renewed NIH-NLM for 6 months contract and NIH-NIAMS for 1 year contract

- Working on the Arc of DC projects, caught up all the monthly billings and payments, prepared creditor list and helped with 2 renewal contracts.

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.

Chapter Major Donor & Planned Giving

- Between October and December the national office sent out 2 planned giving e-Newsletters to over 1,600 donors each and 2 e-blasts were sent out in late fall to promote year-end giving.
- Crescendo offers a full service Gift Legacy Program for chapters that could afford their own planned giving webpages and fully branded materials. Eight chapters and the national office purchased this level of service.
- The planned giving newsletter Secure was mailed out along with Empower in December (165,000) - focused on educating the entire network of The Arc (all levels) about Planned Giving.

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

Center on Future Planning

- We created an advisory council for the Center for Future Planning that includes 19 thought leaders on future planning research, aging, disability, and caregiver issues and policy leaders dedicated to serving families around the country. The advisory council met twice in 2014 and will continue to meet quarterly.

Corporate & Foundation, Project Support

- Advancing relationship with Calamari Productions around Children of the Dumping Ground film
- Began working on Center for Future Planning provider resource database with CFP team (develop revenues from prospective vendors)
- Made contact and began developing relationship with Ruderman Foundation
- Made contact with and cultivated relationship with Doug Flutie Jr. Foundation (led to funding)
- Restarted relationship with Mitsubishi Electric America Foundation, eventually leading to funding.

Corporate & Foundation, Unrestricted Support

- Completed reports and proposal for continued general operating support from Anonymous Donor
- Continued to develop relationship with the Bauman Foundation, including renewal of support
- Made contact with and cultivated relationship with Kresge Foundation, leading to invitation to submit LOI for GOS.

Government Contracts & Grants

- Assisted with planning for National Goals conference
- Assisted with planning, and participated in, Coleman Conference on technology
- Continued close and productive relationships with university partners including UIC, U.Wisconsin-Madison, U.Minnesota, and U.Mass-Boston.
- Continued to seek opportunities to work with federal agencies on grant projects including

AIDD, HRSA, CDC, DOL and DOE

- Held meeting with AIDD Commissioner and staff about victimization, abuse and bullying of people with I/DD

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

Corporate & Foundation, Project Support

- Attended MetLife Special Needs Planners Conference
- Continued relationship building with corporate prospects for project funding including Microsoft, Samsung, IBM, Yahoo!, Expedia, AstraZeneca, Caterpillar Financial, Bridgestone, AAAE, Smart911, and others.
- Continued relationship cultivation with Verizon Foundation (Jack McArtney); provided input on strategic planning, research notes on I/DD and technology
- Continued to work closely with Comcast and Comcast Foundation; attended convention, other meetings.
- Cultivated relationship with Merrill Friedman, VP Advocacy of Anthem (Wellpoint/Amerigroup) invited to submit proposal. (HealthMeet)
- Made contact and submitted concept paper to Northwestern Mutual Foundation for possible future project support.
- Made contact with and cultivated CEA and CEA Foundation, including guest blogs; led to proposal.
- Presented at Bloomberg employee wellness event

Corporate & Foundation, Unrestricted Support

- Began laying groundwork for The Arc to advise financial services providers on implications of the ABLE Act
- Continued cultivation of corporate sponsors and members, including Graystone, Hyrell, MediSked, Relias Learning, and others.
- Developed partnership with CareerBuilder through meetings, SouthStar Services pilot project, webinar presentation, and conference.
- Participated in successful MetLife social media giving campaign
- Renewed partnership with Special Needs Alliance, including funding, guest blog posts and information sharing

Employment and Transition

- CareerBuilder - Participated in CareerBuilder webinar to introduce 503 services to CareerBuilder clients
- CareerBuilder - Worked with Trudy on MOU and contract with CareerBuilder for CareerServices tool partnership
- DLA Piper - Made a connection with DLA attorney in Northern Virginia to see if hiring in this area is a possibility
- DLA Piper - Working with DLA Piper to connect with their vendor for possible job opportunities
- DLA Piper - Working with DLA Piper to identify possible jobs within company
- DLA Piper: Work with SouthSTAR to try to place an intern at DLA Piper's Chicago office.
- Had call with SAP to elicit employer feedback on the TalentScout toolkit.

- Had meeting with web development team on the to plan for the new Arc@Work web pages.
- Initiated process to work with Jonathan for the employment initiatives from The Arc and begin to frame it all under the broader title: The Arc@Work
- Other: Worked with Abe on digital strategy for The Arc @ Work brand and marketing 503 consultanting services to businesses
- Other: Worked with marketing team on one pagers for employment programs
- Other: Worked with web team on employment services redesign
- Specialisterne - Had meeting at HQ with Thorkil to disucss business planning and up-coming opportunities
- Specialisterne - Worked on business planning
- Specialisterne: Conducted site visit to AHRC's Specialisterne training program.
- Specialisterne: set up pilot program in Philadelphia, PA and worked with Specialisterne to get pilot running in San Francisco,CA.
- Specialisterne: Supported wit the writing of the Bank of America grant proposal.

Individual Philanthropy

- Attended BBB Giving Wise Alliance Stakeholders Meeting
- Managed all logistics for sponsors of convention including an exhibit space and sponsorship breakfast
- Submitted and received MetLife Volunteer Ventures Grant (\$1,000) for Kelly Piacenti

Marketing

- Designed TalentScout for Autism NOW
- Launched strategy with support of Peter and Jonathan to get critical input from prospective purchasers of TalentScout (Comcast, FCC, SAP, Towers Watson) and gain their endorsement before we begin sales and promotion to a market segment we have never sold to before

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.

Center on Future Planning

- Through sessions presented at The Arc's National Convention and monthly webinars, the Center for Future Planning began providing training on best practices in future planning to chapter staff and others.

Chapter Growth & Sustainability

- Worked with team to develop and implement a plan to add value to NCE membership through The Arc Connection & Special Interest Groups

Chapter Major Donor & Planned Giving

- Delivered 4 educational webinars on planned giving, covering everything from the value of having a program, to the basics for creating a program, to one on specific gift options.
- Met with state chapter executives at the DPS meeting and again at the NCE Summer Leadership Institute to discuss how a small planned giving program might fit with limited local resources.

- Organized two in-person meetings and multiple conference calls for members of the pilot work group to discuss the basics of launching an effective planned giving program.

Employment and Transition

- CareerBuilder - Presented with CareerBuidler on national partnership at the annual NCE Conference
- Conducted 3rd Employment PLC webinar
- Supported Chapter Excellence team to develop and finalize topics for Peer Learning Community.

eXplore eRecycling

- Worked with Chapter Excellence on 4th PLC webinar
- Worked with Chapter Excellence to conduct the first two Peer Learning Community webinars.
- Worked with Chapter Excellence to finalized Peer Learning Committee (PLC) schedule and training topics.
- Worked with Chapter Excellence to recruit speakers for Peer Learning Community webinars.

Fusion

- Wrote and edited content for bimonthly Fusion enewsletter

Marketing

- Collected feedback from national and chapters staff of For Chapters section
- Created PowerPoint template for The Arc Connection
- Reorganized the content and hierarchy in preparation for the redesign of For Chapters
- Revised and edited content for What Does the National Office Do? one-pager (used at major donor parlor meetings)

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.

Diversity and Cultural Competence

- Facilitated workshop for July Board meeting on diversity and cultural competency
- Facilitated workshop for October Board meeting on diversity and cultural competency and the role of the board

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

Autism NOW

- Autism Now Facebook likes EOY = 67, 427
- Autism Now Twitter followers EOY = 1,708
- Autism Now website pages views = 434, 034
- Posted 84 resources over the year, recorded and produced 14 new Autism Now videos, added new fact sheets, and began to redesign the front page of the website.

Center on Future Planning

- The Center for Future Planning has integrated social media into its outreach plan to introduce the concept of future planning to the public. In addition to using The Arc's social media channels to promote the Center, we shared sample social media posts with chapters of The Arc and other partners.

Chapter Major Donor & Planned Giving

- By the end of the year, 8 of the 9 Gift Legacy organizations had launched their planned giving webpages, which are seamlessly linked to the chapter's website.
- Crescendo offers a full service Gift Legacy Program for chapters that could afford their own planned giving webpages and fully branded materials. Eight chapters and the national office purchased this level of service.
- Crescendo offers a more limited service called Gift Charity, which provides the chapter with a portal page that connects to the national office Gift Legacy webpages to educate their donors about gift options. Sixteen chapters signed up for this level of service.

Convention

- This year's restructure of The Arc's National Convention included an emphasis on social media and technology for networking. Use of a new online program "Sched" allowed participants to connect before the event, learn more about speakers, and better network using social media/technology.

Digital Literacy

- Launched the Tech Toolbox, an online platform to spread technology for more effective delivery of services to people with I/DD.

Endorsed Vendor Programs

- Launch program for chapters to purchase WebEx Enterprise Licenses.

Headquarters Operations

- Launched Online Membership Processing Portal - Tool for all chapters to submit and manage membership data.

Individual Philanthropy

- 6 Fundraising emails sent (Jan/Feb/March/April/August/September)

As a result of our online evaluation project the following improvements were made including but not limited to cleaning up of the donation page, tightening of language on the "ways to give" page, implementation of analytical tracking on the back end for future testing and the application of industry best practices.

- Coordinated end of year CapWiz email with Marty and Kristen. This email went out to 14,804 recipients
- Created and implemented The Arc's first #GivingTuesday campaign on Facebook and Twitter
- Executed an evaluation of our online fundraising strategy, including prepared and presented a detailed presentation on a number of proposed improvements that should be made.
- Worked with Kevin to create tracking on all elements with a donation button or link

Marketing

- Created and executed Developmental Disabilities Awareness Month media & marketing toolkit resource for Chapters which generated 487 unique page views on toolkit landing page between end of January and first of March.

Public Education, Info & Referral & Media Relations

- In 2014, our Facebook grew from 14,962 to 18,740, an increase of 3,778 (25%).
- In 2014, our Twitter grew from 8,302 to 10,737, an increase of 2,435 (29%).