I wanted to thank everyone for the honor of chairing The National Conference of Executives of The Arc (NCE) and to reflect on its achievements over the course of 2017 – 2018. With more than 1,200 members, NCE remains committed to fostering an inclusive, collaborative, and culturally responsive environment throughout The Arc’s chapter network. Below are a few highlights of this year’s annual report:

• Summer Leadership Institute (SLI) landed in historic Philadelphia and over 200 attendees from chapters of The Arc, other disability organizations, government, and education sectors gathered to share best practices and provoke thoughtful discussion about the current and future issues impacting the people we support and how we best address them.

• Professional Development Seminar (PDS) challenged people to become more aware of unconscious bias and how it can impact the culture of our organizations and the way we deliver supports.

• The Silent Auction continued expanding its reach by taking full advantage of the on-line bidding process; all funds raised go to scholarships for Executives and Next Generation Leaders to attend SLI or PDS.

• The NCE Awards Luncheon at The Arc’s National Convention celebrated amazing leaders (both past and present) within The Arc network.

• The NCE Scholarship Committee awarded 17 scholarships for leaders to attend SLI or PDS.

• “Think Tanks” on a variety of topics including innovative housing, employment, education advocacy, choice, and inclusion are shaping future programs of The Arc.

• NCE “Google groups” continue to offer a communication tool across state and local chapters to share knowledge, tackle tough questions, and support each other in our work.

NCE has solidified itself as the “professional development arm” of The Arc and continues working collaboratively with the national office to ensure that the human and civil rights of people with I/DD are protected. As we usher in 2019, the newly elected Steering Committee members will continue NCE’s efforts to provide quality professional development and networking opportunities for leaders within The Arc’s network. As the outgoing Chair, it has been an honor and privilege getting to know so many talented colleagues across the country. The depth and breadth of knowledge within The Arc’s network is truly phenomenal!

Many thanks to my super-supportive Vice-Chairs Karen Shoemaker and Chris Stewart for their thoughtful guidance, to the other NCE Steering Committee members for so generously sharing their knowledge and time, and for the ongoing administrative support of The Arc national office staff including Peter Berns, Dawn Cooper, Abby Owusu and others. It has often been said that keeping the NCE Steering Committee organized is a little like “herding cats” and they do a magnificent job! Lastly, thank you to the board members of The Arc for seeing the value of NCE and supporting its activities.

The future of people with I/DD is filled with uncertainty. Many of the gains in health care, employment, education and accessibility have been threatened. Now more than ever, there is strength in numbers. There is strength in a collective voice. I urge you to become involved in NCE if you are not already, and if you are involved, support your staff to do the same. NCE is a great vehicle for our network to increase its policy influence, to increase the spread of best practices in the field, and to ensure that the human and civil rights of people with I/DD are not forgotten. NCE needs you. The Arc needs you. #JoinOurFight today!

Sincerely,

Carrie Hobbs Guiden
Chair, NCE Steering Committee | 2017-2018
The National Conference of Executives of The Arc (NCE) is a dynamic peer membership organization of Executive Directors and Management staff. NCE creates opportunities for exchanging ideas, provides training essential in professional development, and offers support and mentoring for successful leadership. Members work collaboratively to better serve their organizations and their constituents. Learn more at thearc.org/nce.

NCE STEERING COMMITTEE – 2017-2018

CHAIR: 
Carrie Hobbs Guiden, Executive Director, 
The Arc of Tennessee, TN

1ST VICE CHAIR: 
Karen Shoemaker, Executive Director, 
The Arc of Lehigh and Northampton Counties, PA

2ND VICE CHAIR: 
Chris Stewart, President/CEO, 
The Arc of Central Alabama, AL

IMMEDIATE PAST PRESIDENT: 
Tim Hornbecker, Director of Business and Resource Development, 
The Arc of Alameda County, CA

REGIONAL REPRESENTATIVE 1: 
John Nash, Executive Director, 
The Arc of North Carolina, NC

REGIONAL REPRESENTATIVE 2: 
Kathleen Stauffer, Executive Director, 
The Arc of New London County, CT

REGIONAL REPRESENTATIVE 3: 
Kim Dodson, Executive Director, 
The Arc of Indiana, IN

REGIONAL REPRESENTATIVE 4: 
Kevin Fish, Executive Director, 
The Arc of Sedgwick County, KS

REGIONAL REPRESENTATIVE 5: 
Robert Malone, Executive Director, 
The Arc of Prince George’s County, MD

REGIONAL REPRESENTATIVE 6: 
Wil Romero, Executive Director, 
The Arc of the Pikes Peak Region, CO

MEMBER AT LARGE: 
Jean Phelps, Chief Executive Officer, 
LifeLinks/The Arc of Greater Lowell, MA

MEMBER AT LARGE: 
Jon Meyers, Executive Director, 
The Arc of Arizona, AZ

MEMBER AT LARGE: 
Melanie Soto, Executive Director, 
Y.E.S. The Arc, AZ

MEMBER AT LARGE: 
Nancy Murray, Executive Director, 
The Arc of Greater Pittsburgh, PA

THE ARC BOARD REPRESENTATIVE: 
Ron Brown, Dallas, TX

THE ARC CEO: 
Peter Berns, Washington, DC
THE ARC OF THE UNITED STATES AND ICI: PUSHING THE COMMUNITY-BASED EMPLOYMENT AGENDA

Over the past few years, the emergence of Employment First and shifting federal and state policy have encouraged many disability services providers across the nation to move away from facility-based employment supports to competitive, integrated employment.

In 2017, the Institute for Community Inclusion at UMASS-Boston created the Agency Change Toolkit, a comprehensive roadmap and set of valuable resources for all providers to use in the organizational change process necessary for transforming from a well-established service delivery model to a new way of envisioning integration into the community.

Over 2018, five chapters of The Arc made up Cohort 1 (The Arc of Mercer County, PA; The Arc of Litchfield County, CT; Bakersfield Arc, CA; The Arc of Macomb County, MI; and The Arc of the Bay, FL) and have put the Agency Change Toolkit into action. With a suite of technical assistance and support services from ICI, chapters have developed customized organizational action plans; engaged in monthly technical assistance consultations and the creation of a Community of Practice with study participants.

Results at the six-month data collection point indicate individuals across all 10 chapters are now receiving more job development supports than they had been prior to the intervention. Additionally, the five chapters have collectively shown a 12% average increase in employment since the intervention began — an excellent beginning in a process necessary for continued growth and sustainable success.

Cohort 2 has included five additional chapters: The Arc of Jacksonville, FL; The Arc of Chemung, NY; The Arc of Madison County, AL; The Arc of Quad Cities, IL; and LARC Lansing, IL. We look forward to following their progress in 2019.

In 2018, NCE leaders across the country mobilized advocates in their states on federal policy issues that support people with disabilities to live and thrive in the community. Some highlights include: fighting to protect the Supplemental Nutrition Assistance Program so millions of people with disabilities can continue to access healthy food; making sure privacy and independence are respected by delaying implementation of Electronic Visit Verification; advocating for the reauthorization of the Money Follows the Person program so that people with disabilities and seniors have the support they need to move back home after time in an institutional setting—and much, much more.

We continue to grow even stronger as a movement through our advocacy!

Advocates from The Arc of Alabama at a community meeting during August Recess
TECH COACHING CENTERS:
BUILDING SKILLS / BUILDING RELATIONSHIPS

To help make technology, and all that it offers, accessible to everyone, Comcast NBCUniversal partnered with The Arc to kick off an initiative in 2017 that launched Tech Coaching Centers (TCCs) in chapters across the country. The goal of the TCCs is to help individuals with I/DD gain technology skills through individualized instruction focused on their personal goals.

In 2018, Comcast NBCUniversal distributed a total of $30,160 in grant funding for participating chapters in the Tech Coaching Centers program. A total of eight chapters (five were part of the initial launch in 2017) have served almost 500 people with I/DD through the program to date. A Tech Coaching website, www.tech.thearc.org, provides over 60 tech coaching resources to TCC chapters and the entire chapter network, and TCC chapters are provided with accounts for the Online Coaching tool.

Participation in the program also provides chapters with an opportunity to work with Comcast on their premier volunteer and community outreach program, Comcast Cares Day. Two chapters of The Arc – The Arc Lane County, OR and The Arc Jacksonville, FL served as 2018 Comcast Cares Day Sites.

Our chapters are embracing the opportunity to empower hundreds of individuals with I/DD to grow their technology skills and knowledge through personal instruction and technology support and resources. By 2019, TCCs will expand to a total of 16 sites.

Current chapters that are serving as TCC sites:
NewSTAR Services, IL; The Arc Lane County, OR; The Arc of Southern Maryland, MD; The Arc of the Farmington Valley, CT; The Arc Jacksonville, FL; The Arc Opportunity, MA; Noble Arc of Indianapolis, IN; The Arc Carroll County, MD
Since 2017, the NCE Steering Committee has been setting aside time during their meetings to have deeper discussions around some of the key issues impacting people with intellectual and developmental disabilities, their families, and chapters of The Arc. These “Think Tank” discussions provide valuable input to assure that The Arc’s advocacy, as well as program initiatives, are well informed by the perspective and practical experience of our chapter leaders. In 2018, several topics made it on the agenda, including: Transitioning from School to Work; HCBS Update and Review of Best Practices; and Diversity & Cultural Competence. Several conversations were devoted to sharing observations about situations our chapter leaders have encountered where individuals with I/DD and their families are opting for congregate or disability-specific options in education, housing, employment, and day services.

Over the course of four meetings, the Steering Committee explored how we manage the tensions between The Arc’s belief in integrated, community living, our equally strong beliefs in the autonomy and self-determination of people with I/DD, our commitment to the availability of individualized, person-centered services, and our respect for the role of families in supporting their loved ones with disabilities. A few themes emerged, cutting across all three areas (e.g. education, housing, and employment/day services). People with I/DD and their families are struggling for solutions in an environment where the “systems” are failing them, so they are forced to look elsewhere to find or create what they need. Individuals and families with economic resources have many more options to choose from — but for those with modest or no financial resources, particularly those with significant support needs, there often is no choice at all. Issues relating to safety and loneliness loom large in the decision-making calculus. Among people with I/DD and their family members, there truly is a diversity of viewpoints about what is most important. The level of public funding is inadequate and not likely to grow exponentially in the coming years.

The series of discussions concluded with agreement that there is value in having these conversations, and that NCE should strive to engage more leaders in The Arc, including self-advocates, in dialogue on these topics. The group agreed that The Arc should continue to affirm the value of fully-inclusive community living and identify and uphold compelling examples of approaches that work. At the same time, The Arc should do its utmost to provide individuals with I/DD and their families with the objective information they need to make decisions that are right for them given the totality of their circumstances. Finally, The Arc should respect the decisions they make, recognizing that we work on behalf of all people with I/DD and their families.
STATE CHAPTER INQUIRIES INCLUDED:
- Experiences phasing out of 14c
- Available demographics on DSPs by state
- Available innovative workforce system reorganizations for people with I/DD
- Examples of quality outcomes for supported employment and integrated community day programs
- Providing meals and rest periods
- State chapter revenue streams
- State budget initiatives for sheltered workshop transformation
- The straw ban in different states
- Public charter schools for students with disabilities
- Updates on supported decision-making
- Community centers & the Settings Rule
- Guardianship laws in other states
- Questions on guardianship and access to personal care programs by state
- Transportation pilot ideas

LOCAL CHAPTER INQUIRIES INCLUDED:
- Putting on a car raffle
- Plans for Developmental Disability Awareness Month
- Recommendations for donor management software
- Service utilization incentive programs
- Sample travel policies and procedures
- Sample employer training curriculums
- Available sample advocate job descriptions
- Innovative employment training and resale stores
- New employee orientation tools and resources
- Supporting chapters impacted by Hurricane Florence
- Sample employer council charters
- Issues with ABLE and corporate guardianship
- The use of fundraising software
- Supporting chapters impacted by California wildfires
- Sample emergency preparedness plan
As a chapter organization, NCE strives to build a bridge among the over 600 chapters of The Arc. Our goal is to be a stronger community, increase collaboration to achieve results, and embrace the need for continuous learning. We believe in supporting and engaging with our chapter leaders as well as providing opportunities for those leaders rising within our chapters to gain the necessary knowledge and skills to keep us moving forward.
2018 NCE DISTINGUISHED PROFESSIONAL ACHIEVEMENT AWARDS

WINNERS

**RISING STAR AWARD**
Gena Richardson, Executive Director, The Arc of Alabama, AL

Ronald Sharpe, Executive Director, The Arc of the Bay, FL

**PROGRAM INNOVATION AWARD**
Shaloni Winston, Executive Director, The Arc Lexington, NY

**DIVERSITY AND CULTURAL COMPETENCE AWARD**
John Lynch, Executive Director, The Arc Brockton Area, MA

**OUTSTANDING PROFESSIONAL ACHIEVEMENT AWARD**
Shayne Roos, Vice-President, ACHIEVA Support, PA

**LIFETIME ACHIEVEMENT AWARD**
Jean Farmer Butterfield, Senior Director, The Arc of North Carolina, NC

**EXECUTIVE EXCELLENCE AWARD**
Carrie Hobbs Guiden, Executive Director, The Arc of Tennessee, TN

**EXEMPLARY MENTOR**
Chris Stewart, President/CEO, The Arc of Central Alabama, AL

**EXEMPLARY CAREER LEADERSHIP AWARD**
Scott Kannel, Executive Director, The Arc of the Glades, FL

Ric Swierat, Executive Director, The Arc Westchester, NY (Retired)

**NCE CHAIR’S EXEMPLARY LEADER AWARD**
Kathleen Stauffer, CEO, The Arc New London County, CT

2018 NCE EMERITUS AWARD WINNERS:
SCHOLARSHIPS

The 2018 scholarship fund of $12,570.30 gave us the opportunity to better support attendance at the Summer Leadership Institute and the Professional Development Seminar. We brought 16 NCE members to our NCE Events and got the opportunity to meet and get to know first time attendees to both events. Our scholarship program continues to support chapter engagement and the ongoing recognition that we ALL make The Arc the wonderful organization it is.

COMMUNITY

RECOGNIZING, ENGAGING AND SUPPORTING EACH OTHER

SILENT AUCTION: BIGGER! BETTER! MORE!

More than 275 people participated in the 2018 NCE Silent Auction helping us raise over $8,455. We had a record high of 120 items and we are extremely grateful to all the wonderful individuals and organizations who donated items to the auction. Bidders vied for gift baskets, wine, whiskey, edibles, gift cards and gift baskets, sweet treats, jewelry, beauty products, clothing, sports memorabilia, trips, arts and crafts, cultural experiences and more. We appreciate all those who bid on and won items. We look forward to providing many scholarships to SLI and PDS with the proceeds.

SCHOLARSHIPS
SUMMER LEADERSHIP INSTITUTE

*Revolution, Innovation, & Leadership: Practical Tips for Guiding Your Agency*

Philadelphia played host to the 2018 NCE Summer Leadership Institute and allowed the almost 200 attendees to discuss how to better move our organizations forward. Our keynote speakers gave us all something to think about and how can we forget the MAGICIAN!!! We continue to bring the best and brightest speakers (over 50 of them!) to engage our leaders at SLI and provide perspectives on how we can thrive as individual chapters, as The Arc, and as a disability community. Our 86% approval ratings let us know we are on the right track.

“SLI inspires excellence in all we do. It allows us to take the time to think, share and learn, and I am a better executive director each time I do that.”

“This conference is a great way to hear about trends, meet with others from different states and network. So many great sessions are packed into 3 days that it makes for a nice, quick get-a-way from the office.”

“NCE SLI is a great opportunity to network with colleagues from across the country and to learn new and innovative ways of doing business. It is always invigorating to be around creative, thoughtful, smart people.”

PROFESSIONAL DEVELOPMENT SEMINAR

*Culturally Responsive Leadership...A Roadmap to Inclusivity for Disability Organizations*

2018 Professional Development Seminar provided leaders with the opportunity to explore the culture of their organizations through the lens of inclusion and cultural competence. Over 115 chapter leaders spent four hours identifying biases and obstacles for inclusion within their organizations and looking for ways to create stronger organizational cultures. Our many thanks to Dr. Mona Ivey-Soto from Belmont University and Dr. Arie Nettles from Vanderbilt University for sharing their time and knowledge.

“The session focused on how I look at my own actions and how they can positively or negatively impact my organization’s cultural inclusiveness.”
With leadership and professional development at its core, NCE provides opportunities for chapter staff members to build skills, enhance their knowledge, engage with peers, and become immersed in The Arc and its mission that drives the work we do.

The partnership between The Arc and Relias continues to evolve. In addition to the specialized rates on their vast I/DD Training Library, chapters of The Arc have access to a plethora of free resources including webinars, white papers, blog posts, and eBooks. In 2018, Relias offered four webinars targeting I/DD service providers focusing on how to build learning cultures that stress the recruitment and retention of DSPs. Relias has something for every chapter. We will look to continue building on this relationship in 2019 and bring our chapters cutting edge webinars and next-level thinking for improved service delivery and increased impact in the lives of people with I/DD.
SAMPLE RELIAS RESOURCES

Webinars:
Increasing DSP Retention Through Peer Mentoring Programs
Hiring and Retaining Your Best Staff: A 3-Part Webinar Series
  Part 1: How to Go from Good to Great: Cultivate Your Leaders
  Part 2: Stop the Revolving Door: DSP Retention Strategies from an I/DD Expert
  Part 3: Developing Managers as Leaders: Top Down is Dead. Lead from the Middle
Reducing Turnover: Culture is Key
DSP Retention Strategies from an I/DD Expert
To Manage Risk in I/DD and ABA, Focus on Quality

White Papers:
Risk Management: A Primer for Providers of Community-Based Services for People with ID/DDs
Reward and Recognition: A Key Player in Your Retention Strategy
Hiring Conundrums in Human Services Organizations: Hunting Unicorns or Chasing Cats
Is Your Training Smart about Learning?
The Sky is Falling - Maybe? The Need for a Systematic Approach to Risk Management in the Human Services Field
How the Brain Learns: Characteristics of Good Development and Training Programs

Blog Posts:
Using Assessments for Hiring, Retention, and Employee Development
DSP Retention: Nurture Your Newbies, Reward Your Veterans
5 Ways to Show Appreciation for DSPs During the Holidays
What’s Driving High DSP Turnover Rates?
Do Your DSPs have the Skills and Motivation They Need?
7 Tips for Talking About Sexuality and Relationships to People with intellectual and Developmental Disabilities

eBooks:
Best Practices for Training DSPs
Adapt & Lead Your Organization Through Turbulent Times

Infographics:
Strategies for Caregiver Recruitment and Retention

Client Success Stories
Client Success Stories from IDD Service Providers
NCE MEMBERSHIP

GROWING STRONGER ONE INDIVIDUAL AND CHAPTER AT A TIME.

**Chart A:**
Growth in NCE Membership

**Chart B:**
Growth in Gold Pass

**Chart C:**
Number of Chapters with Passes

<table>
<thead>
<tr>
<th>Year</th>
<th>Chart A</th>
<th>Chart B</th>
<th>Chart C</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>675</td>
<td>12</td>
<td>61</td>
</tr>
<tr>
<td>2016</td>
<td>1,101</td>
<td>15</td>
<td>65</td>
</tr>
<tr>
<td>2017</td>
<td>1,354</td>
<td>20</td>
<td>78</td>
</tr>
<tr>
<td>2018</td>
<td>1,214</td>
<td>30</td>
<td>95</td>
</tr>
</tbody>
</table>
As we move into 2019, it is clear that we must continue to be focused and diligent in our advocacy efforts. Threats to critical programs and services which support the full inclusion of people with intellectual and developmental disabilities remain, and the need for our collective advocacy to promote and protect the human rights of people with I/DD continues to be high.

The strength of our NCE network is critical to the success of our advocacy efforts, our furtherance of The Arc’s mission, and our ability to sustain our work on behalf of individuals with I/DD and their families well into the future. For leaders within The Arc, NCE offers a unique perspective to professional development and networking opportunities unlike any other. It is supported by our strong partnership with The Arc of the United States and supported by the pillars of our shared core values and guiding principles.

The newly elected members of the NCE Steering Committee and members of The Arc of the United States staff are hard at work on the development of a workplan for the next two years. This workplan will not only guide the work of the Steering Committee but also ensure that NCE continues to provide outstanding professional development opportunities and resources for our chapter leaders. Areas of focus will include:

- The provision of quality training at the Summer Leadership Institute (SLI) in Charleston this summer and the Professional Development Seminar (PDS) in Washington, DC this fall;
- A strategic look at the resources available for chapter leaders through NCE and The Arc;
- “Think Tank” discussions featuring topics of mutual interest and concern for NCE and The Arc;
- Opportunities for increased engagement in NCE;
- And more to come.

As we tackle the issues, trends, and challenges impacting people with I/DD and their families and chapters of The Arc in 2019, NCE will continue to provide chapter leaders with the tools and support that they need to be successful during ever-changing and often difficult times.

We encourage you to check out all that NCE has to offer for you and your staff — we know that you will discover new tools for your toolbox, find incredible mentors, and develop long-lasting and meaningful relationships with some amazing people.
NCE STEERING COMMITTEE
2019-2020 - NEW

CHAIR:
Karen Shoemaker, Executive Director,
The Arc of Lehigh and Northampton Counties, PA

1ST VICE CHAIR:
Chris Stewart, President/CEO,
The Arc of Central Alabama, AL

2ND VICE CHAIR:
Kim Dodson, Executive Director,
The Arc of Indiana, IN

IMMEDIATE PAST PRESIDENT:
Carrie Hobbs Guiden, Executive Director,
The Arc of Tennessee, TN

REGIONAL REPRESENTATIVE 1:
John Nash, Executive Director,
The Arc of North Carolina, NC

REGIONAL REPRESENTATIVE 2:
Jean Phelps, CEO,
LifeLinks/The Arc of Greater Lowell, MA

REGIONAL REPRESENTATIVE 3:
Lori Opiela, VP,
Day and Employment Services, UCP Seguin, IL

REGIONAL REPRESENTATIVE 4:
Kevin Fish, Executive Director,
The Arc of Sedgwick County, KS

REGIONAL REPRESENTATIVE 5:
Robert Malone, Executive Director,
The Arc of Prince George’s County, MD

REGIONAL REPRESENTATIVE 6:
Jon Meyers, Executive Director,
The Arc of Arizona, AZ

MEMBER AT LARGE:
Frank Adu, CEO,
The Arc Middlesex County, NJ

MEMBER AT LARGE:
Leslie Green, CEO,
Stone Belt Arc, IN

MEMBER AT LARGE:
Teri Hawthorne, Executive Director,
The Arc of Greater Beaumont, TX

MEMBER AT LARGE:
Mark Keeley, President & CEO,
St. Louis Arc, MO

MEMBER AT LARGE:
Charity Moore, Executive Director,
The Arc of Laramie County, WY

MEMBER AT LARGE:
Stanford Perry, Executive Director,
AHRC Nassau County, NY

MEMBER AT LARGE:
Melanie Soto, Executive Director,
Y.E.S. The Arc, AZ

MEMBER AT LARGE:
Mary Van Haneghan, CEO,
The Arc of the Capital Area, TX

THE ARC BOARD REPRESENTATIVE:
Elise McMillan, Nashville, TN

THE ARC CEO:
Peter Berns, Washington, DC
## REVENUE

<table>
<thead>
<tr>
<th>Description</th>
<th>2017 Actual</th>
<th>2018 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership Dues</td>
<td>$29,811</td>
<td>$31,053</td>
</tr>
<tr>
<td>Individual Contributions (includes Auction)</td>
<td>$12,570</td>
<td>$8,230</td>
</tr>
<tr>
<td>SLI Registration</td>
<td>$76,496</td>
<td>$67,897</td>
</tr>
<tr>
<td>PDS Registration</td>
<td>$22,450</td>
<td>$14,800</td>
</tr>
<tr>
<td>NCE Awards Luncheon</td>
<td>$9,975</td>
<td>$10,950</td>
</tr>
<tr>
<td>Sponsorship</td>
<td>$62,950</td>
<td>$79,975</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td><strong>$214,252</strong></td>
<td><strong>$212,905</strong></td>
</tr>
</tbody>
</table>

## EXPENSES

<table>
<thead>
<tr>
<th>Description</th>
<th>2017 Actual</th>
<th>2018 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Expenses, Non-Personnel</td>
<td>($164,664)</td>
<td>($137,403)</td>
</tr>
<tr>
<td>Personnel Expenses</td>
<td>($136,885)</td>
<td>($144,423)</td>
</tr>
<tr>
<td>Allocable Direct Expenses</td>
<td>($31,398)</td>
<td>($31,348)</td>
</tr>
<tr>
<td>Allocable Indirect Expenses</td>
<td>($44,388)</td>
<td>(47,826)</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td><strong>($377,335)</strong></td>
<td><strong>($361,000)</strong></td>
</tr>
</tbody>
</table>

## SURPLUS (DEFICIT)

<table>
<thead>
<tr>
<th>Description</th>
<th>2017 Actual</th>
<th>2018 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SURPLUS (DEFICIT)</strong></td>
<td><strong>($163,083)</strong></td>
<td><strong>($148,095)</strong></td>
</tr>
</tbody>
</table>
SPONSORS AND DONORS

The ability of NCE and The Arc to provide quality events, speakers, and ongoing learning is facilitated by the generous support of organizations and individuals who believe in the importance of professional development in building strong, mission-driven chapters. We appreciate and thank our 2018 sponsors, donors, and in-kind donors.

**SPONSORS**

Anthem
Baymont Inn & Suites
Centene
Medisked
Mercer
Mutual of America
OneCause
PhRMA
Premier Healthcare Services
Relias Learning
SpecialCare
Therap
TrueLink Financial
Twinsis

**DONORS**

Silvie DaSilva
Leo Sarkissian
Kimberly Olson

**IN-KIND DONORS**

Arc Middlesex County, NJ
Autobahn Indoor Speedway, VA
Barefoot Winery, CA
Ron Brown, TX
Chris’s Canine Cookies, KY
Dawn Cooper, DC
Costco, VA

Kimberly Dodson, IN
Elite Island Resorts
Glory Days Grill, MD
Carrie Guiden, TN
Leisa Hammett, TN
Gary Horner, PA
International Spy Museum, DC
Jasper’s Restaurant, MD
John’s Crazy Socks, NY
LifeLinks/The Arc of Greater Lowell, MA
Elise McMillan, TN
MediSked, LLC
Dr. Christopher Metzler, FL
Monarch-The Arc of Stanly County, NC
Newseum, DC
Optum
Abby Owusu, VA
Peet’s Coffee, VA
Philadelphia Phillies, PA
Potomac Wine and Spirits, DC
Scarlet Oak Restaurant & Bar, DC
Seven Springs Mountain Resort, PA
Karen Shoemaker, PA
Southwest Airlines
SpArc Philadelphia, PA
Sport & Health, DC
St. Louis Arc, MO
Station MD, NJ

Strathmore Hall Foundation, Inc., MD
The Arc, DC
The Arc Lexington, NY
The Arc New London County, CT
The Arc of Central Alabama, AL
The Arc of Delaware County, NY
The Arc of LaGrange County, IN
The Arc of New Mexico, NM
The Arc of North Carolina, NC
The Arc of Pennsylvania, PA
The Arc of the Capital Area
The Arc of the Quad Cities Area
The Arc Pikes Peak Region
The Baltimore Orioles
The Enrichment Center
The Omni Homestead
Tim Hornbecker
Tom Curl Jewelry/Ann Curl
Total Wine & More
UCP Seguin of Greater Chicago
Washington Capitals
Washington Mystics
Washington Nationals
Wawa
Carol Wheeler
Taylor Woodard
Y.E.S. The Arc
Zingerman’s