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The mission of the Arnold Center is to promote improved quality of life for individuals with differing needs by encouraging and supporting personal growth and inclusion in the community through the development of vocational, social and life skills.

Comments from the President

Our fiscal year end results, while not yet official, reflect another sound financial performance. We maintain a sound balance sheet with no long term debt and cash on hand. We were re-certified for three years by CARF our international accrediting association and met our safety and customer satisfaction goals.

As we begin our new fiscal year, I wanted to discuss the challenging economic landscape that we are currently facing. No doubt you have read about the slowdown in national and regional business.

These companies drive our local economy and as a result, our business opportunities for both community employment of our participants and work in our production facilities. We will be working to understand the related impact to our business and actions that we take to reduce our risk. Our staff is inspecting all of our business processes to help us reduce unnecessary expenses when possible. At the same time our caseloads have increased and we are adding staff to support the additional support required. Thanks to our ability to quickly adapt, we were able to absorb these changes and continue to provide excellent services to our participants and customers.

Meanwhile, our staff will be exploring new work opportunities in both community employment and organizational work. We are happy to announce a new relationship with RollRite of West Branch in which we will be kitting parts for their production facility. RollRite manufactures automatic covered tarping systems for the transportation industry and is experiencing rapid growth. If you have any additional ideas to find more community work, please contact us at the Arnold Center.

The Arnold Center is embarking on the roll-out of a new software system that will automate services and billing for our participants. The system will enhance the way we schedule, assign, and track progress of our workforce. It will link to case management and accounting. We believe that staff productivity will improve and that less time will be spent in editing of our data. As always, the system will maintain our confidentiality and manage the other risks associated with automation. We are currently expecting for the new system to begin operations in the second quarter of 2013.

Finally, I wanted you to know that as a result of our recent strategic planning process, we have activated a few board level committees to review our current vision and mission statements, develop a comprehensive marketing/PR plan, and to look at long range building needs including at our Gladwin facility.

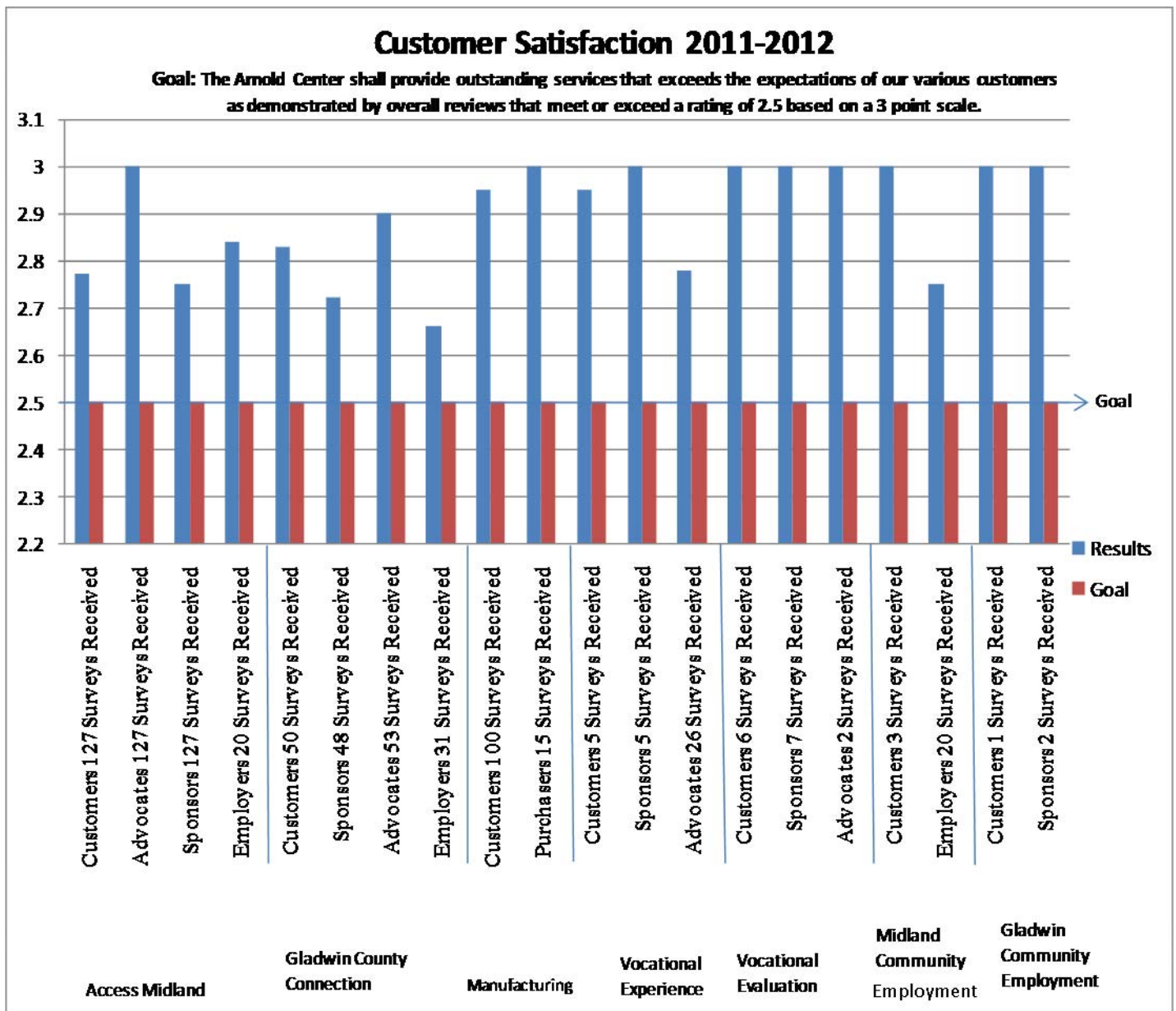
Thank you for a successful 2011/2012 year and for your continued support in the New Year.



Performance Measurement and Management

The Arnold Center has strived to develop a customer-focused tradition that stretches throughout the organization. Every employee of the organization is obligated to act on behalf of its customers and acknowledge that they each, in some formal or informal way, contribute to our customer's satisfaction. The Arnold Center promotes an environment where customers provide feedback that in turn is used to define the organization's quality standards. Customers' drive our strategic planning initiatives and will continue to be our key focus for developing services that meet or exceed their requirements. Identifying and meeting our customer needs is essential to Arnold Center's success. Listening to our customers and acting on customer input is what makes the difference in our successful role of serving customers.

The following chart describes the cumulative results of the feedback the Arnold Center received from it's various customers during the 2011-2012 performance year.



Arnold Center Receives City of Midland Beautification Award

The Arnold Center has been named the recipient of the 2012 Appreciation of Beautification Award for Non-Residential Structural Site Improvements by the City of Midland Beautification Advisory Committee. These awards are presented annually to individuals, groups, or organizations that have made improvements which are aesthetically pleasing and have a positive impact on the neighborhood or community. Nancy Wells of the nominating committee described the Arnold Center as follows: A surprising expanse of green landscape in an area of commercial drab, the Arnold Center has not only improved their site through the years by expanding to Tibbs Rd, they have enhanced the whole area around them. Removing old vacant homes, paving Tibbs, leveling out the previous embankment and planning a vast landscape of curving beds of pine, yews, golden junipers, serviceberry trees, spruces, dogwood, and flowering crabapple trees on rolling and banked areas. With the help of Dow and community foundations and grants, the Center created a lovely landscape the surrounding area needed. The low grey architecture sinks into bermed ground, surrounded by river rock beds of juniper and blending into the landscape. The Center's entrance is highlighted with purple plum and ornamental crabapple trees, blue vinca and a welcoming bench. The Arnold Center offers the beautiful gift of green in an otherwise green-challenged area. Thank you Nancy for nominating us and thank you City of Midland Beautification Advisory Committee for granting us this prestigious award.



City of Midland
Appreciation of
Beautification Award
November 1, 2012
Presented to
Arnold Center, Inc.

Thank You For Your Support

Arnold Center would like to thank the following community members who have chosen to support us over the last few months either monetarily or by other means:

Bernice Jungman Brick, Bonnie Jungman St. Louis, Knights of Columbus Councils 12660, 14056 and 2141, Circle Properties, Jaxter Studios, Gary Kerestes, Disability Services Resource Center, Karen Mitchell, Elisabeth Larsen, Darcy Lehman, United Way of Gladwin County, Verna Smith, Bay Valley Corvette Club, Carol Maren-tette, Thomas Ludington, Rashmi Shah, Coyne Oil Corporation, FR Lehman, City of Auburn, Rena Foster, Wayne Crosby of Remax, Ron and Jan Glomski, and Sue Nusser.



Your contributions turn dreams into reality.

Investing in the Future

The Arnold Center, after several years of consideration, finally took the plunge and invested in Vertex Systems, a comprehensive integrated information management system. This system will provide the Arnold Center with leading edge technology that will provide:

- Faster decision-making through real-time accessibility to information
- More accurate information from real-time capture
- Increased staff flexibility from anywhere connectivity

Through Vertex Systems the Arnold Center will significantly improve its effectiveness and efficiency while ensuring compliance with the latest trends in regulatory issues. Vertex's state of the art technology will enhance our capacity to review and analyze our performance and readily and satisfactorily respond to the ever-changing needs of our customers.

Vertex System software will provide the Arnold Center new solutions for client payroll, case management, service billing, attendance and financial accounting needs designed specifically for human services agencies. We hope to have the system fully integrated and implemented by April 2013.

School Transition

One of the goals for students in the Vocational Experience Program is to understand and practice work behaviors and attitudes. A way of accomplishing this is to job shadow at businesses in Midland. Job shadowing gives students the opportunity to learn what behaviors employers expect from their employees. The school transition department wants to thank the following businesses for allowing students to job shadow during the 2012/2013 school year:

Randi's Green Thumb, Curry Golf Course, MCTV, Valley Lanes, Tim Horton's, H Hotel, Midland Daily News, and Barnes & Noble.

Benefits of employing people with disabilities

Did you know the average turn over rate for general population employees is 45% in the first six months of employment nationwide. More interesting is that the turn over rate for new hires with disabilities is as little as 8% according to a Washington Mutual Inc. study from 2003-2006. As an employer you may have concerns regarding the cost of employing individuals with disabilities, but with some assistance from the Work Opportunity Tax Credit, this decision can be easy.

The financial incentives presented by the Work Opportunity Tax Credit helps employers financially when taking on new employees who may have barriers to employment. The Work Opportunity Tax Credit (WOTC) is a Federal tax credit incentive that Congress provides to employers for hiring individuals from certain target groups who face barriers to employment. The main objective of this program is to enable the targeted employees to gradually move from economic dependency into self-sufficiency as they earn a steady income and become contributing taxpayers, while participating employers are compensated by being able to reduce their federal income tax liability. WOTC joins other workforce programs to provide incentives for workplace diversity and facilitate access to good jobs for American workers. This tax credit is 25% for those employed at least 120 hrs and up to 40% for those employed at least 400 hrs annually, leading to a credit of up to \$2,400.00. This financial incentive can offset not only the cost of hiring an individual, but also training time and dollars. In difficult economic times where profit margins can be a concern and turn over may be high, this program effectively reduces the cost of hiring staff, allowing for a better bottom line.

If you are searching for more information call Mykel, Community Employment Specialist in Gladwin at 989-426-6300 ext. 5

Customized Employment Offers A New Competitive Edge

Creating a good fit between job seeker and employer is an essential component of Customized Employment. Customizing employment is a "Win-Win" situation between job seekers and employers, because their relationship is individualized and voluntarily negotiated. Opportunities can be created that benefit both parties. Employing qualified individuals with a disability can provide employers long lasting dedicated employees. Customized Employment offers the chance for a job to fit who we are, what we need, and what we have to offer. The process is designed to meet the workplace needs of the employer and the discrete tasks of the position. When customized, a shared employment alliance results.

Successful Customized Employment opportunities are built on four key elements:

- Meeting the job seeker's individual needs and interests.
- Using a personal representative to assist and potentially represent the individual.
- Negotiating successfully between the job seeker and employer.
- Building a system of ongoing supports for the job seeker and employer.

With an alliance, benefits involve: low turnover, economic incentives, dedicated and reliable employees, and community recognition.

For more information please contact Cherie Coopersmith, Community Employment Specialist in Midland at 989-631-9570 ext. 38.

Arnold Center Once Again Earns CARF Accreditation

The Arnold Center is proud to announce that the organization has for the thirteenth consecutive time earned a Three-Year Accreditation by CARF for its exemplary employment and community services. This accreditation will extend through July 2015.

According to a letter from CARF president and CEO Brian Boon, Ph.D., this achievement is an indication of the Arnold Center's "dedication and commitment to improving the quality of the lives of the people it serves."

Of particular note, during the onsite visit to the Arnold Center, CARF surveyors made zero recommendations, which means that they did not identify any areas of nonconformance to the standards. This is an extraordinary accomplishment, as only three percent of CARF surveys internationally result in no recommendations. Internationally there are more than 6,000 service providers with close to 50,000 accredited programs and services at more than 21,000 locations in North and South America, Europe, Asia, and Africa.

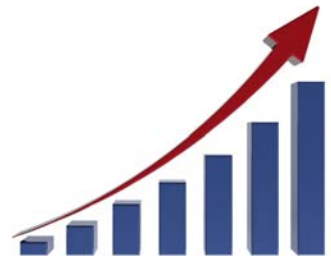


Strategic Planning

As the popular saying goes, "If you don't know where you're going, you'll probably end up somewhere else." At the Arnold Center strategic planning outlines steps to achieve the desired future of the organization. It is comforting for the board and staff to have a roadmap to follow; to have a vision of where we are going. The strategic planning process prioritizes work to be done. It facilitates making short term decisions based on long term implications. Most importantly, the Arnold Center's strategic plan provides a series of agreements about what needs to happen. It is an active document that lends flexibility to the organization so that when change occurs, the plan can be readily modified. This year's 2012/2013 strategic plan will focus on five significant business functions:

- Customer satisfaction
- Staff satisfaction
- Fiscal solvency
- Health and safety
- Marketing and promotion

For an update on our progress, feel free to visit our webpage at www.arnoldcenter.org.



Access Midland Benefits People With Disabilities

Our mission is to assist those individuals with differing needs to acquire vocational, social and life skills that will support their full integration into their community. The Arnold Center offers each individual involved in services the opportunity to meet and exceed their goals. Individualized supports allows for a vast array of services that are focused on skill development and personal growth. The need to belong is important to all of us. We all have a drive to form lasting, positive, and significant interpersonal relationships. When individuals become involved with the Arnold Center services you see a transition take place. Individuals become part of something bigger than themselves, they work as a team, they develop new relationships with their community and their peers. We will assist in removing barriers faced by those individuals with disabilities so they can "be all they want to be!"



Kristi and Luanne presenting Matt his award at the Annual Awards Ceremony.

Opportunities for Employment

Did you know we can help you reduce employee turnover by matching qualified, job-ready applicants to your job requirements. We provide pre-employment assessment and offer job-related training for individuals we refer. Our staff can customize on-the-job training and support services, if needed.

We currently have job candidates eagerly waiting to fill the following positions:

Midland County

Retail Sales Associate/Cashier- 15-25 hours per week, flexible scheduling with open availability. Very personable and outgoing individual with retail and customer service training, and hands on experience. Has experience with money handling and cash register operations. A team player that would be a valuable asset to any employer!

Childcare Assistant- 15-25 hours per week, flexible scheduling with open availability. CDA in Early Childhood with valid CPR and First Aid certification. Experienced, enthusiastic and patient individual who excels at planning and assisting with daily age appropriate activities for children of all ages. Professional and caring individual that would provide a nurturing environment to any childcare setting!

Interested employers may contact: Cherie Coopersmith

Arnold Center Inc. M-F at (989) 631-9570 EXT.38

Gladwin County

Retail or Customer Service- Individual with previous retail experience and a drive to succeed is seeking an opportunity to return to the field. A hard working individual with a friendly demeanor, that is seeking part-time employment in Gladwin or Clare county.

Stock or Warehouse Position- Do you have an opening for an individual to handle stocking, or light warehouse work? Several years in the field, this go-getter has a passion and drive to work hard and get the job done. Part time desired.

Interested employers may contact: Mykel Demel

Arnold Center-Gladwin M-F at (989) 426-6300 EXT. 5

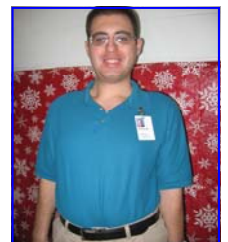
Customer Success: Susan Linton



Susan Linton has explored a number of service options since joining the Arnold Center in 1995. Through our organization, Susan explored several fields of employment and used those opportunities to find a career path that she enjoys and excels at. Since starting, her strong work ethic, exceptional strive for quality, and genuine desire to do her best in all jobs has shined through. This can be best noted by her phenomenal job in the community. A versatile team member, Susan is quick to take on new tasks and explore opportunities to diversify her work experiences. Susan is a vital member of two janitorial crews and an employee in the manufacturing department. While there, Susan's production numbers frequently exceed manufacturing's established goals. Ginna Simrau, Manufacturing Support Staff, stated that "Susan has excellent quality, a big heart and an unparalleled work ethic." Her hard work and dedication shines through in all that she tackles.

Customer Success: Jeremy Mathews

Jeremy's goal is to obtain employment in his community. He is working very hard to achieve this goal, he is actively seeking an employment opportunity and has interviewed with various employers in our community. He receives placement services from our Community Employment Specialist who offers pre-employment training which includes: mock interviews, resume writing and assistance with filling out applications on-line. The Arnold Center also networks with local employers developing partnerships that will lead to successful employment. Jeremy is a member of the Arnold Center Job Club which allows him the opportunity to network with his colleagues and discuss the "ins and outs" of seeking, finding and maintain employment. Most recently, Jeremy started in his new role as a volunteer at MidMichigan Medical Center-Midland. Jeremy will be beginning his work in the hospital fundraising service department. He will make and sell popcorn throughout the hospital, which will be transported in a special wagon throughout the Medical Center. The proceeds earned from the popcorn sales go to purchase equipment for the Neonatal Intensive Care Unit within the hospital. We anticipate that this volunteer opportunity will assist Jeremy in meeting his goal of obtaining employment in his community.



Faces and Places

Our mission at the Arnold Center is to promote improved quality of life for individuals with differing needs, by encouraging and supporting personal growth and inclusion in the community through the development of vocational, social, and life skills.

Each day, all around the Midland and Gladwin communities, people with disabilities are working, participating in an activity or volunteering their time, but in all cases it's people getting to know people and enriching lives by doing so. Here is just a glimpse of what has been happening recently.



(Left) Amy, Chuck and Cheri recently walked in the Santa Parade in Midland. They walked with the group from United Way.



(Left) At the Gladwin County F.O.R.G.E Danny B. is making sure all the card board is taken care of and is ready for recycling.



(Left) At the Free Methodist Church Jill R. is gathering toys from the activity room and washing them for the children.



(Above) Chris D. and Aaron F. are taking out the recycling for Schumacher Insurance.



Ada, Rose, Dean and Charles are pictured with Beulah and Dan from the Christmas Kindness Program. Not only did the Arnold Center in Gladwin host the program this year, we were also able to help wrap gifts.



Melissa volunteers her time at the animal shelter in Gladwin County. We have several individuals that go spend time with the animals. At times we also walk the dogs.



Perry, Cheryl and Matt are pictured enjoying their time checking out books at the Gladwin County Library.

Gladwin County Connection: Connecting Individuals to Their Community

The Gladwin County Connection Program benefits people with disabilities by assisting them build bridges in their communities. These bridges lead to employment opportunities, volunteer experiences, memberships with local clubs, social recreation that is inclusive and increases quality of life. The services offered in Gladwin truly are designed to meet our agency mission of promoting quality of life by encouraging and supporting personal growth and inclusion in the community.

In Gladwin 95% of our customers participate in Social Recreation and Community Inclusion Programming. These programs range from physical fitness activities such as bowling and swimming to groups that focus on the arts such as photography and card making. We also have groups that focus on activities of daily living such as banking, cooking, shopping, going to the library and out to lunch with friends. Coming soon to Gladwin will be a book club that will be co-facilitated by a customer and we will start planning for community garden.

The Community Inclusion Program also has a volunteer experience component to it, which is two fold. . We believe that volunteering teaches important vocational skills and offers enriching relationships that act as stepping stones to future employment. We also know that some of our customers prefer to just volunteer as a way to give back to their community and to make new friends. Our volunteer experience program includes; going to the local animal shelter, sterilizing nursery equipment and toys for local churches, delivering *Meals on Wheels* to local senior citizens, making cookies for the local soup kitchen, collecting pop tabs for the Lion's Club, and this year we volunteered with the Christmas Kindness Program of Gladwin County which provides presents to needy children and families for the Holidays.

It is equally true that 95% of the individuals attending the Arnold Center also participate in our Employment Programming either through Community Employment or Organizational Employment. The Arnold Center offers on the job training opportunities to all individuals through services such as one-on-one coaching, enclave employment (a small group) through contracts with community employers, direct placement into community jobs, and positions on our manufacturing floor. We are in the process of developing a job club for individuals that are in need of developing or improving their skills such as leadership, communication, time management, and communication. These skills can help with job-specific skills such as writing, speaking, even scheduling.

I believe that the largest benefit the Arnold Center of Gladwin offers to individuals with disabilities is that our programs, groups, and employment opportunities are developed, tailored and assist in building bridges that allow the individual to have an improved quality of life.

Check out our New Accessible Website!

Earlier this summer, the Arnold Center performed a complete overhaul of our agency website in an effort to make it more user friendly and

accessible to all the parties we serve. The website features easy to navigate topics on the side bar, that link to the descriptions of the services we offer, previous newsletters, the participant handbook, and much more. To make the content more accessible for individuals with disabilities, there is a unique toolbar locked to the top of each page that allows the user to enlarge or shrink the text size, or alter the font and background colors to eliminate the barrier for those with visual impairments or learning disabilities. The home page of www.arnoldcenter.org also features plug ins to two other sites the Arnold Center has, the WeCycle Store and our Arnold Center Facebook page. The WeCycle store is a green initiative with Dow Chemical Company to reuse binders,

file folders, paper clips, and other office supplies within the community of Midland. The Arnold Center picks up these items, along with other recyclables, and provides them back to the community for free. The WeCycle store website is a convenient tool that community businesses and other non-profits can use to order supplies for pick up. Our Arnold Center Facebook page features links to area resources like 2-1-1 for help with winter utility bills and accessing food banks, videos promoting inclusion in the workforce, recent agency awards, and

updates on what our community partners are doing to support the growth of Midland. In an effort to stay connected with our community and provide state of the art services to the people we serve, the Arnold Center will continue looking at ways to improve our delivery of information and new opportunities to promote the inclusion of individuals with disabilities.



Stop In Over The Holidays...Get a Coffee and a Book



Stop by Cup and Chaucer and try one of our daily specials! We offer scrumptious fresh baked cookies, Oatmeal Raisin, Peanut Butter, M&M or Chocolate Chip. Bring in your \$.50 coupon and try one of our delicious Latte or Mocha drinks . While you're there please check out the many services offered by the library for the Winter months.

The Arnold Center and Grace A. Dow Library partner to bring you the Cup and Chaucer Coffee Shop. Here is the link for the library www.midlandmi.org/gracedowlibrary

Hope to see you soon. Happy Holidays!

Save \$0.50

On any of our gourmet Latte or Mocha drinks

Try one of our sweet espresso treats, like

- German Chocolate Mocha • Almond Joy Mocha
- French Vanilla Nut Latte • Sweet Caramel Latte

Available at

Mon-Fri 10:00-5:00
Located on the first floor of the Grace A.



Seniors 55 years and older receive a 10% discount on purchases.

Upcoming Events

January

- 1/1 Closed for New Year's
- 1/28 Finance Committee Meeting
- 1/30 Board of Directors Meeting

April

- 4/29 Finance Committee Meeting

February

- 2/14 Outcome Management Meeting
- 2/25 Finance Committee Meeting

May

- 5/9 Outcome Management Meeting
- 5/20 Finance Committee Meeting
- 5/22 Board of Directors Meeting
- 5/27 Closed for Memorial Day

March

- 3/25 Finance Committee Meeting
- 3/27 Board of Directors Meeting

June

- 6/24 Finance Meeting