



Great Lives.

ANNUAL REPORT
2014-2015

2014-15 Annual Report



Preparing our Annual Report is traditionally a time of reflection. This year we find ourselves thinking about the impact of the work we do today on future generations.

The challenges of the past several years have compelled us to be ever more diligent in streamlining our processes and creating greater efficiencies. This year alone, we implemented new software to reduce HR and Payroll processing by hundreds of man hours. We are thrilled to announce the purchase of a new building allowing us to consolidate staff, shrink travel time between offices and eliminate duplicative positions and processes. We worked with software developers on electronic case records management and billing software to assure accuracy and completeness with ever changing regulations in our Medicaid and other government contracts.

Our Business Enterprises are growing! We secured five state and private contracts in our Janitorial business, creating jobs for 35 individuals with intellectual and developmental disabilities. The acreage at ARCA Organics has doubled; thanks to the support of the City of Albuquerque we are utilizing the fields at Casa San Ysidro and we are grateful to the Village of Corrales for the use of Heritage Field.

We continue to enhance our staff compensation plan; it is the dedicated, focused work of every ARCA employee that creates endless opportunities for individuals in our care.

Through it all, our ongoing Quality Journey provides a means to quantify successes and define challenges. While the future is filled with uncertainties, we will move forward with the clear vision of every generation of people we serve having the opportunity to live great lives.

We remain profoundly grateful to you. Our smart volunteer leadership, dedicated community partners and strong community make this journey possible. In times of scarcity, you open our eyes to the abundance we have before us each and every day. Your belief in the work we do and the people we serve will secure a bright future for generations to come.

Carol Pierce
Chair, ARCA Board of Directors

Edward J. Kaul
President/CEO, ARCA

Christopher Keller
President, ARCA Foundation Board of Directors

Michele M. Cody
Executive Director and Chief Development Officer, ARCA Foundation

Patricia Stromberg was recognized with the **1st Annual Award of Distinction** at our Annual Meeting. Edward Kaul, ARCA President/CEO said, "We are privileged to have leaders like Pat and honored to recognize her lifelong contributions in creating opportunities for the people we serve to live great lives."



Sandia View Grand Opening photo circa 1985! For 30 years Sandia View has been a safe and enriching home for individuals receiving services.



CIRCLE OF PROMISE



Circle of Promise members, along with past and current board members gathered for a luscious brunch at Torinos @ Home. We were inspired by keynote speaker Duffy Swan's captivating reflections of gratitude and his personal journey as a member of the 1984 Olympic Torch Relay Team. Guests shared their own stories of gratefulness and all of us left with touching reminders that "the journey is part of the gift."

Our growing Circle of Promise members share a common vision and commitment for a better life for future generations served by ARCA. We salute our generous community partners who have let us know about their planned gifts to ARCA, ensuring bright tomorrows for the cherished individuals ARCA will serve as long as the need exists.

ARCA Spirit = Great Lives.

2014 Annual Employee Satisfaction Survey

- 97.64% "My job makes a difference in the lives of the people I serve"
- 96.96% "I take pride in my work"
- 94.97% "ARCA has a good reputation in the community"
- 94.22% "Quality and service are important to ARCA"
- 93.62% "Overall I am proud to be associated with ARCA"
- 92.98% "ARCA does not discriminate on the basis of race, gender, etc."
- 92.54% "Overall, I enjoy working for ARCA"

"I love what ARCA stands for. I love ARCA's Mission and I love the advocacy for the individuals in our care that I witness every time I work!"

ARCA Key Workforce Processes

Workforce Recruitment and Placement: identifies candidates for employment and trains to meet job duties.

Succession and Development Planning: identifies mission critical positions and associated skills. Identifies potential candidates and creates development plans for candidates.



ARCA's newly hired staff go through 90 hours of training before they work with individuals in ARCA's care.

"ARCA is the best company I have ever worked for!"

Employee Longevity

44% of our regular employees have been with ARCA 5 years or longer.

YEARS	# of Employees	%*
25+	31	5%
20 - 24	22	3%
15 - 19	42	6.3%
10 - 14	80	12%
5 - 9	116	17.4%
< 5	374	56%
Total Regular	510	100%

*This number reflects employees who are regular status and does not include the 159 casual status employees.

"ARCA is a wonderful company... concerned about meeting the needs of the people we serve... always looking for ways to improve and provide exemplary service."

ARCA Employee Demographics 2014-2015

Total Employees: 665	Male: 129	Female: 536
Hispanic/Latino	273	41%
White	240	36.1%
Black/African American	44	6.6%
Native Hawaiian/Pacific Islander	2	0.3%
Asian	35	5.3%
American Indian	50	7.5%
Two or More Races	21	3.2%

ARCA's Smart Travel Program provides individuals in ARCA's care the opportunity to travel independently. ARCA staff teach individuals to use smartphones, with applications focused on specific learning levels and adaptive needs of adults with cognitive and physical impairments, to make an otherwise complicated transit system easier to maneuver. From the palm of their hands, adults with IDD are able to hear concise and personalized directions as well as reminders of important tasks and appointments. Smart Travel staff instruct individuals on appropriate interactions with strangers and teach skills in the event of an emergency to ensure safe travels on their own by foot, train or bus.

SMART TRAVEL



Quality = Great Lives.

Program Quality enhances the lives of the people receiving services to achieve their dreams and goals.



100% of families and guardians would recommend ARCA's services and supports.

ARCA Key Work Processes

Key Work Processes involve the majority of our organization's workforce and increase customer and stakeholder value.

Performance Processes

Leadership System: outlines the interrelationship of the Leadership Team, ARCA Board, ARCA Foundation Board, Board Committees and Advisory Councils, Quality Council, Workforce and Family Contractors.

Policy and Procedure: ensures agency policies and procedures are reviewed, approved and implemented by the Leadership Team and ARCA Board.

Work Design and Management: ensures key process and work systems are developed, deployed and monitored.

Process Development and Improvement: identifies, develops, modifies, and monitors performance of key processes.

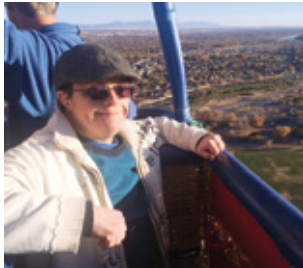
Mission, Vision, Values and Strategic Focus: ensures alignment of ARCA's mission, vision and values with operations.

Strategic Planning: determines agency goals and identifies the best approach for achieving those goals.

Financial Oversight of Services: monitors revenue and expenses related to providing services to ensure financial sustainability.

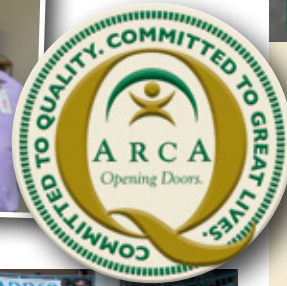
Stoplight Performance: monitors performance by collecting and comparing data and communicating results through Stoplight Reports.

Business Continuity: ensures preparedness for maintaining supports and business operations in the event of an emergency or natural disaster.



ARCA Demographics Total Individuals served: 628 • Male: 56% • Female: 44%

Age		Ethnicity		Degree of Disability	
0-4.....5%	40-59.....33%	African American.....3%	Borderline.....6%	Mild.....40%	Moderate.....30%
5-14.....9%	60-69.....11%	Caucasian.....45%	Severe.....10%	Profound.....14%	
15-19.....6%	70+.....5%	Hispanic.....33%			
20-39.....31%		American Indian.....6%			
		Other.....13%			



Performance Excellence Framework: Systems Perspective

Organizational Profile:

"We have been with ARCA 19 years and are 100% satisfied."



ARCA continues its quality journey using "stoplights" to gauge performance.

Comprehensive performance measures called Stoplights track and monitor performance levels and trends. The following ranges have been set for each metric:

1 The **Leadership** category guides senior leaders, personal actions to sustain ARCA, provides guidance for the governance system and assists ARCA to fulfill its legal, ethical and societal responsibilities.



ARCA Board Orientation

2 The **Strategy** category helps ARCA develop, implement, change and measure long and short term strategic objectives and actions plans.



Strategic Plan Quarterly Stoplight Report

3 The **Customers** category guides the engagement of customers (individuals receiving services) by listening, building relationships and utilizing information to improve and identify opportunities for innovation.



Aligned survey timelines and report results with annual service plans

4 The **Measurement, Analysis and Knowledge Management** category guides how ARCA selects, gathers, analyzes, manages and improves data, **KNOWLEDGE ASSETS** and information technology to improve **PERFORMANCE**.






iThereapydocs software was deployed to strengthen billing and documentation processes

5 The **Workforce** category builds workforce capacity conducive to high performance by engaging, managing and developing the

Environment, Relationships and Challenges



Knowledge Management

-  **action required** - formulate an action plan for improvement,
-  **not quite meeting our goal** - continue to monitor for further change,
-  **meeting or exceeding our goal** - celebrate success.

workforce to utilize its full potential in alignment with ARCA's mission.

Deployed email throughout ARCA's Workforce

6 The **Operations** category helps ARCA design, manage, improve and innovate work processes and improve operational effectiveness to achieve success and sustainability.

Risk abatement and safety practices improved

7 Results- Integrated into Categories 1-6

Stoplight Reports in the GREEN for all 4 quarters:

1. Incident Review for Persons Served

Measures the effectiveness of recognizing patterns of behavior of the individuals in reducing incidences.



2. Fire drills

Measures the number of completed fire/safety checklists submitted by due date of the month following drill to the Transportation and Property Department Manager.

3. Workers' Comp

Measures the rate of workers' compensation claims.

4. Caregiver screening

Measures the compliance with required fingerprint submission for a nationwide and statewide criminal history screening.

"ARCA is by far the best agency; they are there when I need them. My social worker is very respectful and helpful. I could not ask for a better agency for my son."

ARCA Business Enterprises creates employment opportunities for people with intellectual and developmental disabilities and revenue to help supplement funding gaps. This includes **ARCA Organics**, our certified organic farming operation and **ARCA Janitorial Services**, providing professional cleaning services for over 350,000 square feet of commercial building space.

98% of individuals receiving Supported Employment services enjoy their job.

ARCA Service Development Division was established to expand current services and develop new service models to meet the needs of underserved populations.

Life Enhancing Services & Experiences

DOH contracted with ARCA to facilitate an exciting new service offered to young people on the DD Waiver Waiting list. This service is called **Circle of Supports** and two staff work with 18 individuals in the community to help them make friends, learn social skills and develop natural supports so they can become comfortable and more independent in the community.



98% of individuals served feel the staff treats them with respect.

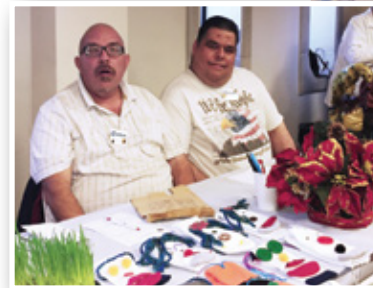


"Safari in the Wilderness" was the theme for **ARCA's Apple Mountain Camp!** Even though there were no safari animals at the picturesque Manzano Mountain Retreat, there was tons of fun for 95 individuals receiving services.



My Star has been an instrumental assessment tool in planning for all individuals in ARCA's care. This annual assessment is conducted prior to developing individual service plans in a celebratory setting to determine the outcomes for each individual receiving services. My Star is so successful, it is now being used by other service providers in New Mexico.

Individuals involved in the **ARCA Buddies Civitan Club** engaged in service projects giving back to the community. Club Members feel good helping people in the community who might be going through a rough patch.



ARCA Key Customer Processes

Placement Evaluation: identifies how a customer is placed into services and determines what supports will be needed.

Implementation and Maintenance of Supports: helps to ensure the service plans are implemented.

Building, Maintaining and Enhancing Relationships: ensures on-going interaction and communication with customers, workforce and stakeholders.

Complaint Management: addresses concerns raised by our customers.

Service Enhancement: incorporates input and feedback to improve services based on best practices and customer needs.

Dedicated Support = Great Lives.

ARCA continues its 58 year tradition of providing amazing supports to the 628 individuals in our care. Infants to adults who have been with ARCA over 30 years received exceptional care from our stellar staff in their homes and out in the community.



At Home

122 individuals in **ARCA's Supported Living** shared a home with 3 to 4 housemates, while 87 adults lived in 11 homes through **InterCare (ICF-IDD)**. **ARCA's Independent Living** supported 83 individuals with intermittent transportation, medical care, budgeting skills and other customized needs. In addition, **Family Based Services** provided custom supports for 184 children and adults in family settings, including adoption, foster care, home-based supports and respite.



During the Day

ARCA's Career Enhancement Services (ACES) provided supports for 80 individuals. They developed job and self-advocacy skills and received supports from dedicated job coaches who worked to make dreams come true. (See inset below). Many individuals chose to participate in meaningful community activities such as volunteering at a nursing home and animal shelters. They also took part in educational programs such as cooking, quilting, ceramics and painting. **ARCA's Traveling Theater Group** performed Wizard of Oz to audiences in venues throughout Albuquerque. The 27 Associate Employees at **ARCA's La Paloma Greenhouse** were engaged in meaningful agricultural, horticultural and community activities as a way to learn important vocational, social and interpersonal skills. These skills directly translate into positive and successful community inclusion.



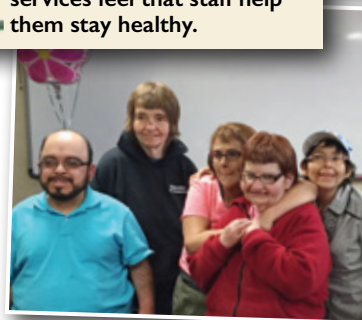
100% of individuals receiving services feel safe in their home.



100% of individuals receiving services feel that staff help them stay healthy.

Specialized Care

ARCA's statewide **Prader-Willi Syndrome (PWS) Project**, the first of its kind in the nation, offers support to infants and adults with PWS and PWS-like conditions and their families. ARCA's PWS Project served 65 individuals in 15 New Mexico counties with identification and referral services, case management, nutrition consultation, behavioral supports, residential options, emergency respite, training and education.



ARCA Ambassadors



ARCA's 7th Annual **Bob Scanlon/Steve Mackie Bowl-a-Thon** included Mayors on Strike for ARCA, a fun filled competition including eight New

Mexico mayors. Over 1,000 people bowled, enjoyed a terrific lunch and made new friends. Raising over \$90,000 helped narrow the funding gaps. Sharing in 1,000,000 smiles meant the world.

We were honored when the **Mayor and First Lady's Charity Gala** Committee asked us to donate our beautiful ivy geraniums as



centerpieces for this year's Gala. Our very special gardeners were thrilled to see their skills celebrated at Albuquerque's most esteemed event. Special thanks to the committee, who presented ARCA with a portion of the

proceeds from the table sales in appreciation!

The Ability Experience's annual **Journey of Hope** brought them to ARCA and did we have a blast! The 36 Pi Kappa Phi bicyclists stopped



by our Sandia View apartments during their ride from California to Washington, D.C. for a barbeque and a chance to share stories of their travels with new friends. We were all left inspired by their dedication, warmth and enthusiasm.



Innovative Entrepreneurships

*Dreams became reality for individuals receiving services from ARCA. With the opening of **Jeff's Crafts and Clothing**, Jeff Foster sells ARCA merchandise including apparel, mugs and bags, along with his own hand-crafted jewelry. He keeps regular hours at the ARCA offices, giving people a chance to browse.*

Steve Romero and Bill Morrison have snack stands at two of ARCA's office locations, offering ARCA staff and visitors snacks and drinks in the middle of the day. They also take requests - going out of their way to purchase items that fill a need and make people happy!





At ARCA, we welcome our favorite seasons with flowers! In April, we gathered with hundreds of friends and neighbors to celebrate a bumper crop of 12,000 geraniums and launched the holiday season in November with 7,000 poinsettias! These humble flowers represent the hard work and nurturing skill of our associate employees. Their beauty is unmatched – and we are blessed to share them with you.



We love to say thank you and nothing makes us happier than celebrating with our families and strong community partners amongst glorious, homegrown poinsettias at our Corrales greenhouses. This year we were treated to the tantalizing music of the internationally acclaimed High Desert Pipes and Drums, lovely food from City Treats Catering and the company of amazing friends who help ARCA shine each and every day.



The Trusted Advisor Network's (TAN) 4th Annual Golf Tournament for ARCA included a gorgeous day at PaaKo Ridge, yummy brisket, inspiring words from Al Unser, Jr. and a whole lot of fun with our good friends!



Francie Monteith and her Bank of Albuquerque elves worked with Santa again this year to make our Holiday Party for individuals receiving ARCA services extra jolly! This year we enjoyed the music of Michael Druxman and Last Call, making holiday magic we will never forget.

Steve Stucker, KOB TV, made dreams come true for our ARCA Travelling Theater Troupe with a personal tour of the television studios. Up With People came for a visit and



worked side by side with individuals receiving ARCA services to prepare the fields at Scanlon Farm for spring planting. Village Pizza hosted the UWP volunteers, ARCA staff and individuals receiving services for a delicious lunch and ARCA's Travelling Theater Troupe provided delightful entertainment. Our heartfelt thanks to the City of Albuquerque and the ARCA Foundation for ARCA Day at the Zoo. We all look forward to this special opportunity to thank individuals receiving services, staff, friends and families for all the ways they keep ARCA strong. Thanks to the incredible volunteers from VSP Mobile Clinics, over 140 ARCA employees received free eye exams and, when necessary, free eye glasses and referrals. This remarkable team of optometrists, led by Dr. Larry, and all the VSP providers made it possible for our stellar staff to receive much needed attention they could not otherwise have afforded. It was pouring rain outside, but that couldn't dampen the spirits of our Albuquerque Breakfast Civitans when they hosted our annual summer barbeque! Hundreds of individuals receiving services enjoyed live music, great friends and the best burgers in town – each one handmade with love by our dear friends.



Thank You to our Corporate and Foundation partners for your generous support.

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|--|---------------------------------------|----------------------------------|
| Albuquerque Bishops Storehouse | Clear Channel Radio Group | KOAT TV |
| Albuquerque Community Foundation | Comcast Corporation | KOB TV |
| Albuquerque The Magazine | Cumulus Communications Group | Manzano Mountain Retreat |
| American Advertising Federation – New Mexico | Deseret Industries | Megan Ward Design |
| American General Media | Encore Fellowships Network | NM Mutual Group |
| Anonymous | Entravision TV and Radio | NM Department of Transportation |
| Artesian Beauty | Ethicon | PNM Reduce Your Use Grant |
| Bank of Albuquerque | French Family of Companies | Rodgers and Company, Inc. |
| Bank of the West | Hugh & Helen Woodward Fund of the ACF | Ten Pins and More |
| Carl C. Anderson Sr. & Marie Jo Anderson Charitable Foundation | Intel | Trusted Advisor Network |
| | KDSK Radio | United Way of Central New Mexico |

Corporate and Foundation Partners listed in this report invested \$5,000 or more in ARCA during FY 2015

Tell me and I forget, teach me and I may remember, involve me and I learn.
–Benjamin Franklin

ARCA Volunteers



ARCA volunteers were instrumental, helping at ARCA's Apple Mountain Camp and our annual Bob Scanlon/Steve Mackie Bowl-a-Thon, serving as Santa's helpers at our annual holiday party, sharing their expertise as master gardeners at our farm and greenhouses in Corrales, keeping our administrative tasks running smoothly and the outdoor chores at our office buildings in check. Members of UNM Alpha Beta Psi, REDW and Atkinson & Co. filed taxes for 230 people in ARCA's care. We are grateful to all our volunteers and the 2,700+ hours they gave to help ARCA!



Opening Doors for individuals with intellectual and developmental disabilities since 1957.

ARCA Statement of Activity
For the year ended June 30, 2015

Revenues

Medicaid Waiver	14,172,881	49%
Medicaid - ICF	8,396,662	29%
Children, Youth & Family contracts	2,176,352	7%
Fees and rents	1,508,872	5%
Contributions and grants	1,359,145	5%
State contracts	816,514	3%
Investment income	(6,536)	0%
Other income	639,757	2%
TOTAL REVENUES	29,063,647	100%

Expenses

Salaries and benefits	19,593,439	71%
Food and day services for individuals served	4,462,965	16%
Housing costs	1,726,659	6%
Transportation costs	863,774	3%
Contractual services	779,013	3%
Office expense	183,918	1%
Public relations	102,681	0%
TOTAL EXPENSES	27,712,449	100%
Change in net assets	1,351,198	5%

Functional Expenses Program Services

Supported Living Services	10,025,198	36%
InterCare Services	7,362,775	27%
Family Living Services	4,505,670.33	16%
Community Employment	925,332.23	3%
Independent Living Services	1,202,870	4%
Business Enterprises	186,070	1%
TOTAL PROGRAM SERVICES	24,207,916	87%
Fundraising	127,113	1%
Management and General	3,377,420	12%
TOTAL FUNCTIONAL EXPENSES	27,712,449	100%

ARCA Statement of Position
For the year ended June 30, 2015

Assets

Cash and cash equivalents	4,064,729
Accounts receivable	3,188,840
Investments	1,776,317
Prepaid expenses	494,556
Unconditional promises to give	104,371
Property and Equipment, net	8,662,029
Tenant deposits and cash held in trust	1,675,698
Investments-Permanently restricted endowment	784,423
Investments - Quasi Endowment	242,330
Other assets	1,766
TOTAL ASSETS	20,995,059

Liabilities

Accounts payable	568,449
Accrued liabilities	1,532,930
Deferred revenue	244,696
Long-term debt	3,538,025
Tenant deposits and cash held in trust	1,675,698
TOTAL LIABILITIES	7,559,798

Net Assets

Unrestricted	12,374,255
Temporarily restricted	276,583
Permanently restricted	784,423
TOTAL NET ASSETS	13,435,261



ARCA ended the fiscal year with a positive budget variance.

ARCA 11300 Lomas Blvd. NE
Albuquerque, New Mexico 87112
505.332.6700 • fax 505.332.6800

ArcaOpeningDoors.org



<https://www.facebook.com/arcaopeningdoors>

ARCA Board

- Carol M. Pierce
Consultant
CHAIR
- Jim Stromberg
Sandia National Labs
VICE-CHAIR
- Don Wright
SECRETARY
- Laurel Shelton, CPA
REDW
TREASURER
- Javier Aceves, MD
Continuum of Care Project
- Michelle Baca
Baca Law Offices
- James A. Barton, CPA

- Joan Campbell
Tonsorial Parlors
- Jim Culpepper
- Diane Fisher
Presbyterian Healthcare Services
- Jack Holmes
Change for Good
- Matt Maes, CPA
Lovelace Health Plan
- Lee Marley
Presbyterian Healthcare Services

- Jeannie Patrick
Advocate
- Grant Slade
Community Volunteer

Leadership Advisory Councils

- ARCA Business Enterprises**
- DeAnn Eaton, CPA
 - Pat Kominiak
 - Steve Meileur
 - Christie Ross
 - Laurel Shelton, CPA
 - James J. Saja
Community Volunteer
 - Anna Thomson
 - Donald Wright

Community Services

- Joan Campbell
- Pat Kominiak
- Rudy Miera
- Bob Reed
- Paul Coburn
- Nancy Coburn

- InterCare**
- Sonya Adams
 - Susan Marthey
 - Joe Mateju
 - Judi Murphy
 - Gloria Sans
 - Donald Wright

ARCA Committees

- Finance**
- James A. Barton, CPA
 - Doug Cox, CPA
 - Barbara Lewis, CPA
 - Matt Maes, CPA
 - Carol Pierce
 - Grant Slade
 - Laurel Shelton, CPA

- Audit**
- Joan Campbell
 - DeAnn Eaton, CPA
 - Barbara Lewis, CPA
 - Suzette Longfellow
 - Jim Stromberg
 - Don Wright

- ARCA Retirement**
- Doug Cox, CPA
 - Laurel Shelton, CPA
 - Matt Maes, CPA
 - Phil Mayo
 - Carol Cochran

ARCA Foundation

- Christopher Keller
French Family of Companies
PRESIDENT
- Marcia Hembree
Bank of Albuquerque
1st VICE-PRESIDENT
- E. DeAnn Eaton, CPA
Haverland Carter Lifestyle Group
2nd VICE-PRESIDENT
- Phil Mayo
RDB Wealth Management
SECRETARY/TREASURER

- Cory Underwood
CUE Financial
ASSISTANT TREASURER
- John Stichman, PhD
Community Volunteer
IMMEDIATE PAST PRESIDENT

- Noel Behne
Community Volunteer
- Marianne Bennett
Attorney
- Maureen Gannon
PNM

- Stan Handmaker, MD
University of New Mexico Hospital
- Susan A. Hansen-Shikenjanski, CFE
Zydeco
- C. Herman Mauney
Community Volunteer

Lori A. Ortiz
Bank of the West

Joey Sanchez
Dexcom, Inc.

James J. Saja
Lewis University

Carol Tucker Trelease
Community Volunteer

ARCA Foundation Committees

- Finance**
- Phil Mayo, Chair
 - DeAnn Eaton, CPA
 - Christopher Keller
 - Lori A. Ortiz
 - John Stichman, PhD
 - Cory Underwood

Donor Relations

- Lori Ortiz, Chair
- Sonya Adams
- Susan A. Hansen-Shikenjanski
- S. Carlene Patterson
- Megan Ward

Planned Giving Task Force

- Nell Graham Sale, Chair
- John Attwood
- Nancy Baker
- Steve Bone
- Jonathan M. Fung
- Maureen Gannon
- S. Carlene Patterson

Leadership Team

- Edward J. Kaul
PRESIDENT/CEO ARCA
- Michelle Harmon
ARCA COMMUNITY LIVING SERVICES DIRECTOR
- Marci Manning
ARCA SUPPORTED LIVING SERVICES DIRECTOR
- Angie Julian, CPA
CHIEF FINANCIAL OFFICER
- Judith E. Parsons, SPHR
HR DIRECTOR
- Vince Smith
INTERCARE DIRECTOR
- Michele M. Cody
CHIEF DEVELOPMENT OFFICER