



Great Lives...



Then and Now - Embarking on Our 60th Year
ANNUAL REPORT • 2015-2016



ANNUAL REPORT • 2015-2016

As we embark on our 60th year, our commitment to providing the personalized supports necessary for children and adults with intellectual and developmental disabilities (IDD) in our care to realize their dreams remains our singular focus. ARCA's Quality Journey quantifies our work, empowering us to accurately gauge our progress and align our activities toward a strong future where our stellar services remain available for as long as there is a need.

Since 1957, we've worked together to overcome challenges and create awareness of the meaningful contributions made by those we serve. This past year has been no exception. We advocate tirelessly for our State leadership to return regulatory compliance to a place where the health and well being of individuals served is the priority of providers; reducing the onerous administrative burden placed on providers will enable us to better serve those in our care.

ARCA would not be possible without the dedicated, compassionate employees who are a constant source of care and opportunity for people we serve. Our core services are concentrated on each individual's health, safety and happiness. For the hundreds of children and adults at ARCA, that begins at home. In over 200 homes throughout the greater Albuquerque area, our exemplary staff provide lifelong supports to help people develop and maintain the skills necessary for a successful life.

We've grown our partnerships with area businesses to create meaningful employment for people with IDD. It's hard to believe that in 1957 children with special needs had no right to even a basic education. We are proud of the 90 Associate Employees who report to work at ARCA every day and excel in skills from organic farming to filing and janitorial to office reception and mail delivery. Dedicated Job Coaches work with both businesses and individuals in our Community Integrated Employment Services to achieve their career dreams and, in return, our community embraces their hard work and tremendous talent.

Volunteers make magic! Locals signed up to help with various projects and teams from area businesses tackled some pretty enormous challenges. Groups like our Vietnam Veterans and LDS are with us weekly, working diligently to manage ongoing needs. Our Boards and Committees provide subject expertise, leadership and counsel to steer a steady course through the present while always keeping a practiced eye on the future.

Each and every day of the year, we remain grateful for you. You are creating a strong future where generations to come will find unimagined opportunities. Through every tribulation you focus our attention on the joy of ARCA and the love and abundance inherent in our community. Your belief in the work we do and the people we serve makes all things possible. Thank you.

Matthew Maes
Chair, ARCA Board of Directors

Edward J. Kaul
President/CEO, ARCA President,

E. DeAnn Eaton
ARCA Foundation Board of Directors

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

2nd Annual Award of Distinction • Stanley (Stan) Handmaker, MD was recognized with ARCA's Award of Distinction at our Annual Meeting. Edward Kaul, ARCA President/CEO shared, "Whenever I mention Stan's name to a family member I hear stories of encouragement and gratitude for his incredible knowledge, tender interactions with his patients and their families, the gentle way he allayed their fears and being a beacon of hope when a diagnosis was identified." ARCA is privileged to have leaders like Dr. Stan Handmaker who exemplify the effort, sacrifices and contributions made by so many in creating opportunities for the people we serve to live great lives.



ARCA Foundation Board Members circa 1999





ARCA Spirit = Great Lives

"I enjoy working for a company that values the employees and individuals that we serve. Thank you ARCA for giving me a chance to work for such a great company."

Employee Longevity

Average length of service: 6 years 11 months

YEARS	# of Employees	%*
30+	15	2%
25 – 29	13	2%
20 – 24	22	3.3%
15 – 19	44	6.7%
10-14	73	11%
5-9	108	17%
< 5	374	58%
Total Employees	649	100%

* Numbers do not include associate employees

"It is an honor and a joy to be part of this amazing ARCA family!"

ARCA Employee Demographics

Total Employees: 649		Male: 143	Female: 506
Hispanic/Latino	259	40%	
White	232	35%	
Black/African American	44	6.7%	
Native Hawaiian/Pacific Islander	2	0.3%	
Asian	31	4.7%	
American Indian or Native Alaskan	54	8.3%	
Two or More Races	27	4.1%	



"I love working at and for ARCA. It has been a life changing experience, thank you for this opportunity to be part of the ARCA team."



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.

"I love my job. I have never been happier or more motivated to go to work."

2015-16 Employee Satisfaction Survey Results

- 98.4% "I take pride in my work"
- 98.1% "My job makes a difference in people's lives I serve"
- 95.7% "ARCA has a good reputation in the community"
- 95.0% "Overall, I am proud to be associated with ARCA"
- 94.1% "ARCA does not discriminate on race, gender, etc..."
- 93.7% "I would work for ARCA again if I had it to do over"
- 93.5% "Overall, I enjoy working for ARCA"



"I absolutely love my job and the people we serve! one of the best jobs I've ever had!"

ARCA's Stellar Workforce • Staff take pride in their work and love to make a difference in the lives of the individuals in ARCA's care. Iris Lucario was honored at the 2016 ANCOR (American Network of Community Options and Resources) National Conference and was the recipient of New Mexico's Direct Support Professional Recognition Award. She, like so many of our stellar staff, uses teamwork to ensure the well-being of individuals in ARCA's care.

Quality = Great Lives

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

"I make my own decisions."



98% of families and guardians would recommend ARCA's services and supports.

"our family is very grateful and happy with all the services that have been provided to our daughter. We know she is happy, safe and well taken care of."



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.

PERFORMANCE EXCELLENCE FRAMEWORK: SYSTEMS PERSPECTIVE

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

 **Board job duties and processes documented.**

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

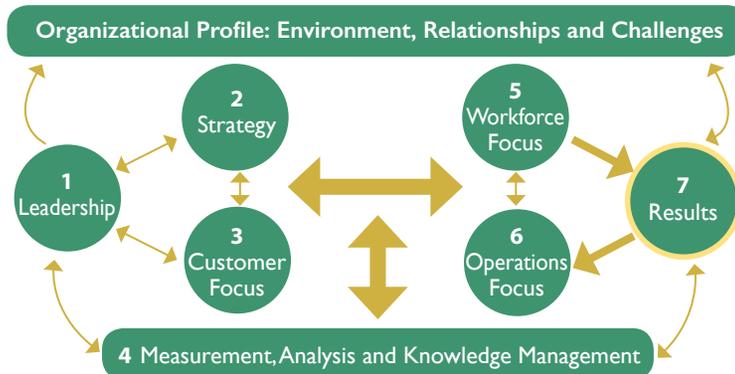
 **Strategic Plan Process was simplified and improved.**

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.

 **Increase in survey results due to aligning with Individual Service Plan improvements from the previous year.**

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**.

 **Standardized and deployed agency-wide forms.**



5 The **Workforce** category builds workforce capacity conducive to high performance by engaging, managing and developing the workforce to utilize its full potential in alignment with ARCA's mission.

 **Performance Management System (UltiPro) was deployed.**

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

 **Safety Assistant Program was deployed**

7 Results- Integrated into Categories 1-6

"Keep up the great work you're a blessing to the families and kids you help."

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



-  **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.

Stoplight Reports in the GREEN for all 4 quarters:

- 1. Incident Review for Persons Served** - Measures the effectiveness of recognizing patterns of behavior of individuals reducing incidences.
- 2. Vehicle Safety** - Measures the number of completed monthly vehicle inspections. Inspections are mandated through the federal transportation grants and is an established best practice.
- 3. OSHA Incidence Rate** - Measures the incidence rate of all OSHA recordable work-related injuries and illnesses for all employees in a reporting period.
- 4. Caregiver Screening** - Measures the compliance with required fingerprint submission for a nationwide and statewide criminal history screening.

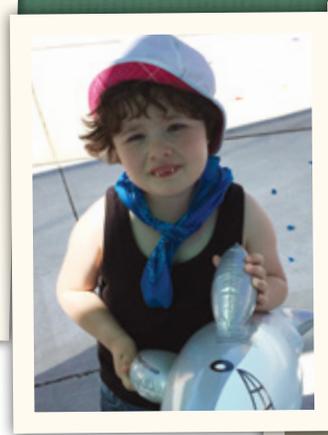


"I am around people I know care for me and know my needs will be met."



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

"ARCA has been such a strong support in assisting us as foster parents."



95% of individuals receiving services are happy in their home.

AT HOME • Individuals in ARCA's Supported Living, Independent Living, InterCare and Family Based Services call it "home." With the support of staff, birthdays are celebrated, BBQ's are enjoyed with families and friends and decorations commemorate holidays. 110 individuals in ARCA's Supported Living shared a home with 3 to 4 housemates, while 88 adults lived in 11 InterCare homes. ARCA's Independent Living supported 80 individuals with intermittent transportation, medical care, budgeting skills and other customized needs. Additionally, 189 infants, children and adults received tailored supports in family settings, including adoption, foster care, personal care, home-based support and respite.

IN THE COMMUNITY • ARCA's Career Enhancement Services (ACES) provided supports to 120 individuals. They developed job and self-advocacy skills and received supports from dedicated job coaches and instructors who worked to make dreams come true. Many individuals chose to participate in meaningful community activities such as volunteering at a nursing home, working with homeless children and Habitat for Humanity. They



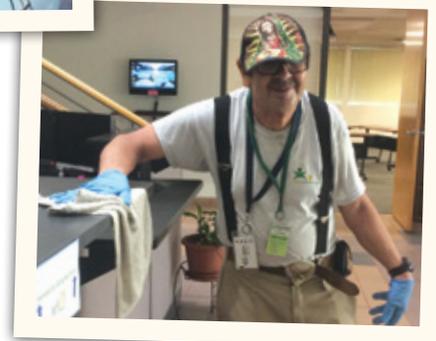
96% of individuals receiving Supported Employment services enjoy their job.

also took part in educational programs such as cooking, health and wellness, ceramics and painting. **ARCA's Traveling Theater Group** performed *Road Trip* and *Into the Forest* to audiences in venues throughout Albuquerque.

Currently ARCA employs 90 associate employees who work with our Janitorial Team, Organics and Office Supports Teams. Jeff's Crafts and Clothing, Bill's Classic Candy Stand, Steve's Snack Shop and Mary's Laundry Service are all owned and operated by individuals who work hard at providing the best customer service around!

BUSINESS ENTERPRISES • ARCA Business Enterprises is tasked with creating employment opportunities for individuals with IDD to engage in meaningful work as well as generating revenue to help narrow government funding gaps. **ARCA Organics**, our certified organic farm, doubled its acreage this year and **ARCA Janitorial Services**, our commercial cleaning business, is proud to have added the NM Department of Health-Scientific Laboratory Division to its list of happy customers!

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



"I have a great job coach, she keeps me safe and supports me in my job."



PWS Project • 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, advocacy, case management, nutrition consultation, behavioral supports, residential options, emergency respite, training and education.

Ariyanna Eaton loves to take part in fun runs and will wear a costume during the run. She finished a 5k Holiday Fun Run with her best friend "LaLa." Her enthusiasm to stay active is inspiring to everyone who meets her.





Dedicated Support = Great Lives



ARCA KEY CUSTOMER PROCESSES

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

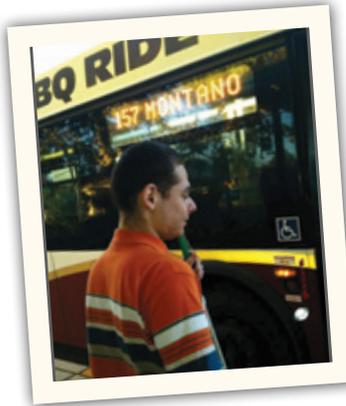
Implementation and Maintenance of Supports: helps to ensure the service plans are implemented.

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.

LIFE ENHANCING SERVICES & EXPERIENCES



ARCA's **Smart Travel Program** promotes greater independence and enhances daily living skills for 48 individuals through the use of cognitive assistance technologies. This unique program educates individuals on how to complete basic, self-care activities, track medical and personal appointments, deliver medication alerts, manage personal finances, navigate the public transit system and complete other daily tasks and routines on their own.

Health Matters is an innovative health and wellness program originally developed by the University of Illinois at Chicago for individuals with IDD to learn to make healthy choices. Participants lead the wellness charge as peer trainers and enjoy health events like community walking clubs, ARCA on the MOVE and Move and Groove Celebrations emphasizing

the importance of physical movement and good nutrition in a fun and educational setting.

Apple Mountain Camp is THE topic of conversation for individuals at ARCA. When the day arrived to depart for the picturesque Manzano Mountain Retreat, 90 excited campers were ready to leave the city and take part in camp activities. Old friends reconnected, enjoyed songs around the campfire, s'mores, fishing, swimming and so much more!

Individuals in ARCA's Independent Living program enjoy a weekly **Dinner Club**. This social event alternates between a local restaurant and potluck at ARCA's Sandia View Apartments. This is a terrific opportunity to practice cooking skills, good nutrition, money management and etiquette. Special thanks to the Bishop's Storehouse for providing fresh, nutritious groceries!

The **Circle of Supports** project staff worked with 27 young adults to learn community skills such as navigating within their neighborhoods to engage in community activities and develop natural supports.



98% of individuals receiving services feel that staff help them stay healthy.



ARCA's Demographics for 2015-2016

Total Individuals served: 639 Gender: Male: 57% Female: 43%

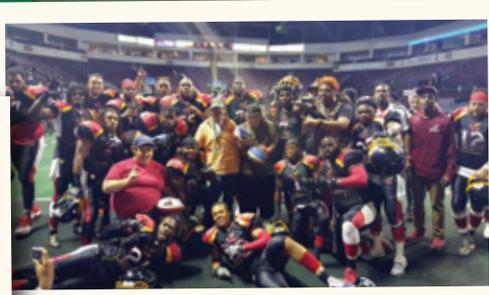
Age	Ethnicity	Degree of Disability
0 to 4.....5%	African American: 2%	Borderline: 6%
5 to 9.....4%	Caucasian: 45%	Mild: 39%
10 to 19.....10%	Hispanic: 33%	Moderate: 30%
20 to 39.....31%	Native American: 6%	Profound: 11%
40 to 59.....34%	Other: 14%	Severe: 14%
60 to 69.....11%		
70+.....5%		



Circle of Promise • Our Circle of Promise, Emily and Herman Mauney Legacy Society and past and current Board members gathered for a celebratory brunch at John and Kris Stichman's home. Our keynote speaker, Congressional Medal of Honor recipient Hiroshi Miyamura, shared inspiring words about the power of hope. At 91, this man of principle gently reminded us of the endless opportunities that lay beyond our challenges.

Opportunities and a bright future will abound at ARCA for generations to come for little ones through elders with IDD because of the growing number of generous Circle of Promise members who have let us know about their planned gifts to ARCA. We thank you!

ARCA Ambassadors



ARCA's **8th Annual Bob Scanlon/Steve Mackie Bowl-a-Thon** including our **2nd Annual Mayors on Strike Competition** was the best, yet! Over 1,000 bowlers, families and friends spurred laughter; new friendships and over \$100,000 in donations. Very special thanks to Mayor Hull for all his work in bringing together mayors from across our enchanted state to participate in this special day and Bob Scanlon for his unwavering belief in the work we do and the people we serve.

We loved visiting with 36 Pi Kappa Phi bicyclists again this year during their **Journey of Hope** from California to Washington, D. C. Individuals and staff at our Sandia View apartments greeted them with BBQ cooked to perfection by Ed Kaul and they entertained us with stories of their travels and the inspiring reasons why they choose to make a difference in the lives of people with IDD.

ARCA was humbled to be invited for a second year to provide the centerpieces for the **Mayor and First Lady's Charity Gala**. The committee selected wheatgrass rounds bejeweled with colorful Gerber daisies; our loving gardeners nurtured them to perfection! We are grateful to the committee who presented ARCA with a portion of the proceeds from the table sales.

Our **New Mexico Stars** football team hosted a tournament for ARCA. Seeing individuals, staff with their little ones and nearly grown children, family members, community partners

and our Stars players together on the field made lifelong memories for each of us. Ruben was named the Stars honorary coach and presented with a game ball autographed by the team. Heartfelt thanks to Tracy and Crystal Duran for making dreams come true.

Community adventures are at the top of everyone's list and thanks to the generosity of our ARCA Ambassadors, individuals and staff enjoyed concerts, rodeos, the State Fair and spent lots of time enjoying our Isotopes and Lobos! Our **Albuquerque Breakfast Civitans** hosted a perfect summer picnic with amazing food, lots of live music and great company. **Popejoy Hall** welcomed members of our Theater Troupe to a series of performances. Particularly lively conversation ensued after seeing *One Night of Queen*; our amateur actors deemed it "a powerhouse performance!"

Many hands make light work and **ARCA volunteers** bring expertise, boundless energy and a warm spirit to tackling our many projects. Last year, volunteers donated 2,740 hours helping in a wide variety of tasks. Bob and Fran spent time every week with clerical duties in Finance and HR. The Church of Jesus Christ of Latter Day Saints' Missionary Program put in hundreds of hours moving office furniture, carefully tending to the yards at our offices and homes and working with our property department to tackle countless maintenance jobs. Don Wright and 50 individuals from REDW, Atkinson & Co. and UNM's Beta Alpha Psi prepared tax returns for 225 individuals

in ARCA's care, resulting in over \$44,000 in refunds. Students from UNM, CNM and various high schools assisted with community outings in our ACES program. Volunteers helped at ARCA events such as Apple Mountain Camp, Bowl-a-Thon and geranium and poinsettia celebrations. Francie Monteith and her Bank of Albuquerque elves once again worked holiday magic by teaming up with Santa to make our **Holiday Party for individuals receiving ARCA services** shine.

At ARCA, we live every day in gratitude; we especially love the days when we get to personally express our appreciation to you. This year, our most dedicated community partners **celebrated amongst the poinsettias** at our Corrales greenhouses. CityTreats catering provided a sumptuous feast and we reveled in the music of Next Three Miles. **ARCA Day at the Zoo** was spectacular with 1,100 individuals, staff, families, friends and community partners enjoying the antics of the critters and the companionship of one another. This annual, and always anticipated, day of adventure would not be possible without the support of the City of Albuquerque and the ARCA Foundation. UNM student Christopher Ortiz spoke about his seven-year relationship with ARCA as "stunning and heart touching" and Joan Zucker, principal cellist for the New Mexico Philharmonic, performed at our **Circle of Promise/ Emily and Herman Mauney Legacy Society** brunch. We are profoundly grateful for the strength and longevity each of our ambassadors brings to ARCA.

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

Albuquerque Bishops Storehouse
Albuquerque the Magazine
American Advertising Federation –
New Mexico
American General Media Radio
Anonymous (8)

Bank of Albuquerque
Bank of the West
Carl C. Anderson Sr. & Marie Jo
Anderson Charitable Foundation
Comcast Corporation
Encore Fellowships Network

Ethicon
French Family of Companies
Heart Radio
Hugh and Helen Woodward Fund of
the ACF
Intel

KASA – TV
KLUZ/KTFQ TV
KOAT – TV
KRAY AM/FM
KRQE – TV
Manzano Mountain Retreat
Mayor and First Lady's Charity Gala

NM Mutual Group
NM Department of Transportation
NM Workforce Connections
Purity of Elements
Rodgers and Company, Inc.
Ten Pins and More
United Way of Central New Mexico

*Corporate and Foundation Partners listed in this report invested \$5,000 or more in ARCA during FYE 2016.



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

ARCA Statement of Activity

For the year ended June 30, 2016

REVENUES

Medicaid Waiver	14,173,090	47%
Medicaid - ICF	8,652,241	29%
Children, Youth & Family contracts	2,211,095	7%
Fees and rents	1,514,182	5%
Contributions and grants	1,583,381	5%
State contracts	950,081	3%
Investment income	(40,013)	0%
Other income	805,682	3%
TOTAL REVENUES	29,849,739	99%

EXPENSES

Salaries and benefits	21,262,534	71%
Food and day services for individuals served	4,365,778	15%
Housing costs	2,067,650	7%
Transportation costs	896,821	3%
Contractual services	934,633	3%
Office expense	317,181	1%
Public relations	155,922	1%
TOTAL EXPENSES	30,000,519	101%
Change in net assets	(150,780)	-1%

FUNCTIONAL EXPENSES - Program Services

Supported Living Services	10,286,396	34%
InterCare Services	8,110,997	27%
Family Living Services	4,307,628.93	14%
Community Employment	1,162,316.75	4%
Independent Living Services	1,433,013.16	5%
Business Enterprises	204,081	1%
TOTAL EXPENSES	25,504,433	85%
Fundraising	181,496	1%
Management and General	4,314,590	14%
TOTAL FUNCTIONAL EXPENSES	30,000,519	100%

ARCA Statement of Position

For the year ended June 30, 2016

ASSETS

Cash and cash equivalents	3,927,243
Accounts receivable	2,500,426
Investments	1,740,354
Prepaid expenses	396,045
Unconditional promises to give	34,148
Property and Equipment, net	9,246,964
Tenant deposits and cash held in trust	1,823,117
Investments-Permanently restricted endowment	821,472
Investments - Quasi Endowment	241,773
Other assets	1,600
TOTAL ASSETS	20,733,142

LIABILITIES

Accounts payable	515,288
Accrued liabilities	1,586,148
Deferred revenue	225,494
Long-term debt	3,298,614
Tenant deposits and cash held in trust	1,823,117
TOTAL LIABILITIES	7,448,661

NET ASSETS

Unrestricted	12,212,450
Temporarily restricted	275,117
Permanently restricted	796,914
TOTAL NET ASSETS	13,284,481



ARCA Board

- Matt Maes, CPA
Lovelace Health Plan
CHAIR
- Joan Campbell
Tonsorial Parlors
VICE-CHAIR
- Laurel Shelton, CPA
REDW
TREASURER
- Jim Culpepper
SECRETARY
- Carol M. Pierce
Consultant
IMMEDIATE PAST PRESIDENT
- Javier Aceves, MD
Continuum of Care Project

Sonya Adams
Community Volunteer

Doug Cox, CPA
Atkinson & Co.

Jack Holmes
Change For Good

Barbara Lewis, CPA
Atkinson & Co.

Lee Marley
Presbyterian Healthcare Services

Jeannie Patrick
Advocate

Jim Stromberg
Sandia National Labs

Leadership Advisory Councils

ARCA Business Enterprises

- E. DeAnn Eaton, CPA
- Christie Ross
- James J. Saya
- Donald Wright
- Ana Thompson
- Steven Meilleur
- Pat Kominiak

Community Services

- Pat Kominiak
- Rudy Miera
- Joan Campbell
- Bob Reed
- Carol Bertholf

InterCare

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

ARCA Committees

Finance

- Doug Cox, CPA
- Barbara Lewis, CPA
- Matt Maes, CPA
- Jim Culpepper
- Laurel Shelton, CPA
- Adam Thompson

Audit

- Joan Campbell
- E. DeAnn Eaton, CPA
- Barbara Lewis, CPA
- Suzette Longfellow
- Jim Stromberg
- Donald Wright

ARCA Retirement

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

ARCA Foundation

E. DeAnn Eaton, CPA
Haverland Carter Lifestyle Group
PRESIDENT

James J. Saya
Lewis University
VICE-PRESIDENT

Phil Mayo
RDB Wealth Management
SECRETARY/TREASURER

Cory Underwood
CUE Financial
ASSISTANT TREASURER

Joey Sanchez
Tandem Diabetes Co.

Christopher Keller
French Family of Companies
IMMEDIATE PAST PRESIDENT

Noel Behne
Community Volunteer

Maureen Gannon
PNM

Susan A. Hansen-Shikenjanski, CFE
Zydeco

Rolley Longley
Advocate

C. Herman Mauney
Community Volunteer

Lori A. Ortiz
Bank of the West

S. Carlene Patterson, CFP, ChFC
Ascension Financial Group, LLC

John Stichman, PhD
Community Volunteer

Carol Tucker Trelease
Community Volunteer

ARCA Foundation Committees

Finance

- Philip M. Mayo
- E. DeAnn Eaton, CPA
- Lori A. Ortiz
- James J. Saya
- Cory Underwood
- Christopher Keller

Donor Relations

- Lori A. Ortiz
- S. Carlene Patterson, CFP, ChFC
- Susan Hansen-Shikenjanski, CFE
- Megan Ward
- Michael Gannon
- Sonya Adams

Planned Giving Task Force

- Nell Graham Sale, CELA
- Nancy Baker
- Steve Bone
- Madeline Dunn
- Jonathan M. Fung
- S. Carlene Patterson, CFP, ChFC
- Maureen Gannon
- John Attwood
- Robert A. De Pasquale

Leadership Team

Edward J. Kaul
PRESIDENT/CEO

Michelle Harmon
COMMUNITY LIVING SERVICES DIRECTOR

Marci Manning
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

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