DEAR FRIENDS,

It’s not often we get to take a moment and look back at our accomplishments. As we reflect on 2016, we can all take great pride in the amazing progress within The Arc’s network. We won’t deny we still have much work to do, but each year we are chipping away at the barriers that keep individuals with intellectual and developmental disabilities (I/DD) from living a life included in the community.

This year’s report highlights how the connections we are making are promoting inclusion nationwide. Through our national partnerships, our powerful chapter network, and advocacy efforts, we are connecting the dots alongside people with I/DD and their families to make a more inclusive society a reality in all aspects of life.

The Arc’s network is nearly 70 years old and we are getting better each year. Thank you for being part of our movement and we hope you enjoy learning about all we achieved in 2016.

Elise McMillan
President,
The Arc’s Board of Directors

Peter V. Berns
Chief Executive Officer,
The Arc

MISSION STATEMENT

The Arc promotes and protects the human rights of people with intellectual and developmental disabilities and actively supports their full inclusion and participation in the community throughout their lifetimes.
Everyone deserves the opportunity to have a meaningful job in their community, earning a competitive wage. Current research shows individuals with I/DD face unemployment rates of over 80%, which is why employment is a major focus of The Arc.

Our approach is simple—start with successful companies or organizations, provide them the resources to become great employers to people with I/DD, and connect them with amazing employees. Individuals with I/DD have the skills to succeed in a variety of careers, we simply forge connections to create more opportunities through The Arc@Work.

Last year, The Arc@Work received a $245,000 one-year grant from the Walmart Foundation. This funding is dedicated toward developing innovative programs that place people with I/DD in competitive, integrated employment within their communities. Through this funding The Arc is working with sixteen of our chapters to connect well-qualified job seekers with I/DD to local, regional, and national employers.

At the end of 2016, The Arc@Work was already exceeding the goals of this project. With nearly 500 individuals trained, 144 of them placed in new jobs with an average salary of $9.63 an hour, and 111 employers hiring individuals with I/DD, we are on track to make real progress in employment.

In 2016, Baymont Inn & Suites united with The Arc to open more doors in hospitality for individuals with I/DD. Through this partnership, The Arc is working to connect Baymont Inn and Suites with passionate candidates to fill the full-time position of “Hometown Host” at locations across the country.
Baymont’s new Hometown Host role is a symbol of the brand’s emphasis on neighborly service and dedication to community, ensuring guests feel welcome. In addition to serving as a service champion and breakfast attendant, Hometown Hosts from Baymont hotels across the country will participate in a voluntary advisory council, supported by The Arc.

LEARNING LABS
Bridging the Digital Divide

Checking your email, the weather, or your bank balance online is now so mundane for many of us that it is easy to forget how essential these skills have become in our daily lives. Yet, for those with I/DD, these ordinary tasks are sometimes unfamiliar. Acquiring digital literacy skills can serve as a bridge to community participation and make a world of difference in achieving independence.

In 2016, through a partnership with Comcast NBCUniversal, six chapters of The Arc narrowed the digital divide for their constituents with I/DD by hosting Learning Labs. In total, 204 Learning Labs were held, serving 375 individuals. Hosting these Learning Labs were The Arc Baltimore; Easter Seals Arc of Northeast Indiana, Inc.; The Arc of Prince George’s County (MD); New Star Services (IL); The Arc of San Francisco; and The Arc of Lane County (OR).

In these classroom-based settings, students learned digital literacy skills meant to translate into opportunities. The tiered 30-lesson curriculum, while varied by chapter, mostly centered on employment skills such as typing, emailing, and using online organizational tools. The Arc plans to assess the effectiveness of the Learning Lab curriculum and expand the program to any interested chapters. Through this national initiative, The Arc will keep individuals with I/DD up-to-date with the latest technology.

Through a grant from Google.org, The Arc is developing a recommendation system that will help people with I/DD easily identify technologies that will match with their support needs and help them lead more independent lives. With this funding from Google.org, we laid the groundwork to develop an online coaching service to enable people with I/DD to learn to use technology from qualified instructors who deliver coaching through video conference sessions. Thanks to this ongoing partnership, we are making powerful connections that will empower individuals with I/DD to access and utilize technology to live more inclusive lives in the community.
VOLUNTEERING in the COMMUNITY
VOLUNTEERING IN THE COMMUNITY
Community Inclusion through Service

Dr. Martin Luther King, Jr. once said, “Life’s most persistent and urgent question is, ‘What are you doing for others?’” Over the years, members of the disability community have wanted to answer that question for themselves. There is a common misperception that individuals with disabilities are the ones in need of assistance, not the ones who serve others in their community. Within The Arc’s network, we know there are many ways in which individuals with I/DD contribute to their communities, including through volunteerism.

In early 2016, The Arc took steps to change this misperception with a grant from the Corporation for National and Community Service to develop service projects around the country that celebrated the teachings of Dr. Martin Luther King, Jr.

This project, which was executed on the Martin Luther King, Jr. Day of Service, addressed a critical need in many communities: food insecurity. Participating chapters worked with local volunteer groups and hunger-focused organizations to develop projects that brought together volunteers with and without disabilities to provide food assistance to people in need.

By year’s end, our chapters engaged 705 volunteers with and without disabilities who gave over 5,700 hours of their time to feed more than 10,000 people in their communities. Their contributions left lasting impacts that will ensure that people with I/DD will be recognized for all they provide to enrich communities across the country.
Helping Students with Disabilities and Their Parents Navigate Special Education Advocacy

A successful IEP is the foundation for a future in the community, leading a life of one’s own choosing.

Some of the most important victories of the disability rights movement have been securing access to an appropriate and inclusive education for students with disabilities through the Individuals with Disabilities Education Act (IDEA), Section 504 of the Rehabilitation Act, and the Americans with Disabilities Act (ADA). Together, these laws protect students from discrimination and guarantee a free appropriate public education in the least restrictive environment through an individualized education program (IEP).

Written annually by educators, parents, and students, IEPs describes students’ educational goals, as well as the services they need to achieve those goals. High-quality IEPs can provide a pathway to graduation, post-secondary education, employment, and a successful transition to adult life in the community. Weak, generic IEPs may result in students who pursue the same goals every year, aren’t challenged, and don’t plan effectively for life after high school.

Through a grant from the AT&T Foundation, The Arc created The Arc@School in 2016 to build the skills and knowledge of lay advocates throughout The Arc’s network to ensure the best educational outcomes for students with I/DD. In 2016, The Arc@School:

- Created an Online Resource Center, thearcatschool.org, which provides information for students, parents, educators, and advocates about IEPs, special education law, and students’ and parents’ rights, as well as a resource directory to help families connect with a special education advocate in their state.

continued onto next page
Planning for the future is challenging – but it is necessary and possible. For families that include a person with I/DD, The Arc’s Center for Future Planning® supports and encourages preparation for the future so that when parents or other caregivers are no longer able to provide support, the person with a disability is prepared to live a full life in the community, as independently as possible.

In 2016, the Center for Future Planning continued its important work, enhancing features on its website like the Build Your Plan® tool, and focusing on supporting aging caregivers by training human services professionals on the ground to help families overcome barriers to planning.

The Center created and piloted a training for human services professionals to strengthen their future planning knowledge and skills. Working with the National Council on Aging, Lutheran Services of America, the Association of Jewish Family and Children’s Agencies, The Arc of North Carolina, and The Arc of Tennessee, the effort trained 94 human services professionals to engage families in future planning. The Arc and its partners then disseminated information about future planning to more than 241,000 people. The trained professionals conducted outreach to families and reported that they assisted nearly 200 families to advance future plans for their family members with I/DD.

The Arc will continue to raise awareness of the importance of future planning to ensure adults with disabilities live productive lives in the community.
To know The Arc is to know our rich history of public policy advocacy. Led by our outstanding five-person public policy team, The Arc continued its decades-long commitment to federal public policy issues, with focus on civil rights, community-based long-term supports and services, direct support professionals, education, employment, training and wages, health care, Medicaid, and Social Security—including Supplemental Security Income (SSI).

While there wasn’t substantial legislation affecting people with disabilities passed in 2016, there was still much work done with Members of Congress and their staff to lay the groundwork for the future regarding:

- Protections for people with I/DD in the health care system under the Affordable Care Act and the Medicaid program;
- Protections and improvements for people using Social Security disability benefits or SSI benefits;
- Prohibitions on the use of restraints and seclusion;
- Appropriate community-based supports using federal funding;
- Ensuring fair treatment of people with I/DD in criminal justice reform; and
- Continued progress in integrated employment for people with I/DD who are leaving the school systems.

When headlines filled with newsflashes about the threat of the Zika virus, The Arc stepped in to lead the disability community’s involvement in pushing for adequate federal funding and a policy response due to the potentially devastating impact of the virus on children and their families.
The Arc is actively involved in legal advocacy work, including participating as plaintiff, counsel, and amici in disability rights impact litigation pertaining to the rights of people with I/DD across the country.

In 2016, The Arc drafted or participated in six amicus (friend of the court) briefs before the U.S. Supreme Court.

In 2016, The Arc’s National Center for Criminal Justice and Disability® (NCCJD) pressed forward on its mission to build the capacity of criminal justice professionals to respond to gaps in services for people with I/DD. It significantly extended its reach by producing four webinars, nearly 20 presentations across the country, three newsletters, and an expanded website. Collectively, these outreach measures touched nearly half a million people.

Yet, it was NCCJD®’s signature initiative, Pathways to Justice® (PTJ), which made the boldest steps forward. A pilot program chapter, The Arc Pikes Peak Region, and its newly created multidisciplinary response team seized an opportunity to intervene on behalf of an accused offender with I/DD. A 19-year-old with autism encountered a female who stated she was of age. In reality, she was 13. The PTJ team reached out to the local crime unit, ascertaining the suspect would not be questioned without representation and an I/DD advocate. This early intervention ensured the individual obtained proper due process and appropriate support through every step of the judicial process. NCCJD will continue its march toward justice in the years to come.

In 2016, The Arc is actively involved in legal advocacy work, including participating as plaintiff, counsel, and amici in disability rights impact litigation pertaining to the rights of people with I/DD across the country.

In 2016, The Arc drafted or participated in six amicus (friend of the court) briefs before the U.S. Supreme

LEGAL ADVOCACY

Enforcing the Laws Built by the Disability Rights Movement

The Arc is actively involved in legal advocacy work, including participating as plaintiff, counsel, and amici in disability rights impact litigation pertaining to the rights of people with I/DD across the country.

In 2016, The Arc drafted or participated in six amicus (friend of the court) briefs before the U.S. Supreme Court.
Court, Fourth Circuit Court of Appeals, and the Supreme Courts of Michigan and Connecticut in cases involving the prohibition on execution of capital defendants with intellectual disability; the rights of students with disabilities under the Individuals with Disabilities Education Act; the rights of parents with disabilities under the Americans with Disabilities Act (ADA), the obligations of private contractors of state and local government entities under the ADA; and accessibility issues in the Social Security Administration’s notification and review process.

The Arc also works directly with chapters to enforce the rights of people with I/DD nationwide. In 2016, The Arc, with co-counsel Relman, Dane & Colfax and Community Legal Aid Society, represented The Arc of Delaware in a disability housing discrimination case against a property owner’s association (POA). The administrative complaint claimed that the POA violated the Fair Housing Act (FHA) when it refused to approve the chapter’s acquisition of property meant to house four individuals with I/DD in a single family home in the community. Once the state issued a finding of discrimination, the parties reached a settlement requiring the POA to train its members on the FHA, submit compliance reports, and award damages to the chapter. Cases like this are important because without the vigorous enforcement of disability rights laws, decades of work to ensure that those with disabilities can live in the community free from discrimination could be eroded.

Individuals with I/DD often have difficulty accessing healthcare. Fortunately, an innovative technique—telehealth—is revolutionizing that reality. In 2016, The Arc Macon (GA) and The Arc Gloucester (NJ) introduced this technology in residential and day programs with a grant from the Verizon Foundation. Dubbed “Dr. V”, VGo is a robotic device allowing individuals to obtain routine medical treatment from a nurse in a remote location. With just a touch of a button, nurses at chapters of The Arc offered clients customized care and guidance for many common ailments. Thanks to “Dr. V”, as 2016 closed, 141 participants in this program had received increased access to healthcare services.
The Arc’s Catalyst Awards were created to recognize individuals, businesses, and other organizations that are catalysts for achievement in the lives of people with intellectual and developmental disabilities (I/DD). Each honoree has done something remarkable that helps fulfill The Arc’s mission to promote and protect the human rights of people with I/DD.

2016 Catalyst Award Winners:
Educator of the Year: Pablo Juárez
Foundation Philanthropist of the Year: The Ruderman Family Foundation
Television Show of the Year: Born This Way (Presented to the cast, Bunim/Murray Productions, and A&E)
Corporate Advocate of the Year: Nike, Tobie Hatfield and Matthew Walzer
Author of the Year: Steve Silberman
Self-Advocate of the Year: Connor Long
Community Advocate of the Year: Patti Saylor and Erica Wheeler
Corporate Foundation Philanthropist of the Year: Google.org
Regional Business Employer of the Year: Giant Eagle

The 2016 Catalyst Award Winners:
Back Row (from l to r): Jay Ruderman, Shira Ruderman, Jonathan Murray, Jeremy Shapira, Pablo Juárez, Steve Silberman, Nick Cain, Tobie Hatfield.
Second Row (from l to r): Rachel Osterbach, Megan Bomgaars, Steven Clark, John Tucker, Connor Long, Patti Saylor, Matthew Walzer, Heidi Burgett.
Front Row (from l to r): Elena Ashmore, Christina Sanz, Sean McElwee, Erica Wheeler
Each year, The Arc puts on a national convention which plays host to world renowned advocates, self-advocates, experts in the disability community, caregivers, direct support professionals, family members of individuals with I/DD, and leaders from The Arc’s chapter network. In 2016, The Arc had the honor of once again partnering with Inclusion International to host the 2016 National Convention and International Forum in Orlando, Florida. The event was a rousing success with nearly 1000 advocates from across the globe joining together to “Shape the Future”.

Convention attendees network and enjoy the Florida weather.


NATIONAL CONVENTION & INTERNATIONAL FORUM

The cast of A&E’s hit show Born This Way celebrate their Catalyst Award win.
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PRO BONO SPOTLIGHT

The Arc of the United States appreciates that, instead of monetary support, some organizations provide a contribution of services. We would like to extend a heartfelt thank you to Comcast NBCUniversal for production of a Public Service Announcement and media support services valued at $1,101,129.35. Additionally, we are grateful to the following organizations that provided pro bono legal services: DLA Piper, LLP (US) valued at $125,000.00; Akin Gump Strauss Hauer & Feld LLP valued at $57,720.00; Taylor & Sexton LLC valued at $40,830.00; Halloran & Sage LLP valued at $13,300.00; and Katten Muchin Rosenman LLP valued at $12,500.

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Thank you to the following chapters of The Arc for their contributions

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The Arc Northern Chesapeake Region
The Arc of Adams-Clay
The Arc of Arapahoe & Douglas
The Arc of Atlantic County
The Arc of Barnes County
The Arc of Charlotte County, Inc.
The Arc of Colorado
The Arc of Fresno and Madera Counties

The Arc of Greater Lawrence
The Arc of Illinois
The Arc of Jefferson County
The Arc of Massachusetts
The Arc of Monmouth
The Arc of Owensboro
The Arc of Pueblo
The Arc of San Diego
The Arc of Schuyler County
The Arc of Tennessee
The Arc of Ventura County
The Arc of Wabash County Inc.
We have audited the accompanying combined financial statements of
The Arc of the United States (The Arc) and The Foundation of The Arc of
the United States (the Foundation), collectively the Organizations, which
comprise the combined statement of financial position as of December
31, 2016, and the related combined statements of activities and change
in net assets, functional expenses and cash flows for the year then ended,
and the related notes to the combined financial statements.

Management’s Responsibility for the
Financial Statements
Management is responsible for the preparation and fair presentation
of these combined financial statements in accordance with accounting
principles generally accepted in the United States of America; this
includes the design, implementation and maintenance of internal
control relevant to the preparation and fair presentation of combined
financial statements that are free from material misstatement, whether
due to fraud or error.

Auditor’s Responsibility
Our responsibility is to express an opinion on these combined financial
statements based on our audit. We conducted our audit in accordance
with auditing standards generally accepted in the United States of
America and the standards applicable to financial audits contained in
Government Auditing Standards, issued by the Comptroller General of
the United States. Those standards require that we plan and perform
the audit to obtain reasonable assurance about whether the combined
financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about
the amounts and disclosures in the combined financial statements.
The procedures selected depend on the auditor’s judgment, including
the assessment of the risks of material misstatement of the combined
financial statements, whether due to fraud or error. In making those
risk assessments, the auditor considers internal control relevant to the
entity’s preparation and fair presentation of the combined financial
statements in order to design audit procedures that are appropriate in
the circumstances, but not for the purpose of expressing an opinion on
the effectiveness of the entity’s internal control. Accordingly, we express
no such opinion. An audit also includes evaluating the appropriateness
of accounting policies used and the reasonableness of significant
accounting estimates made by management, as well as evaluating the
overall presentation of the combined financial statements.

We believe that the audit evidence we have obtained is sufficient and
appropriate to provide a basis for our audit opinion.

Opinion
In our opinion, the combined financial statements referred to above
present fairly, in all material respects, the combined financial position of
the Organizations as of December 31, 2016, and the combined change
in their net assets and their combined cash flows for the year then ended
in accordance with accounting principles generally accepted in the United States
of America.

Report on Summarized Comparative Information
We have previously audited the Organizations’ 2015 combined financial
statements, and we expressed an unmodified audit opinion on those audited
combined financial statements in our report dated April 10, 2016. In our
opinion, the summarized comparative information presented herein as of and
for the year ended December 31, 2015, is consistent, in all material respects,
with the audited combined financial statements from which it has been
derived.

Other Matter
Our audit was conducted for the purpose of forming an opinion on the
combined financial statements as a whole. The Schedule of The Arc of the
United States’ Expenditures of Federal Awards, on page I-23 as required by
Title 2 U.S. Code of Federal Regulations (CFR) Part 200, Uniform Administrative
Requirements, Cost Principles, and Audit Requirements for Federal Awards
(Uniform Guidance), is presented for purposes of additional analysis and is
not a required part of the combined financial statements. Such information is
the responsibility of management and was derived from and relates directly to
the underlying accounting and other records used to prepare the combined
financial statements. The information has been subjected to the auditing
procedures applied in the audit of the combined financial statements and
certain additional procedures, including comparing and reconciling such
information directly to the underlying accounting and other records used
to prepare the combined financial statements or to the combined financial
statements themselves, and other additional procedures in accordance with
auditing standards generally accepted in the United States of America. In our
opinion, the information is fairly stated, in all material respects, in relation to
the combined financial statements as a whole.

Other Reporting Required by Government Auditing Standards
In accordance with Government Auditing Standards, we have also issued our
report dated April 10, 2017 on our consideration of The Arc of the United States’
internal control over financial reporting and on our tests of its compliance
with certain provisions of laws, regulations, contracts, and grant agreements
and other matters. The purpose of those reports is to describe the scope of
our testing of internal control over financial reporting and compliance and
the results of that testing, and not to provide an opinion on internal control
over financial reporting or on compliance. Those reports are an integral part
of an audit performed in accordance with Government Auditing Standards
in considering The Arc of the United States’ internal control over financial
reporting and compliance.
## AUDITORS REPORT

Combined Statement Of Financial Position As Of December 31, 2016

### ASSETS

#### CURRENT ASSETS

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$1,124,356</td>
</tr>
<tr>
<td>Investments</td>
<td>11,709,874</td>
</tr>
<tr>
<td>Accounts receivable and advances, net of allowance for doubtful accounts of $85,000 and $85,606, for 2016 and 2015, respectively</td>
<td>415,619</td>
</tr>
<tr>
<td>Grants receivable</td>
<td>661,149</td>
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<tr>
<td>Prepaid expenses</td>
<td>75,929</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td><strong>13,986,927</strong></td>
</tr>
</tbody>
</table>

#### FIXED ASSETS

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land</td>
<td>238,755</td>
</tr>
<tr>
<td>Furniture and equipment</td>
<td>2,304,396</td>
</tr>
<tr>
<td></td>
<td>2,543,151</td>
</tr>
<tr>
<td>Less: Accumulated depreciation and amortization</td>
<td>(1,262,040)</td>
</tr>
<tr>
<td><strong>Net fixed assets</strong></td>
<td><strong>1,281,111</strong></td>
</tr>
</tbody>
</table>

#### OTHER ASSETS

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other assets</td>
<td>8,120</td>
</tr>
<tr>
<td>Investments held for beneficial interest in perpetual trust</td>
<td>1,143,446</td>
</tr>
<tr>
<td>Deferred compensation investments</td>
<td>91,508</td>
</tr>
<tr>
<td><strong>Total other assets</strong></td>
<td><strong>1,243,074</strong></td>
</tr>
</tbody>
</table>

**TOTAL ASSETS**  
$16,511,112

### LIABILITIES AND NET ASSETS

#### CURRENT LIABILITIES

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>$501,746</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>10,695</td>
</tr>
<tr>
<td>Deferred rent, current</td>
<td>46,434</td>
</tr>
<tr>
<td>Due to related parties</td>
<td>20,958</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td><strong>579,833</strong></td>
</tr>
</tbody>
</table>

#### LONG-TERM LIABILITIES

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deferred rent, net of current portion</td>
<td>924,797</td>
</tr>
<tr>
<td>Deferred compensation</td>
<td>91,508</td>
</tr>
<tr>
<td><strong>Total long-term liabilities</strong></td>
<td><strong>1,016,305</strong></td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>1,596,138</strong></td>
</tr>
</tbody>
</table>

#### NET ASSETS

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted:</td>
<td></td>
</tr>
<tr>
<td>Undesignated</td>
<td>1,859,631</td>
</tr>
<tr>
<td>Board-designated</td>
<td>609,682</td>
</tr>
<tr>
<td><strong>Total unrestricted net assets</strong></td>
<td><strong>2,469,313</strong></td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>10,310,119</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>2,135,542</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td><strong>14,914,974</strong></td>
</tr>
</tbody>
</table>

**TOTAL LIABILITIES AND NET ASSETS**  
$16,511,112
# Combined Statement Of Activities And Change In Net Assets

## For The Year Ended December 31, 2016

### Revenue

<table>
<thead>
<tr>
<th>Source</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions</td>
<td>$1,136,072</td>
<td>$1,815,122</td>
<td>–</td>
<td>$2,951,194</td>
</tr>
<tr>
<td>Grant</td>
<td>1,398,154</td>
<td>–</td>
<td>–</td>
<td>1,398,154</td>
</tr>
<tr>
<td>Investment income (loss)</td>
<td>514,869</td>
<td>295,409</td>
<td>–</td>
<td>810,278</td>
</tr>
<tr>
<td>Bequest income</td>
<td>19,911</td>
<td>–</td>
<td>–</td>
<td>19,911</td>
</tr>
<tr>
<td>Contributed services</td>
<td>1,352,789</td>
<td>–</td>
<td>–</td>
<td>1,352,789</td>
</tr>
<tr>
<td>Affiliation and chapter fees</td>
<td>2,574,771</td>
<td>–</td>
<td>–</td>
<td>2,574,771</td>
</tr>
<tr>
<td>Royalty income</td>
<td>66,977</td>
<td>–</td>
<td>–</td>
<td>66,977</td>
</tr>
<tr>
<td>Registration fees</td>
<td>830,094</td>
<td>–</td>
<td>–</td>
<td>830,094</td>
</tr>
<tr>
<td>Program service fees</td>
<td>232,071</td>
<td>–</td>
<td>–</td>
<td>232,071</td>
</tr>
<tr>
<td>Other (loss) income</td>
<td>(11,899)</td>
<td>6,425</td>
<td>–</td>
<td>(5,474)</td>
</tr>
<tr>
<td>Net gain (loss) in perpetual trust</td>
<td>–</td>
<td>–</td>
<td>17,782</td>
<td>17,782</td>
</tr>
<tr>
<td>Net assets released from donor restrictions</td>
<td>2,382,739</td>
<td>(2,382,739)</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>10,496,548</strong></td>
<td><strong>(265,783)</strong></td>
<td><strong>17,782</strong></td>
<td><strong>10,248,547</strong></td>
</tr>
</tbody>
</table>

### Expenses

#### Program Services:

<table>
<thead>
<tr>
<th>Service</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chapter Leadership and Development</td>
<td>$1,352,780</td>
<td>–</td>
<td>–</td>
<td>$1,352,780</td>
</tr>
<tr>
<td>Public Education</td>
<td>1,678,759</td>
<td>–</td>
<td>–</td>
<td>1,678,759</td>
</tr>
<tr>
<td>Public Policy</td>
<td>1,138,048</td>
<td>–</td>
<td>–</td>
<td>1,138,048</td>
</tr>
<tr>
<td>Program Innovation</td>
<td>4,703,886</td>
<td>–</td>
<td>–</td>
<td>4,703,886</td>
</tr>
<tr>
<td><strong>Total Program Services</strong></td>
<td><strong>8,873,473</strong></td>
<td>–</td>
<td>–</td>
<td><strong>8,873,473</strong></td>
</tr>
</tbody>
</table>

#### Supporting Services:

<table>
<thead>
<tr>
<th>Service</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management and General</td>
<td>800,352</td>
<td>–</td>
<td>–</td>
<td>800,352</td>
</tr>
<tr>
<td>Fundraising</td>
<td>667,546</td>
<td>–</td>
<td>–</td>
<td>667,546</td>
</tr>
<tr>
<td><strong>Total Supporting Services</strong></td>
<td><strong>1,467,898</strong></td>
<td>–</td>
<td>–</td>
<td><strong>1,467,898</strong></td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>10,341,371</strong></td>
<td>–</td>
<td>–</td>
<td><strong>10,341,371</strong></td>
</tr>
</tbody>
</table>

| Change in net assets | 155,177 | (265,783) | 17,782 | (92,824) |
| Net assets at beginning of year | 2,314,136 | 10,575,739 | 2,117,760 | 15,007,798 |

**Net Assets At End of Year**

<table>
<thead>
<tr>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$2,469,313</strong></td>
<td><strong>$10,310,119</strong></td>
<td><strong>$2,135,542</strong></td>
<td><strong>$14,914,974</strong></td>
</tr>
</tbody>
</table>
SENIOR MANAGEMENT TEAM

From top to bottom:
Marty Ford, Senior Executive Officer, Public Policy
Trudy Jacobson, Senior Executive Officer, Development & Marketing
Kristen McKiernan, Senior Executive Officer, Communications
Darcy Rosenbaum, Senior Executive Officer, Operations
Robin Shaffert, Senior Executive Officer, Individual & Family Support
Karen Wolf-Branigin, Senior Executive Officer, National Initiatives

BOARD OF DIRECTORS 2015-2016

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President
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Elise McMillan
President
Nashville, TN
M.J. Bartelmay, Jr.
Secretary
Hermitage, PA
Thomas A. Judd
Treasurer
Minnetonka, MN

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(NCE Rep.)
Sacramento, CA
Gary Bass
Washington, DC
Doug Church
Oak Hill, VA
Barbara Coppens
Cherry Hill, NJ
Hugh M. Evans, III
Baltimore, MD
Grace L. Francis
St. Louis, MO
Sheryl Frishman
Irvington, NY
Dena Gassner
Huntington, WV
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Chicago, IL
Tim Hornbecker
(NCE Rep.)
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Frederick Misilo, Jr.
Northborough, MA
Randy Patrick
Aurora, CO
Kelly Piacenti
Chester, NJ
Philip Richards
Birmingham, AL
Kurt Rutzen
Minneapolis, MN
Kathleen Stauffer
Mystic, CT
Margaret Lee
Thompson
Redmond, WA
Carol Wheeler
Washington, DC
The Arc of Mecklenburg County and The Arc of Union /Cabarrus, Inc. put on the Wings for Autism® event at Charlotte Douglas International Airport.