



Autism Services Association, Inc.
47 Walnut Street, Wellesley Hills, MA 02481
TEL: (781) 237-0272 Fax: (781) 237-5020
E-Mail: sheelaasa@autismservicesassociation.org



Website: www.autismservicesassociation.org

*Information, Referral, Education, Supported Employment and
Rehabilitation Services
Serving Central and Eastern Massachusetts*

**STRATEGIC PLAN
2016 - 2021**

OVERVIEW

Autism Services Association, Inc. was established May 1963 (fifty-three years) by a group of concerned parents and community leaders to serve the needs of young adults and adults with autism and other developmental disabilities in Central and Eastern Massachusetts.

Autism Services Association, Inc. is a private non-profit human service agency which provides vocational, social, and community skills training for individuals with autism and other developmental disabilities or present similar challenges in order to maximize vocational potential, community integration and membership.

The organization also serves as an information, education, and advocacy resource to families, residences, day programs and schools, to support those persons in need of service.

It is ASA's mission to ensure that the quality of life for persons with autism remains as great as their potential allows them, and strives to serve the community with whatever services may be needed.

ORGANIZATION MANDATE: MISSION

The mission of Autism Services Association, Inc. as listed in its by-laws is as follows:

1. To foster public awareness of the problems of persons with autism and other developmental disabilities.
2. To advocate the development of individually responsive services for persons with autism and other developmental disabilities in community settings.
3. To establish and maintain services for persons with autism and other developmental disabilities.
4. To disseminate information to parents and others as to services and resources for persons with autism and other developmental disabilities.

It shall provide information, education, rehabilitation services, training, supported employment, and opportunities for personal growth as an interim step in the rehabilitation process towards self-sufficiency and community integration.

The Corporation shall seek through its services to assist individuals to attain the fullest development of which they are capable.

ASA is certified by the Massachusetts Department of Developmental Services, is accredited nationally by CARF, the Rehabilitation Accreditation Commission, and is a member of the Autism Society of America, the Asperger's Association of New England, and the Massachusetts Council of Human Service Providers.

Typical vocational and independent living problems addressed through the organization's programs include the following:

What activities or vocational experiences can the individual participate in to enhance vocational development?

What work skills are needed to foster increased productivity and placement in supported or competitive employment?

What supports are needed to obtain and retain long term employment in the community?

What services are needed to enhance independent living skills which will enable the individual to function effectively in the job setting and other environments?

What learning styles and behavioral techniques are most beneficial for the individual's development?

Where are additional resources located which can help with the individual's development?

Which job sites and placements most match the individual's needs and potentials?

What developmental skills training is needed in order to enhance independent living skills?

Individuals are referred to the program by various state agencies, schools, local agencies, and families.

Program Categories

- Community Based Day Supports
- Employment Services
- Day Habilitation

ASA's Community Based days and Employment Services program allows for individuals to participate in various community employment worksites, work training, contract work, situational assessments, recreational and community awareness events in order to evaluate and enhance potential for vocational development and community membership.

The program emphasizes the development of jobs in the community. On the job training in local businesses with individuals accompanied and supported by staff members has meant success in obtaining and retaining employment in the community.

Supported employment vocational and production training areas have included: retail work, landscaping work, delivery, packaging and assembly, material handling, housekeeping, food service, clerical, and sales. (see enclosed Outcome Management Report)

ASA's Day Habilitation Services allows those members to participate in an active therapeutic treatment. Members receive training in sensory, self-help, social, communication, behavior, affective and independent living. The program emphasizes on increasing a member's level of functioning and to facilitate independent living and self-management in the community and to prepare for movement out of day habilitation and into community and employment services.

Specific technical assistance is provided in the following areas: Developmental specialist, Job Coaching and Work Training, safety skills, work behaviors, mobility/motor skills and social/behavioral/communication strategies.

With regard to all of the above program categories, individualized programming, flexibility, family involvement and individual participation in program planning is encouraged.

Admission Criteria

Individuals eligible for ASA's Community Employment Programs include the following:

- age 16 or older
- males or females
- A diagnosis of Autism Spectrum Disorder (including autism, PDD, PDD-Nos, Asperger's Syndrome, etc.), Developmental Disability, or other challenging developmental disability
- In need of vocational services in the community and in competitive employment settings which offer intermediate to intensive supervision
- Communication, social, vocational, and behavioral difficulties
- Medical condition which allows for participation in the
- agency's programs

ANALYSIS

PROGRAM DESCRIPTION

I. PROGRAM GOALS

ASA is committed to maximum feasible development of day-habilitation specialized need areas, vocational, social and community skills in individuals with autism and other developmental disabilities. This triad of skill areas is essential to optimal job functioning since substantial deficiencies in any skill area will impact on the individuals' ability to be hired, to hold jobs and to be an integrated community member. It is ASA's belief that all of its participants are capable of supported work provided they are given adequate and appropriate supports.

The maximization of individuals' essential job and job-related skills involves creating and promoting normative conditions conducive to personal development and growth.

It further involves:

- A. locating competitive employment and employer paid jobs which match individuals strengths and needs;
- B. providing long term on-site training and supervision;
- C. providing both vocational and social training opportunities (which are either natural or engineered according to individual needs) in alternative job-sites for those individuals whose levels of skills and highly intensive needs for staffing presently do not allow for full day work tolerance and a high level of independent production rate.
- D. long term planning for every participant in appropriate job matches, quality of job sites and careful increasing of job responsibilities and work responsibilities based on the individuals' increasing independence.

The goal of the program is to maximize the individual's vocational potential in order to participate as an integrated member of the community and as a participant in the productive development of the community.

II. PROGRAM NARRATIVE:

A. Introduction

ASA will provide evaluation, vocational and work related skill development (including the needed communication and social skills) and supportive services to individuals who are autistic, developmentally disabled, or who are similarly handicapped by severe communication and behavioral difficulties.

Although all ASA participants have serious service needs they range in both needs and abilities, some are very high level in cognitive skills and some are very high need in communication, behavioral and activities of daily living skills. The provision of services will be based on present capabilities and skills, and present and long-term projected needs; and emphasize the participant's strengths in the context of integrated settings.

B. Non-Aversive Treatment Policy

Because ASA endorses the Resolution Against Abusive Treatment of the Autism Society of America, no programmatic interventions which have the following effects will be used:

- I. Obvious signs of physical pain experienced by the individual;

2. Potential or actual physical side effects including tissue damage, physical illness, emotional stress, or death.

3. Dehumanization of an individual with autism by the use of procedures which are normally unacceptable for non-handicapped persons in all environments;

4. Ambivalence or discomfort by family, staff and/or care givers regarding the necessity of such extreme strategies or their involvement in such intervention;
and;

5. Revulsion or distress felt by handicapped and non-handicapped peers and community members who cannot reconcile extreme procedures with acceptable human conduct.

Rather all objectives of the program will be met in positive, productive and normative (or as normative as can be engineered) ways.

C. Objectives

The objectives for the program are these:

- To provide an intense, relevant and rich array of developmental experiences in daily living, community, vocational and employment areas that contain high expectation and challenges for each individual, allow for intelligent and dignified risk taking, and respect the individuals' competencies and preferences;
- To assist individuals in developing, maintaining and obtaining more work and development skills for increased independence;
- To provide participants with a sampling of job opportunities so that best job matches may be facilitated;
- To maximize earnings for each individual in the program;
- To assist individuals in acquiring social and communicative competencies which will enable them to function effectively in job settings and other environments;
- To increase community participation by increasing mobility, safety and other skills to enhance independence.
- To reduce participant dependence on staff through appropriate job matches, training, and effective individual communication systems;

- To increase sensory-motor skill development for person growth and to enhance job and community performance; and
- To facilitate consistency across all environments including family and/or residence through the ISP process.

D. Interventions:

The above objectives are to be achieved through these interventions:

- intensive staffing;
- 250 days of annual service;
- analysis of the communicative functions of individual's behavior;
- analysis of individual needs and strengths through situational assessment.
- multiple planned job and community experiences;
- staff support through state of the art training in autism, communication and behavior;
- cooperation and regular communications with families and providers of other services to ASA participants
- cooperation and communication with Department of Mental Retardation Local Service Centers, local school systems, Massachusetts Rehabilitation Commission, and other governmental Offices.



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Executive Director Annual Outcome Report

1 JANUARY 2015– 31 December 2015

I. ROSTER:

At the end of this year (2015), ASA was providing services to 81 individuals. The Community Based Day Program ended the year with a roster of 56 full time individuals. The Day Habilitation Program ended the year with 21 full time members. We have 10 who are full time members in Day habilitation and 15 members who split their time between both programs.

Throughout the year we provided services to 83 individuals

II. CONSUMER CHARACTERISTICS:

AGE GROUP	NUMBER	PERCENT
16-21	0	
22-25	11	14%
26-29	11	14%
30-35	17	20%
36-39	10	12%
40-45	7	9%
46-49	7	9%
50 +	18	22%
	81	100%

GENDER	NUMBER	PERCENT
MALE	69	85%
FEMALE	12	15%

81

100%

RESIDENTIAL STATUS	NUMBER	PERCENT
AT HOME	28	35%
Group Home	47	58%
ISO	4	5%
Apartment / PCA	2	2%
	81	100%

AREA OFFICES	NUMBER	PERCENT
LOWELL	2	2%
WORCESTER	2	2%
SOUTH COASTAL	6	7%
GREATER BOSTON	63	79%
CENTRAL MIDDLESEX	1	1%
MIDDLESEX WEST		
CHARLES RIVER WEST	2	2%
NEWTON/S NORFOLK	4	6%
MASS REHAB		
SPECIAL ED		
DMA	1	1%
	81	100%

PROGRAMS	NUMBER	PERCENT
CBDS/EMPLOYMENT	56	69%
DAY HABILITATION	10	12%
SPLIT PROGRAM (DH/CBDS)	15	19%
	81	100%

III REFERRALS:

Since January, we have had a total of 19 referrals. Ten referrals came from Department of Developmental Services (DDS). The three referrals are from parents searching and one from the Waltham Public Schools,

Greater Boston Office referred 7, 1 was from the Middlesex West office, 6 referrals from the Newton/S. Norfolk office and 1 from South Coastal

Of the 19 referrals, 6 referrals were for the full Day-Habilitation Program. 6 referrals were for the full Supported Employment Program and 7 referrals were to split their time in both programs.

14 of the referrals were for turning 22 funding and the other 5 referrals wanted alternative programs.

Of the 19 referrals, 1 referral started, 1 is pending to start February 2016, 3 were not accepted into the program based on ASA's environment and behaviors. 4 referrals opted not to attend ASA and chose alternative programs. 4 decided to work with current program and 4 are pending to turn 22 in 2016 and 2 had no formal documentations.

Individuals who entered the program:

During the first six- month period we had 4 individuals start. One started the Day-Habilitation Program on April 6, 2015 and adjusted to her new program and routine. One Individual started January 26, 2015 and was in both programs. However, March 1 he transferred fully in to the employment program. The other 2 individuals started in March. One started on the 3rd and the other the 18th.

In the latter six-months we had one start on 10/5/16. Two individuals transferred fully into the community Based program from the Day Habilitation program on 10/1/2015 and another transferred on 10/5/15.

Individuals who have left the program:

There were 2 individuals who discharge from the program:

This particular individual had medical issues and transferred from the employment program to the day habilitation program in August 2014. She was doing very well in that program until she had fallen out of her wheel chair at the residence and was unable to return. Her official discharge was March 31, 2015.

The other individual discharged 2/27/15 because his parents wanted to see if a different program/environment would decrease his behaviors. When conducting a follow up his behaviors did decrease but escalated and ASA's recommendation for medication evaluation was implemented and his medication was increased.

Four Individuals discharged from the Day Habilitation program and transferred fully into the Community Based Day Support Program (3/12/2015, 10/1/2015 and 10/5/2015).

Individuals out for extended period of time:

There have been several individuals who have been absent from the program for extended vacations, psychiatric, medical and behavioral issues. If in the Community Based Day Program, DDS has approved some of the absenteeism but the Day-Habilitation there is no opportunity to re-coop monies.

IV EMPLOYMENT:

The following is a list of current worksites on a Work site agreement with ASA:

1. Kappy's Liquor, Sudbury: Assembling six packs, bagging ice and janitorial
2. Cambridge Wine & Liquor: Cambridge: Assembling six packs, bagging ice and Janitorial
3. Savemore, Somerville: Assembling six packs, bottle return and stocking
4. Dana Hall, Wellesley: Landscaping and janitorial
5. Autism Services Association Inc, Wellesley: Janitorial, car washing and Landscaping
6. CVS: Framingham: Stocking and pricing merchandise
7. ASA landscaping and dump runs, Surrounding towns: Yard work (raking, leaf and trash pickup)
8. Laurie Center (Ladders): Lexington: Office work, janitorial
9. Springwell: Meals on Wheels: Delivery of meals to the elderly.
- 10 Bay Path Delivery of meals to the elderly.
11. ASA Donation Clothing Recycle
12. Vanderbuilt Club, janitorial

The following is a list of work sites that are Employer Paid:

1. Star/Shaw's, Mount Auburn: Collecting Carriages
2. Star/Shaw's Market, Somerville: Collecting Carriages
3. Star/Shaw's Market Morrissey Collecting Carriages
4. Star/Shaw's Market Dedham: Collecting Carriages
5. Sports Authority, Braintree: Stocking and pricing merchandise
6. Market Basket, Westford: Collecting Carriages

The following is a list of in-house sub-contact work:

1. Epill: assembly and labeling of pill boxes
2. 2 different Mailings for different run business.
3. Volunteered completing packets for Dr. Bauman's annual Conference.

The following work site(s) were terminated, laid off, or transferred to other vendors:

No jobs were terminated or laid off and hours remained consistent.

Job Development

The Job Developer has several jobs that will be secured in 2016: Allied Med (office work), New England Sport Center (janitorial) Old Navy, Sports Authority and another Market Basket. All jobs will be employer paid.

Job Development continues to be difficult. The economy is one barrier and the other is working with employer in job carving. Some employers would like the individuals to work different hours and shifts. The general unskilled labor jobs that our individuals are capable of performing are predominantly filled.

All the jobs that are performed in the community are fully integrated with other non-disabled workers. At all sites our workers are free to take breaks in non-segregated areas.

V. PRIMARY OBJECTIVES:

Supported Employment Program(CBDS)

Following is a discussion of each objective:

1. To maximize consumers placed in community work sites:

In the attached annual analysis, the average number of consumers placed in supported employment work site is 99%. This is an increase from last year (98%) This measure does not take into the account the number of part time days each person was working in the community.

Since 2000, we have surpassed the 70% placement goal in all four quarters.

2. To maximize the number of hours in community work sites.

The goal of this objective is to work 150 days on average for all consumers. The average number of days in community worksites this year is 179.

3. To maximize the number of hours in community work sites.

The goal is to work 4 hours per day per individual. The goal of 4 hours per day was not met. We worked an average of 2.8 hours, which is consistent with last year's data. In 2013 we averaged 2.7. In 2012 we averaged 2.9 hours.

At the ISP, we continue to set goals for individuals to increase their person earnings which involve increasing hours and days to increase stamina and work tolerance. This will also address the individuals productivity level.

4. To increase earnings in community work sites.

The goal of this objective is to increase earnings for the consumers. The earnings result for this year is up from last year 19%. Last year the overall results was 4% from previous year.

Day Habilitation Program

1.To Maximize how many members in the program.

The goal of this objective is to have 30 full time members in the program. We currently have 25 members in the program. However, there are only 10 members full time in the program and the other 15 members are split in the employment program.

Currently ASA has 21 full time day habilitation members.

2. To Minimize time from referral to start date.

The goal is to decrease the amount of days when a member was referred to the start day. The goal is 90 days. This year the average time was calculated at 132 days. Last year the average time was 62 days. Some issues are: when the member is referred and when the member turns 22, ASA receiving the required documents for the member to start, and transportation and/or contractual delays.

3. Maximize number of individuals meeting their goals.

This is to have 80% members make progress on goals. This is a new outcome goal this past year and the overall results is 54% of the individuals are meeting their goals.

4. Maximize the number of days participating in community:

The goal is to have 3 days per individual in the community. The cumulative restive result was 2 days. This is a decrease from last year average (4 days). When evaluating the data this past year volunteer and other information was not considered. In the coming year we will be evaluating how long a person is participating in a community outing and may include this information on the outcome report to evaluate if this is a need are that needs to become part of an outcome.

VI Program Efficiency Measures:

1. Utilization of Services:

Services	# Persons
Supported Employment	70
Work Adjustment/behaviors	81
Communication	80
Community Integration	81
Money Management	78
Safety	81
Physical exercise	81
Diet	70
Hygiene	78
Skill development	81
Transportation To Program To job & community	54 70

VII DISCUSSION:

This was a transition year for the program as Dr. Joel Smith retired after 26 years (12/31/2014). He has remained with the agency and assisted and currently assists Sheela Smith the new Executive Director. The Fiscal Manager resigned on March 6, 2015 after almost 30 years. She was replaced. However, her replacement resigned after a short time and a new Business Manager (Howard Hammond) was hired on May 4, 2015. In hiring Howard, it has increased ASA's fiscal efficiencies. Joel's assistance and guidance has allowed the program to continue to flow in the manner that it has been used to in the past.

We are serving 81 individuals. We transport 54 individuals. 2 are transported by the residence and the Day Habilitation individuals are transported by different transportation companies.

During this year we received 19 referrals. Both programs continue to have openings and both programs are growing.

Participant earnings during calendar year 2015 was 115,881.99. The breakdown for subcontract agreement worksites vs. employer direct pay employment sites was \$63,017.77 vs. \$52,864.22. There was an increase in employer paid earnings as a result of worksite work days.

In relation to efficiency, the approximate expense of the Day Program including transportation costs per person during 2015 in the Community Day Supports Program is \$22,800 vs \$18,697 in 2014. 2015 information includes 71 individuals as oppose to 68 in 2014.

This is an approximate 22% increase in expense per person in comparison to the previous year. This is primarily because of an increase in client payroll and indirect costs.

In addition, Day Habilitation Revenue decreased slightly per person from \$14,935 to \$14,002, a 6% decrease. This is because 4 individuals transition fully into The Community Based Day Supports. Expenses per member increased slightly from \$4,028 to \$4,702, which is a 17% increase. This is primarily because of payroll and indirect costs.

Overall 2015 calendar year ASA had a financially successful year.

Managers received a significant increase in salary and staff's base salary was increased. All staff received a merit increase. Throughout this year we have been recruiting for the job coach/driver position. Recruitment is difficult as our insurance company continues to review individual staff members driving records, which effects hiring an applicant as the person needs to meet insurance requirements. We increased staff's salary several times during the year and the current starting salary is 33,280 or \$16 per hour for a 40-hour week. We currently have 26 full time coaches and one-part position. We currently have 2 openings.

New hiring process are required in 2016 for all new hires. National background checks which cost \$45.00. are now required. Howard, our business manager, and I went through

the training and ASA needs to implement monthly monitoring for all employees against Medicaid fraud. The team has discussed also requiring a credit report for new hires.

ASA continues to have a second interview process which allows the new applicants to observe individuals and the individuals to observe the applicant. This allows the applicant to gain more insight into the position with multiple staff interactions.

The Executive continues to train program managers on the referral process. There continues to be tours without follow up documentation. The state continues to have budget constraints.

Core trainings for staff are completed. The majority of the staff are current in First Aid and CPR (training completed in March). Human Rights, DPPC, Incident Report Writing, Fire safety, Safety, Program Policies and Procedures were completed in January and February. All Staff who had PAC (Proactive Alternatives for Change), sometimes commonly having the misnomer as "restraint" training were re-certified in June. Any new hires have received the majority of the training during the first two weeks and are given basic training in restraints and holds.

Staff training continue to be held monthly to ensure communication and training

The Executive Director continues to provide training for the self-defense (PAC). She conducts training at Hogan Developmental Center and trains all the ASA staff. The Executive Director assisted the managers in various trainings throughout the year in the following areas: Human Rights, Safety, Fire Safety, Universal precautions, progress notes, incident/restraint (HCSIS) writing report, ASA's Policies and procedures, etc. In the coming year, the plan is to continue to assist in the training while the Safety/Trainer and Program Managers take over.

There are plans to continue to send staff out for personal development in all these areas as well.

Several staff have gone outside of ASA for training for professional development and ASA is using webinars to assist in trainings.

We continue to maintain trained staff in administration of medication.

The Human Rights committee has all members and meetings are held on a quarterly basis. We continue to be in compliance with the Department regulations.

ASA continues to participate in attending the Day Habilitation Coalition monthly meetings.

ASA's fleet of vehicles has had all the necessary work completed and we have complied all the work done on Microsoft Excel to help keep track. The purchase of the "Zubies" has also allowed us to maintain the vehicles as it provides a warning for maintenance.

Mass Health did not audit this year and there is no current schedule for them to do an audit. However, there was a voice message in late December informing me that they are planning to do a desk and physical audit in 2016.

QUEST did not audit this past year as we received a 2-year audit September 2014. We received a score of 98%. There was a follow up in February 2015. ASA provided the documentation that it pertained to individuals who have a behavior support plan. The data now reflects efficacy.

CARF is scheduled to audit March 21 and 22 2016. All managers are reviewing the 2015 standards and working.

We received our certification from the Department of Labor.

The building continues to have improvements when indicated. This past year tile rugs were installed, a new fence was put up and moved back. We had landscaping done (trees and bushes removed to expand parking. The dumpster was moved to allow for parking as well. New front windows were installed (they open up). New lockers were purchased. Regular maintenance of furnace, air conditioning and pumping station completed.

In the coming year plans to rehab and paint walls, paving parking lot and painting lines is being investigated.

We had our annual meeting in May and Joe Wallan received the Employee of the Year award, Day Habilitation award went to Ben Atkins and Market Basket received the Employer of the Year award. The Job Coach of the year was Michaela Hughes.

VIII Surveys

Please see attached survey report.

Respectfully submitted.

Sheela Smith

Sheela M. Smith, Ed.M.

Executive Director



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SATISFACTION SURVEY RESULTS FOR JANUARY – DECEMBER 2015

DATE: February 12, 2016

ASA conducted many satisfaction surveys including its various stakeholders: Employers, Employees, Individuals, parents, guardians, residential providers and referral source. The following is a summary of results and recommendations.

All Employers (16) received a satisfaction survey, ASA received 5 responses.

Are employees/workers reliable? Yes 5

Are employees/workers on time? Yes 5

Do you consider the work done by employees/crew to be valuable service to your business? Yes 5

Is the communication between you and ASA satisfactory? Yes 5

Would you be willing to refer ASA to a business colleague? Yes 5

Would you be willing to serve on an Employment Advisory Committee?

Yes 2 No 3

Are there additional services you would like our employees/workers to provide?

No 4 blank 1

Strengths of the program? coaches are fantastic, job coach interaction, dedication of the program reliability and getting adults with disability into the workforce.

What could we improve into the New Year? One response is not having staff turnover

Has working with ASA changed your opinion of adults with autism? Yes 3 for the better: comment: Knew the partnership would be beneficial for both companies. No 1

The results indicated that they were very satisfied with the employees/workers, the workers were very reliable and the communication from ASA is satisfactory. There is only one response with regards to staff turnover.

ASA has 81 participants in the program and at the time of the survey three were in hospitals one individual refused to participate.

53 individuals received, 52 responded to the Community Based day Supports Survey.

Do You like the Hours at ASA: 49 yes 2 no 1 not unanswered
1 responded "No work on Monday."

Making Progress Toward Goals: 46 yes 2 no 3 both 1 not answered

Are You Like Making Money Pay Check: 50 yes 1 no 1 both

Are You Working: 47 yes 1 no 3 both 1 blank

Do You Have Breaks: 49 yes 1 no 2 blank

Do You Like Your Job: 48 yes 2 no 2 both

Do You Like ASA: 48 yes 2 no 1 both 1 wrote "ASA"

Do You Like Your Transport: 46 yes 1 no 3 both 2 blank

Do You Like the Staff: 49 yes 1 no 1 both 1 blank

Do you participate in the Community: 46 yes 3 no 2 both 1 blank

25 Members received and responded to the Day Habilitation survey

Do You like the Hours at ASA: 24 yes 1 no

Making Progress Toward Goals: 21 yes 3 no 1 responded with both

Are You Able to Make Money Pay Check: 15 yes, 10 no

Are You Working: 20 yes 5 no

Do You Choose Leisure Time? 24 yes 1 no

Do you feel you need help with your daily living skills: 22 yes 3 no

Do You Like ASA: 23 yes 0 no 2 responded with both

Are you able to share your ideas: 20 yes 5 no

Do You Like the Staff: 23 yes 2 no

Do you participate in the Community: 23 yes 2 no

The individual's survey data yields 86% responses to be positive, 7% of the responses indicated that the individuals were not happy and 7% of the responses were left blank or the individuals responses were unclear.

All staff were given the survey: 21 staff responded

1.

NUMBER OF RESPONSES	Strongly disagree 1	2	3	4	Strongly agree 5
Overall I am satisfied as an employee	2	2	4	7	6
My pay is competitive with other places I could work	0	0	6	5	10
ASA cares about its employees	5	1	4	7	3
ASA cares about the individuals	0	1	4	7	7
I receive the information I need regarding the issues that affect me	1	1	10	4	3
There is 2 way communication	6	2	7	2	4
My supervisor shows appreciation for the work I do	4	4	6	3	4
My job description accurately reflects what I am asked to do	1	1	7	3	9
I have received training I need to perform my duties	3	0	10	3	5
I feel I am part of a team helping to fulfill the mission of ASA	2	3	3	6	7
Managers make sure that everyone performing their duties	5	3	6	3	5
I feel secure with my job	5	3	5	3	5
Do you feel the agency is financially sound	0	2	2	6	10
I believe ASA's mission and vision drive the decisions that are made	1	1	4	5	8
I am provided opportunities for growth	5	3	7	3	3
Managers help me to understand the strategic goals for ASA	3	4	9	2	2
Is the physical condition of the work place safe	0	0	10	6	5
Did the changes in the physical condition improve over the year	1	1	3	3	11
Are you satisfy with the health insurance benefits	2	3	6	6	4

Satisfies with your co-worker relationships	3	1	7	6	3
Do you receive recognition for the work you do	4	3	7	3	4

2. How would you rate the training ASA provides?

EXCELLENT 6
AVERAGE 9
FAIR 4
POOR 2

3. How would you rate ASA?

EXCELLENT 10
AVERAGE 5
FAIR 4
POOR 1

4. Do you intend to continue your employment?

YES 18
NO 1
BLANK 2

5. Please rate these in the order you feel best improves ASA (1-10)

- 1 Communication
- 2 Increase community Activities
- 3 Training
- 4 Parking
- 5 Increase supported Employment sites
- 6 New Building
- 7 Additional building for growth
- 8 Increase population
- 9 Offer alternative services
- 10. OTHER _____

In reviewing the data 50% of employees are satisfy with their employment and 86% of the employees plan to continue their employment with ASA. 71% of the staff are satisfied with their training where as 29% are not. 72% of the staff rated ASA highly.

All Services Coordinators/Residences and Parents/Guardians received a survey to complete.

ASA received 37 responses out of 167 surveys sent (22%)

parent/guardian	17
guardian	6
residential provider	5
referring agency representative	9

1. Would you recommend ASA to others?

	parent/guardian	guardian	residential provider	referring agency
YES	16	6	4	9
MAYBE	1	0	1	0
NO	1	0	0	0

2. How would you rate ASA?

	parent/guardian	guardian	residential provider	referring agency
EXCELLENT	12	5	2	7
AVERAGE	2	0	3	2
FAIR	1	0	0	0
POOR	0	0	0	0

2 had circle between excellent and average on parents
1 guardian wrote Good

3. Please rate these in the order you feel best improves ASA (1-10)

	parent/guardian	guardian	residential	refer agency
New Building	7	4	4	1
Increase community Activities	2	2	2	3
Increase supported Employment sites	1	1	1	5
Additional building for growth	4	6	5	2
Training	3	3	7	4
Communication	5	5	8	6
Parking	9	7	3	7
Increase population	8	9	6	9
Offer alternative services	6	8	9	8
OTHER	10	10	10	10

Parents comments; Increase employment opportunities, offer Speech and Language and increase communication.

Referring agency comments: increase more space, agency has a good understanding of each client's needs and if able to purchase building and where ASA is currently an excellent location

NUMBER OF RESPONSES	Strongly disagree 1	2	3	4	Strongly agree 5
Overall I am satisfied with ASA		1	1	13	20
Managers are professional			3	10	22
ASA cares about the individuals/sons/daughters being served			2	7	25
ASA cares about its employees			4	8	15
ASA staff are well trained			4	12	15
I receive the information I need regarding the issues that affect my individual/son/daughter	1	1	4	15	18
Is ASA responsive to resolving issues	1		6	13	17
There is 2 way communication	1	1	4	8	19
I believe ASA's mission and vision drive the decisions that are made		2	5	12	18
I feel I am part of a team helping to fulfill the mission of ASA		2	8	12	12
I feel I am part of a team helping to fulfill the individuals goals/needs		1	6	11	15
ASA promotes individual growth		2	2	14	18
Are people recognize for their accomplishments			2	14	18
ASA treats individuals with respect and dignity			3	10	21
ASA is sensitive to individuals needs			3	14	20
ASA provides a positive role model			3	12	21
ASA supports community integration		1	3	10	22

ASA supports employment			5	7	18
Is the physical condition of the work place safe			6	9	15
Did the changes in the physical condition improve over the year			1	6	12
ASA Transportation meets your needs & person needs			3	10	21
ASA is knowledgeable in the individuals disability and needs			1	8	27

In reviewing the data 80% of Services Coordinators/Residences and Parents/Guardians are satisfy with ASA. 95% would refer/recommend ASA to others and 89% rate ASA highly.

ASA's analysis and recommendations based on the above surveys:

- Continue to locate and secure jobs in the community.
- Expand working hours and \or secure jobs with longer hours to increase earnings.
- Increase community activities
- To continue to grow both programs
- To increase communication with staff, families, residences and service coordinators through trainings, memos, phone calls, emails.
 - To locate larger building to increase growth and parking or separate the two programs.
 - To continue to be sensitive to the best methods of support to the individuals in all areas of need.
 - Increase communication with all stakeholders
- Continue to train Job Coaches in all areas of operations including CPR, First Aide, Medication administration, Positive behavior supports/restraint training, autism, behavior management training, human rights, and learning styles of individuals.

Respectfully submitted,

Sheela M. Smith

Sheela Smith, Executive Director

AGENCY SWOT (STRENGTHS, WEAKNESS, OPPORTUNITIES AND THREATS) ANALYSIS

STRENGTHS

- Serves persons with autism and other behaviorally challenged persons.
- Provides Community Employment Services and integrated program in the community for challenging populations.
- Provides Day Habilitation Services for persons with ASD focusing on specialized needs of persons with autism and fostering community integration.
- "Not a sheltered workshop"
- Provides individualized programming and supervision on high staff to participant ratio.
- Provides ongoing communication and support to families.
- Provides in-service training and consultation regarding autism.
- Able to work, develop relationships, and be creative with challenging participants.
- Community awareness participation with individuals served.
- Transportation Services
- The variety of worksites
- Serves all levels of the autism spectrum from high level to high need
- Personnel and teamwork.
- Unique specialized program serving adults with autism in an adult life and community employment program.
- Has shown flexibility of funding requirements.
- Increased referrals
- Centralized location serving central and eastern Massachusetts

WEAKNESSES

- High fee schedule
- Funding constraints
- No branches in local communities
- No residences
- Difficulty in recruitment of Job Coach staff
- Supervision and training of Job Coach staff while out in the community
- Management, communication, and supervision are centralized, specialized, and limited in capacity.
- With increased population, facilities may approach limits of space.

OPPORTUNITIES

- More referrals would be forthcoming if there were less fiscal restraints and the fee structure were lower.

- More referrals would be forthcoming if there were local branches in the local communities.
- More referrals would be forthcoming if the current building was larger.
- Opportunity for more programs and services for those "turning 22" and in need of adult services.

THREATS

- Fiscal resources from the state are limited for vocational programming; Does not support expansion costs.
- Individuals will go to programs based on fee structure and not on individual need or potential
- Recruitment requires increasing costs for direct care personnel while funding remains static or decreasing.
- Increased overhead costs are not reimbursed.
- Individuals will go to programs in their local communities.
- Individuals will go to programs with Medicaid funding (Day Habilitation)
- Individuals will go to programs which provide total services: residential, transportation and vocational/Day Habilitation services.
- potential economic recession could jeopardize supported employment sites.
- Other organization's may choose to provide similar services for individuals with autism

STRATEGIC PLAN RECOMMENDATIONS

The following recommendations were based upon the information derived from satisfaction inventories, community needs assessment, board and staff input.

Implications for Marketing:

1. To implement the above recommendations the agency will seek out funding from state, federal, and private foundations.
2. The Executive and Program Managers will inform professional and community resources of the services offered by the agency to serve persons with autism and other challenging developmental disabilities.

STRATEGIC PLAN OBJECTIVES

- **Short Term Plan**

Goal: Continue to monitor Job Development Activities

Method: continued job development activities and worksites. Continued communication with worksite managers. Enhanced supervision and training at community worksites.

Responsibilities: Operations Coordinator, Job Developer, Program Supports Coordinator, Program Managers, and Executive Director.

Goal: Continue to monitor Transportation Services

Method: monitoring of transport routes, monitoring of transportation repairs and maintenance, supervision by Operations Coordinator

Responsibilities: Operations Coordinator, Program Managers and Executive Director

Goal: Continue to monitor the Day Habilitation and Community Based Day Services

Method: continued development curriculum activities that foster independence and to develop community memberships at gyms, libraries and etc.

Responsibilities: Program Managers, Project Director and Executive Director

Goal: In-Service Training Opportunities

Methods: trainings in restraint training, medication administration, CPR, First Aide, Behavior Management Techniques, Job Coaching techniques

Responsibilities: Program Managers will coordinate in-service opportunities including staff meetings, and other conferences and training opportunities. Executive Director will maintain internship relationship with Northeastern University's Cooperative Education program. Additional internships will be investigated.

Goal: Continue to monitor, implement and/or expand the programs that ASA provides and have accounting implement the necessary functions that will allow ASA to provide services.

Method: planning to move individuals into the various employment and community programs based on their individual needs and bill accordingly.

Responsibilities: Program managers, Business Manager and Executive Director

- **Long Term Goals:**

Goal: Investigate real estate options for establishing branches and/or a larger facility for centralized services.

Method:

1. Contact commercial real estate broker and obtain information regarding property options and costs.
2. Look into Grants that would assist in purchasing new building or other property options.

Responsibilities: Executive Director

Goal: Prepare for Executive Director Succession Long Term

Method:

1. **Review Executive Director Job Description: Job Description completed**
2. **Identify Executive Director Candidate: ASA Program Managers or outside candidates**
3. **Supervision and training of new Executive Director**
4. **The candidate becomes the Assistant Executive Director who trains with present Executive Director on Administrative duties: Fiscal Management, Investments, Recruitment, Recontracting, grant and RFP preparation, Job Development, Marketing, public speaking, Dept of Labor Special Certificate renewals, EFAST DOL 5500 filing, Quickbook reports, conflict resolution, unemployment hearings, property management and purchasing procedures, IT procedures, billing procedures, annual meeting preparation, website maintenance, loan covenants, CARF accreditation, etc.**
5. **Based on the above learning curve, the present Executive Director provides part time support services to ensure smooth transition.**

Additional potential Goals:

1. **The recruitment of a new Assistant Executive Director may be warranted presently even without consideration of the issue of succession. Increased census over the years without additional supervisory staff, increased documentation and oversight, the aging of our Program Trainer position all warrant the investment in the addition of new Asst Executive Director.**
2. **The recruitment of a new Assistant Business Manager may be warranted presently even without consideration of the issue of succession. Increased Fiscal demands and bureaucracy over the years without additional supervisory staff, increased documentation and oversight, the aging of our present staff department all warrant the investment in the addition of an Asst Business Manager.**

Persons Responsible: Executive Director. The above schedule will hopefully ensure a smooth transition for staff, board, parents, outside community and state agencies.

The above is subject to Board approval.

Strategic Plan Budget

The marketing of the above plan is budgeted under separate line items in the agency budget including administration, office supplies, travel, and fundraising.

Evaluation

Previous marketing plans and the current plan will be reviewed by the Board of Directors at its annual meeting.