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

**STRATEGIC PLAN
May 2021- May 2023**

OVERVIEW

Founded May 1963, Autism Services Association, Inc. 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.
5. To raise funds for carrying out the foregoing purpose, and contribute funds to qualified organizations for such purposes.

Over the past five years, ASA has undergone a leadership transition with the Executive/Administrative team. The former Executive Director retired and the fiscal manager resigned shortly after his retirement. This led to an introduction of a new Executive Director and an introduction of a Business Manager. These changes have placed stress on the agency to provide coherent policies and practices and development of senior management

During these five years, ASA continued to expand its population, which led to the purchase and development of a second location in Waltham (March 2019), significant change in workflow, new management staff and the need for more direct care staffing.

As opposed to a five year Strategic Plan, ASA will develop a new Strategic Plan every three years. It includes ASA's mission, program outcome, surveys, employees and our Board of Directors input. We include our accomplishments and our commitment to our mission in providing and developing quality of life for each individual, we serve. We also strive to create a favorable work environment that enhances professional development for all employees.

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Annual Executive Outcome Report
1 JANUARY 2020– 31 December 2020

I. ROSTER:

At the end of 2020, ASA provided services to 98 individuals and ended the year with a roster of 94 individuals. We have 82 Individuals who receive services in our Community Based Day Supports and 14 individuals who have hours in our Employment Program and 10 members have hours in our Day Habilitation Program. We have eight other individuals that are employed, but not in our employment program. Our Day Habilitation Program has 12 fulltime members (22).

We continue to operate out of both buildings:

- The Waltham location supports 34 individuals
- Wellesley location is overseeing 60 individuals (22 supported in our Day Habilitation Program).

II. CONSUMER CHARACTERISTICS:

AGE GROUP	NUMBER	PERCENT
16-21	0	
22-29	25	27%
30-39	25	27%
40-49	19	20%
50-59	20	21%
60 +	5	5%
TOTAL	94	100%

GENDER	NUMBER	PERCENT
MALE	82	87%
FEMALE	12	13%
TOTAL	94	100%

PROGRAMS	NUMBER	PERCENT
CBDS	57	61%
ASD/CBDS	1	1%
CBDS/EMPLOYMENT	14	15%
EMPLOYMENT	0	0
DAY HABILITATION	12	12%
SPLIT PROGRAM (DH/CBDS)	10	11%

TOTAL	94	100%
RESIDENTIAL STATUS	NUMBER	PERCENT
AT HOME	37	39%
Group Home	54	57%
OTHER (ISO/FOSTER/APT)	3	4%
TOTAL	94	100%

AREA OFFICES	NUMBER	PERCENT
LOWELL	1	1%
WORCESTER	2	2%
SOUTH COASTAL	6	6%
GREATER BOSTON	69	74%
CENTRAL MIDDLESEX	2	2%
MIDDLESEX WEST	3	3%
CHARLES RIVER WEST	2	2%
NEWTON/S NORFOLK	8	9%
MASS REHAB		
SPECIAL ED		
MASS HEALTH	1	1%
TOTAL	94	100%

III REFERRALS:

At the end of 2019, we had five referrals pending two were pending for Waltham CBDS and three were for later in 2020 for Wellesley CBDS. Of these five referrals, one started in Waltham in June and the other person is on hold because of the pandemic and funding approval from Central- Middlesex office

The three referrals for Wellesley 1 started February 20, 2020 and the other 2 opted for another program.

During the first 6 months, we received six referrals 5 from the Greater Boston office and one from Newton/South Norfolk office. One started August 14, 2020. Two will start January 4, 2021 as their school extended their services because of the pandemic. One referred to our Day Habilitation program who had significant behaviors and severe medical issues. The other two had their educational services extended.

In the latter 6-months, we received three formal referrals, which are still in the beginning of the referral process as the referrals came in December 2020. All are in the turning 22 category. One is from the South Coastal area office, one from Greater Boston and the other one is from Newton/South Norfolk office.

Individuals who entered the program:

Waltham Site:

- One started June 6, 2020

Wellesley Site:

- One started February 20, 2020 in the CBDS Program
- One started August 14, 2020 in the virtual program for the CBDS Program

Individuals who have left the program:

Waltham Site:

- There was one discharge as the individual died on February 4, 2020, due to health issues. This person had been with us since turning 22. She was only 40 years old.
- One individual discharged on September 1, 2020 as his father died and the family moved out of state to be closer to family.

Wellesley Site:

- One individual left August 31, 2020 as the family felt his behaviors decreased since being at home.
- One individual discharged on September 14, 2020 as the family wanted her to have a program closer to her residence and family home.
- One of our Day Habilitation members discharged on November 14, 2020 because of the pandemic and the availability to maintain the residential roommates as one pod. He then went to the same day program to keep the group together to ensure the health and safety of the residential home and he could receive in person services as opposed to virtual.

IV. Employment:

The following is a list of Employers:

- | | |
|--|---------------|
| 1. Star/Shaw's, Mount Auburn: Collecting Carriages | March 2003 |
| 2. Star/Shaw's Market Morrissey Collecting Carriages | June 1990 |
| 3. Star/Shaw's Market Dedham: Collecting Carriages | June 2005 |
| 4. Market Basket, Westford: Collecting Carriages | July 2014 |
| 5. TJ MAX, Waltham: Stocking and Pricing | October 2015 |
| 6. Market Basket, Waltham: Collecting Carriages | August 2016 |
| 7. Market Basket, Waltham: Collecting Carriages | November 2016 |
| 8. Vanderbilt Club, janitorial | April 2017 |
| 9. CVS Wellesley (route 9) | October 2017 |
| 10. CVS Natick Mall | May 2017 |
| 11. New England Sports Center, Marlboro, janitorial | Jan. 2019 |
| 12. Marks Low Price Distribution (MLPD) janitorial | April 2019 |
| 13. American News Marketing (NAM) | November 2019 |

We continue to have individuals who are in competitive employment. However, some jobs are on hold until the State of Emergency has lifted and Vaccine phase complete. Twenty-six individuals hold competitive jobs. We did have 32 individuals employed, but 5 did not return to maintain their jobs. Because they did not return have lost placement, as they do

not fit in family or medical leave. At the end of 2020, we have 37% of individuals employed,

The following is a list of jobs that Pay minimum wage

- Autism Services Association Inc., Wellesley: Janitorial, car washing and Landscaping

The following is a list of Volunteer worksites:

1. Cradles for Crayons
2. Bay Path
3. Department of Wellesley Parks
4. Concord Farm
5. ASA Donation Clothing Recycle

Job Development

Job Development is one of our key functions and since November, the new Job Developer has participated in and received various certification in Job Development. He is now familiar with Work Force Innovation Opportunity (WIOA) and holding the 14C. We did meet and discussed implementing our 14C certificate, however, the pandemic interrupted the process and in November, our certificate expired. We can regain our authority to pay subminimum wages to our individuals who have a disability that impairs their earning and production capacities. If we do, ASA will need to receive training from the Department of Labor. If we do not wish to regain authority, the Executive Director needs to submit our decision about participating or not in this program

Prior to ASA closing, our job developer continued to struggle with employers willing to hire more than one person for the same time. He has found that many employers are now requiring weekend and evening shifts and those employers are not willing to carve out a job. Because of this difficulty, we joined the Metro West Employment Collaborative (MWEC). This has helped in terms of finding jobs quickly and providing trainings for Job Developer.

In being a member of the MWEC, our job developer had several individuals join a CVS training for several weeks in hopes that a few be hired in different areas with CVS. One had an interview with a CVS in January 2021.

In June, the Job Developer attended a Zoom Conference, "Maintaining the Momentum of Employment First with Employers & Businesses with APSE.

During our closing, he reevaluated participant's interests, skills and experiences to various job opportunities available. In reevaluating, he completed and revised many resumes. He developed curriculum for interviews, appropriate work attire and several how to be professional while working.

Shawn also helped in the development of our virtual programming and hosted several career planning sessions. He worked with the Executive Director in coordinating our individuals to go back to work starting June 8, which proved to be vital and essential.

He continues to apply for jobs and we currently have applied to Home Depot, grocery stores, CVS Michaels, Happiest Hounds Southboro location and Amazon. He has advocated for several individuals who have not returned to maintain their jobs or he has assisted in having individuals resign and others interviewed to take their place.

He continues to provide job coach training at all jobs. He has developed a curriculum for the training per each job. This training is individualized per employer and with what the employer is looking for in what the coach should be involved in doing and the overall job responsibilities of the employees. .

Integration of the employees are with other non-disabled workers. All employees are free to take breaks in non-segregated areas. We develop our volunteer opportunities in the same way.

V. PRIMARY OBJECTIVES:

Community Based Day Support & Supported Employment Program

Following is a discussion of each objective:

1. *To maximize individuals placed in community work sites: Effectiveness; Service Access*

In the attached annual analysis, the average number of consumers placed in supported employment work site is 23%. Our Goal expectancy was 70% last year we were at 42% and the decrease was because the agency was no longer paying individuals a sub-minimum wage. This year we were impacted by the pandemic and continue to be affected from not utilizing the 14C and paying a sub-minimum wage. We did not utilize our 14c certificate and it expired in November 2020.

When reviewing our Employment Contracts (12 individuals) 92% are competitively employed. One individual was terminated for behavioral reasons and we continue to provide work opportunity for him either in our janitorial site at ASA or our Landscaping at the minimum wage.

We did evaluate using our 14C and we were in the process of contacting the Department of Labor for training in this area, but the pandemic influenced our ability to have the training. We do plan to have the training completed to provide some paid employment for individuals who want to participate. We are looking to contract with our meal delivery site to switch back to sub-contracting after the training.

It is recommended that we continue to support individuals in working more hours when indicated.

2. To maximize the number of days in community work sites: Effectiveness; Service Access

The Goal expectancy is to work 150 days, our analysis yielded that the average number of days worked was 168 days. This is remarkable there was no in person services for employment starting March 17 through June 8. On June 8, we restarted our employment services, which allowed us to reach our goal expectancy. Last year, we only averaged 115 days, which was the result of not having our sub-contract employment.

It is recommended that we continue to support individuals in working more hours when indicated.

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

The goal expectancy is to average 4 hours per day. Our analysis for the year shows the average daily hours as 2.8 hours. Last year, we ended the year working 3.1 hours. The decrease in hours are related to not being able to operate during the pandemic and some hours were decreased when we restarted the employment program.

It is recommended that we continue to support individuals in working more hours when indicated.

4. To increase earnings in community work sites: Effectiveness

The goal of this objective is to increase earnings by 5%. This year and last year, we have had difficulty in meeting this goal. This year analysis yielded a negative 47%. While the prior year was a negative 42%.

As stated in the semi-annual, we had an increase of 21% earning during the first quarter. However, earnings were impacted from the pandemic and having to shut down our services.

The later 6 months, employment earnings continue to be low, as several individuals did not returned for several reasons, ASA's capacity limitations of six feet, mask wearing and several guardians have not approved the individuals return. Several employers are limited on how many can be in their building and have only allowed one person to return.

A few employers have not reopened and are waiting for the State of Emergency to end

It is recommended that we continue to work on developing employment.

5. To maximize individuals participating in community activities: Effectiveness; Service Access

The results yield that the average number of consumers participating in community activities is 48%, this number is the result of the pandemic as our past numbers are typically in the high 90 percentages. Individuals who have returned 70% are participating in community activities. In 2019, the results yield that the average number of consumers participating in community activities is 98%.

We recommend continuing this objective.

6. To maximize the number of days placed in community activities: Effectiveness; Service Access

The calculation shows the average number of days in the community was 126 days. Last year we averaged 136, which is an eleven-day difference. We did fall short both years, as the goal is to obtain 150 days.

We recommend continuing this objective as we are close to obtaining the goal.

7. To maximize number of hours in community activities: Service Access

The hours of participating in community, per day calculated at 2.4 hours as opposed to hours per day last year at 3.1 hours. The goal is 3 hours per day of participation. Again, we did not meet this goal, as we were limited in community participation and limited in participating in community activities because of the pandemic.

8. To maximize the number of individuals in volunteer sites. Service Access

In 2019, the average number of consumers placed in volunteer sites was 47%. The attached analysis yields the average number of consumers placed in volunteer sites this year was 23%. We were unable to volunteer at several of our jobs since March. The Work Incentive programs, limits the amount of hours one can volunteer at a job without being hired. This issue and the pandemic affected our ability to participate in volunteering.

It is recommended that we continue to monitor our ability to volunteer in the coming year.

9. To maximize number of days placed in volunteer sites: Service Access

Our goal is to work 50 days and we exceeded the goal this year at 74 days. Last year we averaged 76 days this year.

It is recommended to increase the days of volunteering to 100 days

10. To maximize number of hours in volunteer sites: Service Access

The hours participating in volunteering is to reach 3 hours per day. Last year the average was 2.4 hours per day. This year we averaged 1.8 hours per day. Again, we may not meet this goal, as we will be limited in participating in community activities because of the pandemic.

11. To maximize number of individuals advocating personal choice in community activities: Service Access

Our Goal is to have 70% of the individuals advocating personal choice in community activities. In this goal, we looked at choice for community activities and making progress toward their goals. This year, we calculated the results at 65%. Last year we averaged 52%. We did increase from last year. This could be the number of individuals that we could not evaluate, as their services are remote.

We recommend changing this goal to number of individuals meeting their ISP goals.

Day Habilitation Program

1. To Maximize how many individuals in the program: Effectiveness

Our Goal expectancy is 30 full time members. At the end of this year, our data indicates we have an equivalent of 18 full time members. However, our roster indicates 22 members in the Program. Twelve members are full time. The other ten have different hours between the two programs. At the end of 2019, we had 17.25 full time day habilitation members. In both 2019 and 2020 our referrals in this program have decreased.

It is recommended that we continue to increase our members in Day Habilitation.

2. To Minimize time from referral to start date: Efficiency

Last year, we had one referral start and we were able to meet the criteria in 15 days. This year the referral we had was not appropriate for our Day Habilitation Program.

The goal will continue and data tracked for the coming year.

3. Maximize the number members participating in community: Effectiveness; Service Access

The average number of members participating in community activities results for this time was 35%. At the semi- annual, it was 47%. Last year we exceeded the goal of 75% with 91% participation in community activities is 91%. We were shut down from March 18th to August 10, 2020. We have been limited in number of members who can attend in person and our fleet of vehicles is in use for the CBDS program as we are unable to have more than two members in a vehicle, which limits our ability to access the community on a daily basis because of the regulation in lieu of the pandemic.

It is recommended that we continue the goal for the next year.

4. To maximize the number of days in community: Service Access

Our goal expectancy is 150 days, during this period our data yielded 51 days. Last year, we averaged 135 days. Our programming was affected because of the pandemic and the regulations that we need to follow in terms of social distancing in the vehicle and community activities.

It is recommended that we continue the goal for the next year.

5. To maximize the number of hours in community activities. Service Access

Our goal expectancy is 3 hours. This year we averaged 1.5 hours in a community activity. Last year we averaged 3.1 hours of activities in the community. The pandemic impacted our ability to meet this goal for this year.

It is recommended that we continue the goal for the coming year.

6. Maximize individuals in volunteer sites: Service Access

Our goal was to have 50% of our individuals participating in volunteer services. This was a new goal for this year and at our semiannual, we had 15% of the members participating. Annually our results calculated at 8%.

Again, the results are impacted because of having to close for a period of time, the ability to have members attend and be supported in volunteering activities.

The goal will continue and data tracked for the coming year.

7. To maximize the number of hours in volunteer: Service Access

Our goal is to have individuals volunteering 4hours a day. We averaged 1.4 hours annually.

This is a new goal this year and the results were impacted by the pandemic.

The goal will continue and data tracked for the coming year.

8. Maximize number of individuals meeting their goals: Effectiveness; Efficiency

The Goal expectancy is to have 70% of our members meeting their goals. Last year, our results yielded 26%. Last year we changed the Day Habilitation Plan from 5 years to 2 years. We reevaluated how data collection was obtained and the objectives had too many criteria's.

At the end of this year, 34% of our members met their goals. This year we did have to revise all Day Habilitation plans as we were not providing in person services. We revised many goals to reflect tele health and participation in virtual programming.

The goal will continue and data tracked for the coming year.

NOTE:

Since March, we began providing virtual services and other remote services. We developed a weekly remote virtual schedule. The virtual schedule has a variety of classes that involve sensory motor skills, leisure activity, provides social connections with peers, activity of daily living skills and etc. This service helped bring in revenue and allowed ASA to monitor issues the person may have been having and maintain connections and relationships.

We had our IT staff assist and train families and members on how to access our schedule and how to sign in.

We also visited any person who wanted a visit and we will continue to perform the supports that individuals need and want through the coming year.

Program Efficiency Measures:

Average cost per person for the Community Based and Employment Programs, from January through December 2020:

The cost calculation per person is \$29,264 (includes transportation cost), which is a decrease of 11% over the \$33,782 per person cost last year. This includes the period from March 17 through June, during our closure.

Average cost per person for the Day Habilitation Program from January through December 2020:

The cost calculation per person is \$19,624 per person, which is a decrease of 13% from the \$22,440 per person cost last year. Again, this includes the period from March 17 through June, when ASA was closed.

Overall expenses decreased by \$223K from 2019 to 2020 calendar year. These decreases were brought about by decreases in payroll (number of job coaches and 5% reduction in 2020), in legal fees, in supplies, repairs, and maintenance, and in transportation due to the reduced numbers of individuals being transported. Furthermore, due to the negative impact upon our operations by COVID, we did not match 403(b) during 2020.

- **Program length in programs**

There has been no significant changes in how long a person is in the program.

- **Utilization of Services:**

Services	# Persons
Supported Employment	30
Work Adjustment	90
Communication	89
Community Integration	97
Money Management	97
Safety	97
Physical exercise	78
Diet	78
Hygiene	85
Transportation	64

VI ASSESSMENTS OF PLANS

Technology Plan:

Item	Review	Assessment
Hardware: Upgrade all hard as needed	12/31/20	<ul style="list-style-type: none"> • Goal: provide current technology for each staff member. • Zubies contract up graded • Copier maintenance work completed • IPADs are still in good working condition • TV'S and LCD Projector continue to be a resource for training. • dialpad switch over in March-problem with Verizon bill • 2 Fax lines • purchased 5 kindles for therap and ZOOM Virtual Program
Software: Maintain current upgrades for present software.	12/31/20	<ul style="list-style-type: none"> • Insource INC monitors all new Software- to 365 & outlook 2 Quick Books –connected to Insource Monitors the cloud, software backup, anti-virus and antispyware. QuickBooks upgraded. • Purchased ZOOM to provide virtual Programming and security in May • Purchased News 2 You to assist with Virtual Program in June • Zubie software up graded May <p>Therap installation completed by July all coaches trained end of October 2020. Data input started in November 2020</p>
Drop box	12/31/20	Reevaluate Contract during 1 st quarter of 2021. Currently have 16 licenses. On Going
Continue with the contract with Insource Inc.	12/31/20	On Going
Web Site continue to contract with Magna technology	12/31/20	Magna Carta completes all upgrades and monitors security to the Web sites. Works with Insource Inc and Go Daddy
Hardware: Laptops, computers LCD projector/IPADs Kindles /Zubies.	12/31/20	Ongoing Need to purchase cameras for vehicles 2021

copier	12/31/20	ongoing
Technical support/trainings	12/31/20	ongoing

Risk Management Assessment:

Exposure	Schedule / Report	Result	Review Date
Operational Budget losses	All fiscal documentation reviewed Monthly by Business Manager and Executive Director.	No discrepancies found	12/31/20
	Board of Directors reviewed Cash Flow, Balance Sheet, Budget VS Actual and Vanguard Statements (Jan, March, April, May and June, July, August, September, October, November and December is under review)	No discrepancies found. COVID-19 affected revenue; we applied for a SBA and received the PPP for 8 weeks. We covered 3 week time period prior to receiving the SBA We received Medication relief funds	12/31/20
Employees unprofessional conduct	Three-week orientation Certifications of trainings Monthly trainings	None noted or observed.	12/31/20
		There were no substantiations in investigations	12/31/20
State Funding Reductions	Contracts for FY21 is the same as FY20 because of COVID Employment Contracts CBDS Contract Transportation DAY HAB- MASS HEALTH	COVID-19 affected revenue; we applied for a SBA and received the PPP for 8 weeks. Revenue from DDS fluctuated administrative fees from 25%,40% and 50% and telehealth, Virtual Programming and documentation All based on A contracts We have 14 people in Employment contracts for FY21, increase from last year Rate increase in October retro to 7/1/2020 Revenue by Telehealth and virtual programming at 100% for the months of April, May and June.	12/31/20

Exposure	Schedule / Report	Result	Review Date
Loss of CARF Accreditation & other state and Federal licensing	CARF Surveyed in March 2019	3-year certification awarded	April 2020
	Fiscal Audit	Audit completed July. Auditors presented Board with audit no discrepancies found	November 2020
	Quest	Extended for a year because of pandemic	November 2020
	Mass Health	Revalidation June 2019 July 2019	
Vehicle loss	-	No discrepancies found. We were able to reduce cost as we "laid up" our vehicles from March 17-July 29.	12/31/20

ASSESSABILITY

Barrier	Assessment	Result	Review Date
Physical and Environmental Access	Building is accessible to all individuals	No discrepancies found Environment changed to follow the social distancing guidelines for return in July. Only 40% capacity could attend in person services, but all could attend the virtual programming if choose to.	12/31/20
Attitudinal Access	All individuals in Day Hab. program have had all consultations and are working on identified goals and objectives in their individual plans	No discrepancies found. New 2 year plans are being developed Pandemic has affected services	12/31/20
Financial Access	ASA continues to receive donations and when indicated will follow through on proposals.	Pandemic affected revenue	12/31/20
Employment	Assessing needs for additional job coaches. Interviewing HR companies to assist with HR needs	At this, time no need to hire additional coaches, pandemic effected services November Asst. Business Manager and administrative assistant for Waltham was let go	12/31/20 Nov. 2020 12/31/20

		HR Company Hired through Insource in June 2020	
Communication Access	computers purchased Assistant Business Manager	Purchased	12/31/20
	Assessing individuals on technology needs	Some individuals received the hardware and we provided training at families home. Some residential providers assisted in supporting online programming	12/31/20
	Kindels purchased to input data for Therap software and ZOOM	Completed and data processing November and December 2020	12/30/20
Technology	Insource Services INC. MagnaTechnology for Web	IT company handles all IT issues Monitors web design and makes changes when indicated.	12/31/20
Transportation	Transportation is accessible to all individuals	The regulations for pandemic only allowed for 2 individuals per van to allow for the social distancing	12/31/20
Community Integration	Community is assessable to all individuals	No discrepancies found. Issue is with Pandemic, but we were able to provide community activity for those who attended	12/31/20

VII DISCUSSION:

In March, ASA for the first time had to close our operations because of the unprecedented disruptions from the coronavirus pandemic. Although ASA can appreciate the financial impact that was and may continue to experience in 2021 because of COVID-19, it has allowed us to learn how to manage in these difficult times and to use our resources differently. Since our closing, we have been planning, educating and training ourselves on how to survive and improve how to provide different services to our population. In April, we developed a virtual program and implemented it. We provided 4.5 hours of ZOOM a day (22.5 hours weekly per individual). We did both daily and weekly telehealth. This allowed us to increase communication and relationships with all stakeholders, residential providers and families.

We also did several parades to visit the people we serve. In maintaining our employees, ASA continues to be in a strong position, resilient in our dedication to the people we serve and having strong communication to families, residential providers and individuals.

We had evolving budget issues and needs this year because of the consequences of the COVID-19 Pandemic. During the closure, ASA applied for a Small Business

Administration Loan. This loan was for the Paycheck Protection Program (PPP). We received an 8-week loan starting April 19, 2020. Prior to this ASA maintained and paid all employees from March 17 through April 19. We have applied for the extended PPP2 and we are hopeful to be approved to assist in our fiscal operations for FY2021.

We received grants from the Doug Flutie Foundation and Tire Wire house. Our families continue their monetary donations and there was an increase of support not just financially but in all aspects of programming and emotional support to all of us at ASA.

The Business Manager and I applied two times to the Medicaid Relief Funds. We did receive funds during this year and we received funds during the first quarter of 2021.

There was substantial uncertainty in our program operations for FY20 and 21 budgets. DDS did not engage in normal re-contracting as funding was unclear and we contracted at 50% FY20 for FY21. April through July we received 40% enhancement rates. Our contract with DDS was for 6 months and in January DDS approved administrative assistance through the end of June. In August and September, the support was 40% and for October and November was at 25% rate. December was retroactive of 40%. This financial support will continue through the end of FY21

Mass Health paid 100% from April- July. August and September was at a 40% rate and October and November was at a 25% enhancement rate. Mass Health will also maintain the same amount of support as DDS and will continue the support through May 2021.

We are all still waiting to hear from Congress whether states and local governments will receive more financial aid to help with fiscal year 2021.

It was imperative that we restart our employment program to ensure our individuals maintained their jobs and to ensure equality for individuals with a disability. We started our employment services on June 8, 2020. . On July 27, 2020, ASA began in person services for Community Based Day Supports and on August 10, 2020 our Day Habilitation members returned.

We served 98 individuals in various contracts; Transportation, Day Habilitation, Community Based Day Supports, Individual and Group Employment. ASA provided transportation to 63 individuals, 2 individuals are transported by the residence and 23 are transported through Day Habilitation Transportation Company and 1 person receives transportation through the ride.

The Executive Director is still heavily supporting the referral process, as she is the main contact for the Department of Developmental Services, Education institutions and families. This year, we had nine referrals. The referrals are low because of the pandemic, which has also created changes in the overall process. We are unable to meet the family and individual in person or go to the schools to speak with the educational professionals. However, we developed a video of both programs as part of our touring process. It can be

located on YouTube. We conducted virtual tours with all concerned parties and all potential referral documentation sent electronically.

Of the nine referrals, all were turning 22, eight referred to Community Based Day Program and 1 to our Day Habilitation program, which we did not accept. Three are still in the beginning process, two are schedule to start January 2021, one started in August at the Wellesley location virtually only and the other 2 need follow-up as the educational provider extended services. .

Two others started as well one prior to the pandemic in Wellesley (February start date) and the other started in June at the Waltham Location.

We continue to determine which facility the person will go to based on transportation and/or preference of the individual/guardian. We do have openings in all programs and the Department of Developmental Services continues to refer individuals who are eligible for services based on autism.

Staff's base salary is \$17.00 per hour; raises have been on hold since March 17 because of the pandemic and budget. On July 1, all salaries decreased by 5%. We ended the year with 17 full time coaches. We currently are waiting to hire positions until we are able to provide in person services.

In June, we hired a Human Resource firm to help with all new laws and COVID-19 issues.

Core trainings completed. During our closure, we had staff come back to work on June 21, 2020 to complete trainings for COVID-plan, safety, Fire, DPPC, Incident Report Writing, Human Rights, Program Policies and Procedures. The majority of the staff certification in CPR and First Aid was extended. However, in November we did train staff virtually in both areas. All Staff that have had PABC(restraint) training have been recertified.

The agency continues to meet having staff certified in Medication Administration, However it has been difficult to send our staff, now that there is a virtual training, we may be able to increase our ability to have staff train in this area.

- Staff were going outside of ASA for training for professional development and ASA continues to use webinars to assist in trainings.
- Staff training completed in ASA's working hours with an occasional meeting in the evening to ensure communication and training through a virtual network.
- The Human Rights committee has all members and meetings held on a quarterly basis. We are in compliance with the Department regulations. As of late, all meeting are held virtually.
- ASA continues to participate in attending the Day Habilitation Coalition monthly meetings, virtually.

- ASA's fleet of vehicles has increased to transport individuals in company cars. All the necessary work completed based on each vehicle needs. We reinstated full coverage on vehicles as needed. The truck is remained "laid up". .
- Executive Director completed all compliance documents for CARF in April. We received our review and certified from CARF. Our three year ends April 2022.
- Auditors completed the fiscal audit, no discrepancies found. This is the fifth year with no discrepancies.
- Quality Enhancement license and certification expired October 2020. The Executive Director completed all necessary documents to continue our certification in September. Quality Enhancement plans to re certify in Fiscal 2021.
- We held our Annual Meeting in May with the Board. We were not able to celebrate with everyone as a group because of the pandemic. The Executive Director completed newsletters with all accomplishments and other information.
- We did not hold our annual Thanksgiving celebration because of the pandemic. Fiscally we did not have it in our budget to have something for people in person.
- Management continue to meet with all staff to ensure communications and enhanced relationships.
- Although we have struggled we have been able to maintain our quality of services and actually

As I ponder on everything that happened this past year and everything we learned, I end this year with a new perspective and an enhanced appreciation for our team and our profession. The COVID-19 pandemic presented our organization with difficult decisions and so much was and still is unknown to us. The rapid changes involved how we all live and work. What we did know is that everyone's safety had to be our top priority. The most challenging decision was how to sustain ourselves in the now and in the future while maintaining safety for everyone and at the same time delivering our mission. We proved that we have the ability to adapt our services as we moved to virtual programming, a skill set that will continue to serve us. These difficult events brought out the best in our staff and how resilient we were and are. The decisions we made this past year allowed us to succeed in meeting the current challenges. I am humble and thankful to the Board Members, our employees, families, members and stakeholders for all the support that ASA received. We need to remain focused on ASA's future and using and adapting to technology is just one way we may need to focus on.

Our Goals for 2021

- To increase our census in all Programs and buildings.
- Market our referrals

- To maintain our Certifications in Quality Enhancement, Mass Health, Department of Public Health and CARF.
- Our Day habilitation Program is a program that should have 30 FTE and we only have 17.5.
- To continue to contract with DDS for employment and Community Based Day Support.
- Develop employment, volunteer and community opportunities.
- Continue to enhance our technology capabilities including how we use technology in providing services.
- Continue staff training in the areas that are required.
- ASA intends to continue to educate the professional and lay community to our specialized services in meeting those increasing needs of young adults and adults in our community with autism and other challenging developmental disabilities.
- Continue to meet all fiscal audits, virtually or in person
- Remodel/upgrade Wellesley Site

Respectfully Submitted.

Sheela Smith

ASA 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.
- Transportation Services
- The variety of worksites
- New Building and location of both
- News letter
- Provides individualized programming and supervision on high staff to participant ratio.
- Provides ongoing communication and support to families.
- Provides in-service training
- Has shown flexibility of funding requirements.
- Increased referrals
- Centralized location serving central and eastern Massachusetts
- Executive Director Knowledge of individuals, participation in ISP's, provides clinical support, dedication
- Community activities (Yoga, gym memberships, Joy of Golf)
- Staff interactions and knowledge, dedication, flexible and caring
- Volunteering experience
- Supports, individualized Program
- Communication
- "Not a sheltered workshop"
- Community awareness participation with individuals served.
- Personnel and teamwork.
- Development of virtual program

Weakness

- Funding constraints
- No branches in local communities
- No residences
- Employment opportunities for individuals
- Communication
- 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.
- Having two buildings our resources are spread out

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.
- With the new facility it allows more referrals for both sites
- 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 have developed similar services for individuals with autism

The following Three-year Strategic Plan is design to address needs of the agency

Goals

1. To Further our Mission:
2. To increase our quality workforce
3. To provide quality services
4. Prepare for the changing landscape of human services.

Goal 1. To further our Mission ASA will identify and secure funding sources

Objectives:

1. ASA will increase revenue by securing funding from state, federal, donations and private foundations.

2. To continue to be financially viable (increase fundraising opportunities, maintain ASA's Vanguard etc.).
3. Communicate with the professional and community resources of the services offered by ASA to serve persons with autism and other challenging developmental disabilities.
4. Renovations of Wellesley site
5. Consolidate two facilities if a larger location is located and meets our needs.
6. Possible third facility in another geographic location.

Goal 2. To increase ASA's quality workforce

Objectives:

1. ASA will expand and streamline recruitment activities
2. Engage and support new employees
3. Identify factors that contribute to employee longevity
4. Continue to grow middle management with opportunities for growing knowledge and responsibilities for succession for Executive Director
5. Evaluate Compensation data to assess competitive salary structures
6. Continue to recognize accomplishments of employees.
7. To ensure proper training for Succession Long Term for Executive Director and Business Manager

The recruitment of a new Assistant Business Manager (11/4/2019) was warranted to ensure succession. ASA is operating with two facilities and therefor Fiscal and HR demands increased as well as an increase of documentation oversight. Current Business Manager is looking to retire in 3 years (2024).

Goal 3. To provide quality services

1. To continue to develop objectives of services provided (employment, Community Based Day Supports, Day Habilitation and transportation) to individuals and report through ASA's outcome reports.
2. Prioritize operational and clinical needs
3. Collaborate with staff to strengthen service delivery

Goal 4. Prepare for the changing landscape of human services

1. Grow our virtual capacity for services.
2. Provide home supports to families.
3. Provide community services without a facility.
4. Increase opportunities for employment for person served.
5. Hire a BCBA and technicians to support individuals who require certain specialties.

The Executive Director and the Management team are responsible for fulfilling this plan. It will be reviewed annually and assessments will be presented to the board.

The above is subject to Board approval.

This plan will be reviewed by the Board of Directors at its annual meeting.