



ANNUAL REPORT

2023



WCI'S mission is to empower and support Individuals with intellectual and developmental disabilities, autism and acquired brain injury to achieve rich and meaningful lives at home, at work and in their communities.

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Message From The Interim Chief Executive Officer



Changes in Leadership

In May of 23, WCI had experienced changes in the leadership of our Business Office. Our CFO (Chief Financial Officers), Emmanuel Onos, had left the organization, but WCI was fortunate to have an experienced leader actively consulting with WCI that had years of experience with WCI. Robert Guinto, a former CFO of WCI from 2014 to 2018, was able to immediately step into that leadership position in the Business Office and allowed WCI to continue to move forward without missing a beat. Under his direction, we completed our transition to using Bill.com for our accounts payable to reduce our dependence on paper and to move forward seeking efficiencies.

Live Celebrations Return!

It was this year that we were able to return to getting together in person and celebrating together. It started with the WCI Agency BBQ in September of 2022. The venue this time was Auburndale Park in Newton. This was the first return to large group events for WCI since August of 2019, prior to the pandemic. This is a favorite event for so many people where they get to enjoy good company, friendly conversation, and a beautiful setting with great food. It was beyond wonderful to be able to see everyone together smiling and enjoying each other. We had the great fortune of having the Masons return and volunteering for the event, and in addition to volunteering, the Masons contributed a \$500 donation towards the event.

We then were able to return to the WCI Annual Holiday Party in December of 2022 at the Hellenic Cultural Center in Waretown. This too had not taken place since pre-pandemic back in 2019. This is an event that is truly a favorite for the individuals we support. It is a time of year to celebrate family and friends. Many look forward to getting to wear their fanciest outfits out to see old friends and families while enjoying a delicious meal and getting some time on the dance floor.



Changes in the Office

There were major changes in the office this year regarding our working at home practices. Like many other industries, there has been a migration back to the in-person workplace. The support for the Supports Coordinators, Directors, Division Heads, and all of Operations has all overall returned to the office. All Human Resources and the Business Office have accepted this change, and it has improved the cohesiveness of our agency and has provided our teams with a feeling of being supported and connectedness.



Message From The Interim Chief Executive Officer cont.

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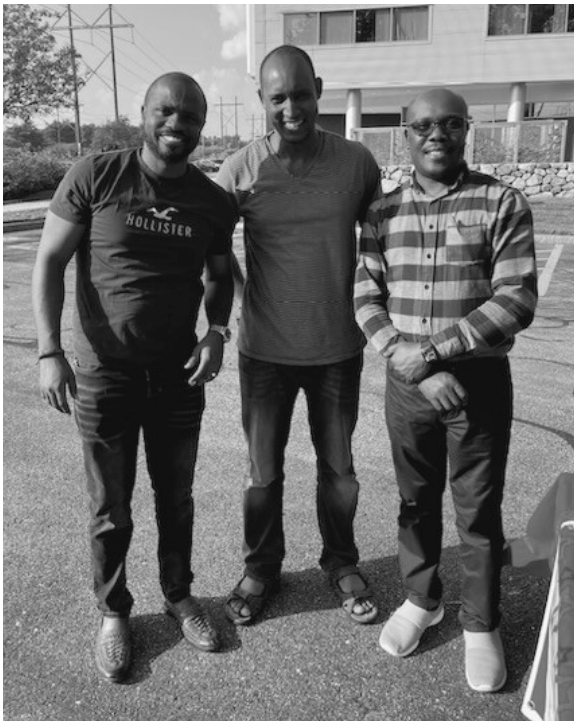
This year, WCI once again worked with the University of Minnesota Center for Atypical Language Interpreting, connecting individuals from our Deaf Day Program with students in the Interpreting program at the University. The individuals participated in a variety of social and employment communication scenarios with the students and were paid for their time all while helping to enhance the education of people seeking to become interpreters working in the Deaf Community.



Consolidation of Homes

Unfortunately, the staffing crisis in all industries continues to be a challenge. WCI and this service industry are no stranger to vacancies, challenges in recruitment and a need to reallocate resources. In October of 2022, WCI closed a location in our Deaf Supports Division to be able to better meet our budget and staffing needs while finding better matches for individuals in this division. This allowed for a reduction in overtime costs by deploying the staff from this location to existing vacancies.

WCI's Workforce



WCI is fortunate to have some of the most dedicated, hardworking, and compassionate people as part of our workforce. The staff of WCI continued to be there through the many challenges and successes the individuals we support experienced daily through all of FY'23. WCI was able to enjoy and celebrate the contributions of Direct Support Professionals through the observation of DSP (Direct Support Professional) Recognition Week. It is worthy to note that Senator Warren and Governor Healey proclaimed the second week of September, DSP Recognition Week. WCI once again had an event outside of the Main Office to celebrate this event where the food trucks, Chicken and Rice Guys and "Cookie Monstah," returned by popular demand. The event was filled with celebration, conversation, food, and a raffle for up to 50 gift cards.

“Our Staff 2023”



As a human services agency, WCI is only as good as its employees and we have more than 300. Our workforce is uniquely diverse, coming from an assortment of home countries that include the United States, Nigeria, Uganda, Haiti, the United Kingdom, Cameroon, Liberia, Tanzania, the Ivory Coast, Moldova, Bangladesh and many more. In addition to English and American Sign Language (ASL), many of our employees are fluent in French, Haitian Creole, Spanish, Swahili.

WCI employees proudly make a difference in the lives of the people we support. We actively promote self-determination and self-advocacy. We support people through the many stages of their lives. We celebrate when there are successes, respond to crises, compassionately support people when ill, and memorialize those who have passed away. The individuals we support are an integral part of our lives just as we are in their lives. For more information, contact Pam Laventure at plaventure@wci.org.

Professional Development



WCI also supports employees in their pursuit of professional development and encourages all employees to be life-long learners. WCI provides continuing education grants and tuition vouchers for many employees as they further their education. Other employees attend classes to develop and enhance their ASL skills. WCI has sponsored several employees in the Department of Developmental Services (DDS) Direct Support Certificate program as well as the Provider Council's Human Services Management Certificate program. WCI continues to support its employees with a generous benefits package, on-the-job training (including the trademarked HOTSS/DOTSS system) and opportunities for internal promotion.

For more information, contact Pam Laventure, VP of Human Resources at plaventure@wci.org.

Committed To Our Individuals

We celebrate our diversity as a group of over 300 people with a wide range of individual skills, strengths and challenges. At WCI we are respected and valued for our uniqueness, ideas, dreams, and goals. WCI staff support us to live and work within the communities of our choice, Waltham, Belmont, Watertown, Newton and Maynard with independence and dignity.

WCI staff help us to achieve success by providing us with quality services, and seeking to improve accessibility, accountability, and coordination of these services among professionals, care-givers and across agencies. Staff support us to live as independently as possible on a daily basis. They listen to us, talk to us and read our behavior. They are our eyes and ears for some of us. They are our family, teacher and coaches. These supports range from day to day assistance with reading, cooking, and budgeting to hands-on daily personal care needs. We participate regularly in selecting our goals and evaluating our progress. Specialized services are here for our growth so we might become more skillful in communication, relationships and self-discipline.

Maintaining relationships with those people in our lives who are important to us is just another way WCI staff help us navigate through social systems: groups, organizations, community and society. They help us to cultivate new friendships and get involved in community activities. Many of us go on vacations together, attend adult education classes, sports activities, and participate in cultural events, spiritual services and a variety of other community events. Our lives reflect our preferences, values, desires, lifestyle and goals.

WE ARE WCI!



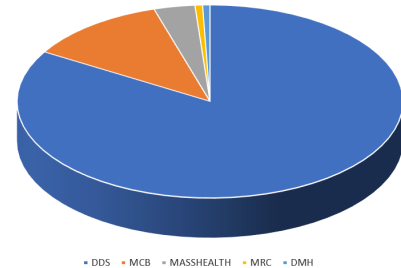
Financial Summary

Year Ending June 30th, 2023

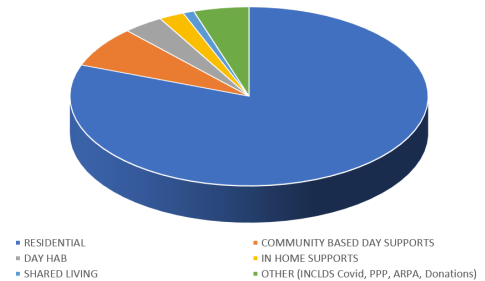
In prior years to FY23 WCI received more than three million dollars in one-time funds under PPP, ARPA, Covid and ERC government funds. These one-time dollars facilitated WCI's ability to give a number of bonuses and raises. The deficit in FY23 was the spending of funds that were collected in previous years.

FY24 will be the year to manage within the funding sources it receives and to identify efficiencies that will allow WCI to support the individuals it serves and its employees. In comparison to FY23 of 1.2 million in onetime money, WCI is only expecting about \$83,000 in one time money in FY24.

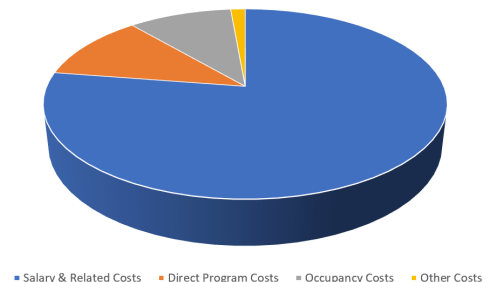
Commonwealth Revenue FY'2023



Revenue By Program FY'2023



Expenses FY'2023



FY'23 Executive Leadership Team



Pam Laventure

Vice President of
Human Resources



Joseph Donati

Interim President
and CEO



Robert Guinto

Chief Financial
Officer

Board of Directors

FY'2023



WCI's Board of Directors is an active group of fifteen (15) Board Members, which is now full. They meet about five (5) times a year and also now have five running Committees and Sub-Committees. Some committees are Ad-Hoc and meet for a period of time and may start up again, such as Strategic Direction, Human Resources, Mission in Action Grants, Governance and others. Currently, the Board has an Executive Committee, Finance Committee, Development Committee, Property and Real Estate and Nominations Committee. We are seeking an attorney. If you know of someone who would like to serve as our Board Attorney, please contact Nancy Silver Hargreaves, President & CEO at nshargreaves@wci.org, Courtney Buckley, Nominations Chair, or Mike Sullivan, Board Chair, at mike.sullivan@bakertilly.com. On behalf of the Executive Team, we wish to thank all of our Board Members for all of the hard work, effort and dedication that they give to WCI throughout the year.

Board Of Directors Roster

Michael Sullivan , Chairperson	Sara Goddard , Vice Chair	Shannon Shea, Clerk
Courtney Buckley	Kenneth Marcou	Tom Montanari
Robert McMullen	Bhuren Patel	Jason Rubin
Edward Skou		Devorah Smith

Board Of Trustees Roster

Karen Osborn Shanley	Maureen Keegan	Sue Ann Poitras
Ruth Harutunian	Rhonda LeSanto	



24 Hour Residential Supports

WCI's 24 Hour Supports Division consists of seven (7) homes in Waltham and Belmont and supports 27 individuals with Intellectual Disabilities, Autism and Acquired Brain Injury. Hammond Street in Waltham transferred to the 24-Hour Division in the fall after becoming a 24-hour house for five individuals. The 24 Hour Supports Division offers a range of supports determined by the level of assistance required by each individual. Supports can include assistance with ADLs, medical needs, budgeting and being an active member of the community.

We continue to ensure that our individuals receive the most inclusive medical care to address their needs as they age and are often becoming more medically involved. We work closely with their doctors and advocate for the most comprehensive care that they can receive. We have worked closely with families of our individuals as they also go through transitions and may need to adjust guardianships and even family visits as the level of involvement may family involvement may change.

Most of the people in 24 Hour Supports have returned to their day programs, one is still looking for an appropriate placement and one person's needs are best met by being at home where she is able to navigate her day at her pace.

We continue to be very active members of our communities. We participate in organized sports, art and crafts groups and chorus. We enjoy having parties and visitors at our houses. We have many activities happening every day in our houses, many involving music, puzzle and board games.

We worked closely with Belmont Housing Authority to enable Clark 1 and 2 to have major renovations of their kitchen and floors throughout the house. The houses look amazing and there are plans for Clark 1's accessible bathroom to be totally updated soon as well. We continue to look at accessibility concerns at all of our house to be able to meet the needs of all our individuals.

Two of our individuals were able to visit with family in Florida this year. One traveled with his family and one met his family there with the support of airline supports. Many of the houses went on fabulous day trips to the Cape and Gloucester.



ABI Supports

Summer Street in Maynard continues to be a very busy and exciting place to be. The team of staff working at Summer Street is extremely dedicated and knowledgeable of the needs of the men there. We have been able to fill most of our positions with WCI employees and are currently not needing to rely on relief agencies as much which brings a more continuous high level of support. We were able to have a nurse from a relief agency working 30 hours a week for a long period of time which truly benefited the individuals and staff as she will be extremely familiar with the needs of the program and was a great advocate.

Sadly, one of the original members of the house, David passed away in January. He was greatly missed for his sense of humor and knowledge about music, cars and almost any other topic. Yosef joined us in October after having been at a rehabilitation center for several years. He is very excited about having the ability to be a part of the community. The men love to go to movies, out for coffee, van rides and be a part of their community. One of the individuals participates in a large number of community activities for people with disabilities such as, kayaking, archery, and rifle shooting. Currently none of the men go to a day program but we continue to explore that opportunity for them to participate in ABI day services.

All the holidays continue to be celebrated with great flair at Summer Street! We are always looking for ways to incorporate the various ethnic backgrounds of the men through serving food and enjoying the traditions of their countries.

Individual Supports

WCI'S Individual Supports Division consists of 8 Individuals living alone in their own apartments in Waltham and Watertown, one married couple living in Waltham and one Individual living in his family home in Waltham. There is a wide range of supports provided to each of the Individuals depending on their level of need. With some Individuals staff assist with cooking, shopping, banking, and medical appointments. Those Individuals may be seen two or three times a week. Some Individuals require that the staff assist them with their medication administration and/or help with their daily living skills and require more time and often multiple visits each day. Many of these Individuals have lived in Waltham all their lives and deep roots to their community. Some Individuals families still live in Waltham and the Individual is very much included in all family events. Individuals have been able to travel with their families to Canada, California, and Florida. One area of pride in this division is that all individuals take considerable pride in their apartments. They have been known to be festive and decorated for the holidays and they have also been known to truly make their apartments their homes. They are very individualized, and they take pride in having visitors to their home to "show off."



Shared Living



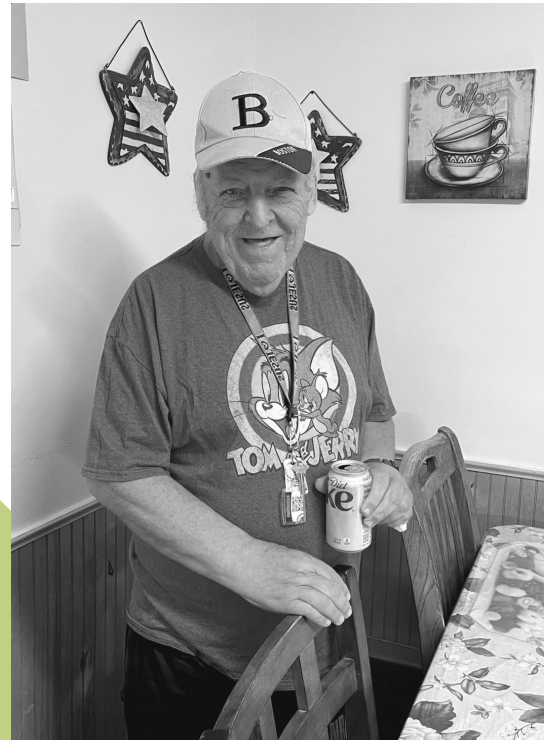
WCI's Shared Living program currently has 3 people receiving services from providers. One person returned to living with his family as he searches for a new provider. We are actively developing the program to grow, including the possible match of the provider that had previously been living with an individual for several years. We hired a new Support Coordinator in the fall, Lurdes Arruda, and she is dedicated a lot of her time towards meeting people within our agency, both individuals and staff, to explore new potential matches. Lurdes is meeting regularly with the providers to ensure that they are ready for DDS's Survey and Certification which will happen in the spring of 2024. The people in Shared Living are required to meet the same standards as those living in our community residences as for medical appointments, financial oversight and training that their providers must also participate in.

Social Residential Supports

2023 has been a year of many changes in Social Supports. Paula Dunn Meadows, who had been the Division Head for many years, went on a medical leave of absence in June. Joe Donati oversaw the division and supervised its two Directors of Supports, Cutie King and Olalekin Owoaje from June until the end of October. In October Sally Roach began to oversee the ten houses in Social Supports. Hammond Street moved to the 24 Hour Supports Division as Marie Koroma gained Hammond Street in her cluster that she already had in the 24 Hour Supports Division. At this time Hammond Street also became a 24-Hour program for five individuals and one individual who had been receiving less than 24 hours of supports moved to an apartment in another agency.

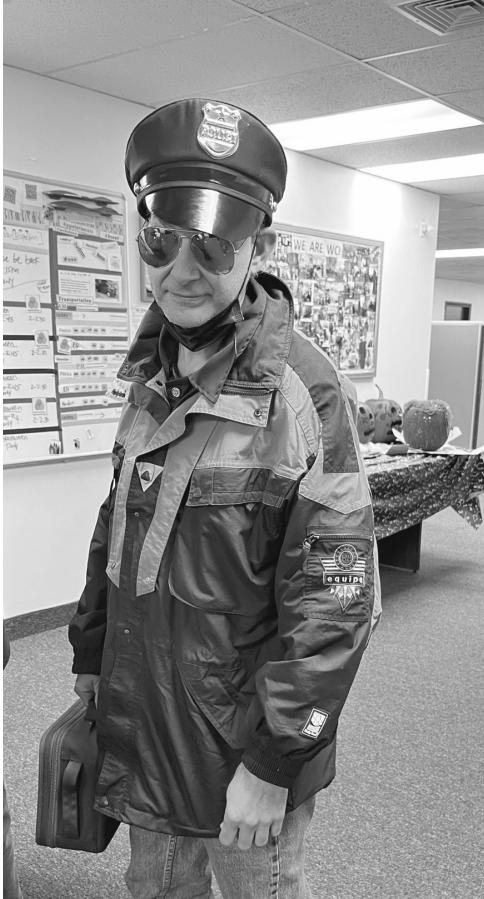
2023 has been a challenging year medically for a number of the individuals in Social Supports. We very sadly said goodbye to Patty Smith and Michelle Gorham after both had extensive medical issues. We have had individuals have extended stay in rehabilitation centers and have had to have one individual move into a move accessible house in our division to accommodate her decreased mobility. There are currently 38 people living in 9 homes in Waltham and one in Newton. All but one of the people have returned to work at the day programs where they had worked prior to the COVID,

We are very involved in activities in our homes and in our communities. Using the gym multiple times, a week, eating at our favorite restaurants, playing on organized sports teams, and spending time with family and friends. There were trips to Florida and weeks spent at camp. Two of the individuals were able to attend wrestling events. Many have chosen to update their bedrooms with new furniture, tv's and other electronics.



Everyone continues to work on their skills around the house including cooking, cleaning, laundry and budgeting with the help of our amazing and dedicated staff. A number of the staff in the Social Supports Division have been working with the same people for many years and this continuity of support is so important with the progress and stability of our houses. The staff know how to provide the best care and positive reinforcement when they have known the individuals for such a long period of time, their dedication to WCI is outstanding.

Employment/Day Supports



This year's theme across all four programs in the Employment and Day Supports Division was making the most of what we have to create meaningful opportunities for the people in our programs. Among the major challenges day program operations continued to face were staffing shortages across all sites. Although at times we had to be creative and pull out all our hidden talents, day programs continued to provide fun and person-centered programming. Individuals and staff in all programs made new connections, participated in a variety of community learning expeditions, and those seeking employment found new jobs.

This year, we are proud of our new community connections and making new friends. The individuals of the Deaf Employment Program, Social Skills Program, Community Employment and Day Habilitation were invited to join friends at Delta Projects for summer cookouts. In March 2023, the Deaf Employment Program started volunteering at the MSPCA in Boston, taking care of cats. This was new connection was developed thanks to Jimmy J's love for cats. In July, we started volunteering at the Salvation Army in Boston, making food baskets. This connection was developed thanks to our participation in DDS Diversity Committee. Yet another new connection with Waltham Community Gardens will lead to new programming around sensory exploration and nature in the upcoming year. The participants of the Deaf Employment Program continued its partnership with CALL, Center for Atypical Language Interpreting, supporting new Interpreters to better their interpreting skills through social and structured interactions with people in our Deaf program. Our partnership with Boston College, where we collate recyclable bags for all their football games has been going strong for 6 years.

Employment and Volunteering continued across all sites, with Home Depot, Market Basket, Plato's Closet, and Revolve Boutique being competitive employment partners for over 4 years. New hires included Aida C. starting a job at Starbucks in March and Jimmy J. resuming his shredding job with Schlesinger and Buschbinder Law Office in April. The Meals on Wheels Program through the Waltham Senior Center, More Than Words, and Cradles to Crayons also continued to offer weekly volunteer opportunities across all programs. The programs also cared for two community gardens which yielded herbs, tomatoes, zucchini, lettuce, and peppers.

Community outings continued to be very popular and offered learning opportunities. This year people visited the battlefields in Lexington and Concord, learned about witches in Salem, hiked the trails at Great Brook Farm, practiced train travel on numerous trips to Boston, visited Faneuil Hall, Boston Aquarium and Museum of Science, visited Castle Island on social outing through Work Inc, and had numerous trips for apple picking. Day program staff and individuals also visited the State House during Caring Force Rally to support funding for Direct Care Professionals.

In all our activities, be it social, recreational, or vocational, we strive to offer opportunities for skill development and personal growth. We continue to challenge ourselves to be innovative and to make people's days filled with fun, meaning and purpose. The highlight of such fun were the Deaf Employment Olympics, which offered the individuals a week worth of games, challenges, learning about different cultures, and comradery.

The ongoing successes of our Day and Employment Division are realized thanks to the dedication of our fearless leaders, Karen Dooley, CeCe Norman, Aidan McLaughlin, Julian Cadavid, Steve Fleming, and all our wonderful staff.

Our Programs



Deaf Residential and Individual Supports

One of the Support Coordinators in the Deaf Residential Division suggested “coordination” as we look to the year ahead. What an inspiring way to look ahead! Coordination along with teamwork and resilience also describe the past year for all those who were a part of the Deaf Residential and Individual Supports family.

This past year challenged the supports and day to day operations of this Division, more so than in the past. Through leadership changes and competition from all around for best staff, the programs continued to focus on delivering quality of care to all its residents. The key accomplishments were seen in personalized vacations, in life celebrations, in Individual milestones both in work and life, and in connecting to the larger community where people reside. Here are some of the highlights of the past year.

Livingstone residence has celebrated each of its residents' birthdays with first class dinners, dress up parties, and all out recognition of the person. They have also gone once again to Cape Cod, where the Individuals were able to experience the food and senses of an ocean community.

The Ellison Park residence celebrated being a home for four ladies for almost two years. This past year, two of the women began working in community integrated employment, Target (Keisha) and Starbucks (Aida), exposing and educating the hearing co-workers to their Deaf culture. One of the women has reached the milestone of greater community independence, including trips with friends to New York. Jocelyn participated in a Black History Celebration through the Diversity Committee at DDS, educating all in attendance about the difference between early American Sign Language in the black communities.



Love of dogs, and all kinds of animals was shared by all those Individuals living at Heard St., Central St., and Hatherley Road. They had numerous visits from the furry friends and also had a chance to visit the animals at local shelters. The women at Hatherley Rd. celebrated their birthdays with picture days, favorite color themes, and delicious meals. They all dressed up as Elves for their Christmas celebration this year. Eating healthy has been the theme in both of these residences and it led to people reaching their healthy weight.

The residents of Virginia Road and Barbara terrace also enjoyed the community offerings such as pumpkin picking, getting their nails done, and enjoying various events around Waltham.

Bruce Road residents continues to be out and about in all kinds of community celebrations from the Trampoline Parks, to Dave and Busters, to bowling, and frequent dinners out at such places as the Olive Garden. The residents in this group enjoyed wonderful vacations with their families, going to camps, and celebrating their birthdays as close friends.

WCI currently supports eight Individuals in Deaf Individual Supports, helping with shopping, medical care, and household chores. The highlights for this group included maintaining their community jobs at such places as Whole Foods and Beth Israel Hospital, moving to a new house for William and earning Employee of the Month at Stop and Shop by June.

The highlight of the Deaf Residential Supports Division, which showcased teamwork and coming together as friends, was the Halloween Door Decorating Contest. From scary monsters and witches, to

blinking lights, to cobwebs and pumpkins, the homes looked amazing! The decorations were not only enjoyed by the residents in their homes, but by WCI staff, as well as the neighbors in their communities.

“Thank You” Donor/Corporate Members—Fiscal Year 2023

July 1, 2022—June 30, 2023



Chairman’s Club

(Gifts greater than \$1,000)

Hobbs Brook Management LLC

Salary.com

The Sutherland Family

President’s Club

(Gifts of \$500 to \$999)

Arthur Krusinski

Waltham Rotary club Inc

Waltham Triad Lodges

Womens Action Alliance

Advocate

(Gifts of \$250 to \$499)

Network For Good

Patrons

(Gifts up to \$250)

Amazon

Boys Hockey Club

Courtaney Buckley & John Fabiano

Janet Calari

Danil & Susan Coldwell

Craters & Freighters

Michael Daley

Debra Fallo

Marco & Maryanne Gemma

Virginia Giordano

Steven Harutunian

Kelly Lignos

Brenda & Lawrence Mazzola

Judith Mello

Sally Roach

Hugh & Elizabeth Rutledge

Edna Sanddock

Susan Shulman

Devorah Smith & Jacqueline Linnell

Joseph Sullivan

Holly Tolley

Ann M Witham

