



Annual Report
FY 2020

 **Autism
Treatment
Center**
Changing Lives. Building Futures.

The mission of the Autism Treatment Center is to assist people with autism and related disorders throughout their lives as they learn, play, work and live in the community.

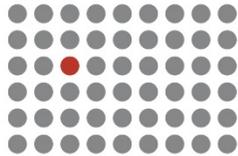
ABOUT AUTISM



AUTISM IS A LIFELONG DEVELOPMENTAL DISABILITY THAT CAN CAUSE SIGNIFICANT

Social, Communication & Behavioral Challenges

THERE IS NO KNOWN CAUSE OR CURE, BUT TREATMENT CAN HELP.



1 IN 54 CHILDREN NOW DIAGNOSED WITH AUTISM



AUTISM IS MORE THAN **4 Times More Common Among Boys** THAN GIRLS



AUTISM IS REPORTED TO OCCUR IN ALL **Racial, Ethnic & Socioeconomic Groups**

ABOUT AUTISM TREATMENT CENTER

3 LOCATIONS **&** **26** GROUP HOMES
DALLAS | FORT WORTH | SAN ANTONIO FOR CHILDREN & ADULTS

Services:

- Education
- Residential
- Adult Services

- Applied Behavior Analysis (ABA)
- Speech Therapy
- Occupational Therapy
- Physical Therapy
- Screenings & Diagnostics
- Resources



Changing Lives. Building Futures.

ATCofTexas.org



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Board of Directors

The Autism Treatment Center's Board of Directors, comprised of volunteer members, is dedicated to the mission, philosophy and goals of ATC. Their direction and individual expertise has brought ATC tremendous growth and a staff of dedicated professionals.

BOARD OF DIRECTORS

Mr. Steve Folsom, Board Chair

Folsom Properties
Joined Board November, 2013

Mr. Dennis Patrick Ingram, CFP, CASL, Vice Chair

CFP Ingram Financial / New England Financial
Joined Board September, 1991

Mr. Ronald Botello, Vice Chair – San Antonio

Platinum Wealth Solutions of Texas LLC, Financial Advisor
Joined Board September, 2014

Mr. Donald A. Key, Treasurer

Ernst & Young, Retired Senior Partner
Joined Board January, 2015

Mr. Steve Barnett, Secretary

Business Consultant
Joined Board January, 2005

Mr. Dodge Carter, Board Member

Crow Holdings Capital Real Estate, Managing Director
Joined Board January, 2005

Mr. Gregg Chinn, Board Member

Frost Bank, Commercial Banker
Joined Board September, 2016

Ms. Christina Coon, Board Member

Pegasus Foods, Senior Commercialization Manager
Joined Board September, 2015

Ms. Linda Doubrava, Board Member

KPMG, Managing Director Market Relationships
Joined Board September, 2012

Mr. Roger Festor, Board Member

Retired CEO, Oil & Gas Industry
Joined Board September, 2018

Mr. Dale Flowers, Board Member

U.S. Anesthesia Partners, Senior V.P. of Operations
Joined Board May, 2016

Ms. Rhoni Golden, Board Member

Dave Perry Miller Real Estate
Joined Board March, 2020

Mr. Tom Grimmer, Board Member

Valero Energy Corporation
Joined Board July, 2019

Dr. Fernando A. Guerra, Board Member

Retired, Pediatrician and San Antonio Metropolitan
Health District Director
Joined Board January, 2009

Mr. Len Robert Leek, Board Member

L.R. Leek Enterprises
Joined Board September, 1991

Mr. Robert A. (Bobby) Norris, Board Member

Bobby Norris Farm & Ranch Realty, Owner
Joined Board July, 2003

Mr. Christian Owens, Board Member

Pflugger Architects, Director of Design
Joined Board March, 2014

Mr. Kevin Pollari, Board Member

Deloitte Consulting, Principal
Joined Board March, 2020

Ms. Lynn Smith, Board Member

Community Volunteer
Joined Board September, 2015

Mrs. Beth Ann Susens, Board Member

Community Volunteer
Joined Board May, 2005

Mr. Peter Townsend, Board Member

Retired, Exxon Mobil
Joined Board April, 2005

Major General Alfred Valenzuela, Board Member

US Army (Retired)
Joined Board March, 2019

Dr. Jo Webber, Board Member

Texas State University Distinguished Professor Emerita
Joined Board September, 2002

Mr. Luther L. Winch, III, Board Member

The Winch Companies
Joined Board July, 2016

Mr. David E. Young, Board Member

Healthcare Consultant Strategy and Advisory Solutions
Joined Board September, 2004

Mr. Monte Zajicek, Board Member

Stantec Architects, Principal (Retired)
Joined Board September, 1991

BOARD STATISTICS

Total Number of Board Meetings: 6

Called Special Meetings: 5

Members with Perfect Attendance: 5

Len Leek, Ron Botello, Donald Key, Gregg Chinn, Peter Townsend

Best Attended Meeting: 21 Members

Lowest Attended Meeting: 13 Members

Average Attendance for 2020: 16 Members

Total Number of Board Committee Meetings

Management/Finance: 6

Audit: 3

Fundraising: 5

Clinical Services: 3

Board Development/Personnel: 1

Property: 4

Percent of Board Giving: 100%

Membership Changes

Additions: Rhoni Golden, March 2020

Kevin Pollari, March 2020

Resigned: Glenn Jackson

Melissa Svoboda



“The therapists are wonderful and they truly care about the kids.”

-ATC Parent



Even after a year of speech therapy, at the age of 5 Maleigha still didn't talk. Her mother, Nichola, wanted to get her tested for autism, but Maleigha's doctor refused because she didn't "flop her arms" - a reference to the repetitive movements common in people with autism. After a recommendation from her speech therapist, Maleigha was finally referred for testing and, as her mother suspected, diagnosed with autism.

"Lots of things that wouldn't bother other people would turn her life upside down."

With the help of in-home speech therapy, Maleigha began speaking soon after her diagnosis. Though she was now talking, her aggressive behaviors concerned Nichola. If she became frustrated or

angry, Maleigha would throw, hit, scream, and destroy things in the house. When she started school, she would throw fits for days before an upcoming test, never mentioning the test to her mother until it

was over. Nichola had to drive the exact same route to school every day because Maleigha had difficulty with changes in her routine. As her mother says, "Lots of things that wouldn't bother other people would turn her life upside down."

In 2019, when Maleigha was 9, she participated as an artist in ATC San Antonio's Art for Autism fair. It was there her mother learned about ATC's state-funded ABA program. Within 6 months, Maleigha began behavior therapy. Nichola soon saw improvements in the behaviors her daughter worked on in the clinic setting, but she wasn't seeing the same progress with challenges at home.

When COVID-19 moved ABA from in-person therapy to telehealth in April 2020, the change led to a breakthrough for mother and daughter.

With telehealth, the therapists can see what is happening with Maleigha at home - what makes her frustrated and how she responds. For part of the telehealth sessions, Nichola is coached through a situation in real-time by the therapist while using Bluetooth headphones so Maleigha only interacts with her mom. For the rest of the video-conferenced session, Maleigha interacts directly with her therapists, something she enjoys because she loves and misses them.

Nichola and Maleigha both look forward to the day they can resume therapy at the clinic, but mom would like to continue some sessions using telehealth. "While it is more work for the parent," Nichola says, "in the long run telehealth is very helpful because we learn how to work with behaviors that directly affect our home life."



Company Statistics

ATC MANAGEMENT

Senior Management Team

Anna Hundley, M.S. Ed.	Executive Director
Neil Massey, MNM	Chief Operating Officer
Carolyn Garver, PhD, LCCA	Dallas Program Director
Maria Duncan, M.S., LCCA	San Antonio Program Director
Nancy Taylor, MBA, CPA	Chief Financial Officer
David Mojica, MHA, CPCO	Comptroller/Compliance Officer/Contact Tracer
Cynthia Hamilton, MBA	San Antonio Development Director
Carrie Nelson, CFRE	Dallas Development Director
Walter Boone	Manager of Information Systems
Monica Powell	Human Resources Manager
Kathy Holt, RN	Director of Nursing

Dallas Program Management Team

Carolyn Garver, PhD, LCCA	Program Director
Monica Powell	Human Resource Manager
Eulah Williams	Residential Services Coordinator
Jerry Heggins	Residential Services Coordinator
Princess Smith	Coordinator of HCS Services
Whitney Bremby, QIDP	Case Manager
Marcy Barlow, PLSP, LCCA	Educational Coordinator
Louise Archibald	Educational Staff Coordinator
Lytrecia Burns	Coordinator of Adult Services
Suzy Fleisher, M.S., CCC-SLP	ORF Administrator
Gail Wayman, BCBA	Interim ABA Program Director

San Antonio Program Management Team

Maria Duncan, M.S., LCCA	Program Director
Cynthia Fox	Residential Coordinator & Adult Services Coordinator
Kathy Holt, RN	Director of Nursing
Emma Thomas, M.S., CCC-SLP	ORF Administrator
Ashley Labay, BCBA, LBA	ABA Program Director
Jennifer Pruske	Children's Services Coordinator/Case Manager
Samantha Dotray	Adult Services Coordinator
Mayra Barrera	Human Resources Manager

“Absolutely amazing
people work at the ATC.”

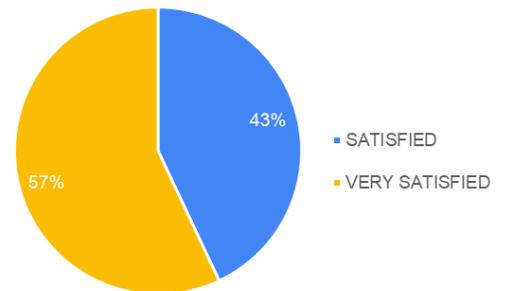
- ATC Parent

MAJOR AREAS OF SERVICE

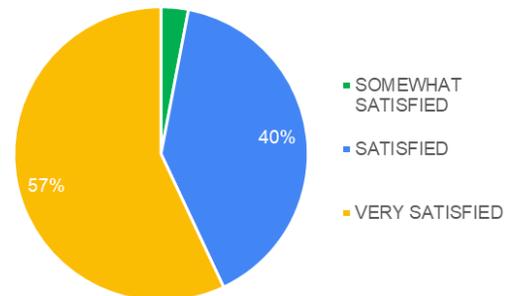
- Texas Educational Agency Approved Non-Public School
- Transitional Services for Young Adults
- Residential – 26 Community Based Group Homes (DFPS Residential Treatment Center, ICF/IDD, DBMD, HCS and Assisted Living)
- Adult Services
- Individualized Therapy – Applied Behavior Analysis, Speech, Physical, Occupational
- Specialized Services
 - Recreational Therapy – Music, Equine, Art, Aquatic, Pet, Yoga, Dance
 - Children's Autism Program (Children's Hospital of SA/UTSA and ATC SAABA Clinic)

SATISFACTION SURVEY RESULTS

ATC strives to enhance the quality of life for each individual receiving ATC Core services. How satisfied are you that this has occurred for your family member, ward, or student?



How satisfied are you that the Core services delivered by ATC meets the needs of the individual served?



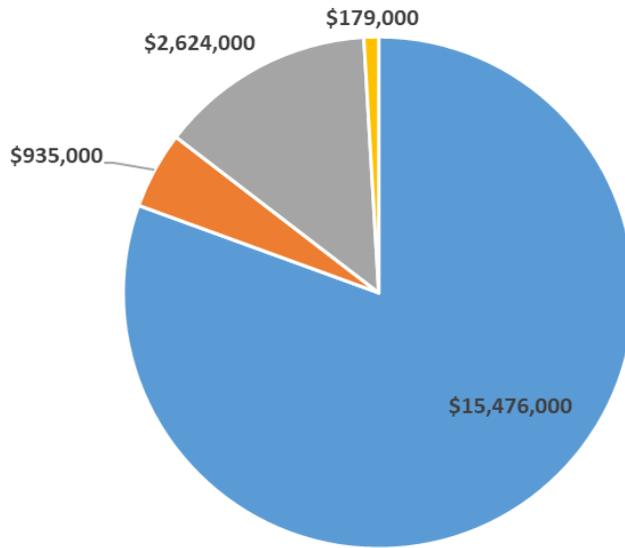
OVERALL STATISTICS FY20

Number of people served in all areas of service: 753

Residential:	125 residents	Total hours of direct care service:	1,078,438
Education:	51 students	Total # of resource calls received:	2,032
Adult Services:	66 individuals	Volunteer hours provided in the community by program participants:	21,152
ABA:	274 children & adults	Value of charitable services provided:	\$1,106,000
Rehabs (OT, PT, ST):	97 children & adults	Total number of staff:	247
Telehealth:	84 individuals	Hours of staff training:	12,402
Project PLAAY:	56 individuals		

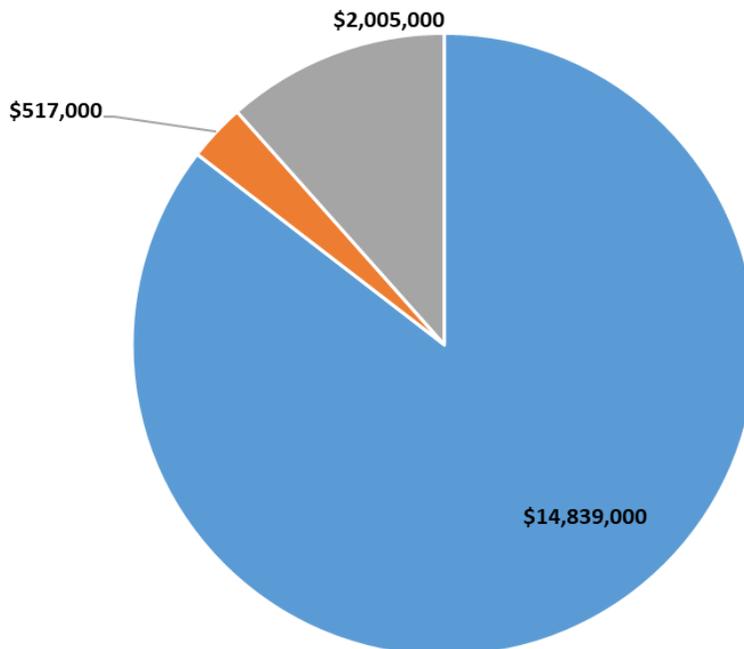
FY20 REVENUE & EXPENSES

FY20 Revenue \$19,214,000 Including \$2,624,000 of PPP Funds



- Earned Revenue (Program) \$15,476,000 / 81%
- Contributed Revenue (Grants & Charitable Contributions) \$935,000 / 5%
- PPP Funds Received (PPP Funds Received) \$2,624,000 / 14%
- Investing Activities \$179,000 / 1%

FY20 Expenses \$17,361,000 Including \$389,000 of Hazard Pay

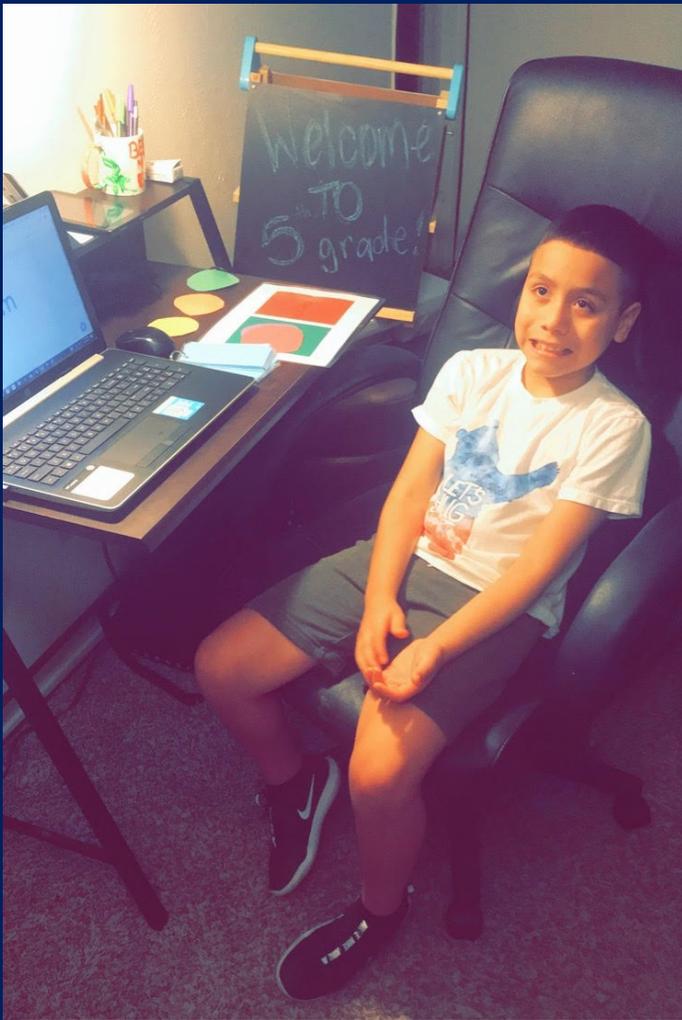


- Program \$14,839,000 / 85%
- Fundraising \$517,000 / 3%
- Administration \$2,005,000 / 12%

Autism Treatment Center

Balance Sheet

	8/31/2020 (1st preliminary)	8/31/2019 (Audited)
<u>ASSETS</u>		
Cash and Cash equivalents	\$ 4,584,000	\$ 2,907,000
Accounts Receivable	\$ 1,481,000	\$ 1,809,000
Investments	\$ 557,000	\$ 568,000
Endowment fund	\$ 2,464,000	\$ 2,275,000
Total Investments	\$ 3,021,000	\$ 2,843,000
Prepaid and Other Assets	\$ 3,000	\$ 12,000
Physical properties - net	\$ 13,335,000	\$ 13,299,000
Total Assets	\$ 22,424,000	\$ 20,870,000
 <u>LIABILITIES AND NET ASSETS</u>		
Mortgages	\$ 6,030,000	\$ 6,106,000
Accounts payable	\$ 46,000	\$ 231,000
Accrued liabilities	\$ 897,000	\$ 937,000
Total Liabilities	\$ 6,973,000	\$ 7,274,000
Fund Balance	\$ 15,451,000	\$ 13,596,000
	\$ 22,424,000	\$ 20,870,000



When Antonio first started ABA therapy at ATC's Fort Worth clinic, his parents were concerned about his self-injurious behaviors and aggression toward others. During severe tantrums, Antonio would also run away or destroy property. He had difficulty communicating his wants and needs and could only make a request without assistance part of the time. If the answer to his request was "no" or if it took longer than 20 seconds to get what he wanted he would throw a fit.

With ABA, Antonio's communication and behaviors began to improve.

Over the next year, however, he experienced several changes in his life – at home, at school, at the clinic – and by

October, 2019, Antonio's behaviors were worse than before. His ATC therapy team decided to re-evaluate his behaviors and skills and made major changes to his treatment plan.

Today, Antonio is doing well and has made significant improvements. According to his mother, his vocabulary has grown and he now uses a visual aid to make requests. He has fewer meltdowns because he is better able to communicate, asking for things on his own most of the time. He can also now wait patiently for up to 7 minutes for a preferred activity or item.

"It [communication] always contributes to Antonio engaging with his sibling and family members," his mother adds, "which is the best part of his achievements."

"Being able to communicate effectively with Antonio is a tremendous achievement," says his mother. "It makes our days easier and also allows Antonio to enjoy his day with less frustration." Now Antonio can participate in normal daily routines like grocery shopping and other activities outside the home. "It always contributes to Antonio engaging with his sibling and family members," his mother adds, "which is the best part of his achievements."



ATC resident Bobby Tallmadge loves being with his family. He used to spend every other weekend at his mother's house. Several times a year, he took trips to Florida with his sister, Julia, and her family. Sometimes visits happened at Bobby's group home, like during the holidays when Julia would help Bobby and his housemates make Christmas cookies. Everything changed with the arrival of COVID-19 in March 2020.

To keep all the adults in our residential programs safe from the virus, the state required group homes to shelter in place. That meant adults couldn't go out into the community, not even to attend the ATC day program during the week or volunteer at community non-profits. And, they couldn't have family visit them at their group home. These changes were particularly hard for our residents because they depend on structure and routine to cope with the world around them.

During the time Bobby was confined to his group home without visitors, Julia says video phone calls helped, but she had to work with him on how to hold the phone so the camera didn't just get the top of his head. Every time

she called he would ask when they were going to Florida. She finally had to tell him Florida was closed, but they would go when it was open again. When Julia asked Bobby if he knew why she couldn't visit him in person, he would say "virus", but she knew he really didn't understand.

To help Bobby and his housemates through their quarantine, Julia and other family members would drop off goodies like pizza or cookies on the front porch. Julia created extra excitement at the house with one of her deliveries by including a bubble machine with her treats!

Last fall, when the state began allowing outside visits at the group homes, Julia and friends from her small group at Preston Trail Community Church donated money and volunteered their time to give the backyard at Bobby's house a makeover. They cleaned and painted the outside walls and concrete floor of the patio, and added new furniture and decorative touches to the space.

Life is still not back to normal for anyone, but with the help of donors and volunteers like Julia and her friends, all of our group homes now have a place where the children and adults in our residential program can safely and comfortably get together with their families. As Julia posted on social media, "Nice porch visit with Bobby today. Miss him so much but appreciate a little time with him with Whataburger and Yellow Submarine."





Strategic Plan

2018 – 2021

STRATEGIC PLAN

- VISION I** ATC WILL BE A MODEL OF BEST PRACTICES FOR AUTISM SPECIFIC SERVICES THROUGH THE LIFESPAN IN ALL PROGRAM AREAS
- VISION II** ATC WILL DEVELOP AND MAINTAIN THE INFRASTRUCTURE TO IMPLEMENT ALL CURRENT AND PROPOSED GROWTH SERVICES.
- VISION III** ATC WILL GROW THE LONG TERM SUSTAINABILITY OF THE MISSION.
- VISION IV** ATC WILL CAREFULLY AND PRUDENTLY TRANSITION DIRECT CARE SERVICES TO MANAGED CARE CONTRACTS FOR COST-EFFECTIVE AND VALUE-BASED SERVICES THAT SUBSTANTIALLY CONTRIBUTE TO THE LONG-TERM GROWTH AND SUSTAINABILITY.
- VISION V** PROTECT THE INTEGRITY OF ATC THROUGH ADHERENCE TO OUR MISSION STATEMENT AND STRATEGIC VISIONS; USING OPERATIONAL AND FINANCIAL CONTROLS; FOLLOWING BEST PRACTICES WITH INDIVIDUALS; ADVOCATING OUR VALUES TO THE BROADER COMMUNITY; AND MAINTAINING REGULATORY COMPLIANCE.

“We feel that Greg enjoys a meaningful and rewarding life as a client of ATC.”

- ATC Parent

ACCOMPLISHMENTS FOR 2020

- Overall, ATC was very quick to act and respond to changes required by the COVID-19 crisis. Actions included:
 - Action Team appointed in March to develop and implement COVID-19 policies and protocols.
 - Transitioned therapy and day/educational services to online as needed.
 - Compliance Officer obtained certification for contact tracing.
 - Provided testing to all staff and individuals upon exposure.
 - Offered vaccinations for all individuals and staff.
 - Sanitized and deep cleaned all facilities as needed.
 - Furnished patios for outside family visits.
 - Hired Environmental Specialist/PPE staff member to assure staff and individuals have appropriate Personal Protective Equipment.
 - Receiving the PPP funds (\$2.624 M) in April improved cash flow and stabilized organizational financials.
 - Staff provided hazard pay in amount of \$381,00.
 - Program administration and Central staff were able to work remotely and telehealth accommodations.
 - All board meetings were conducted via Zoom. Attendance was greater than when meeting in person.
- Purchased two new residential homes – one in Dallas and one in San Antonio.
- Community support for our individuals from Roundup for Autism, 1st Class Divas, Fairmont hotel, board members, and more.
- Continued fundraising efforts and donor relations during pandemic.
- Maintained the stability of the Core Program.
- Provided consistent medical care for individuals.
- Established multiple ABLE accounts in Dallas and San Antonio for individuals.
- Conducted Children’s Autism Program audit, program desk audits, and financial audits remotely.
- Decrease in bad debt and other write-offs.
- Provided trainings to Garland Police and Education 1st steps.
- Organization qualified for supplemental pay for staff.
- Dallas and San Antonio programs are working very closely together and are collaborating to share expertise and supplies.

“Wonderful organization, I was helpless until I discovered ATC”

-ATC Parent

CHALLENGES FOR 2020

- Keeping individuals and staff healthy.
- Closing and reopening the programs.
- Delivering services in the group homes.
- Communicating with parents regarding restrictions.
- Delays in filling reallocated ICF beds due to pause in referrals from state agencies.
- Following all state, county, HHSC, TEA, and DFPS rules that frequently changed.
- Significant impact on outpatient services from community clients canceling sessions.
- Staff turnover in ABA.
- Cancellation of all fundraising and community events and house outings.
- Hiring freeze and delays in background checks/fingerprinting.
- Conducting remote and on-line staff training.
- Virtual full program audits because of pandemic required more than double staff time and effort.
- Frequent COVID-19 testing.
- Quarantine/Isolation in group homes for staff and residents.
- Approval for COVID-19 vaccinations took at least 8 weeks to schedule.

GOALS FOR 2021

- ATC will continue to monitor the evolving COVID-19 pandemic and provide testing and vaccinations to maintain the health and safety of staff and individuals we serve.
- ATC will continue to monitor the organization's strong financial position by protecting cash flow, maximizing revenue, and decreasing expenses.
- ATC will continue to provide on-line telehealth services, as needed.
- ATC will seek to stabilize outpatient therapy services in all locations.
- ATC will continue to educate and inform all stakeholders – staff; parents; guardians; local, state, and federal governmental agencies; donors; community partners
- ATC will recruit, train, and retain professional staff.
- ATC will fundraise to bridge funding gaps from reduced rates, lost revenue, and increased expenses.
- ATC will work closely with our banking partners with PPP reporting and forgiveness.





Keeping 600 staff, students, residents, and clinic patients safe from COVID-19 was definitely a challenge in 2020, a challenge we continue to face in 2021. ATC was quick to implement cleaning and safety procedures when the pandemic first hit and we have continued to adapt to the “new reality” of living with a highly contagious virus.

For all the challenges, there has been much to be thankful for over the past year.

Our direct care staff truly rose to “hero” status for their commitment to keeping our residents safe, sometimes setting aside their own fears about the virus to care for those who were sick. Therapists in our outpatient clinics stepped up, too, becoming trained on telehealth so their clients could continue receiving critical therapies while confined to their homes. And, ATC teachers and teaching assistants helped our students continue working on their academic goals through virtual learning when in-person instruction wasn’t possible.

Even with all our efforts and precautions, COVID-19 infections within our ATC family were inevitable. We responded with mass testing and quarantines to prevent additional infections when a staff member or individual in one of our programs became ill or tested positive. Contact tracing became critical, an

effort led by an administrative staff member who proactively enrolled in training from Johns Hopkins University to become our in-house expert. In a commitment to transparency, ATC added a COVID-19 dashboard on our website to keep our stakeholders informed on the number of tests administered to staff and clients, number of positive cases, and number of cases recovered.

With significant losses in revenue from outpatient program closures, our leadership team worked countless hours on applications to secure funding through the Paycheck Protection Program and CARES Act Coronavirus Relief Fund. Our community stepped up, too, responding to emergency appeals for financial support and donating hard to find supplies like toilet paper, paper towels, hand sanitizer, and cleaning products.



And now, what we hope will be the final chapter in our COVID-19 journey has begun. The first round of vaccinations for residents and staff has been completed and second doses, along with more first doses, begin in February. There is still much we don’t know about this disease - like when it will no longer play such a dominate role in our lives. What we do know, though, is our ability as a team to adapt and respond under pressure.

Whatever the future holds for ATC, we will rise to the challenge.





Changing Lives. Building Futures.



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Fort Worth, TX 76119
(817) 566-1100



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(210) 590-2107



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