



“Proudly advocating for and serving people with developmental and intellectual disabilities so they live lives full of informed choice and possibility.”

Board of Directors Manual

Last Reviewed March 12, 2021

Donna L. Belusar, Ph.D.

President / Chief Executive Officer

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Section 1. Mission / Vision / Values / Code of Conduct

Mission Statement: Our Reason for Being.

ADEC proudly advocates for and serves people with developmental and intellectual disabilities so they live lives full of **informed** choice and possibility.

¹ REV A/N or FY

ADEC proudly advocates for and serves people with developmental and intellectual disabilities so they live lives full of informed choice and possibility."

Vision: Our Place in the Communities we serve.

ADEC believes all people are worthwhile. We work together with people who experience unique challenges and abilities along with families, friends, and organizations to help people maximize their abilities to meet goals and dreams and fully participate in the community of which they are vital members. ADEC is dedicated to fully supporting individuals with disabilities and breaking down barriers, both physical and attitudinal, through active community education, advocacy and commitment.

Values: The ideals we live by.

ADEC is committed to the ethical treatment of all those who are invested in the organization. **For our employees**, we are committed to honesty, fairness, a safe and healthy environment, and the dignity due everyone. **For our individuals served**, we are committed to provide quality services, fair and just support in the achievement of the individual's goals as well as the confidentiality and respect due each individual. **For our communities**, in which we live and work, we are committed to acting as concerned and responsible neighbors, reflecting all aspects of good citizenship.

Our values are:

A Life of their Own: ADEC individual served deserve a chance to...

- Make their own choices
- Pursue their passions
- Learn new skills
- Develop healthy personal relationships
- Make a positive contribution

Dignity: ADEC individual served are entitled to ...

- Respect and professionalism as their daily needs are met

- Protection from exploitation and abuse

Employment: ADEC individual served deserve the opportunity to ...

- Find dignity and meaning in work
- Make productive contributions to the community through work
- Contribute to the well-being of our society by being tax-paying citizens

Community: As an active part of the community, ADEC ...

- Connects individual served with local opportunities when possible
- Becomes a catalyst for new individual served opportunities if they don't exist.

Code of Conduct: **The manner of our actions.**

ADEC's code of conduct and ethical standards amplify the legacy and commitment ADEC must serve our clients, our employees and our community. Every action, every service, every intent should be demonstrated and executed with:

- **Integrity:** To say what we mean. To deliver what we promise and to stand for what is right for all concerned.
- **Respect:** To treat one another with dignity and fairness, appreciating the diversity of our organization and the uniqueness of everyone with whom we interact.
- **Responsibility:** To contribute, to speak up – without fear of retribution and share concerns and ideas for the betterment of all.
- **Trust:** To inspire confidence through team work, and through open and candid communication.
- **Honesty:** To be truthful in all our endeavors, to be honest and forthright with one another, with our constituents, communities, and all others with whom we interact.

- **Citizenship:** To obey all laws of our state and our nation, to report concerns and possible violations in the workplace, including violations of laws, regulations, or company policies, and seek clarification and/or resolution whenever there is suspicion of possible wrongdoing.

ADEC is committed to the ethical treatment of all those who are invested in the organization. For our employees, we are committed to honesty, fairness, a safe and healthy environment, and the dignity due to everyone. For our clients, we are committed to provide quality services, fair and just support in the achievement of the individual's goals as well as the confidentiality and respect due to everyone. For our communities, in which we live and work, we are committed to acting as concerned and responsible neighbors, reflecting all aspects of good citizenship.

Section 2. Operational Snapshot

Snapshot of ADEC Operational Performance

Reference Exhibit A. Operational Snapshot

The ADEC operational snapshot is a comprehensive document that has the audited financial data for a rolling seven-year historical trend. It is completed at the end of each fiscal year.

Contents include:

Page One

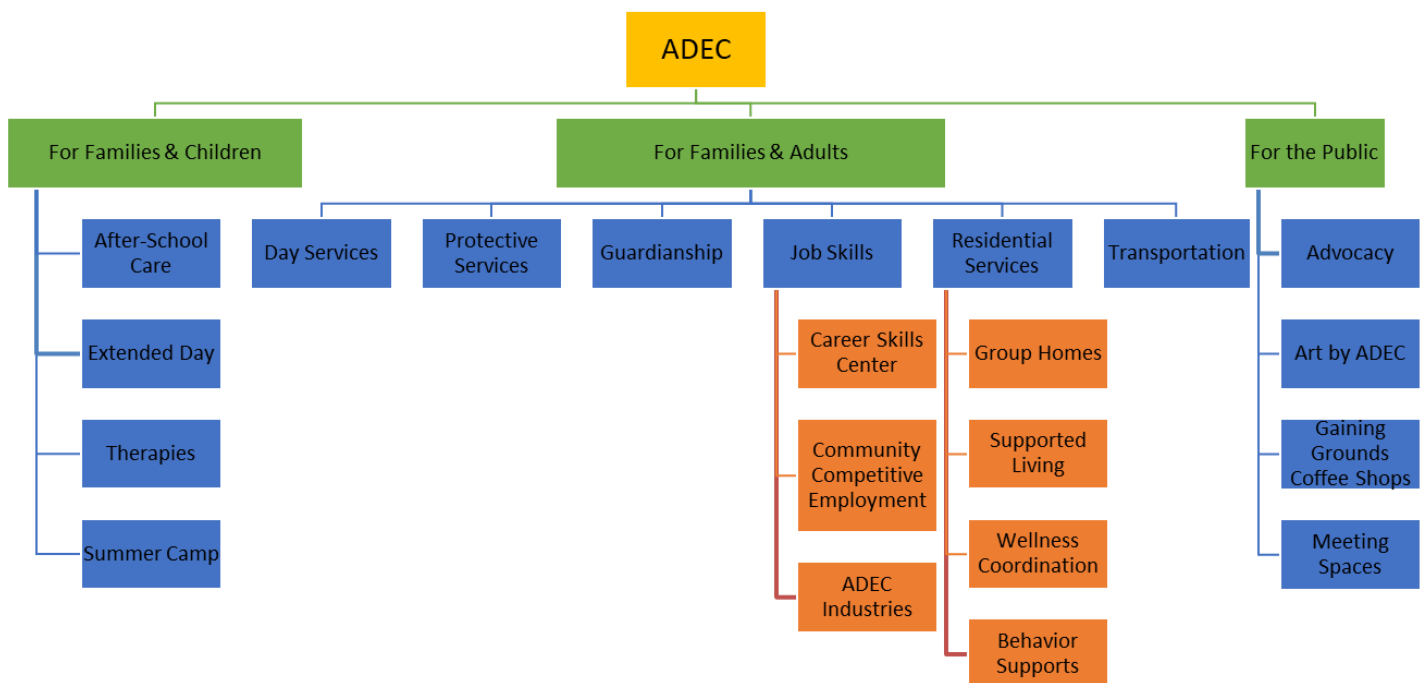
- Financial Services
- Key Revenue Sources
- Local Funding
- Total Expenses
- Insurance
- Demographics of Employees
- Services Overview

Page Two

- Demographics of Individuals Served
- Ethnic Group
- Primary Disability
- Individuals Served by Program
- Key Balance Sheet
- Key Assets
- Net Assets
- Residential

Section 3. Core Services

ADEC offers a wide variety of services to the families and individuals who select ADEC as a provider of choice and possibility. All services are based on the premise of informed choice for person-centered individual specific plans, or objectives and/or goals.



Children and Family Services

ADEC provides an array of services for children with special needs and their families including After School Program, Extended Day, Respite Facility-Based Services, Summer Camp, and many other resources. Recreation Therapies, Music Therapies and Behavioral Therapies are also available for children and adults.

ADEC's Family Services provides valuable support through programs, guidance, resources and individual therapies to parents and children ranging from infants to 22 years of age. Most of the children and young adults served by our Family Services deal with Autism Spectrum Disorders, though we routinely see a variety of other intellectual or developmental disabilities such as Intellectual Disabilities, neurological disorders and mental illness.

Extensive options for Therapies include: Music, Recreational and Behavioral Therapies provide one-on-one interaction with a certified therapist who conducts a personalized assessment and evaluation before designing a treatment plan.

- Recreational Therapy utilizes various interventions as a form of active treatment to improve the physical, intellectual, emotional, and social functioning of persons experiencing life with a developmental disability.
- Music Therapy focuses on the clinical and evidence-based use of music to accomplish personal goals within a therapeutic relationship by a credentialed professional.
- Behavioral Therapy is a broad term referring to techniques derived from behaviorism. The therapy looks at specific, learned behaviors and how the environment influences those behaviors. The therapists tend to look for treatment outcomes that are objectively measurable. Behavior therapy does not involve one specific method, but it has a wide range of techniques that can be used to treat a person's psychological problems.

ADEC Summer Camp Gives children with intellectual and developmental disabilities the opportunity to attend a camp designed just for them! Our summer camp meets five days a week for eight weeks. During this time, the kids enjoy field trip Fridays, fun activities and socialization while maintaining interpersonal and academic skills throughout the summer.

After School Program Serves as a place for children with intellectual and developmental disabilities to go after school to participate in the innovative Minds in Motion exercise program, enjoy a healthy snack and work on homework.

Extended Day offers relief and assistance for families of adults with disabilities. It is equivalent to facility-based respite services.

ADEC's Skills Training Center, formerly known as Growth and Purpose (GAP) is designed to help bridge the gap between education and employment.

Respite Care

ADEC Respite care is facility-based at one of ADEC's fully accessible day center centers. It is available to stand in and care for a family member who has a developmental disability. This service allows relief of the primary caregiver. (In 2020 home-based respite was temporarily stopped due to the coronavirus pandemic. Furthermore, the federal requirement to implement electronic visit verification, EVV, is making

Supervised Group Living

ADEC Supervised Group Living, commonly referred to as Group Homes, provide individualized training, active treatment, and twenty-four-hour supervision in a home setting for adults with intellectual disabilities. The homes provide training for varying levels of need. General health, behavioral, dietary, nursing and psychiatric services are provided to individuals residing in group homes along with transportation and medication administration. All individuals have an option to day services, or employment, and if necessary, remain at home. These services are provided in both Elkhart and St. Joseph counties.

Those who live in one of ADEC's neighborhood group homes develop camaraderie and family relationships while experiencing a stable home environment and a wide range of social activities. ADEC operates 14 group homes in Elkhart and St. Joseph counties, each one part of a suburban neighborhood and home to eight adults. Staff provide 24/7 support, including home-cooked meals, transportation, and assistance with medication and other personal care needs.

Adults in ADEC's Supervised Group Living program, experience real community with their family of housemates and staff.

Behavior Supports

Individuals served in supervised group living have behavior supports services available to them. Behavior supports include writing and implementing individualized behavior programs with input from the interdisciplinary team and providing crisis prevention training to ADEC employees.

Supported Living

ADEC Supported Living is a program that provides residential supports to people on the Community Integration and Habilitation and the Family Support waiver and persons who choose to private pay for supports. These services are intended to help individuals served gain community connections and be independence in their lives and in their community. These services are provided to people that live with family or in their own homes/apartments.

Often all that is needed for an adult with developmental or intellectual disabilities to live on his or her own is the support and oversight of a professional caregiver. Whether care is needed 24/7 or for only a few hours a day, ADEC's Supported Living staff will help facilitate an individual support person centered plan and help support the individual's person-centered plans for informed choice. Individuals served in Supported Living typically live in an apartment with one or two roommates. Supported Living staff help supervise the daily tasks required for independent living, such as cooking, cleaning, shopping and bill paying. Supported Living staff also provide transportation when needed to appointments, jobs, grocery shopping and social outings, keeping individuals served connected to their communities.

With the help of their own personal staff, adults in ADEC's Supported Living program experience a life of their own by living on their own.

Support and skill development are provided in the following areas: financial management, community integration, coordination of medical care, wellness coordination, transportation, and community advocacy. Supports are also

provided in other areas that may be individuals served specific such as personal hygiene, meal preparation etc. Our greatest goal is to help people we work with to realize their dreams and be independent in their community. Staff schedules are driven by the specific needs of the person being served and can range from one hour to 24-hour per day care.

Wellness Coordination is a service on the Community Integration Habilitation waiver and is provided by ADEC to our Supported Living individuals served who qualify. Wellness Coordination is defined as the development, maintenance, and routine monitoring of the waiver participant's Wellness Coordination plan and the medical services required to manage his or her healthcare needs. Such needs generally extend beyond those services provided through routine doctor or healthcare visits required under the Medicaid State Plan. Duties include but are not limited to face to face visits, developing risk plans and facilitated with PCP the medical care plans, and communication with the individual served's team. It is specifically designed for participants requiring assistance of a registered nurse (RN) or licensed practical nurse (LPN) to properly coordinate their medical needs. It incorporates a tiered system based on health scores from the State's objective-based allocation (OBA) process.

Day Services – Facility and Community Habilitative Services

ADEC day service locations offer and support both facility habilitation and community habilitation. These programs are built upon the opportunity to have informed choice in their daily activities. This program is designed to assist people with intellectual disabilities develop connections in the community through integrated settings, vocational skill development and increasing independence in those we serve.

The goal for everyone served is to have a sense of personal accomplishment each day while developing marketable skills. The focus is on developing skills based on the individual's strengths and personal choice that can help increase income and social opportunities. The main areas of skill development are vocational, recreational and social including, but not limited to, pre-vocational training, group participation, community awareness, music and exercise. Services are provided to promote independence through training and support from Direct Support Professionals, predictable schedules and assistive

technology and equipment. Those individuals participating in Day Services can earn commission on items they make that are sold through ADEC's integrated coffee shops or art shows and storefront.

Services may be provided on an individual or group basis at our two Elkhart locations (the Plaza and the Hub), Bristol, Goshen, Middlebury and the Mishawaka sites.

ADEC strongly believes that intentional day programming can dramatically change the lives of the approximately 300 adults we serve at five Day Service sites. The people we serve range in age from 18 through retirement and are generally diagnosed with moderate to severe developmental and intellectual disabilities. To foster independence and develop a fulfilling daily schedule, we built our Day Services around a variety of age-appropriate vocational, social, community-based, and recreational activities including:

- Woodworking
- Art
- Baking and cooking
- Photography
- Sewing
- Volunteering at various community organizations

Our support staff takes time to discover the natural abilities and interests of the people we serve, and then challenges them to work at developing skills related to their abilities and interests. Recreation is accomplished by providing not only exercise groups, but also organized community recreational opportunities such as individual and team sports (i.e., softball, basketball, bowling, etc.).

Transportation

Daily round trip transportation is available to persons with disabilities residing in Elkhart County and enrolled in day programs or working at "The Shop" (ADEC Industries) or Bristol Gaining Grounds.

Community Employment Services

Community employment provides services which may include discovery, job readiness training, trial work experiences, job development, job placement, on

the job supports and training and extended services. Individuals served may be referred to ADEC community employment through Indiana's Vocational Rehabilitation Services or a case manager. Services provided are determined on an individual basis and will vary individual served to individual served. Placements are in community employment settings at the federal minimum wage or higher; hours of employment are decided on a case by case basis. Placement settings are to be highly integrative in nature, with the opportunity for the individual served to work and associate with other employees who are not disabled. When an individual has achieved a level of independence to function without staff involvement, fading of services will occur.

ADEC takes pride in providing choice and possibility to the individuals we serve. We also want to provide choice and possibility to businesses, employers, and community partners through our community employment services program. Over the last year, we have helped dozens of employers in Elkhart and St. Joseph counties fill open positions with pre-screened, qualified, and job ready candidates. Some of those employers come back to us for additional hiring needs!

Below are just a few reasons why employers choose ADEC to help them with their hiring needs:

- **Reputation & Recognition** – ADEC has been a part of the community and providing quality services for almost 65 years.
- **No Cost to Employer** – Placement service and support is free.
- **Extra Support for Employee & Employer** – ADEC provides job coaching, training and assistance from an Employment Consultant.

Employing individuals who have disabilities diversifies your workforce, offers professional and personal development for current employees, and contributes to the overall well-being of your community and increases social awareness.

Guardianship Services

ADEC provides guardianship services to individuals with developmental or intellectual disabilities who are not able to make health care decisions and personal need decisions and do not have anyone who can help them. Individuals may live-in long-term care facilities, community group homes, or in their own apartments. Because of very limited skills in communication or self-care, or

perhaps a history of severe abuse or exploitation, an individual may need a guardian to protect and preserve their human and constitutional rights.

The ADEC Corporate Guardianship Program offers:

1. Full or limited guardianship
2. Temporary or permanent guardianship
3. Community Education about guardianship
4. Advocacy
5. Training in self-advocacy

ADEC has adopted the National Guardianship Association Standards of Practice and Codes of Ethics as our policy and guidelines for operating our program. Staff are credentialed National Certified Guardians.

We provide a full range of advocacy, decision-making and protective services to individuals unable to care for themselves. Without this program, many participating individuals with intellectual and developmental disabilities would fall through the cracks and create a burden on the community. Instead, these individuals are gifted with impeccable care and support throughout the duration of their lives. With decades of excellent service to our credit, the community has come to rely on us as a resource for consultation, education and direction regarding the legal guardianship process.

ADEC operates a corporate guardianship program which has adopted the National Guardianship Association Standards of Practice and Codes of Ethics as our policy and operating procedures. www.guardianship.org.

Our staff are National Certified Guardians who maintain and renew this two-year credential issued by the Center on Guardianship Certification. www.guardianshipcert.org

Protective Services Office Services

In accordance with state and federal regulations, ADEC Protective Services ensures the compliance and implementation of the Bureau of Developmental Disabilities Services (BDDS) incident reporting process; including conducting investigations involving abuse, neglect and or exploitation and collaboration

with community agencies, such as local Law Enforcement and Adult Protective Services when required.

ADEC Protective Services provides incident report data tracking and trend identification documentation and records retention, the development and presentation of staff training on the Prevention of Abuse and Neglect and ADEC's Incident Reporting Process, and provides data and trend reports to the President/CEO, Program /Leadership and Board Committees monthly.

Work Services – ADEC Industries – “The Shop”

In June 2020, as a result of the Coronavirus Pandemic and resulting impact on business, ADEC sunset the vocational work/training program, commonly referred to as 14-C facilities or Sheltered Workshop facilities. Work services may be provided at ADEC Industries. ADEC Industries no longer will employ and pay subminimum wages.

ADEC Industries was converted entirely to a competitively integrated work rate environment. Person's plans may include short term or long-term work opportunities. At any time, a hired individual with an intellectual or developmental disability, can seek other competitive employment through Indiana's Vocational Rehabilitation Services and utilize ADEC's Community Employment Specialist.

Social Enterprise – Gaining Grounds

The Bristol Campus location feature the Gaining Grounds Coffee/Retail shop. The Goshen Gaining Grounds was closed in June 2020 as a result of the Coronavirus Pandemic.

Section 4. Locations

All facilities, leased or owned, are in the state of Indiana and are in either Elkhart County or St. Joseph County

Owned

- Bristol Campus Administration Building (Building 1) - 19670 State Road 120, Bristol, IN – Elkhart County

ADEC proudly advocates for and serves people with developmental and intellectual disabilities so they live lives full of informed choice and possibility."

- City water and sewer. Backup generator.
- Bristol Campus Day Services (Building 2) - 19670 State Road 120, Bristol, IN – Elkhart County
- City water and sewer. Shares generator with Building 1.
- Bristol Campus Supportive Living Rental Duplex (Building 3) - 19816 State Road 120, Bristol, IN – Elkhart County
- City water and sewer. No generator.
- ADEC Industries - 2700 Industrial Parkway, Elkhart, IN – Elkhart County
- City water and sewer. No generator.

Leased

- Elkhart Day Services and Family Services (The Plaza) - 319 South Main Street, Elkhart, IN – Elkhart County
- City water and sewer. No generator.
- Goshen Day Services (The Shoots Building) - 114 East Lincoln, Goshen, IN – Elkhart County
- City water and sewer. No generator.
- Middlebury Day Services - 801 Wayne Street, Middlebury, IN – Elkhart County
- City water and sewer. No generator.
- Mishawaka Day Services - 3618 Grape Road, Mishawaka, IN – St. Joseph County
- City water and sewer. No generator.
- Goshen City Church of the Brethren - 203 N 5th Street, Goshen, IN – Elkhart County
- City water and sewer. No generator.

Supervised Group Homes (Owned):

- Ashley Court Group Home - 1823 Ashley Court, Goshen, IN – Elkhart County
- City water and sewer. No generator.
- Village Women's Group Home - 807 Mottville Road, Bristol, IN – Elkhart County
- City sewer, private well. No generator.
- Foster Group Home - 226 E. Foster, Elkhart, IN – Elkhart County
- City water and sewer. No generator.
- Goshen Men's Group Home - 1717 Longwood Court, Goshen IN – Elkhart County
- City water and sewer. No generator.
- Hawthorne Group Home - 403 Hawthorne, Goshen, IN – Elkhart County
- City water and sewer. No generator.
- Middlebury Group Home - 603 Highland Drive, Middlebury, IN – Elkhart County
- City water and sewer. No generator.
- Parkside Group Home - 59796 Parkside Drive, Elkhart, IN – Elkhart County
- Private well and septic. No generator.
- Terrace Park Group Home - 62836 Planeville Avenue, Goshen, IN – Elkhart County
- Private well and septic. No generator.
- Village Men's Group Home - 19816-3 S.R. 120, Bristol, IN – Elkhart County
- City water and sewer. No generator.
- Bridlewood Group Home - 58808 St. Mary's Lane, Goshen, IN – Elkhart County
- Private well and septic. No generator.
- Heather Lake Group Home - 10125 Heather Lake, Osceola, IN 46561 – St. Joseph County
- Private well and septic. No generator, however house is wired for one.

- Lutz Group Home - 6803 Lutz Drive, South Bend, IN 46614 – St. Joseph County
- City water and sewer. Has generator.
- Mackey Group Home - 6712 Mackey Court, South Bend, IN 46614 – St. Joseph County
- City water and sewer. Has generator.
- Tara Group Home - 52035 Tara Drive, South Bend, IN 46628 – St. Joseph County
- Private well and septic. No generator, however house is wired for one.

Supported Living (Owned):

- Kauffman – 1510 College Ave., Goshen, IN. 46526 – Elkhart County
- Harmony – 1520 College Ave., Goshen, IN. 46526 – Elkhart County
- Hope – 1520 College Ave., Goshen, IN. 46526 – Elkhart County
- Faith – 1404 S. 14th Street, Goshen, IN. 46526 – Elkhart County
- Omega – 1610 College Ave., Goshen, IN. 46526 – Elkhart County
- Cornerstone East – 1518 College Ave., Goshen, IN. 46526 – Elkhart County
- Cornerstone West – 1518 College Ave., Goshen, IN. 46526 – Elkhart County
- 1514 College Ave – 1514 College Ave., Goshen, IN. 46526 – Elkhart County
- Vacant Lot #6 – College Manor – Elkhart County
- Vacant Lot #7 – College Manor – Elkhart County

Section 5. Strategic Plan

Reference Exhibit B. Strategic Plan 2019 - 2021

In 2018, the ADEC Board of Directors, ADEC Executive leadership team and the staff leadership worked together to refresh ADEC's strategic plan, creating the Strategic Plan 2019 – 2021.

ADEC maintains the philosophy that the strategic plan should be easily understood and readily implemented, rather than an elaborate document that is more likely to sit on the shelf.

Components of the plan include:

- **Mission – Vision – Values** In 2013, ADEC completed a three-year process that resulted in the development of a refreshed comprehensive statement of mission, vision and values. These stand the test of time and remain unchanged.
- **Strategic Initiatives** ADEC Board of Directors established five broad strategic initiatives to guide ADEC's path over the next three years in achieving ADEC's mission to provide 'choice and possibility'.

- **Strategic Goals** Five strategic goals were developed that align the day to day decisions with the strategic initiatives to deliver services that are consistent with our Mission. These goals are supported by Goal Description – Vision of Success and Actions Items – Expected Outcomes.
- **Annual Plan** Each year, budgetary commitments are identified for every program and administrative area. Results are regularly reviewed by management and reported to the Board. Adjustments to the longer-term strategy will be implemented in response to better or worse than expected performance. Goals and action items will be prioritized annually during the budgetary process.
- **Client Outcomes** All goals and activity of the strategic plan are aimed at improvement in client outcomes. A separate, but corresponding Outcome Measurements Systems will accompany the plan. Each program has effectiveness, efficiency, satisfaction and access to services measured that meet CARF standards.
- **Ongoing Program Measurements** In addition to annual budgetary goals and client outcomes, ADEC will also continue to collect and report on monthly program and service indicators such as recruitments, retention of staff, financial measures, health and safety.

The Strategic Plan was created in consideration of many known environmental opportunities and threats, with the awareness that adaptations and shifts may need to occur should unforeseen state or federal changes come about.

Section 6. Role of Board and Board Members

Reference Exhibit C. Board Roster and Committees

The ADEC Board of Directors is a volunteer representative of the geographic area served. The board tries to include consumer representation and seeks diversity in other factors considered important by the board of directors. The Board of Directors consists of a maximum of seventeen (17) and a minimum of nine (9) members, as the board of directors shall determine by majority vote. No members are employed by ADEC and their immediate relatives cannot be

members of the Board. Board members do not receive compensation for work done on behalf of ADEC.

The ADEC By-Laws provides for the establishment of Board of Directors with the following identified executive officer roles: Chairperson, Vice Chairperson, Secretary, Treasurer, and Past Chairperson.

Current Year Meeting Schedule

The ADEC Bboard of Directors meets six times a year: January, March, April, June, September and November.

ADEC Board of Directors 2021 Schedule and Meeting Itinerary

1/18/2021

Required

Discretionary

Do Not Meet

Meeting Dates

6 Times a Year: 4th Thursday of Month, except November

Meeting Times

3:30 - 5:00 p.m. Bristol Campus, Gaining Grounds Center or Virtually (COVID-19)

2021 Meeting Dates

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
28		25	22		24			23		18	

Core Oversight and Governance

Board Meeting - Evaluation											
Board Self-Assessment				April - June							
Board Terms / Roles											
By-Laws Review											
CEO Assessment											
CEO Update											
Code of Ethics											
Committee Reports											
Confidentiality Agreement											
Conflict of Interest											
Corporate Whistleblower											
Enterprise Risk Management											
Executive Session											
Human Resources											
Insurance Overview											
Legislative / Regulatory											
Next Year Meeting(s)											
Succession Planning Review											

Compliance / Fiduciary (c - denotes consensus item)

Financial Highlights											
Fiscal Year Audit / Tax Return											
Fiscal Year Budget											
Investment Portfolio											
Performance Measurements											
Quality Assurance											

Strategy/Growth

Strategic Plan											
Board Retreat / Social											

Community Outreach / Advocacy

Development Status											
Mission Moment											

Program / Services Review

Guardianship											
Non-Residential Services											
Residential Services											
Transportation/Maintenance											

Board of Directors Roster

Board of Directors Terms, **October 2020**

	First Name	Last Name	Professional Role	Officer Role	Officer October 1	Committee	Year
1	Donald	Anderson	USI Insurance	Past Chair	2020-2021	Executive, Governance	2018 - 2021
2	Kevin	Boyer	Elkhart Clinic	Treasurer	2020-2023	Executive	2020-2023
3	Larry	Gautsche	LaCasa, Inc. Retired	Vice Chair	2020-2021	Finance	2020-2023
4	Jeremy	Gillespie	Beacon Health System				2020-2023
5	Cary	Kelsey	ADEC, Inc., Retired				2019-2022
6	Thomas	Kroll	CTS Corp, Retired	Chair	2020-2021	Executive, Guardianship	2018 - 2021
7	Lauren	Maxson	Yoder Ainlay Ulmer & Buckingham			Human Rights	2018 - 2021
8	Thomas	Nickel	Marv & Tom's Truck Service	Secretary	2020-2023	Transition	2018 - 2021
9	Kristine	Osterday	Elkhart County, Judge			Human Rights	2020-2023
10	Jason	Pippenger	DJ Construction Company			Facilities	2020-2023

Section 7. By-Laws

Agency By-Laws

Reference Exhibit D. By-Laws

ADEC Board of Directors has an established set rule or by-law established to provide a framework for its operation and management. The By-Laws were updated on July 25, 2019. These By-Laws specify the qualifications, rights, and liabilities of membership, and the powers, duties, and grounds for the dissolution of an organization. Overall, they represent a framework established by ADEC to regulate itself and to achieve its mission.

Section 8. Key Governance Policies

Agency Policies

Reference Exhibit E. Key Governance Policies

In addition to set By-Laws, ADEC has 137 defined operational and governance policies that are reviewed and updated, as needed, annually.

Each policy has assigned responsibility and each policy is reviewed and signed by the President / CEO annually.

A subset of these policies has been tagged to be of specific interest and reliance to Board of Directors orientation, annual training and awareness:

Policy Number	Title	Responsible Party
General Administration		
1.1.1	Philosophy, Purpose, and Services	President / CEO
1.1.3	Information Management System	President / CEO
1.1.9	Corporate Compliance Program Policy	VP Human Resources
1.1.12	Risk Management Assessment Plan	President / CEO
Governance		
1.2.1	Board of Directors Position Description and Board Roster	President / CEO
1.2.2	ADEC Board Committees	President / CEO
1.2.3	Summary Statement of Ethics Adhered to by ADEC	President / CEO
1.2.4	Conflicts of Interest	Compliance Officer
1.2.5	Guidelines for ADEC Nominating Committee	President / CEO
1.2.6	Board Orientation and Education	President / CEO
1.2.8	Legal Duties	Compliance Officer
1.2.9	Succession Plan Policy	President / CEO
Agency Organization Administration		
1.3.3	Administrative and Operational Coverage of ADEC	President / CEO
Due Process Afforded Persons Served		
5.1.3	Confidentiality	Chief Privacy Officer
Emergency Preparedness Plan		
10.1	Emergency Preparedness Plan	President / CEO

Section 9. Quality Assurance

Performance

It is the policy of ADEC Inc. to establish and maintain a service business environment that emphasizes and delivers on quality services and quality actions.

The Quality Assurance Committee is responsible for overall governance and monitoring of quality as identified by the program and service organizations. This includes prioritizing, overseeing and monitoring the performance improvement activities, including individual served and environmental safety, within ADEC.

In November 2020, ADEC launched a new refreshed Quality Framework – 12 Components of ADEC’s Quality Framework – Delivering Excellence in Mission-Driven Programs and Services.

The members of the Quality Assurance Committee (QAC) play an institutional role in matters relating to the quality assurance of programs and services across ADEC to ensure successfully maintaining accreditations and certification and achieving all appropriate regulations and requirements.



MEMBERS:

- Standing Committee Members include:
- President / Chief Executive Officer
- VP Non-Residential Operations
- VP Residential Operations
- VP Human Resources
- Director Protective Services and Guardianship – Committee Chair

As a **committee** of ADEC, the purpose of this body is to monitor and provide governance on the implementation of the agency's policies, systems, procedures, strategies and resources for the management of the quality of the core functions, services and program offerings, to achieve our mission.

The committee provides oversight and governance to the Executive Leadership Team and the Program / Service Leadership Team to ensure that all employees

are aware of quality requirements and receive training in best practices and standards.

QUALITY FRAMEWORK

The following is the new refreshed Quality Framework Icon.



QUALITY TAG-LINE

“Delivering Excellence in Mission-Driven Programs and Services.

QUALITY FRAMEWORK COMPONENTS:

These components, along with the Indiana State Department of Health / Life & Safety surveys, are integral in meeting CARF accreditation and maintaining BDDS accreditations. The following are discussed and review through-out the calendar year.

There are 12 identified components of ADEC’s Quality Framework.

1) Person-Center Philosophy	2) Policies & Procedures	3) Governance & Leadership	4) Key Compliance Roles	5) Management System	6) Workforce Development
<ul style="list-style-type: none"> •Life Course •PCISP •Client Rights •Client Handbooks •Client Appreciative Inquires 	<ul style="list-style-type: none"> •By-Laws •Agency Policies •Personnel Manuals •Code of Ethics •Code of Conduct •Residential ICF Manuals 	<ul style="list-style-type: none"> •Board of Directors and Committees •Executive & Program Leadership Teams •Management Team •Succession Planning •Climate Survey 	<ul style="list-style-type: none"> •Chief Privacy Officer •Compliance Officer •Safety Officer •Health Services Coordinator 	<ul style="list-style-type: none"> •Monthly Financials, Cost Reports , Metrics •Monthly Leadership Reports •BQIS and DDRS Reporting •Quality Assurance Committee •Annual Performance Evaluation •CEO SAS 	<ul style="list-style-type: none"> •Capacity Building •Competency Based: In-Person and On-Site •Relias •New Staff Orientation •Management & Professional Development •Recruitment •Retention

7) Sector & Community Engagement <ul style="list-style-type: none"> •INARF and ARC •Outreach and Advocacy •Donor Development 	8) Operational Direction <ul style="list-style-type: none"> •Strategic Plan •Fiscal Budget 	9) Risk Management <ul style="list-style-type: none"> •Enterprise Risk Management (ERM) •Safety, Health, Well Being •Information Technology & Cyber Protection 	10) Program Measurement <ul style="list-style-type: none"> •Accessibility Plan (May) •Risk Plan (Mar) •Diversity & Inclusion Plan (Nov) •Performance Measurements (Jan & July) 	11) Standards <ul style="list-style-type: none"> •Audits - Accounting, Fiduciary (Workers Com, 403B, etc.), DOL •Medicaid & Cost Reports - Annual & Audit every 2-3 Yrs •Licensures - Life & Safety, Department of Health •INDOT 	12) Accreditations <ul style="list-style-type: none"> •CARF - 3Yrs 2020-2022 •Better Business Bureau - Annually •Guidestar - Annually •BQIS Provider Reverification - 3Yrs 2020-2022 •Indiana Health Coverage Program Provider Revalidation - 5 Yrs 2019 - 2024
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Unless otherwise noted, all components of the Quality Framework are reviewed, analyzed or reported annually.

Some recertifications may be three-year awarded.

Content	Timing	Report to	Responsibility
Risk Management Plan	Annual	Report to Quality Assurance Committee	Statements of Assurance from: VP Non-Residential Operations, VP Residential Operations, VP Finance, VP Human Resources, Director Maintenance and Operations
Enterprise Risk Management	Annual	Report to Board of Directors, President / CEO	VP Finance
Critical Incident Analysis	Annually	Report to Quality Assurance Committee	Director Protective Services
Incident Reporting / Trend Analysis	Quarterly	Report to VP Programs, President / CEO	Director Protective Services
Accessibility Plan	Annually	Report to Quality Assurance Committee	Program / Service Leadership Team
Cultural Competency and Diversity Plan	Annually	Report to Program / Service Leadership Team	VP Human Resources
Corporate Compliance	Annually	Report to Board of Directors, President / CEO	Corporate Compliance Officer

Content	Timing	Report to	Responsibility
Individuals Served Complaint / Grievance Report	Annually	Report to President / CEO	Director Protective Services
Performance Measurements (Effective July 1, 2020)	Annually	Board of Directors, President /CEO	Program / Service Leadership Team
Strategic Plan	Annually	Board of Directors	President / CEO
Emergency Preparedness Plan	Annually	Executive Leadership Team	President / CEO
Policies	Annually	ADEC	Assigned
Individuals Served Handbooks	Annually	Report to Quality Assurance Committee	Program / Service Leadership Team
Safety Management / Systems	Annually	Report to Quality Assurance Committee	Safety Officer
Licensing and Certification Report	Annually	Report to President / CEO	Controller
CARF Standards / Status	Bi-Annually	Report to Program / Service Leadership Team	CARF Employee
ISDH Surveys	Annually	Report to Board of Directors, Quality Assurance Committee	VP Residential Operations

Section 10. Financial Annual Documents

There are several financial and compliance documents developed annually to meet reporting and compliance requirements. Six key financial documents are included in the Exhibits:

Reference Exhibit F. Audited Financials and 990 Tax

- Audited Financials for the most current prior fiscal year:
- Prior Fiscal Year Audited Financial Statements
- Prior Fiscal Year State Tax Return 990

Reference Exhibit G. Fiscal Year Whitepaper and Budget

Current Fiscal Year Budget Commitment:

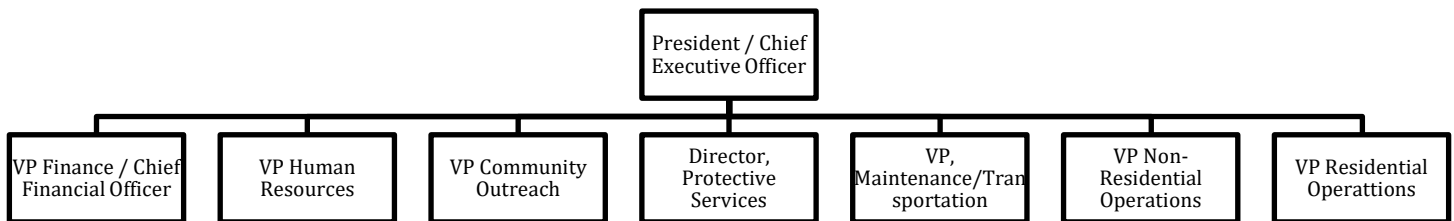
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- Most recent Fiscal Year Budget CEO Whitepaper
- Most recent Fiscal Year Approved Budget

Section 11. Leadership

Organization

Tier 1 – **Executive Leadership Team** – direct reports to the President / Chief Executive



The President / CEO has identified key direct reports that are considered and referred to as the Executive Leadership Team. The **Executive Leadership Team** is the organization structure consisting of specific direct reports to the President / CEO. This team may change in number of members as roles change to meet the needs of the agency as defined by the President / CEO.

The Executive Leadership team is identified and shared publicly through the www.adecinc.com website.

The Executive Leadership team meets monthly, collectively, as a group, chaired by the President / CEO – second Tuesday of the month. At these meetings, critical agency wide items are addressed ranging from HR initiatives and actions, state and federal regulations and requirements, to specific needs in each of the areas. With the focus on mission driven items and person-centered philosophy, the open discussion style meeting encourages unity in fulfilling ADEC's mission.

There may be non-executive level roles that are reporting to the President/CEO and are considered members of the Program / Service Leadership Team. A specific role, Executive Administrative Assistant, is a non-executive direct report

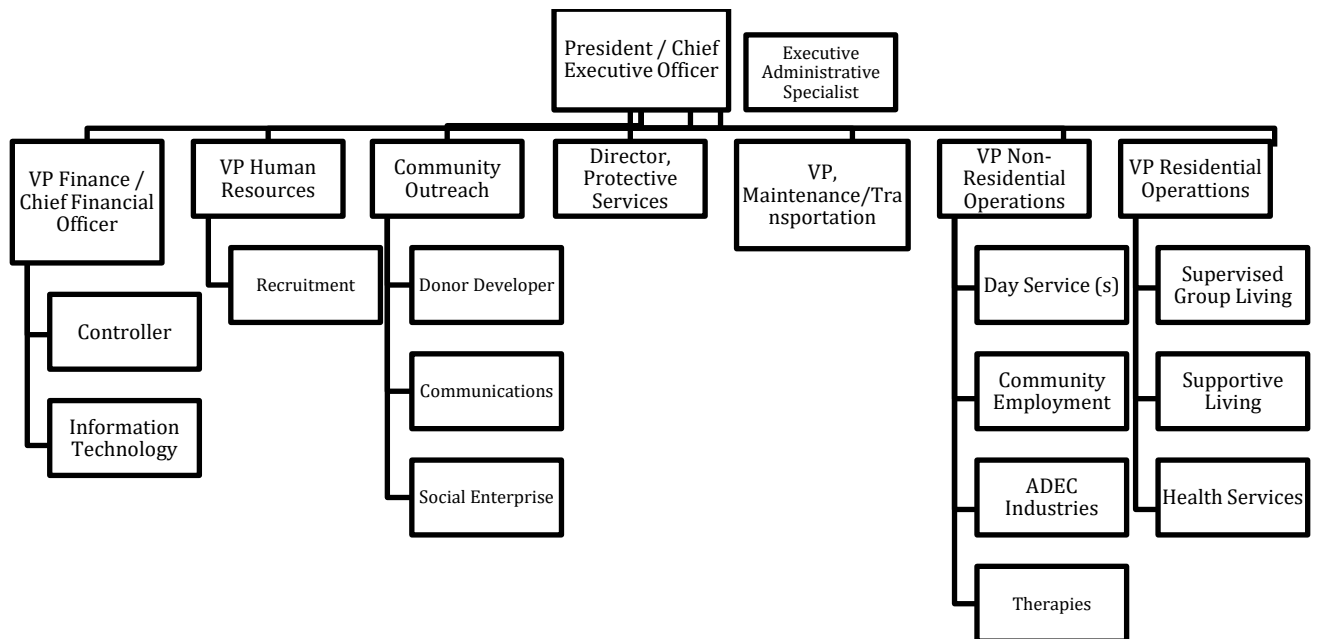
to the President / CEO, helps facilitate board activity, agency level administrative duties, and acts as the agency Safety Officer.

Essential Functions of each respective Executive Leadership role are responsible for:

- I. Fulfilling all the duties in their assigned roles and have the overall accountability for the program and service deliverables of their organization.
- II. Planning, administering, and directing the overall operations and individuals served programs in their respective areas.
- III. Maintaining working knowledge of essential and mandated regulations and requirements to meet all certifications and accreditations.
- IV. Assuring the operational, capital, and tactical commitments, budgets, of each of their respective areas are met.
- V. Develop and monitor all cost center budgets and fiscal matters within each of their respective areas, including the development of new revenue options.
- VI. Providing leadership to their respective organizations by ensuring policies and practices are followed.
- VII. Ensuring communication and documentation is designated to facilitate employment engagement in achieving ADEC's mission.
- VIII. Establish and develop program objectives in accordance with agency goals and objectives.
- IX. Assured that person-centered programming and customer relations for services are implemented and achieved with the highest of quality measures.
- X. Fostering teamwork and collaboration across the program and service areas.
- XI. Modeling leadership and commitment both internally to staff and externally in community settings.
- XII. Familiarity and practice of key agency wide policies and procedures.
- XIII. Asserting to Code of Ethics, Confidentiality and Conflict of Interest.
- XIV. Promoting communication, cooperation, and continuous quality improvement in all settings.

- XV. Adhere to the highest of ethics and behavior as a role model for ADEC's mission of choice and possibility for those we serve.
- XVI. Advocate for ADEC and be representative at key agency events'; and
- XVII. Interpret and explain the purpose, plans and objectives to the Board of Directors and public at large as appropriate, servicing as staff liaison to Board committees as assigned.

Tier 2 – Program / Service Leadership Team



The **Program / Service Leadership Team** is the organization structure consisting of the direct reports to the President & CEO and the primary designated leaders for the established programs and primary service functions of the agency. This team may change in number of members as roles change to meet the needs of the agency.

ADEC continues with the very solid and strong team organization structure with a multi-member team that represents the core group responsibility, accountability, and person-center approach for the programs we offer to the individuals and families we serve and the infrastructure services that facilitate operating the organization.

Essential Functions of each respective program and / or service leader are responsible for:

- I. Fulfilling all the duties in their assigned roles and have the management and operational accountability for the program and service deliverables with-in the scope of their direct cost cents (organization).
- II. Planning, administering, and directing the operations and individuals served programs in their respective areas.
- III. Assuring the operational, capital, and tactical commitments, budgets, of each of their respective cost centers are met.
- IV. Keeping operations and implementation of programs to maintain regulations and requirements for appropriate certifications and accreditations.
- V. Develop and monitor applicable cost center budgets and fiscal matters within each of their respective areas.
- VI. Providing management leadership to their respective organizations by ensuring policies and practices are followed.
- VII. Establish and develop program objectives in accordance with agency goals and objectives.
- VIII. Ensuring communication and documentation is designated to facilitate employment engagement in achieving ADEC's mission.
- IX. Assured that person-centered programming and customer relations for services are implemented and achieved with the highest of quality measures.
- X. Fostering teamwork and collaboration across the other program areas.
- XI. Modeling leadership and commitment both internally to staff and externally in community settings.
- XII. Asserting to Code of Ethics, Confidentiality and Conflict of Interest.
- XIII. Promoting communication, cooperation, and continuous quality improvement in all settings.
- XIV. Advocate for ADEC and be representative at key agency events; and
- XV. Adhere to the highest of ethnics and behavior as a role model for ADEC's mission of choice and possibility for those we serve.

Tier 3 – Functional Agency – **key positions**

The following roles have responsibilities to help facilitate and ensure quality and compliance to achieve regulations, requirements and standards across the agency programs and services:

- **Chief Privacy Officer** - Manager, Information Technology, Evan Hoover
- **Compliance Officer** – VP Human Resources, Lisa Kendall
- **Safety Officer** – Executive Administrative Assistance, Victoria Finlay
- **Health Services Coordinator** – RN, Katrina Vargas

Executive Bios

President and Chief Executive Officer



Donna L. Belusar, Ph.D.; President & CEO

Donna L. Belusar, Ph.D. was named President and CEO of ADEC in the fall of 2013 after her hire as CFO in 2012. Prior to her tenure at ADEC, Donna served as a senior vice president with CTS Corporation in Elkhart for four years. In this role, she acted as CFO and oversaw Human Resources and IT. Belusar spent 26 years climbing the ranks at International Business Machines Corporation. In the last eight years of her time with IBM, she worked as the corporate headquarters program manager, executive director of internal audits for corporate, Americas and Asia Pacific and executive finance director for global financing in the United States, Brazil and Mexico. Donna holds an honorary doctoral degree in corporate enterprise management from Binghamton University, an MBA in finance from Binghamton University and a BS in business engineering from Michigan Technological University.

When asked why she enjoys working at ADEC, Donna says, “Being part of ADEC and our community is professionally and personally rewarding. I feel all my prior work experience and my personal achievements have led me to be where I am today – here at ADEC – connected with the community and raising the dreams and aspirations of those who we serve. The lasting positive impact ADEC services provides is so rewarding – in the lives of the individuals we serve to the families that count on us to be there and provide guidance, to the extended communities where we are engaged every day, to our donors who trust and see where their generous gifts are going, to the local businesses who hire and provide work, and to our staff who know everything they do is genuinely supported and believed in. We truly are an organization that provides choice to all and our possibilities are endless. It’s an honor and a privilege to work here.”

VP, Finance and Chief Financial Officer



Tim Donlin; Vice President & CFO

Timothy Donlin oversees ADEC's financial and information technology operations. He joined ADEC in November of 2020. Prior to ADEC, Timothy worked as a CFO for an automotive parts manufacturer and distributor in Southwest Michigan. He has also held financial management roles with Patrick Industries and Whirlpool Corporation. He has earned an MBA from Indiana University South Bend and a BS in accounting from Indiana University Bloomington. When asked why he enjoys working at ADEC, Timothy appreciates the opportunity to apply his financial knowledge and experience to help further the mission and support the wonderful people that ADEC serves.

VP, Human Resources



Lisa Kendall; Vice President, Human Resources

Lisa Kendall oversees ADEC's Human Resources department, which includes staffing, benefits, training, safety and corporate compliance. She came to ADEC in June of 2002 and held a variety of positions within Human Resources before receiving a promotion to Vice President. Lisa spent seven years at Kelly Services as an Office Manager for their Elkhart offices. Prior to this, she spent one year as a staff liaison at the Elkhart Chamber of Commerce. She holds a BA in Communications and Business from Bethel College and a Professional Human Resources certification. When asked why she enjoys working for ADEC, she describes ADEC's mission and the staff's commitment to the people ADEC serves.

VP, Residential Operations (OPEN, February 17, 2021)VP, Non-Residential Operations**Michelle McGuin; Vice President, Family and Employment Services**

Michelle serves in an operational role at ADEC, leading both Family and Employment Services. Within Family Services, Michelle oversees summer camp, after school programming, transitions, Guiding Parents to Services, Sibshops, therapies, autism services, respite and young adult group. ADEC's Employment Services include ADEC Industries and Community Employment. She came to ADEC in January of 2001 to oversee the First Steps program and serve as a case manager for waiver services. When the First Steps program was discontinued at ADEC, she grew the Family Services department to offer the wide range of services listed above. In 2016, due to her experience and knowledge of transitions and waiver processes, Michelle took the helm of Employment Services as well. Prior to her time at ADEC, Michelle spent 19 years as a behavioral counselor at Behavioral Healthcare Services. She holds a Master of Public Health degree from Cambridge State University and a BA in psychology from Indiana University. When asked why she enjoys working at ADEC, Michelle cites watching families and children develop due to the programs we implement.

Director, Protective Services**Tobi Weirich; Director, Protective Services & Guardianship**

Tobi Weirich serves as ADEC's Director of Protective Services and Guardianship and also leads ADEC's CARF accreditation processes and Quality Assurance program. Tobi investigates all reports of alleged abuse, neglect and exploitation while also leading ADEC's guardianship program, which is designed to protect individuals with disabilities and help them make important medical and personal decisions. ADEC has been a part of Tobi's life since she was a child, when she volunteered for Ride-A-Bike and other events with her mom and sister. Because Tobi's aunt worked at ADEC, Tobi also remembers spending holidays with individuals

ADEC proudly advocates for and serves people with developmental and intellectual disabilities so they live lives full of informed choice and possibility."

from ADEC who had nowhere else to go. As soon as Tobi turned 18 and met the requirements to work for ADEC, she applied to begin her career in 1993. She started at ADEC as a direct support professional and then transitioned to the role of a guardian advocate before being promoted to her current position in 2017. “It’s not just a job. It’s a way of life. It’s what we do. We’re here for a reason, and that is to serve the people who deserve the best life possible,” Tobi said of her calling to work for ADEC.

VP, Maintenance and Transportation



Jeff Schrock; Vice President, Maintenance & Transportation

Jeff Schrock oversees maintenance for ADEC’s 28 locations and coordinates transportation for all group home clients, ADEC Industries and client attending day services within Elkhart County. He came to ADEC in July 1985 as the fleet mechanic for ADEC’s transportation department. He spent 27 years in this capacity as his maintenance responsibilities increased. Jeff holds a degree in auto and truck technology from Lincoln Technical Institute. When asked why he enjoys his work at ADEC, he says, “The clients, the staff, the variety, and mostly the fact that we do something that makes a difference for people in our little part of the world. By working at ADEC I get the opportunity to see individuals we serve and staff alike, reach their potential by trial and error and natural abilities without the fear of failure.”

VP, Community Outreach



Cherri Peate; Vice President, Community Outreach

Cherri Peate serves as ADEC’s Vice President of Community Outreach and is responsible for managing, coordinating and executing ADEC’s Mission Advancement, community outreach and initiatives, to include Community Education, Social Enterprise, Development Fundraising and Grants. Cherri’s commit to serve the community spans more than 15 years and is thrilled to serve ADEC’s clients and families. Cherri received a Bachelor of Arts degree from Indiana University Purdue University of Indianapolis (IUPUI) in sociology; a Certificate of Completion in community and voluntary services at All Hallows College in Dublin, Ireland; and a Master of Science in public service management from DePaul University in Chicago. It was at DePaul University where she was inducted as a member of the Golden Key International Honour Society.

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She serves as an advisory board member at IU South Bend's Center for a Sustainable Future, a member of the Young Professionals Against Poverty at the Center for Homeless and is a member of Alpha Kappa Alpha Sorority, Incorporated. In her pastime Cherri enjoys mentoring, spending time with family and friends, and has invested several years in the arts as a professional spoken word artist.

Executive Administrative Specialist



Victoria Finlay; *Executive Administrative Specialist*

Victoria Finlay serves as ADEC's Executive Administrative Specialist. She reports directly to the President/CEO, serving as the staff liaison to the Board of Directors, Human Rights Committee and Finance Committee. Victoria is also the ADEC Safety Office. She came to ADEC January 2019 from the Ruthmere Foundation. She has received her BA in History and Anthropology from Indiana State University and her Master's in Museum Studies from Johns Hopkins University. Despite spending most of her career in the museum field, Victoria has been working for non-profit organizations since 2013. When asked why she enjoys working at ADEC she said, "Everyone deserves a chance. Being able to provide the clients with informed choices and possibilities is extremely rewarding. When you see them smile you know exactly why you began working here in the first place."

Section 12. Risk Management

Risk Management Assessment is designed to help identify areas of risk and minimize risk exposure by having policies, procedures and practices in place to ensure that our individuals served, employees, assets, functions, objectives, operations or members of the public are not adversely impacted by risks that threaten or may potentially threaten ADEC.

Risk Management Assessment Plan is considered part of strategic, operational, compliance, financial and reputational responsibilities and is integrated into the strategic and business planning process.

OBJECTIVES:

- To ensure risk management is adopted throughout ADEC as a prudent management practice

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- To ensure that all employees are made aware of the need to manage risk and to promote a culture of participation in that process
- To protect ADEC from adverse incidents, to reduce its exposure to loss and to mitigate and control loss should it occur
- To ensure the ongoing unimpeded capacity of ADEC to fulfill its mission, perform its key functions and meet its objects and serve its individuals served

Enterprise Risk Management (ERM)

The responsibility of maintaining the ERM Framework, annual review and reporting to the President/CEO and the Board of Directors is the VP Finance / Chief Financial Officer.

ERM Provides a framework to identify risks, measure their likelihood of occurrence, and manage the impact of potential risks.

The Scope of EMS is broad, bringing together risks from across the enterprise, or agency:

- a) Board of Directors
- b) Financial Controls
- c) Systems Security
- d) Human Capital
- e) Operations
- f) Compliance

The following is the Enterprise Risk Management Framework:

Enterprise Risk Management

ERM Provides a Framework to:

- Identify Risks
- Measure Their Likelihood of Occurrence
- Manage the Impact of Potential Risks

The Scope of ERM is Broad

Addressing Risks from Across the Enterprise

- Board of Directors
- Financial Controls
- Systems Security
- Human Capital
- Operations
- Compliance

Agency Wide Emergency Preparedness Plan

- Assures the Health, Safety and Well-Being of Individuals
- Utilizes Appropriate Emergency Services
- Identifies All-Hazard Emergency Situations
- **Responses to Pandemics (new 2020)**

The following are the detail components of the Pillars of Governance which identifies the many discrete items that are reviewed and addressed at specific time requirements (monthly, quarterly, annually or as requested) depending upon the nature of the item.

ADEC prioritizes its resources to mitigate risk, while maintaining the ability to meet its strategic goals.

Enterprise Risk Management - Pillars of Governance

Insurance	Financial	Fiduciary Responsibility	Technological	Human Capital	Strategic/ Operational/ Reputational	External Compliance	Board of Directors
Commercial Property, Casualty, D&O, and Cyber-Security (A)	Reporting (M) Budgeting Including Capital Needs and Funding Plans (A) Audits (A) Asset Protection (O)	Health Care Mgmt (M) Benefit Plans (A) ACA Compliance (O) Retirement Plan Investment/Fee Review Compliance Testing 403B and 5500 (A)	Data Privacy (A) Security (O) Disaster Recovery (A) Redundancy (A) Systems Plan (A) Response to Pandemic	Skill Alignment (O) Pre-Employment & Annual Screening (O) Turnover (M) Employee/Client Safety (A) Policies (A) Conflict of Interest (A) TB Screen (A) Check Driver's Record Upon Hire (A) EEOC Compliance (O) Pandemic Response	EPA at AI (O) OSHA (O) Ability to Execute Key Strategies (A) Reliance on Outside Providers (A) Public Perception (M) Donor Management (M) Training (O) Emergency Preparedness Plan - Policy 10.1 Safety Man. Policy 11.0 Pandemic Response	Admin & Governance Policy Including HIPAA (A) Accreditation/CARF (3) <i>Valid through 1/31/2023</i> Group Home Licensures (A) State Board of Health (A) Indiana Disability Rights for 14C (as requested) CMS/FSSA policy (O) Title VI - Federal Transit (O) DOL Audits (as requested) Waiver Provider Enrollment Validation (3) <i>Valid through 1/31/2023</i> Pandemic Response	By-Laws Code of Conduct Conflicts of Interest Overall Governance Committee Participation Pandemic Response
Workers Compensation Statutory and Employer Liability Coverage (A)							

Review Frequency: O - Ongoing M - Monthly A - Annually 3 - Completed Every Three Years

Program/Services Risk Management Assessment

Risk Management Assessment for each of the program areas is developed from input and discussion with the program and services leaders up to their respective Executive Leaders with the overall reporting responsibility to the Quality Assurance Committee. The Quality Assurance Committee has the responsibility, led by the Executive Program Vice Presidents and President / CEO direct reports, with input from program leaders and service leaders, to develop a new plan, annually, for the following year.

Input is given across all program / service areas to create a combine list of Area of Risk, Level of Risk, Areas of Impact and Action plan to Reduce Risk which should have identified action items that may be taken to help reduce or mitigate risk.

#	Areas of Risk	Level of Risk (Likelihood)	Level of Risk (Impact)	Enterprise Risk Management Category	Areas of Impact	Course of Action to Reduce Risk <i>Identified action items that may be taken to help reduce or mitigate risk</i>
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New for 2020 was the addition of Pandemic. Twenty-seven discrete and inter-related areas of risk were compiled. This comprehensive list of Risks is included at the end of the report. The areas of risk are mapped to ERM to form the Risk Matrix.

Rick Assessment Risk Matrix

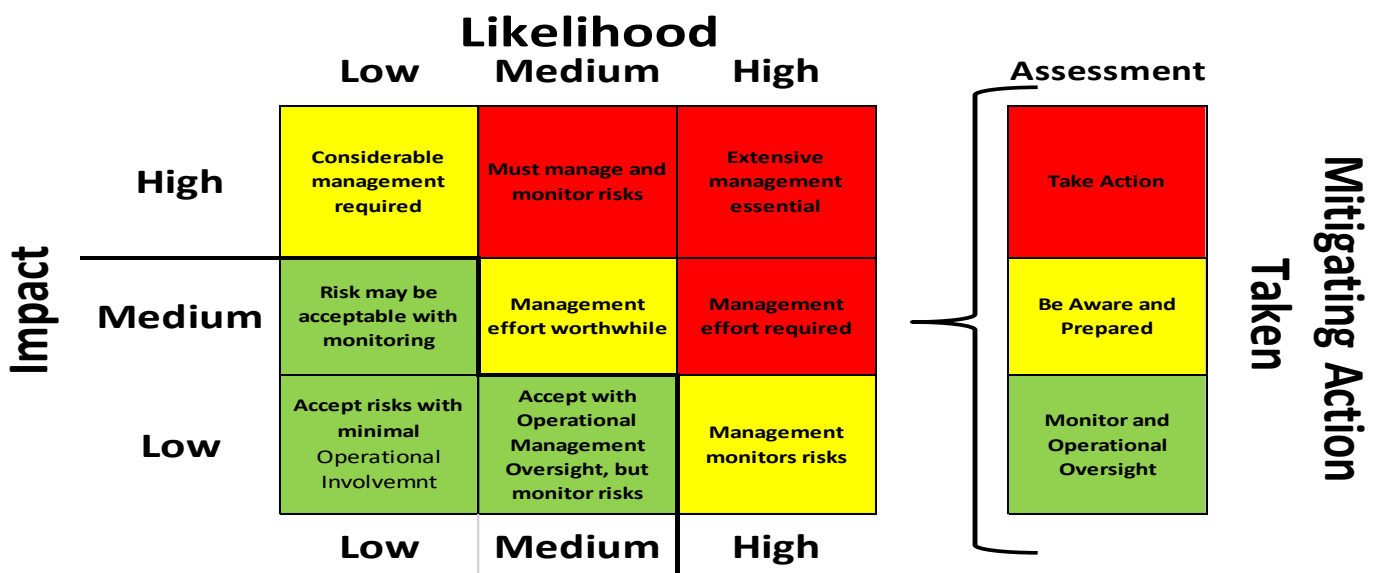
The comprehensive list of Areas of Risk is mapped to ERM to form the Risk Matrix. This combines to reflect:

- Likelihood of Risk - Low, Medium, High;
- Impact of Risk - High, Medium, Low; and
- Mitigating Actions Taken.

Risk is color coded to visually identify high risk (red), medium risk (yellow) and low risk (green).

Areas of Risk are mapped to level of Risk and Assessment of Impact to Agency.

Risk Management Matrix



Statement of Assurance

Statement of Assurance is required annually by the following roles to the President / CEO of the agency:

- VP Non-Residential Operations
- VP Residential Operations
- VP Finance
- VP Human Resources
- VP Maintenance and Transportation

Evaluation of actions is taken annually, at the end of calendar year, through a collaborative discussion, evidence-based review, to indicate from the perspective of the executive leadership team, direct reports to the President / CEO, if the action plan(s) were effective for each area of risk.

The assertion means that effort, activities and deliverables were executed and implemented throughout all of calendar year, across the program areas and service functions, to meet the intent to reduce and / or mitigate level of risk in the areas identified.

Actions taken would include many of the identified action plans in the Risk Management Plan and the ongoing incorporation of Enterprise Risk Management across agency operations. Evidence can be seen through documented Relias training, conformity and compliance with any required certifications and state level requests, documented incident reporting, updated provided through monthly management results, external audit reports, all compliance and financial reporting requirements and successful reimbursement of services provided.

Section 13. Operational Overview

ADEC

Fiscal Year 2020 was a rollercoaster of actions and external events that has redefined our world and has temporarily set a ‘new norm’. ADEC has experienced an assemblage ranging from: a settling calm with full inclusion of former Goldenrod clients moving into new ADEC owned Goshen home; to honor in hosting our first annual luncheon with Keynote Speaker Lt. Governor Crouch;

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to jubilation with achieving a hard earned three-year accreditation and a three-year provider reverification; to anticipation of growth and expansion with a new three year Strategic plan; to a near halting uncertainty of an unprecedented worldwide pandemic; to confirmation of the strength of advocacy for our clients and employees; to humble gratitude towards the true heroes – essential workers – #teamadec.

Through all of this, Fiscal Year 2020, ADEC's mission of informed choice and possibility, the spirit that drives our decisions and actions every day was fierce, protective of those we serve, thankful for the generosity from the community and grateful for the commitment of our staff.

Muted in all of this, is the quiet recognition of ADEC's 68th birthday. We aged with grace during a period of uncertainty, surreal changes, with the lights of Aux Chandelle burning bright and clear to guide us.

We hear the needs of those we serve. We hear the voices of our employees. We hear the embrace of our communities.

The following are some of Fiscal Year 2020 highlights in advocating, programming, governance, and engagement. Our ongoing commitment to programs and initiatives are building community inclusion, employee engagement, reduction in turnover and enhanced culture:

- Hosted 20 separate CEO/CFO Townhalls at all day service facilities to share an update with all employees on budget, financials, accomplishments and goals for the next year;
- Interactive partnership with Elkhart County Parks Department featuring Bonneyville Mill, including hands-on milling by clients and a special joint Parks/ADEC label for the ADEC BowWow Dog Bones;
- Sponsored Employee Appreciation week at the Elkhart County Fair;
- Implemented Human Resources comprehensive management training and development including:
 - Small Group Manager Round Tables,
 - All Manager's retreat, offsite, with external speaker, and
 - the #teamADEC tool kit;

- Introduction of new Board members, Mr. Jeremey Gillespie, HR Partner, Beacon Health System and Mr. Carey Kelsey, former extraordinary ADEC employee and ambassador;
- Refreshed the new Goshen Homes and a complete remodel of the College Ave Home, leveraging the hearts and arms of volunteers to turn an administration facility into a fully remodeled rental home for waiver clients;
- Submitted joint proposal for IHCD initiative with LaCasa and ADEC (subsequently proposal was not awarded the state funding);
- Held special DSP Appreciation survey to gather input on what ‘awards and rewards speak of genuine appreciation’ to field staff and shared ‘winners’ during Direct Support Professional Week;
- Implemented a new three-year strategic plan;
- Held first annual ADEC community employment recognition luncheon;
- Hosted annual ADEC celebration, new this year – luncheon – with keynote speaker Lt. Governor Crouch;
- Hosted live Pulse FM Polar Express Remote at Gaining Grounds which brought in over 30 different (and many new) community members into Coffee Shop and Art by ADEC;
- Wrapped and had delivered over 425 gifts to individuals served as part of the Wish-List donations
- Informed by Elkhart County Commissioners an increase in annual county funding from \$450,000 to \$650,000 to support ADEC’s mission (receive monthly amount);
- Successfully showcased ADEC’s Social Enterprise to events such as Hall of Heroes Comic Con and local Holiday Bazaars;
- Media Spotlight Campaign – all day – Pulse FM – focusing on advocacy and hearing the voices of families;
- Sold out all NAP credits, with funding used to support family services, such as afterschool and summer camp;
- Participated in Work to Include: Employment First Summit by the Indiana Work to Include Coalition in support of the Governor’s Council for People with Disabilities
- Achieved three-year CARF accreditation across all home and community based funded programs;
- Successful three-year provider re-approval / re-verification;

- ADEC hosted first joint ‘Celebration of Thanks’ with Program / Service Leadership and Board of Directors;
- Received Gold Star in GuideStar and earned Better Business Accreditation;
- Fulfilled outcomes with Project Search – partnership with Memorial Hospital and ADEC;
- Recognized employee service with annual dinner and awards;
- Joined hundreds of IDD advocates, individuals and providers at annual Valentine’s Day event at State house;
- Hosted Family Resource Fair at Goshen College; and
- Completed vetted Investment Broker changes - ending relationship with Indiana Trust and setting up Stifel Group.

ADEC President and CEO demonstrate strong engagement and active participation in INARF and The Arc and FSSA/DDRS:

- Facilitated self-advocates joining in at the SAI Annual Picnic;
- Attended several DDRS Building Bridges: Supporting Families and Self-Advocates;
- Elected to Board of Directors, Ability Indiana;
- Selected as member of the 1102 Task Force Employment Work Group with reporting up to the Lt. Governor’s 1102 Task Force;
- Elected to The Arc’s Governance Committee;
- Third year member of the Membership and Chapter Committee for The Arc;
- Participated in DDRS Waiver Redesign subgroup;
- Active as an INARF PAC member meeting with local and state level elected officials;
- Attended in person or via webinars over 24 different INARF professional and member forums and 18 The Arc meetings Excluding the COVID-19 related calls;
- Several personal tours, facilitated by The Arc, with elected officials at both a state and local level; and
- Had active voice and listening at Third Houses held in Goshen, Elkhart and South Bend.

Other notable operational attainments include:

- Managing health care costs to hold premiums flat and maintain an affordable and comprehensive full health benefits option;
- Facilitating key staffing changes with hiring of new controller, revamping and staffing of entire mission advancement organization – new graphics, new communications, new donor and a new role – VP Community Outreach;
- Ongoing training for guardianship and supportive decision making at annual NGA conference;
- Improved overall strength of Quality Assurance with identified Framework a new quality policy; and
- Ongoing hiring with successful recruitment.

On a more local level, the President/CEO continued weekly engagement with The Rotary, volunteered in annual Taste of the Gardens at Wellfield Gardens, active member of CEO Non-profit roundtables, attended Community Foundation and United Way annual events; represented ADEC as a guest presenter at both Kiwanis and Rotary; attended Vibrant community updates as well as State of the Region Economic Updates; volunteered at annual Christmas Bell Ringing and Gala for the Salvation Army and provided input into the Community Development Block Grant processes in both Elkhart and Goshen; and Annual Elkhart Chamber of Commerce.

All the above was leading up to a projected outstanding fiscal year for ADEC, strong financials, great market returns, full caseloads, day service locations at capability, with so much more planned for the year such as client appreciative inquiries, and more.

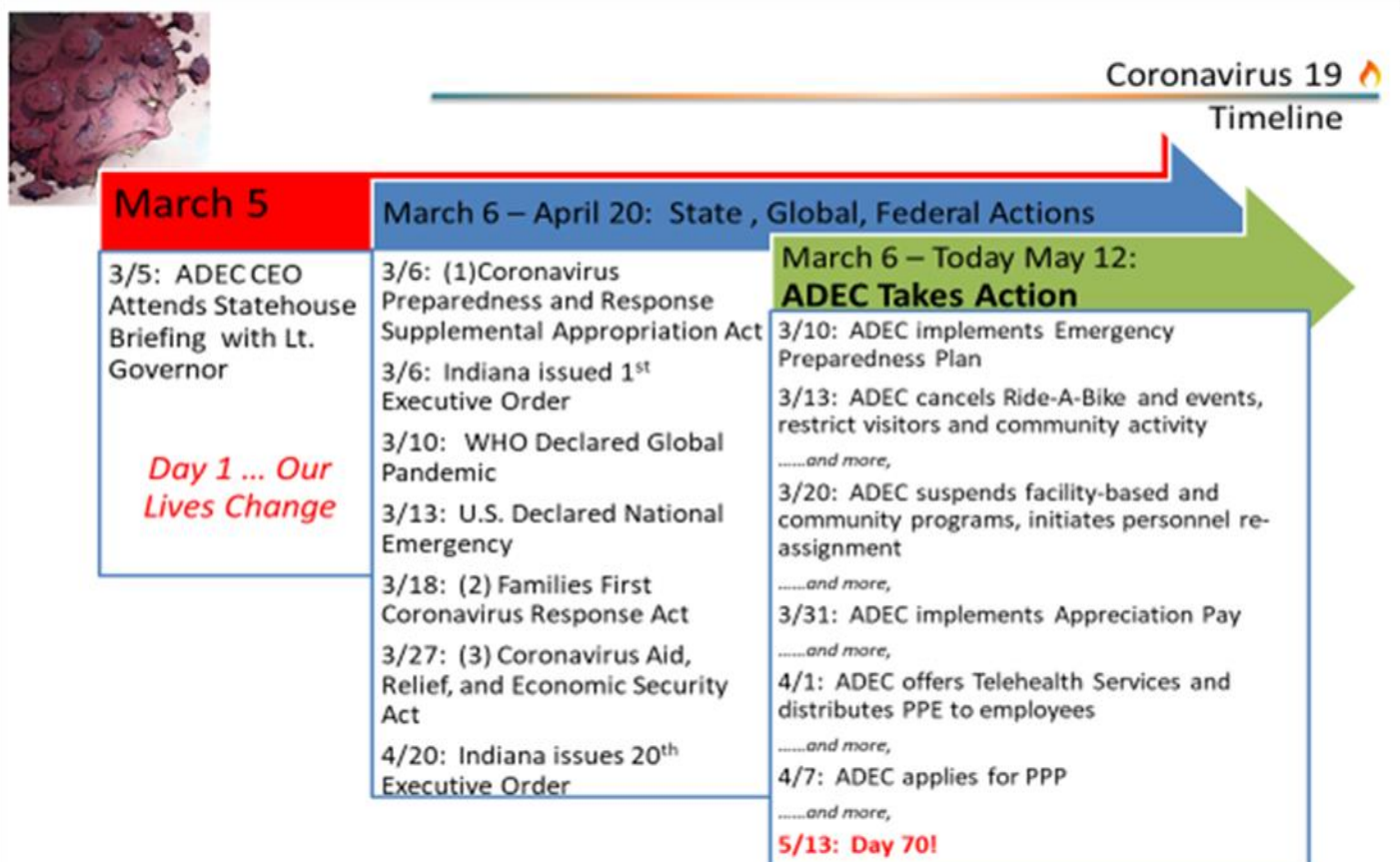
Then the world came to a halt. March 5, 2020 – ADEC attends a special briefing at Indiana Statehouse - **The Coronavirus Pandemic of 2020.**

As of today, May 13, 2020, ADEC is blessed to have **ZERO** COVID-19 positive cases. We had 3 clients tested – all negative; and 21 employees tested – 21 negatives. We know that this could all change tomorrow.

ADEC has...

- Been a proactive, transparent, preventative, decisive and influential advocate and provider at both state and federal levels – with several person 1-on-1

- discussions with Governor Holcomb, Lt. Governor Crouch, Congresswoman Walorski, Senator Braun, Senator Blake and many more;
- Leveraged strong partnership with The Arc and INARF with active twice weekly calls;
 - Received support from businesses and community for PPE – glasses, disinfectant, sewed masks, gowns and surgical/N95 masks;
 - Engaged Board of Directors Executive Committee with weekly updates;
 - Demonstrated full transparency of communication across all media with employees, individuals and families, DDRS / BDDS and case management;
 - Achieved high level of employee support of our mission – with over 78% of employees participating in the personnel re-assignment with the suspension of facility and community based non-residential programs; and
 - Successfully deployed telehealth services, remote service delivery, for wellness coordination, therapies and community employment.



ADEC suspended non-residential services on March 23, the following is the impact on clients and employees:

Suspended through June 1, 2020		
	As of March 1, 2020	
Effective March 23, 2020	Clients Served	Employees
Individuals in Suspended Programs	FSW/CIH/ICF	Impacted
Day Services - 5 Locations	274	59
Therapies - Music, Recreational, Behavioral - Remote 4/1/2020		
ADEC Industries - 14C Facility	50	10
Community Employment - Remote 4/1/2020		
Transportation	107	7
After School, Young Adult Services, Respite - 3/16/2020	118	13
Total in Suspended Programs	549	89
Effective April 1, 2020 - Remote Service Delivers		
Therapies - Music, Recreational, Behavioral	84	8
Community Employment	310	15
Total in Remote Service Delivery	394	23
Grand Total - Suspended and/or Remote Delivery	943	112
<i>Available Personnel re-assignment of staff to work in residential settings during days, afternoons, and weekend shifts to minimize staffing impact of COVID-19</i>		105
Individuals in restrictive residential 'social distancing' and 'self-isolation'		
Supervised Group Living	112	
Supportive Living	77	
Total residential with 'Stay At Home' Services	189	
ADEC Clients Served - Impacted by COVID-19	1132	



Through this process, with significant advocating, providers of IDD services are considered essential workers. This was confirmed through Executive Orders as well as interpreted from the federal level stimulus acts.

To date, there were four major coronavirus stimulus packages implemented at a federal level. President Trump and Congress have managed to bridge partisan divides and developed several legislative packages to address the expanding impact of the coronavirus (COVID-19) on America's public health system and the broader economy.

- Phase 1— Coronavirus Preparedness and Response Supplemental Appropriations Act, 2020 - the supplemental appropriations bill - March 6, 2020

- Phase 2—Families First Act (Families First Coronavirus Response Act) - targeted relief for individuals, including paid family leave - March 18, 2020
 - Indiana Executive Order 20-19 identifies IDD providers temporarily, for the pandemic timeline, to the health care workers. Therefore, FFCRA is not applicable
 - ADEC announces alternative Paid Time Off Policy 12.0
- Phase 3—CARES Act (Coronavirus Aid, Relief, and Economic Security Act) - broader economic stimulus designed to deliver cash to individuals to help them weather the downturn, as well as industry-specific relief – March 27
- Phase 4- Paycheck Protection Program and Health Care Enhancement Act – April 24, 2020
 - ADEC applies and received PPP from 1st Source Bank, \$2.0(million) loan with potential for forgiveness.

ADEC has completed and implemented four agency level policies in respond to the coronavirus pandemic. These policies have been distributed to key ADEC personnel and Board of Directors as well as required reporting to FSSA/DDRS, BQIS, and other state organizations.

- Policy 12.0 - ADEC COVID-19 Temporary Paid Time Office Policy
- Policy 12.1 - ADEC Reopening Plan for Suspended Program Services
- Policy 12.2 - ADEC Administrative Infrastructure Support Functions
- Policy 12.3 - COVID-10 Waiver Release Form

These policies address the comprehensive plans and procedures for reopening. Content reflects the expert guidance and directions received from ISDH, FSSA, CDC and local department of health. ADEC's hopeful date of reopening facility and community based suspended programs:

- June 1, 2020 –for waiver funded individuals with the Family Support Waiver (FSW), the Community Integration Waiver (CIH) waiver, and individuals with intellectual and developmental disabilities receiving residential services from non-ADEC providers; all five-day services will open
- June 8, 2020 – for ADEC Summer Camp program only – to be held at Roosevelt Center, Elkhart

- July 6, 2020 – for ADEC residential services in Supervised Group Living (ADEC group homes); and
- July 6, 2020 – new opportunity, “The Hub” (new alternative as 14-C, shelter workshop is not yet opening as demand is significant down)

In addition,

- June 1, 2020 – competitive integrated employment at ADEC Industries, “The Shop”. *(This is the client workers, who will be earning competitive wages and not piece-rate. The 14-C, shelter workshop, component of ADEC Industries is not operationalizing at this time.)*

We will continue to monitor state plans and any changes that may shift our tentative plans to reopen. At this time, ADEC does not know how many clients will return to our facility-based programs.

As reported to the Board in April, the financial impact to ADEC has been significant. Operations are negatively impacted. The uncertainty in the financial markets resulted in extraordinary ‘mood swings’ - losses in market valuations, followed by some recovery in subsequent weeks as the positive message of re-opening the economy. During weekly meetings (webinars) with INARF, The Arc and FSSA/DDRS, there is much discussion that potentially many agencies in Indiana will not be able to survive the devastating impact this has had. To date, Indiana has declined any request to increase funding to IDD providers, though a modification of Appendix K (submitted to CMS, pending approval) has allowed for some flexibility in services. As reported in ADEC financials, the financial impact from increase PPE, to loss of revenue, to staggering overtime – all agencies are facing a daunting financial future.

What we do know - is that we are



Prior to COVID-19, ADEC was serving nearly 1300 individual program participants from across St. Joseph and Elkhart Counties. ADEC’s services respond to the needs of people of all ages who experience developmental disabilities and delays. From

infants to senior citizens, ADEC can provide direct services; information or referrals to help individuals and families meet the challenges of living with disabilities.

Prior to COVID-19, full participation in five discreet day service program sites, 14 group homes, multiple apartment-based and home-based clients, youth programs, and employment, ADEC Industries, transportation – with over 380 employees, and an additional 50 client workers at ADEC Industries.

With a planned phase-in of programming and intentional preventive “new norm” in operations, ADEC program offerings will be changing as identified above. New internal cost centers and project codes are being implemented to capture financials to better capture value of effort to programming. Some administrative staff level changes have been made in the non-residential programs to better align costs with revenues and to simplify the organization. In addition, given the economic impact on manufacturing customers, ADEC Industries will not be reopening to full capacity. Therefore, some identified production leads and working clients (under 14-C work certificate), will not be returning to ADEC Industries in the near term. Those whose roles were eliminated were given an opportunity to apply for open agency roles.

ADEC has a firm Mission Statement, a strong and defined set of Core Values and identified Strategic Initiatives as our guidance, ADEC is positioned for this ‘new norm’.

Strategic Initiatives Our Guidance

Mission
Choice. Possibility.

Core Values
A. D. E. C.



Targeted, Smart Growth

Great Workforce. Great Workplace.

Outstanding Client Satisfaction and
Excellence in Service.

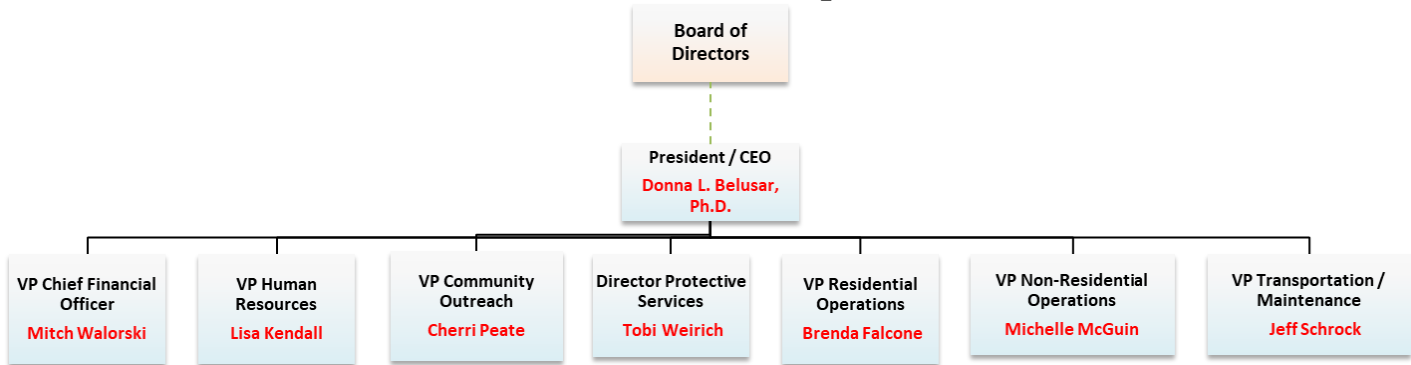
Highest Quality Standards.

Financial Sustainability and Stewardship.

Organization Structure:

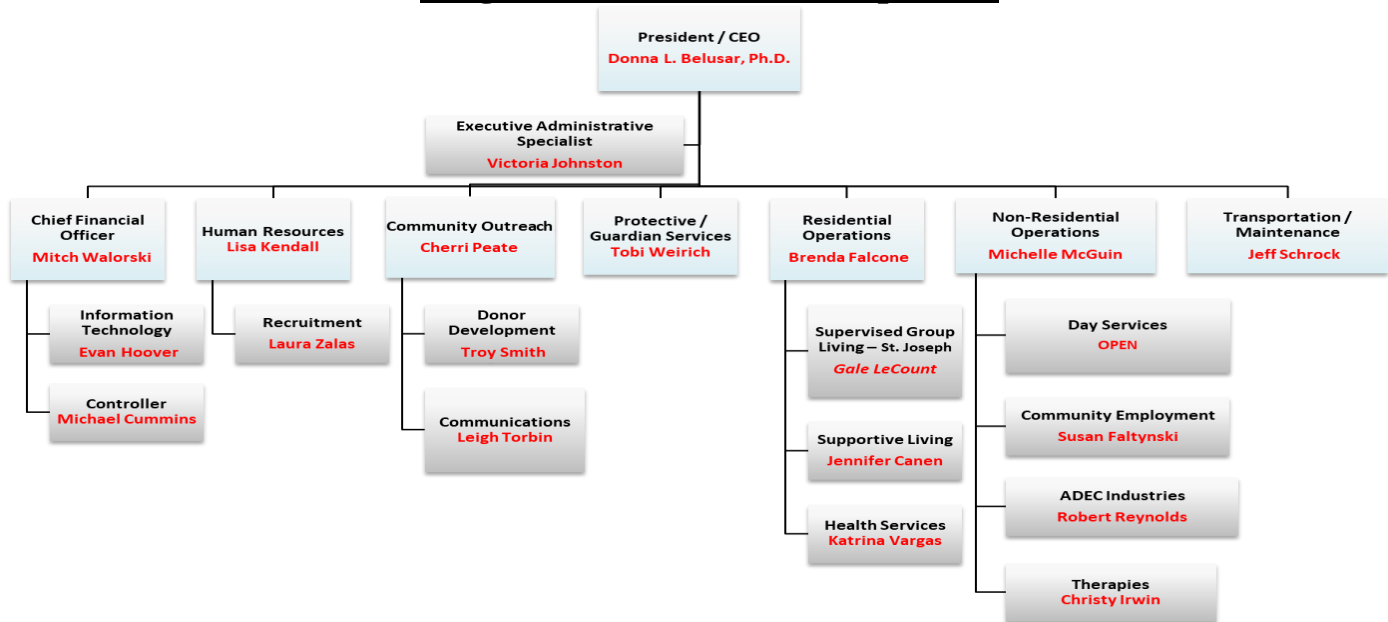
ADEC has a Governance Board, current with eleven volunteer members, which provides guidance and governance to Ms. Donna Belusar, Ph.D., the President / CEO. Ms. Belusar has been with ADEC since March 2012 and continues to provide executive leadership for all aspects of the agency. In October 2019, three board members stepped down with the end of their terms. The eight-member executive leadership team is fully staffed.

Executive Leadership Team



ADEC continues with the very solid and strong team organization structure recognized as the Program / Service Leadership team. This a twenty-one-member team that represents the core group responsibility and accountability for the programs we offer to the individuals and families we serve and the infrastructure services that facilitate operating the organization. Currently, the Director of Day Services is open, and we are recruiting for the role.

Program / Service Leadership Team



Information used to monitor the Performance of the Organization:

Expectations, requirements and training are set throughout the organization with significant emphasis on quality assurance, compliance, and delivery of services to the highest standards. ADEC identifies this as the Quality

Assurance Framework and sets the platform for accreditations and certifications to help ensure that ADEC can achieve the highest of care for those we serve.

This baseline understanding of expectation and training starts with New Staff Orientation and is continuous throughout the year with many documented trainings, primarily captured in on-line Relias but also tracked in Human Resources, Transportation and in the program areas, such as supervised group living (which has additional LTC ISDH requirements).

ADEC encourages the use of information technology with associated security of client and employee information to better balance compliance needs and the client specific needs of the clients. The investment in employee-based tools to access their work requirements, documentation of client specific information, reporting to all levels of regulatory agencies, compliance to HIPAA, helps secure ADEC's commitment to accuracy in data collection, reporting and securing of information. These investments greatly expand the access and visibility of operational performance, direct client services performance using Shared Drives, increased/improvement detail monthly metrics, real-time access to emails and shared drives, protected electronic communication and improved and dedicated information to Board Members and employees.

Outcome Measurements process has been existing for many years and it is updated annually. With the most recent CARF accreditation, effective July 1, 2020 these are to be referred to as Performance Measurements. ADEC continues to develop and report in all services and programs within ADEC including Human Resources, Development, Maintenance and Transportation, Finance and I/T.

Monthly the President / CEO utilizes the monthly financial statements and detail that is provided from Financial Services as with working knowledge of Financial Edge pulls real-time detail and data on financials, client information, training, employee metrics and incident reporting. This information along with accompanying charts and graphs for the financials, staffing, and investment report allows the President / CEO to actively monitor the financial and operational progress of the agency.

Monthly, the President / CEO reviews the on-line {example L:\Monthly Reporting\FY20\Mar20} which has links to billing history by cost center, contract utilization, mission contracts, waiver reports as well as detail functional income statements. There are many other reports on the L. Drive which has secure access. The financial reports are augmented with operational reports such as the monthly management reports, monthly quality committee involvement, detail labor reporting, and more. These reports, which are required by CARF, the industry certifying organization, provide information regarding how the organization is performing in meeting the goals they have set forth in each of the program areas. Even more than a best practice to achieve accreditations and certifications, all these tools / reports provide headlights into the operations which gives the President / CEO the ability to make changes and re-direct as needed.

Ms. Belusar also reviews each incident report, ones that are reportable to the State of Indiana as well as reports that do not need to be files at the State, but we use them to track and trend. Reportable incidents may deal with not providing the right types or quantities of services for a client, committing abuse or neglect of a consumer, or committing medication errors.

Monthly Closing Process:

The second Wednesday of each month, prior to the financial close, the President / CEO has a multi-hour(s) meeting with the executive leadership team. At this meeting current issues and topics are addressed across all programs and services as well as strategic, personnel or regulatory items. The ‘round robin’ meeting has each leader identifying the key items they are addressing, and collaborative discussions are encouraged and welcomed to see if there is any help needed from any of the other areas. These meetings improve the connectivity of the programs, the flow of information and the overall team building of the leadership.

Ms. Belusar is kept current on issues and is briefed during the final closing discussions. The Vice President, Finance, chairs a working session with the financial services team to work with entries and preliminary numbers. Before the process is cultivated, monthly the VP Finance reviews with Ms. Belusar the health reporting and resulting over/ (under) liabilities. Once the entire process

is complete, the financials are approved and published to the Program / Service Leadership team and the Board.

Monthly, a comprehensive Management Report is published and made available via secured portal to employees and the Board. The report includes: Accounts Receivable, ADEC Industries, Adult Habilitation, Community Employment, Compliance and Guardianship, Family Services, Group Homes, Human Resources, Information Technology, Mission Advancement, Persons Services, Protectives Services, Supported Living and Transportation. Where applicable, the program areas provide metrics to outcome measurements, strategic plan and the financials.

Budgeting Process:

The annual development of the next year's fiscal budget is a detailed process. There are upfront discussions with the leadership and management team on key assumptions – ranging from staffing and hiring needs to capital requirements. Detail line item preliminary budgets are given to each department leader and program leads. Multiple iterative discussions and changes are made based on one-on-one reviews of each. The overall process has been improved even further with the Board Finance Committee reviewing a draft of the proposed budget. At this meeting, any changes or recommendations are folded into the analysis.

Once any proposed revisions are made, Ms. Belusar approves the budget and provides to the board the numeric content as well as a comprehensive Budget Whitepaper. This whitepaper includes prior year programmatic achievements, building the bridge to fiscal year, the proposed budget, ADEC's reach to clients served, ADEC depth on employees, financial comments and closed with key success factors. The proposed budget is presented to the Board of Directors for their review and approval.

Variance Analysis:

Ms. Belusar discusses any key issues or variance to budget or monthly directly with each program lead. In addition, Ms. Belusar with the established monthly CEO Staff meeting, share current work items, address any key issues, work

through agency wide elements and the monthly Program / Service Leadership team meeting.

Advocacy and Quality Assurance:

Ms. Belusar uses direct observation and direct client / employee interaction repeatedly throughout the entire organization. Prior to COVID-19, the President/CEO and many of the executive leaders regularly visited program locations. This has been suspended at this time as ADEC has implemented restricted visitor and restricted residential access.

Board meetings are held six times a year at the Bristol Gaining Grounds Center. ADEC demonstrated prudent foresight in an earlier proactive update to ADEC By-Laws allowing for the ability to tele-voice / tele-participation in Board Meetings. As such, ADEC was able to seamlessly utilize conference calls and webinars to facilitate Board of Director meetings and board level committee meetings during COVID-19 restrictions.

Advocacy was risen to a higher level of focus and execution by the appointment of the VP Community Outreach. In this role, advocacy for clients and our services is highlighted. This role also includes all communication, donor development and social enterprise.

The commitment to quality and compliance is strengthened by the Quality Assurance Framework, Quality Committee, related policies as well as the rigorous approach to risk management and enterprise risk management. ADEC believes their approach to risk management and the ERM model is valuable and keeps the agency's focus on sustainability, safety and the health and well-being of clients and employees.

Meetings:

Ms. Belusar participates in the several Board committee meetings such as Human Rights, Guardianship, Finance, Executive, and Facilities as needed.

Externally, Ms. Belusar participates in many community meetings that allow for greater awareness of community and public issues or concerns, federal and state regulatory status, and overall community awareness. These include local

Chamber of Commerce, Non-profit CEO roundtables, Elkhart Rotary, Vibrant Communities, both the Community CDBG Annual Action Plan and more.

In addition, Ms. Belusar keeps a strong pulse of this industry through active participation in the two trade associations ADEC is a member of – INARF and The Arc. She regularly attends monthly meetings held in the Indianapolis region with the associations, peer executives from other agencies and state bureau officials.

Board Information - Monthly:

Monthly, key performance and financial data is provided to the Board of Directors. Information is communicated through email as well as posted to the access only (sign on and password) ADEC Website: adecinc.com/board:

Welcome to the ADEC Board of Directors Resource Center

Board members: You must enter your username and password before you will be able to access the links below. Contact Mission Advancement at info@adecinc.com or call 574-848-7451 if you have trouble logging in.

Welcome

 [Dashboard](#)
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ADEC POLICIES



MEETING MATERIALS

MONTHLY REPORTS

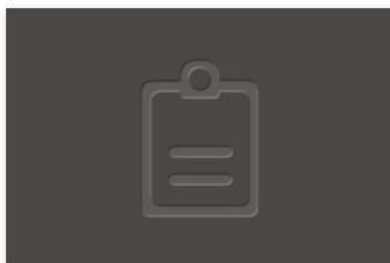


BOARD ASSESSMENT

BOARD MANUAL



STRATEGIC PLAN



At the formal Board of Directors meetings, the newly refreshed agenda has Consensus items and well as other items.

Monthly information includes:

- Board of Directors Financial Update
- Detail Financial Monthly Report
- Overtime Report
- Program / Service Leadership Reports
- Monthly Investment Report {provided to Finance Committee}

End of Document