Looking Back Looking Ahead



2020 ANNUAL REPORT

A MESSAGE FROM LOU MACDONALD

We Need Creative Solutions, Innovation and a Community That Is Engaged in The Price Center's Future

We have learned a great deal during 2020—about the comprehensive needs of our Price Center individuals, the potential benefits of partnering with other community organizations and that our most precious resource is our hard-working, committed staff.

We accomplished much during the months when our day programs were closed. Indeed, we saw that technology—in the form of successful, versatile online and video programming—had a role to play; that role will continue. With the gradual return of individuals to our day programs late last summer, we saw that many were out of shape and had developed emotional and/or behavioral issues as a result of the stresses caused by the pandemic. Our focus turned to restoring their physical and emotional health and wellness. In fact, we are now considering the far more comprehensive needs of our individuals—needs that extend beyond the six hours they spend with us during a typical day.

This more holistic way of looking at our individuals has encouraged us to initiate conversations with other community organizations that can provide new options for programming, fitness and other activities. The pandemic necessitated more focused teamwork and the elimination of silos within our organization; seeing the benefits, we now aspire to accomplish the same thing within our community.

We must become more creative about securing the financial resources we need. It is clear that we cannot rely solely on state funding, which merely subsidizes the services we provide and is no longer sufficient to attract and retain talented staff or expand our service profile. At the time I am writing this letter, our ability to hire staff in the numbers sufficient to meet the needs of all our constituents is inadequate. Our peer agencies are similarly struggling (as are many businesses trying to

Cover: Once the doors opened again last summer, John Giusti, Director of Day and Intensive Day Habilitation, and his colleagues understood how much individuals missed being at The Price Center.



reopen). While staff compensation is only one factor among many, we must see our way clear to resolve this and pay people a living wage.

Though the challenges are many, we as a community have faced challenges before. Forty-five years ago, our founding families were confronted with seemingly insurmountable challenges and an almost complete absence of many of the educational and lifelong services that we now sometimes take for granted. In this Annual Report, you will read about two individuals, Gwen Fineberg and Dan Frank. Both Gwen and Dan were there at the beginning; Gwen helped shape The Price Center, and Dan led the way with fundraising. Today, we need more friends like them—people who will become more fully engaged in The Price Center's future.

The bottom line is that we need to set lofty goals, and we need community support to achieve them. Please help us ensure the future of The Price Center.

Sincerely,

Lou MacDonald Chief Executive Officer



(Above) Price Center individuals safely returned to their active days at 27 Christina Street.

(Right) Karen Manning, MEd, Senior Director of Programs and Services, oversaw the center's remote learning initiative. She is shown with Rebecca, a day program participant.



Gwen Fineberg Looks Back

An Avid Supporter, She Worked Without a Roadmap

Among the milestones that have occurred during The Price Center's 45 years, Gwen Fineberg says one is the most meaningful: the move to the Christina Street property in 2015. It was the right location and the right space, and it finally brought the center's various programs under one roof.

"I think there's a certain pride, for example, when the staff takes new parents on a tour," she says. "Just walking through The Price Center, seeing the space and what everyone is doing in the different programs gives you a good impression. And the location gives us visibility in the community."

Gwen knows what it's like to be a parent in search of the best education and programming for a child with a developmental or intellectual disability. The Finebergs moved their young family to Newton in 1972 so that their son, Adam, could attend the former Peabody School. That same year, Chapter 766 was passed. The Massachusetts law guaranteed all children would receive a free, appropriate public education.

Although Chapter 766 promised a lot, Gwen recalls a time of frustration. "The Peabody School closed, and Adam was in a new class that, unfortunately, didn't have a permanent home," she says, noting that it moved a few times. "Once his class got settled at the Burr School, the teachers were apprehensive. They seemed to think they'd be inundated with special needs kids. Even the special ed teachers, who were gravitating to new settings, appeared anxious."

In an effort to create a welcoming environment for the children who finally had the opportunity to attend school with their friends, Gwen and other parents became involved with a program in Rhode Island called Understanding Handicaps (known today as Understanding Our Differences). "They offered a curriculum for third- and fourth-graders that conveyed



(Left) Gwen Fineberg searched for the best possible education and programming for her son, Adam, and helped shape The Price Center. (Above) "Most places I go, I'm not Gwen; I'm Adam's Mom," she says with a smile.

that someone who is intellectually or physically disabled—for example, hearing- or vision-impaired—is a lot like you," she explains. "We talked to the school administration in Newton and got approval to provide this curriculum at the Burr School."

From Space in a Warehouse to a Large, Sun-filled Property

Preparing third-graders to welcome special needs children as schoolmates and friends was an important step, but much work remained for the trailblazing parents. Those who wondered what their son or daughter would do after high school hoped there would be an opening at a sheltered workshop, where individuals participated in various activities. The largest program in the area was often at capacity.

"A teacher at Newton South High School encouraged parents to open a program in Newton, so we began working together toward that goal," Gwen says. "We developed a dialogue with the state and then started with five young people who had left institutions and were eligible for services. They were the first ones at our workshop, the Norumbega Center."

The center, established in 1977, was located at the back of a warehouse on Border Street in Newton. The small group got busy stuffing envelopes, preparing kits for medical offices and doing other work. Slowly, the Finebergs and other families understood the greater need: to serve a broad range of adults with intellectual and development disabilities. They began providing vocational services and launched a Day Habilitation Program in Dedham.

The evolution continued: in 1983, a close friend and employee of the Fineberg Companies, Barry Price, died at age 40, and Jerry suggested that the center be named in his memory. The Price Center soon began fundraising as a part of the effort. "We decided to do a fashion show, and Yolanda came," recalls Gwen, referring to fashion icon Yolanda Cellucci, owner of a well-known bridal shop in Waltham. "It was held at the old Bradford Hotel, and we had such strong camaraderie working on that event. I think we raised about \$12,000." After that, the center held many successful fundraisers.

Michelle Fineberg, Chair of The Price Center Board of Directors and Gwen's daughter, recalls many fundraising meetings at their home. "They were held in the dining room of our house," says Michelle. "I watched The Price Center evolve—from five people in a warehouse to our wonderful center on Christina Street. It happened because those parents never said 'We can't do it.' Instead, they said 'Let's figure out how we can."

By 1997, The Price Center took ownership of Humanity House in Brookline, its first residential home. Several more residences followed. A few years later, a program named ASCENT was defined to emphasize Advocacy, Social Skills, Connections, Empowerment, Negotiation



and Transitions. By 2012, the Community Based Day Program was created to focus on community engagement, along with Employment Services to serve individuals interested in employment and training. In 2019, The Price Center expanded so that its highly regarded programs could inhabit the entire Christina Street building.

Along the way, there has been much progress and many triumphs. "We have wonderful staff—very caring individuals who all work hard to improve the lives of our young, and not-so-young, sons and daughters," Gwen notes.

When asked what she thinks might come next, Gwen doesn't hesitate. "I'm open to whatever new programs come along," she says. "If young people arrive with needs that are different, I'd say let's see how we can take care of them."

Like many other parents during that time, Gwen Fineberg's involvement with The Price Center began as a grassroots project that included making sandwiches for the Halloween and Christmas parties. She also served on the Board of Directors as a director and as president. But her original goal was to find a way for her son, Adam, to receive an education, make friends and live a full life.

Anyone who has seen Adam Fineberg's smiling face at the entrance to The Price Center knows how that turned out. "Most places I go, I'm not Gwen; I'm Adam's Mom," she smiles.

There was no roadmap for creating The Price Center. "That's why I'm so proud of my mother," says Michelle.

Her original goal was to find a way for her son, Adam, to receive an education, make friends and live a full life. Anyone who has seen Adam Fineberg's smiling face at the entrance to The Price Center knows how that turned out.

The Price Center Evolved in Response To the Pandemic and Its Challenges

It was true for every organization and every individual: the Covid-19 pandemic required that we adapt and keep going. The Price Center was among the first organizations to electively close its day services back on March 13, 2020. While it has been a very challenging year, and we are saddened by the losses within our community, we are gratified to know that no one in our care was lost to the pandemic.

Along the way, the center evolved. Its talented, committed staff became even more creative, the use of technology expanded, and the center became, in general, more flexible—and more prepared—for what lies ahead.

"Our staff did a great job in keeping our individuals safe and in bringing them back as we incrementally reopened in August," says Lou MacDonald, Chief Executive Officer. "Their focus and efforts were heroic."

The outreach to families is worthy of note, he adds. "Some of our Price Center individuals have serious disabilities. The staff communicated with those families regularly and brought them into the tent we created."

The pandemic triggered the need for additional staff with healthcare expertise; a health and wellness specialist has joined the center on a part-time basis, and the nursing staff competently took on a massively expanded role. "The innovative use of technology became another need," says Lou. "Technology is playing a larger role and will continue to do so." Price Center Zoom became a welcome lifeline for many day program participants who found themselves suddenly at home.

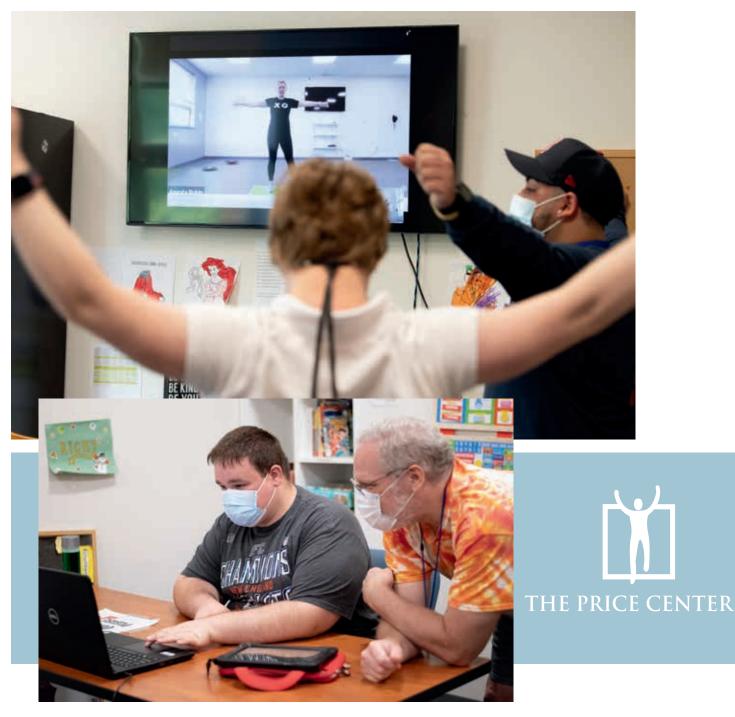
"The various day program staff collaborated on the remote schedule," says Karen Manning, Senior Director of Programs and Services. "In the process, we broke down the walls between our different programs so that we're now sharing technology, ideas and space. We've sometimes had to combine staff due to our limited resources. The result is that we now look at The Price Center in a more integrated way: when one program needs extra support, we team up to assist.

"We developed adaptations for those who don't use technology—for example, making phone calls and, when it was safe, arranging community meet-ups," Karen adds. "And we have Suzanne Thibault now serving as our Program Innovation Manager in charge of our remote programs." "Our staff did a great job in keeping our individuals safe and in bringing them back as we incrementally reopened in August. Their focus and efforts were heroic."

-Lou MacDonald, Chief Executive Officer



Dave Byrnes, Assistant Manager, Intensive Day Habilitation, eagerly welcomed back Price Center individuals late last summer. "When you're the only one who can get a smile out of someone, it's contagious," Dave says. "You keep going for more." Looking ahead, the bonds between the center's talented, committed staff and our individuals will be stronger than ever.



(Top) Angela Rubin, the center's new Health and Wellness Specialist, provides the virtual and on-site exercise and stretching that allows everyone to get involved. (Above) Day program participants are back to benefitting from one-on-one training and encouragement. Looking back, Price Center leadership is quick to praise the staff who stretched themselves and worked harder than ever to meet the needs of the individuals and families they serve. There is gratitude for the loyalty that individuals and families have shown for the center. "We did not lose a single person who was in our care, despite having to close our day programs," says Lou.

Looking ahead, he is optimistic but also aware that, in the summer of 2021, life has not returned to normal. "We are not yet out of woods as it relates to Covid-19 and the variants that have appeared," he says. "At The Price Center, we will look outside our walls and keep innovating."

The Essential Role of the Nursing Staff

Lori Dwarika, a member of The Price Center nursing staff, says many families were overwhelmed when day program participants were at home during the pandemic. Many individuals declined during the long months without regular care, stimulation and friendship.

Critical Throughout the Pandemic—and Evolving

The Price Center earned high marks for how its staff adapted to the Covid-19 pandemic. As soon as the shutdown in March 2020 forced day programs to close, and life to change in ways no one could have predicted, the center's hard-working nursing staff played a major role in keeping everyone safe. The nurses began contacting families to monitor individuals and provide support where needed. When it was time to plan the careful return of day programs beginning late last summer, the nursing staff oversaw every detail.

Many family members were already well acquainted with The Price Center nursing staff; since the pandemic, many more have had the opportunity to observe their professionalism and commitment to the good health of the center's individuals. "Before Covid-19, we were largely focused on those in Day Habilitation and Intensive Day Habilitation," explains Renata Ivnitskaya, RN, Director of Nursing and Healthcare Services. "Many of those individuals require daily care; others are less medically fragile, but are prone to rapid physical and cognitive decline and need to be monitored." She also checked in at The Price Center residences to make sure individuals seemed fine, and medications were being administered appropriately.

During the past year, the role played by the nurses has evolved. "The number of nurses caring for Price Center individuals dropped, by necessity," says Renata. "With our individuals at home, we began calling them and their family members to see how everyone was doing physically and emotionally. We quickly saw that there would be a variety of ongoing needs: for medication, food and advice."

Many families were overwhelmed. "In some cases, they were having to feed, bathe, provide treatments and help their loved ones get in and of bed," says Lori Dwarika, who has worked at The Price Center for nine years. "Many of the parents are older, and they didn't have a personal care attendant to help them. We would discuss



(Left to right) Renata Ivnitskaya, RN, Ivelisse Colon, Jessica Darakjy and Lori Dwarika evolved to serve as case managers—assessing individual needs, coordinating care and contacting insurance companies on behalf of Price Center individuals.

the best course of action, especially if there were serious concerns, such as when an individual was having seizures."

Before the pandemic, Lori focused on the 52 individuals who arrived each day to join the Intensive Day Habilitation program. They needed to be fed through a G-tube, have their trach (breathing) tubes checked, be catheterized, given medication or monitored. With everyone at home, the nursing staff used their observational skills, asked questions, reassured family members and, when necessary, got a physician involved.

"In many ways, we became case managers—coordinating care, writing letters about medical necessity and fighting with insurance companies to get Price Center individuals the care they required," says Renata. "At times, we arranged to have the VNA go to the house, and we partnered with hospitals, communities and churches as best we could. We had to evolve."

Family members needed all the support they could get. "I witnessed frustration, anger and sadness by family members who had to work—but still had to help their loved one who was now at home all the time," says Ivelisse Colon. "How do you balance that? They knew we were invested in them, because we called three or four times a week to see how they were doing."

"I'm out of my house!"

Months later, the nursing staff oversaw the slow, safe return of individuals to the center. That began with training the entire staff on following the correct safety protocols before determining how many would be returning to their day programs. "We completed a needs assessment survey to see who wanted to come back, as well as a risk-benefit survey to determine who should come back," says Renata. "Then we began getting everyone in to have their vaccines." By the spring, The Price Center had administered vaccines to approximately 85% of all staff and individuals—a much higher rate than similar organizations.

Sadly, the condition of some individuals declined during the long months at home without the regular care, stimulation and friendship they have at The Price Center. "When they returned to their day programs, some were anxious and agitated," Renata notes. "We've tried to help those individuals regain what they lost by putting them in smaller groups with fewer activities."

"We know that many of our individuals are routine-oriented," adds Ivelisse. "As a result of the pandemic, they have declined." For some individuals, it was physical: they gained weight, lost weight or grew weak without the regular physical therapy they receive at The Price Center.



"The pandemic has made us realize that we need to provide medical oversight for all individuals at The Price Center," says Renata Ivnitskaya, RN, Director of Nursing and Healthcare Services.

But for many, returning to The Price Center was a triumph. "I heard cries of 'I'm out of my house!"" recalls Lori of those first arrivals. "Since there were no transportation services, parents were bringing their sons and daughters. After all that time, it was great to see everyone again, even if we couldn't touch them."

Some bonds are so strong, that was impossible. "One of my guys went to hug me, and his mother said, 'Go ahead, Lori.' The smile on his face was amazing. I realized he needed to hear my voice."

Renata is recruiting nursing staff, and she is optimistic about the larger role that nursing will play. "The pandemic has made us realize that we need to provide medical oversight for all individuals at The Price Center: checking in on everyone regularly, staying in touch with physicians where necessary and being sure that families have what they need."

The relationship with Price Center families is key, she notes. "Their support—their trust and willingness to work with us—is critical."

Throughout a difficult year, the nursing staff showed commitment to each Price Center individual. "They've gone through a lot," says Ivelisse, "but we're bringing everyone back safely. I've always said that The Price Center staff is my second family. Now I think of The Price Center as my home."



A MESSAGE FROM Suzanne Kinsellagh, Director of Development

It comes through clearly in this Annual Report: the Covid-19 pandemic and shutdown of The Price Center's day programs revealed the need to plan and work differently. We are doing that, and we continue to evolve.

As Lou MacDonald stated in his letter, in order to provide versatile, high-quality programs, one-one-one care and maintain and operate our residences, the center must set lofty goals, and we must be creative in securing the financial resources we need.

It bears repeating: our talented, committed staff is our greatest asset. This is something families know; they often express their appreciation. Our top priority is to create a fund that supports staff salaries and incentives. Looking back at FY2020, we received wonderful support from our devoted Price Center donors. The community really responded. During a year of almost constant challenge, this support was invaluable. We are truly grateful.

However, we know we must continue to seek new sources of revenue, develop community partnerships and launch collaborative efforts. Fundraising at The Price Center has taken on a degree of urgency. To that end, we recruited Katy Keches, who joined the staff as Manager of Annual Giving during FY2020.

Again, your generosity during this past year is truly appreciated.

Dan Frank Shares His Energy and Generosity

Four Decades of Fundraising for The Price Center



There is a small office at The Price Center reserved for the Chief Fundraiser. Everyone knows that is Dan Frank, a man whose energy, enthusiasm and generosity have led to successful fundraising events and continue to inspire countless individuals to support The Price Center. "I once heard someone say 'When a strong person helps a weaker person, they both become stronger," he recalls. Working for The Fineberg Companies, the real estate management and development organization founded by Gerald Fineberg, who helped establish The Price Center, Dan had an opportunity to see just how true that is.

Your devotion to The Price Center grew from the bond you have with Jerry Fineberg, correct?

Yes. There is no person I know who does more for people than Jerry Fineberg. About 40 years ago, not long after The Price Center was established, Jerry told me he was traveling to Florida and would appreciate it if I checked in on his son, Adam, at The Price Center. I thought: do I really have to do that? But I went there, and the next thing you know, I fell in love with The Price Center—and especially Adam Fineberg, one of the most amazing, loving individuals I have ever met. He's up there with my wife, my two boys and my grandsons. Thanks to Adam, I saw that the people at The Price Center are absolutely the greatest.

Did you begin fundraising for The Price Center around that time?

I did, because they were going through some rough financial times. I had a friend, Illinois Jacquet, a world-class jazz musician who I originally met at the Hi Hat Jazz Club in Boston. He once told me that, to raise money, you need to open up your Rolodex. Well, working for The Fineberg Companies, I had thousands of people in my Rolodex. It's funny but, growing up, I was very shy. Something happened, because four decades ago, I started raising money for The Price Center-and I'm still doing it. I call people I know and say: "Hi, it's Dan Frank. I'm calling on behalf of The Price Center ... and so on. Bingo."

Based on my own experience, I knew that I needed to invite people to come visit, to see what they were giving to. So I'd take them on a tour of The Price Center. Once you see these great people and this great organization, you want to do something to help.

You organized the first gala for the center, correct?

Yes. At that point, I was on the board, and we decided to organize an event. I suggested that my friend, Illinois Jacquet, come from New York to play a jazz concert. He agreed to a reasonable price, and when he arrived at Logan Airport, I picked him up, and we made the rounds of all the Boston radio stations that play jazz. We did a great job promoting that first concert, because it sold out. That convinced us to keep bringing talented musical artists to Boston to benefit The Price Center. In the years that followed, we hosted the Count Basie Band, Eartha Kitt, LaVerne Baker and Queen Latifah.

Music has an important role to play at The Price Center, thanks to the Daniel Frank Music Fund.

Yes, Jerry established the fund, and we both support it. As a result, we have Tracy Clark, a talented vocalist, coming regularly, so that she's gotten to know



(Far left) "We specialize in great people," says Dan Frank, who first visited The Price Center approximately 40 years ago and continues to be an effective fundraiser and generous friend. (Left) His early fundraising efforts, working closely with the Fineberg family, had an impact.

everyone's name. We also bring in the G-Clefs, who had a hit record, "Ka-Ding Dong." Everyone loves it. There's a willingness to communicate among everyone at The Price Center. Music is a wonderful way to communicate.

Along with your legacy of successful fundraising for The Price Center, you are a generous donor yourself.

When you know what The Price Center is all about, you have to give. There's such a need for a place like this-the programs, the care, the residences. I love what The Price Center stands for: strong people helping weaker people so that both groups become stronger. I come here every day, and I leave feeling so happy. Everybody meets and greets me, and I raise some money. I meet weekly with Suzanne Kinsellagh, our Director of Development, and enjoy working with her. What I appreciate is the honesty and authenticity of the people here. You get the truth out of everyone. No phonies at 25 Christina Street. We specialize in great people.

A Fall Season of Outreach And a Generous Response



Friends of The Price Center, including Leadership Giving Council members, attended last fall's virtual event and gave generously.

Looking ahead.



Thank You!

Looking ahead: "We love knowing The Price Center is in our boys' future for years to come." — Cynthia Casey

THE PRICE CENTER

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\$25,000 and above Anonymous Gerald and Sandra Fineberg

\$10,000-\$24,999

Anonymous Cynthia and Brian Casey Eastern Bank Charitable Foundation Gwendolyn Fineberg Albert Gordon John Gordon Hamilton Company Charitable Foundation Industrial Boiler & Mechanical Services, Inc. B.B Lederer Sons Foundation The Perpetual Benevolent Fund Pretti Sayana and Jaj Dubani Richard and Rosalyn Slifka

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2020 Donor Listings (July 1, 2019-June 30, 2020)

Thank you for the extraordinary support from the following friends and family for their gifts received during our 2020 Fiscal year. We also gratefully acknowledge all gifts below \$250 received throughout the year. Your generosity really made a difference!

David and Karen English Jerald and Jan Feldman Iris and Gary Fineberg Michelle Fineberg and Eric Levin Paul Fragala Dan and Norma Frank Mark and AnnMarie Freitas Mary T. Gallagher* Alan and Linda Goldstein Richard and Mary Grinley Joshua and Mara Hammerman Michael and Nancy Hurwitz **Richard Iannella** Lowell and Joanne Jaeger Charles and Jane Johnson William and Constance Kantar E. Scott Laughlin John Ledwith Lou and Kathy MacDonald John and Miriam Macht Gloria Michelson Sherry Mullens Marc Pfeffer and Marianne Bowler Stuart and Anne Randle J. Kevin Reilly Susan Romiti Doreen Rosenzweig Laura and Steven Ross Susan Santostefano Fred and Kathy Schaffert Charlotte Crowder Shaughnessy Suzanne Siino and John Perkins Bill and Mary Supple Swerling, Milton, Winnick **Paul Timmins** Vertex Pharmaceuticals Charles and Susan Wagner Kevin White Sidney and Deanna Wolk David and Randi Zussman

\$500-\$999

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\$250-\$499

Gina and Eric Auger Maxwell and Mary Beth Bardeen Paul and Ellen Bell Lew Bergins* John Boucher Rita and Peter Capodilupo Bob Craig Joseph D'Apollo Glenn and Joanna Davis Jack and Nancy Ferris Thomas Flynn The Bill and Melinda Gates Foundation Tara Hayward Deborah Jasset Chandler Johnson Franklin and Colleen Kettle Steve and Sarah Kraus Bernard Leung John Malpiede Marchon Partners Peter and Ann McManus John and Diane McNamara Ted and Kim McNamara Jamie and Richard Miller Siobhan and Brendan Murphy James Nahirny Nick Nardone Eric Pariseau Francesca Pojdl Terrence Riedel Beverly Rockliffe Jessica Santostefano Judith Schemmel **Gregory Schneider** Alys Scott Valerie Spicer John and Amy Sten Teradata Brian and Kim Torrisi Amy Troubh Barry and Madeline Wolfield Brendan Wright John and Patricia Zappi

*deceased

Every effort has been made to ensure the accuracy of this list. Please contact us at 617-244-0065 x 1008 if there is an error and accept our apology.

Financial Summary

REVENUE FY 2020

Contracts	\$6,070,825	66%
Program Services	2,067,582	23%
Grants and Contributions	682,686	7 %
Rental Income and Program Fees	301,724	3 %
Other Income	107,844	1 %
Total	\$9,230,661	
EXPENSES FY 2020		
Residential	\$3,657,534	38%
Intensive Day	1,565,949	16%
Day Habilitation	1,284,235	13%
Employment Services/ Community Based Day	1,038,102	11%
Specialized Supports	615,889	6%
ASCENT	76,177	1%
Family Supports	2,636	0%
Supported Living	20,647	0%
General and Administrative	1,166,383	12%
Fundraising	287,294	3%
Total	9,714,846	

Fiscal year 2020 began as a year of rebuilding for The Price Center. The year took a turn during the last quarter when we elected to close our day programs due to the Covid-19 pandemic for the safety of our clients and staff. Our Community Based Day, Employment Services, Specialized Supports, and both Day Habilitation programs remained closed from March 13 and after the end of the fiscal year, June 30, 2020. During this time, we were able to keep our core staff to continue providing services to the individuals in the group homes who would otherwise be in day programs.

Our management focused on staffing the residences, with an emphasis on keeping our individuals and employees safe and healthy. New expenses, specifically personal protective equipment and additional cleaning supplies, were a new necessity. We also invested in the technology and staff necessary to develop and deliver a remote services platform to allow our day program participants a chance to stay connected and engaged with their Price Center friends and family. Although we ended the year with a deficit, we were fortunate to receive federal funds through the CARES Act, which allowed us to keep our long-term investments intact and cover these extraordinary expenses. State support covered only 87 percent of expenses.

Rental Income and Fundraising General and Other Income 287,294 Prog. Fees Administrative 1,166,383 107.844 Supported Living 3% 301.724 20,647 1% 12% 3% 0% Family Supports 2,636 0% Grants and Residential Contributions 3,657,534 ASCENT 682.686 38% 76,177 7% Specialized . Supports 615,889 6% Employment Services/CBDS **Program Services** 2,067,582 1.038.102 Contracts 23% 11% 6,070,825 66% Day Habilitation 1,284,235 13% Intensive Day 1,565,949 16%

EXPENSES

REVENUE

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