

I-REACH 2, Inc.
STRATEGIC PLAN 2015-2017

Mission Statement: Our mission is to provide high quality, innovative, individualized, therapeutic services to adults with developmental disabilities or brain injuries.

Vision: Providing premier services that promote quality of life, independence, and ability

Our Mission:

“Our mission is to provide high quality, innovative, individualized, therapeutic services to adults with developmental disabilities and brain injuries.”

Our Vision:

“Providing premier services that promote quality of life, independence, and ability.”

At I-Reach it is about PRIDE!

- **Passion:** Leaders who do all that we do from the heart
- **Respect:** Through our actions, we respect ourselves, our participants, our stakeholders, and our company.
- **Integrity :** Being honest and truthful ,following through on commitments and matching actions to your word
- **Dignity:** The unwavering commitment to uphold self-worth and respect
- **Education:** Providing the highest quality services through dynamic curriculum and real life experiences to develop competency and independence

91% of participants served by I-REACH 2, Inc. are funded through the State Division of Developmental Disabilities via what is known as the Medicaid Waiver program. The remaining 09% are on the waiting list for waiver services and are considered private pay. Rates are adjusted significantly to allow the participants to receive services and support as waiver clients do.

The individual’s team, including the guardian, individual served, Individual Case Manager, Direct Care Employees and other professionals or stakeholders decide which services the person is most in need of and also evaluates the progress and needs of the person served at least (2) times per year.

I-REACH 2, Inc. is one of several internationally certified and accredited CARF recognized (Commission for Accreditation of Rehabilitation Facilities) service providers in the State of Wyoming and across the world. Many of our services have been accredited since June of 2000 when I-REACH Inc. first received a three-year accreditation. We are looking forward to our re-accreditation survey in June of 2015.

This Strategic Plan is structured around 5 major goal areas with several objectives for each goal. Input was received through a variety of sources such as:

- Our participants
- Stakeholders, including case managers, guardians, business’s etc.
- I-REACH 2, Inc. Employees and board members.

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Our 5 major goal areas are:

1. Ensure stable and reliable funding
 - a) Preserve existing sources
 - b) Explore new sources
2. Recruit and retain professional and dedicated employees and volunteers
 - a) Recruiting efforts
 - b) Retention plans
 - c) Personnel development and succession efforts
3. Maintain and strengthen our presence in the community with identified stakeholders
 - a) Social media
 - b) Event Participation
 - c) Partnerships with Business
 - d) Government Leaders and Agency engagement
4. Provide the best possible services to our participants
 - a) Residential Care
 - b) Supported Employment
 - c) Community Integration
5. Maintain safe, efficient, and functional facilities , company vehicles, and technology
 - a) Maintenance Plan
 - b) Replacement Schedule
 - c) Ownership Plan

The administrative team and the board of directors will be using this plan as a roadmap to work towards fulfilling our mission, maintaining our vision, and from the top down and bottom living our core values. Along with our top goal of ensuring stable and reliable funding the following table represents a three (3) year resource development matrix that will allow us to work towards fulfillment of our mission, vision, and values.

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Strategic Goal #1 ENSURE STABLE AND RELIABLE FUNDING					
OBJECTIVE 1. Capture 95% of allocable Medicaid Waiver Units					
<i>Action Plan</i>	<i>Accountability</i>	<i>Resource Requirements</i>	<i>Metric</i>	<i>Planning Horizon & Deadline</i>	<i>KPI (Performance Target)</i>
Monitor monthly billing units	Administrative Coordinator	Therap	Therap and Excel Tracking data	Monthly	8% of annual plan per month.
Complete Billing Audits	Service Coordinator	Therap and Billing sheets	Therap/ACS unit counts	Two per year/per participant	95% of allocable billing
Monitor usage and follow up from administrative personnel regarding staffing, service adjustments, etc	Executive Director	Financial reports from QuickBooks, Billing reports from Therap	Budget Reports, Therap	Ongoing	95% plan usage per individual/per year.
<i>Comments/Notes</i>					
OBJECTIVE 2. Maintain and grow annual fundraising event.					
<i>Action Plan</i>	<i>Accountability</i>	<i>Resource Requirements</i>	<i>Metric</i>	<i>Planning Horizon & Deadline</i>	<i>KPI/ (Performance Target)</i>
Planning Committee Meeting	Executive Director	Time	IR4 Art Excel Worksheet	January of each year	Meeting held, decisions documented
Committee targets 5-10 new corporate donors	Executive Director	Time, seed money for early expenses	Financial reports	Jan-Jun of the year	Increase in corporate sponsorships
Fundraiser Held in August of each year	Executive Director		Financial reports	Aug	3% net increase in profit.

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OBJECTIVE 3. Explore options for purchasing a franchise					
<i>Action Plan</i>	<i>Accountability</i>	<i>Resource Requirements</i>	<i>Metric</i>	<i>Planning Horizon & Deadline</i>	<i>KPI/ (Performance Target)</i>
Attend Franchising training through Source America	Executive Director	Workforce Development grants	Training logs	2015	Attendance at training
Develop a detailed implementation timeline	Executive Director Board of Directors	Will be developed after the completion of training	Timeline Developed	2016	Timeline developed
<i>Comments/Notes</i>					
OBJECTIVE 4. Maintain a minimum of 12 full-time waiver funded residential habilitation participants. (This objective is further expanded in strategic goal #4--Services)					
<i>Action Plan</i>	<i>Accountability</i>	<i>Resource Requirements</i>	<i>Metric</i>	<i>Planning Horizon & Deadline</i>	<i>KPI/ (Performance Target)</i>
Maintain connections/networking with Case Managers to inform of potential openings	Service Coordinator	Time, community meetings, newsletters,	Financial reports Individual Service Plans	Ongoing	12 full time residents
Develop a more thorough Rental Agreement at IR2 owned residential sites to comply with CMS requirements	Executive Director	CMS guidance, Behavioral Health Division requirements	N/A	2015	Completed lease agreement
<i>Comments/Notes</i>					

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OBJECTIVE 5. Explore funding options through United Way and other corporate funding sources					
<i>Action Plan</i>	<i>Accountability</i>	<i>Resource Requirements</i>	<i>Metric</i>	<i>Planning Horizon & Deadline</i>	<i>KPI/ (Performance Target)</i>
Apply to be a United Way agency	Executive Director	Time	Agency application	2015	Acceptance as a United Way agency
Explore ongoing funding through Baker-Hughes or other energy corporations in Casper.	Executive Director	Time, company contacts,	Meeting notes, financial reports	2015	See Resource Development Matrix
Maintain funding through current community resources	Executive Director	Volunteers for API, Nic Fest, Events Center.	Financial Reports	ongoing	See Resource Development Matrix
<i>Comments/Notes</i>					
OBJECTIVE 6. (INTENTIONALLY LEFT BLANK FOR EXPANSION OF THE PLAN)					
<i>Action Plan</i>	<i>Accountability</i>	<i>Resource Requirements</i>	<i>Metric</i>	<i>Planning Horizon & Deadline</i>	<i>KPI/ (Performance Target)</i>
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STRATEGIC GOAL 2: Recruit and retain professional and dedicated employees and volunteers					
OBJECTIVE 1. Increase employee retention rates					
<i>Action Plan</i>	<i>Accountability</i>	<i>Resource Requirements</i>	<i>Metric</i>	<i>Planning Horizon & Deadline</i>	<i>KPI/ (Performance Target)</i>
Develop a mentor program for new staff	Administrative Team	Fiscal resources to compensate mentors a small stipend	Meeting Minutes,	2015	Turnover rate reduced by 2-5%
Increase staff recognition activities to increase moral	Program Coordinators/Managers	Fiscal, time	Employee satisfaction survey to measure overall satisfaction	2015 and ongoing	Turnover rate reduced by 2-5%
Explore options for training opportunities with Casper College	Executive Director Board of Directors	Financial support, College staff	Transcripts, training logs	2016	
<i>Comments/Notes</i>					
OBJECTIVE 2. Explore Options to provide health insurance and other benefits					
<i>Action Plan</i>	<i>Accountability</i>	<i>Resource Requirements</i>	<i>Metric</i>	<i>Planning Horizon & Deadline</i>	<i>KPI/ (Performance Target)</i>
Meet annually with insurance carriers and other benefit carriers	Executive Director	Time	Meeting notes	2015 and ongoing	
Host an enrollment training for the Affordable Care Act	Business Manager		Meeting minutes	2015 and ongoing	
Monitor Employer Mandates/requirements under the ACA	Business Manager	SHRM, Healthcare.gov,	N/A		

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OBJECTIVE 3. Strengthen staff training/development including succession training opportunities					
<i>Action Plan</i>	<i>Accountability</i>	<i>Resource Requirements</i>	<i>Metric</i>	<i>Planning Horizon & Deadline</i>	<i>KP/ (Performance Target)</i>
Conduct an employee training survey	Executive Director	Survey	Survey Results	2015 and ongoing	75% of surveys returned.
Provide training opportunities for job coaches and day staff to meet DDD training requirements	Executive Director	Workforce grants, relevant training opportunities	Training logs	2015 and ongoing	Ongoing DDD/CARF accreditation
Utilize Board members for content specific trainings	Executive Director		Training logs/minutes	2015 and ongoing	1 board hosted training/year
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STRATEGIC GOAL 3: Maintain and strengthen our presence in the community with identified stakeholders					
OBJECTIVE 1. Social Media					
<i>Action Plan</i>	<i>Accountability</i>	<i>Resource Requirements</i>	<i>Metric</i>	<i>Planning Horizon & Deadline</i>	<i>KPI/ (Performance Target)</i>
Continue to use social media sites as a portal for advocacy and program awareness	Service Coordinator Executive Director Administrative Coordinator	Internet connections, computers, staff	Weekly facebook reports	2015 and ongoing	Increase in social media followers
Revamp the IR2 website to include a portal to sell items crafted by Day Services participants.	Service Coordinator Executive Director Administrative Coordinator	Computer expertise, fiscal resources	Increased web traffic—baseline taken during 1 st year	2015	Completed website that is disability friendly, in years following revamp, increased followers by 15% annually.
Highlight identified stakeholders in program newsletters, Facebook, and website	Service Coordinator Executive Director Administrative Coordinator	Time, internet connections, computers	Number of stakeholders promoted through media outlets	2015 and ongoing	36 recognition activities
<i>Comments/Notes</i>					
OBJECTIVE 2. Event Participation					
<i>Action Plan</i>	<i>Accountability</i>	<i>Resource Requirements</i>	<i>Metric</i>	<i>Planning Horizon & Deadline</i>	<i>KPI/ (Performance Target)</i>
Participate in a monthly community volunteer activity	Residential Manager Day Services Manager	Available activities, staff and participants, transportation	Participant volunteer timesheets	2015 and ongoing	1 event per month
Support activities during disability awareness month in March of each year	Service Coordinator	Available funds, staff	Media releases, financials,	2015 and ongoing	2-4 activities/year

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OBJECTIVE 3. Increase networking and partnerships with businesses and local governmental agencies					
<i>Action Plan</i>	<i>Accountability</i>	<i>Resource Requirements</i>	<i>Metric</i>	<i>Planning Horizon & Deadline</i>	<i>KPI/ (Performance Target)</i>
Increase participation with the Casper Area Chamber of Commerce	Executive Director Service Coordinator Board Members	Annual Dues	N/A	2015 and ongoing	3 chamber events/year
Explore options for membership in local service organizations	Executive Director	Board support, financial support	Fiscal records, meeting attendance,	2016	Increased stakeholder support by 5% annually
Increase engagement with elected officials	Executive Director	Board support, financial support	N/A	2015 and ongoing	Contact notes
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STRATEGIC GOAL 4: Provide the best possible services for all program participants					
OBJECTIVE 1: Supported Employment					
<i>Action Plan</i>	<i>Accountability</i>	<i>Resource Requirements</i>	<i>Metric</i>	<i>Planning Horizon & Deadline</i>	<i>KPI/ (Performance Target)</i>
Develop and conduct a survey of program participants who want to work in the community.	Service Coordinator	Complete employment packet for each individual.	Survey results.	2015	90% of participants take survey
Increase contacts with Casper area employers who support employment opportunities for our participants.	Service Coordinator Employment Specialist Executive Director	Wyoming Governors Council, employment grants, current DVR vendors.	Documented employer contacts, see actions plans in stakeholder section.	2015 and ongoing	Increased community placements by 2% year.
As the supported employment program grows, hire additional employment specialists	Service Coordinator	Workforce grants for training, fiscal resources	Number of DVR referrals, internal placements	2016	Increase in numbers of individuals receiving employment services. Increase in the number of supported employment units
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STRATEGIC GOAL 4: Provide the best possible services for all program participants					
OBJECTIVE 2. Day Services					
<i>Action Plan</i>	<i>Accountability</i>	<i>Resource Requirements</i>	<i>Metric</i>	<i>Planning Horizon & Deadline</i>	<i>KPI/ (Performance Target)</i>
Develop a job development class for staff.	Day Services Manager, Employment Specialist	30 Ways to Shine, ACRE curriculum , Skills to Pay the Bills	Training logs, meeting notes, certificates of completion certificates.	2015	80% of day services staff pass the course.
Implement the job development class for participants	Day Services Manager Direct Care staff	30 Ways to Shine, ACRE curriculum , Skills to Pay the Bills	Training logs, meeting notes, certificates of completion certificates.	2016	15% of program participants expressing an interest in working from employment survey pass the course.
Create 2-3 in-house activities (photography, sewing, etc) that can generate revenue for community integration activities.	Day Services Mangers, staff	Pinterest, donations to support the classes, website	QB reports, classroom schedules	2016	Items sold
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STRATEGIC GOAL 4: Provide the best possible services for all program participants					
OBJECTIVE 3. Residential Services					
<i>Action Plan</i>	<i>Accountability</i>	<i>Resource Requirements</i>	<i>Metric</i>	<i>Planning Horizon & Deadline</i>	<i>KPI/ (Performance Target)</i>
Strengthen tracking of Health/Medical needs for our participants.	Administrative Specialist (participant support) Executive Director	Therap, staff training,	Therap reports, training logs	2015	Health related data available in Therap.
Increase access to cultural, educational, recreational activities	Residential Managers Service Coordinator	Transportation, money, staff	Activity calendars, cash transaction logs	2016 (15 will be the baseline year)	2 activities per month starting in 2016.
Decrease the number of Dr. visits/year beyond- routine check-ups	Residential Managers Service Coordinator	Grocery funds, activity funds, guardian support	Financial reports, Dr. reports	2015 and ongoing	2015 baseline year, decrease of 5% moving forward.
<i>Comments/Notes</i>					

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GOAL 5: Maintain safe, efficient, and functional facilities , company vehicles, and technology					
OBJECTIVE 1. Maintenance Schedule					
<i>Action Plan</i>	<i>Accountability</i>	<i>Resource Requirements</i>	<i>Metric</i>	<i>Planning Horizon & Deadline</i>	<i>KPI/ (Performance Target)</i>
Develop a comprehensive maintenance schedule for all facilities	Executive Director	Persons with expertise in maintenance		2016	Scheduled completed
Maintain a comprehensive inventory for all sites.	Executive Director	Time		2016	Inventory completed
Implement the maintenance schedule	Executive Director	Fiscal resources, maintenance personnel.	Work orders, fiscal reports	2017	Reduction in maintenance costs by 10% over 3 years
<i>Comments/Notes</i>					
OBJECTIVE 2. Replacement Plans					
<i>Action Plan</i>	<i>Accountability</i>	<i>Resource Requirements</i>	<i>Metric</i>	<i>Planning Horizon & Deadline</i>	<i>KPI/ (Performance Target)</i>
Explore options to replace in-house server with a cloud based solution	Executive Director	Fiscal resources, staff capacity	Bids from cloud vendors	2015	Cloud vendor selected
Reduce employee mileage costs by leasing/purchasing additional program vehicles	Executive Director	Fiscal resources	Purchase orders, mileage logs, QB reports	2015	Reduced mileage reimbursements
Replace 2-3 computers/tablets per year	Executive Director	Fiscal resources	QB reports	2015	Same as action plan

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OBJECTIVE3. Ownership Plans					
<i>Action Plan</i>	<i>Accountability</i>	<i>Resource Requirements</i>	<i>Metric</i>	<i>Planning Horizon & Deadline</i>	<i>KPI/ (Performance Target)</i>
Submit CDBG grant to purchase Harmony House	Service Coordinator Executive Director	\$9,000 for a 3% down payment	Grant application	2015	Grant awarded
Explore options to relocate Day Service Facility.	Executive Director	Attorney to evaluate lease, available spaces	Attorney notes, available properties	2016	Relocated facility by 12/17
Refinance current mortgage on Serenity to reduce interest rate and mortgage maturity	Executive Director	Banking resources	Mortgage documents	2015	Fiscal reports, mortgage documents.
<i>Comments/Notes</i>					