



## 2022 PERFORMANCE MEASUREMENT AND IMPROVEMENT PLAN

*CREATING INNOVATIVE AND GENUINE OPPORTUNITIES FOR PEOPLE WITH DISABILITIES OR DISADVANTAGES AT HOME, AT WORK, OR IN THE COMMUNITY*

## **MISSION**

At MRCI, the focus is on helping individuals become successful since 1953. MRCI has been providing innovative and genuine opportunities for individuals with disabilities and disadvantages at home, at work and in the community.

MRCI, private, nonprofit organization, is one of Minnesota's largest and most diverse providers of employment, day services and self-directed services. With a person-centered focus, innovative programming has evolved to ensure MRCI operates as a true leader in providing opportunities for individuals within their home, work and community.

## **MRCI PROGRAMS**

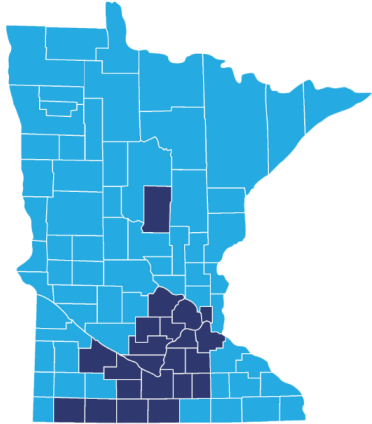
MRCI provides a menu of programming licensed by the state for individuals with disabilities who desire day services (EASE, Virtual and Community-Based Day Services), and supported employment (community employment). MRCI provides non-licensed programming for transitional services (work skills training) and placement services (community employment). MRCI assists individuals with disabilities and families who have client-directed service budgets from the state to provide their own care and programming. And lastly, MRCI provides employment services required as a component of government assistance programs such as MFIP and SNAP to individuals with disadvantages.

## **OUTCOME MEASUREMENTS**

The data contained in this report is collected using surveys, case management software statistics, Vertex system, Cache system, payroll information, and individual program outcome data.

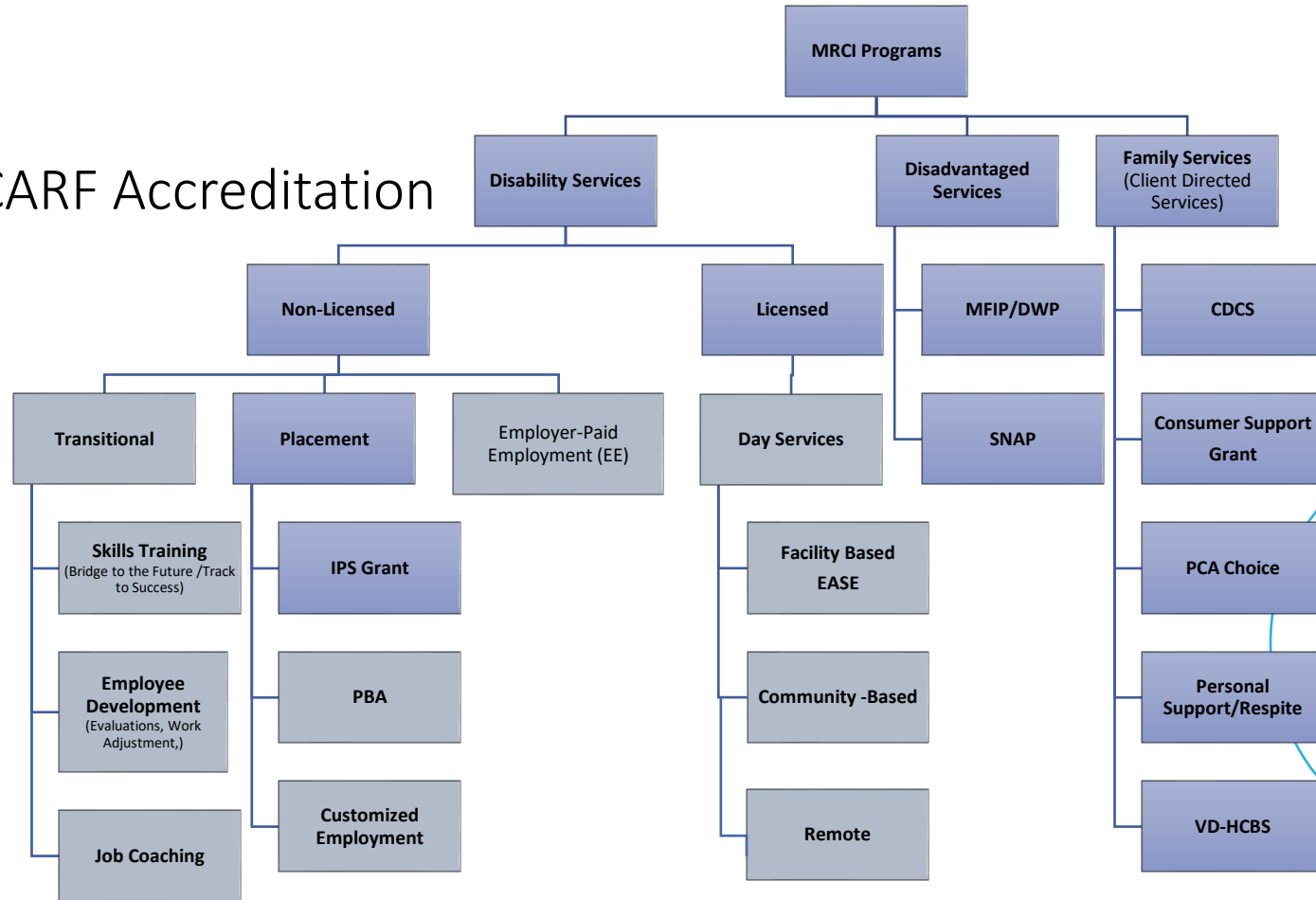


# Programs and CARF Accreditation



MRCI is reviewed by national CARF surveyors every three years.

In 2022, MRCI received exemplary conformance in their program management.




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Work Adjustment (Employee Development Services) and Job Coaching, Driver's Education  
Employee Development Services (EDS) Training, Benefits Coaching

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Employment Skills Training Services(EST) Track to Success. Bridge to the Future, PreETS, Customized Employment  
Community Employment Services (CES) Job Development (CES:JD) Supported Employment, Performance Based Agreement (PBA),  
Job Development (CES:JD), Employment Supports (CES:ES)

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MRCI celebrated successes throughout 2022.

- **January** - MRCI Map Drive location was sold. This was the last building to be sold which brought closure to our old MRCI programming.
- Virtual Day services achieved a record high of 40 clients participating in one day.
- **February** – MRCI earned CARF Exemplary Conformance Recognition for programs and achieved a three-year accreditation.
- **March** – MRCI program participants attended the Virtual Disability Day at the Capitol.
- **May** – Phish alert campaign to reduce phishing within MRCI. A phish email “quick click” and phish training was created for all staff.
- Bridge to the Future classes expanded into the Truman and St Peter schools.
- **June** – COVID testing was no longer required weekly for un-vaccinated staff.
- All Staff and Client summer picnic was held at MRCI East Park.
- MRCI received all time high incentive compensation through SFY 2020-2021 EE Grant.
- **July** - Received approval for expansion funding of services for three staff through our EPT Grant into Northern Hennepin, Rice, Dodge, Steele, and Waseca counties.
- **August** – MRCI staff and participants participated in the community pep rally for Mankato Marathon runners.
- **September** – Annual “Whose Line is it Mankato” fundraiser raised a net profit of \$44,067.
- MRCI was named “Non-Profit of the Month” through KEYC.
- **October** – Geotabs assigned to all vehicles ensuring safety for our community-based program staff and participants.
- An All- Staff Appreciation Event was held at the Kato Ballroom with Johnny Holms Entertainment.
- **December** – MRCI Employment Team achieved the highest recorded employer-paid hours since COVID. 28,659 employer-paid client hours were reimbursed from State of Minnesota EE Grant.

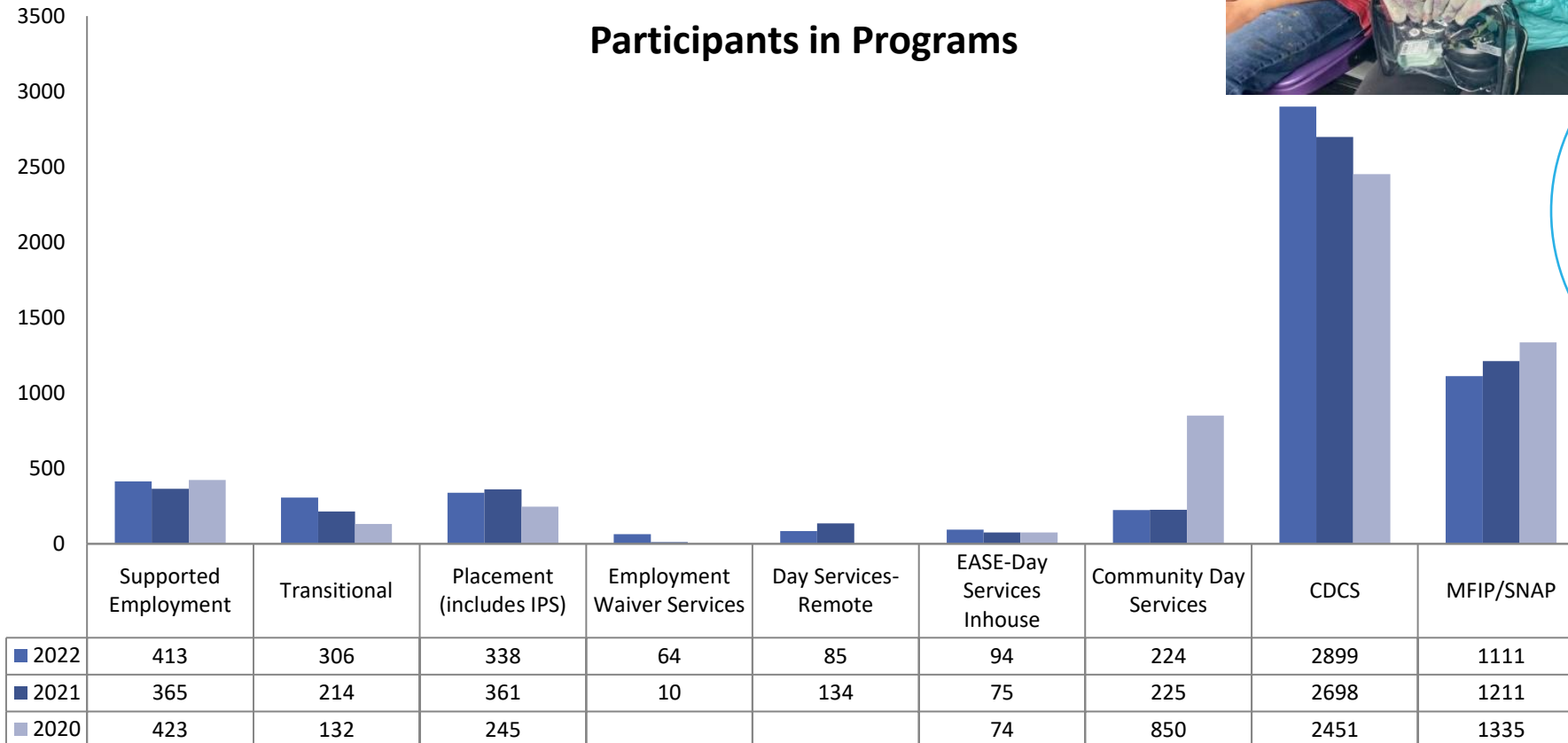


# MRCI Program Participation

Transitional services increased significantly from 2021 largely due to the increase participation in our PreETS services. Employment services also increased in both waived and non-waived employment funded services. Remote Day Services decreased due to remote participants transitioning to Community based, transitional, placement and employment services. CDCS continues to increase annually adding 201 participants in 2022.

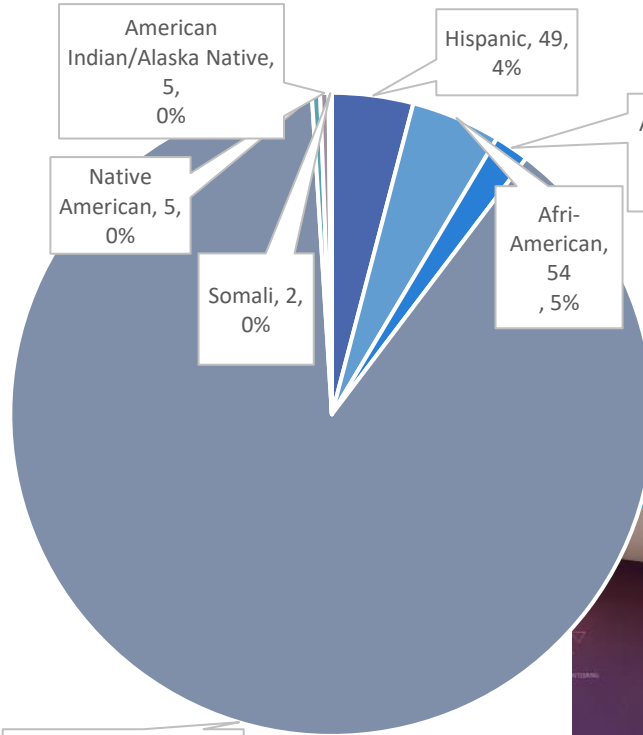


**Participants in Programs**

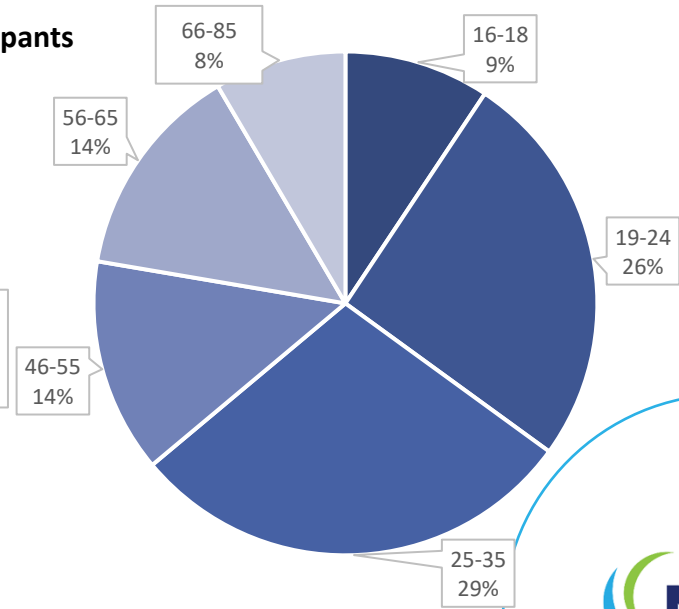


# Disability Program Participant Data

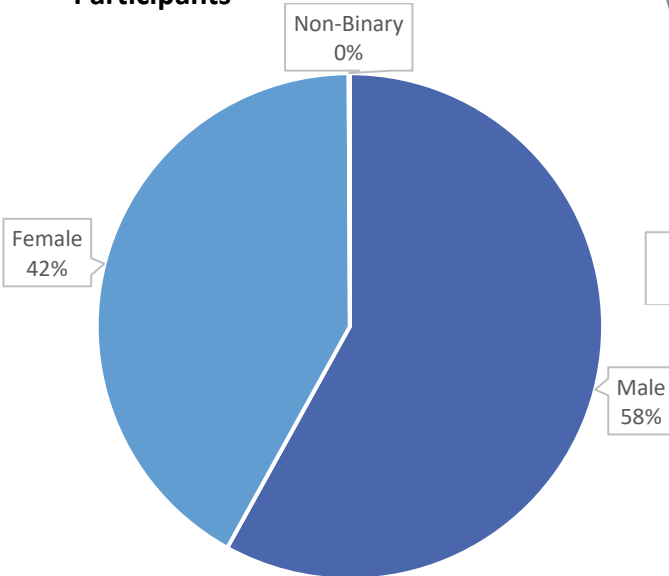
### Ethnicity of Participants



### Age of participants

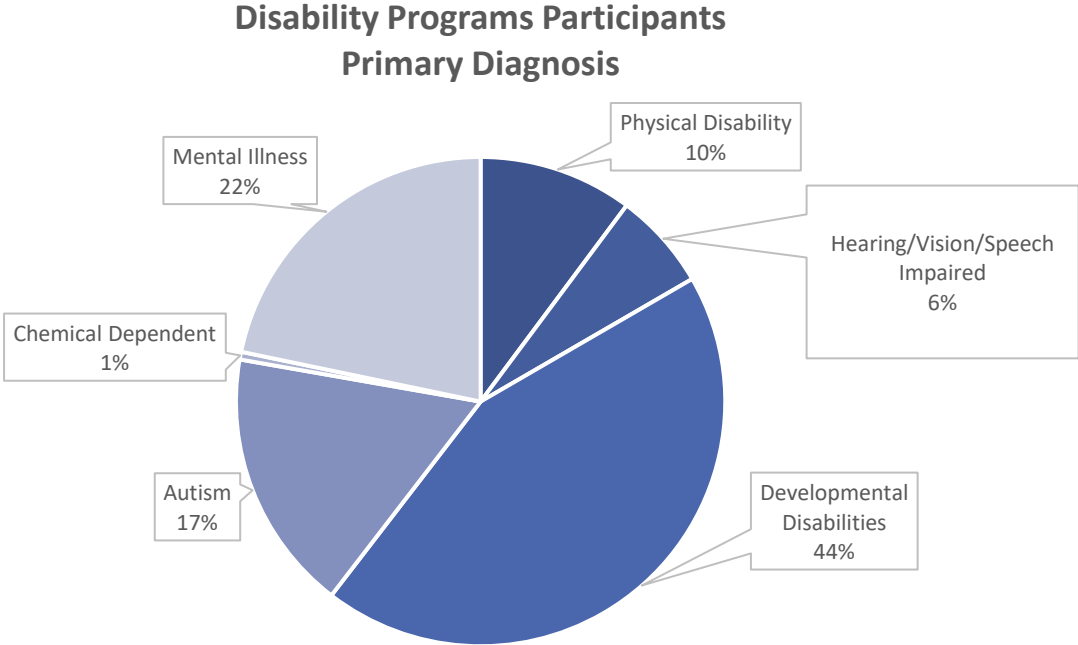


### Gender of Participants



# Disability Program Participant Diagnosis

Developmental disabilities continue to be the primary diagnosis for the disability program participants with mental illness being the second highest primary diagnosis. Autism spectrum diagnosis increased slightly from 16% to 17% along with hearing, vision and speech impaired diagnosis which increased from 2% to 6%. Our programs are continuing to grow from 1035 participants in 2021 to 1141 in 2022.



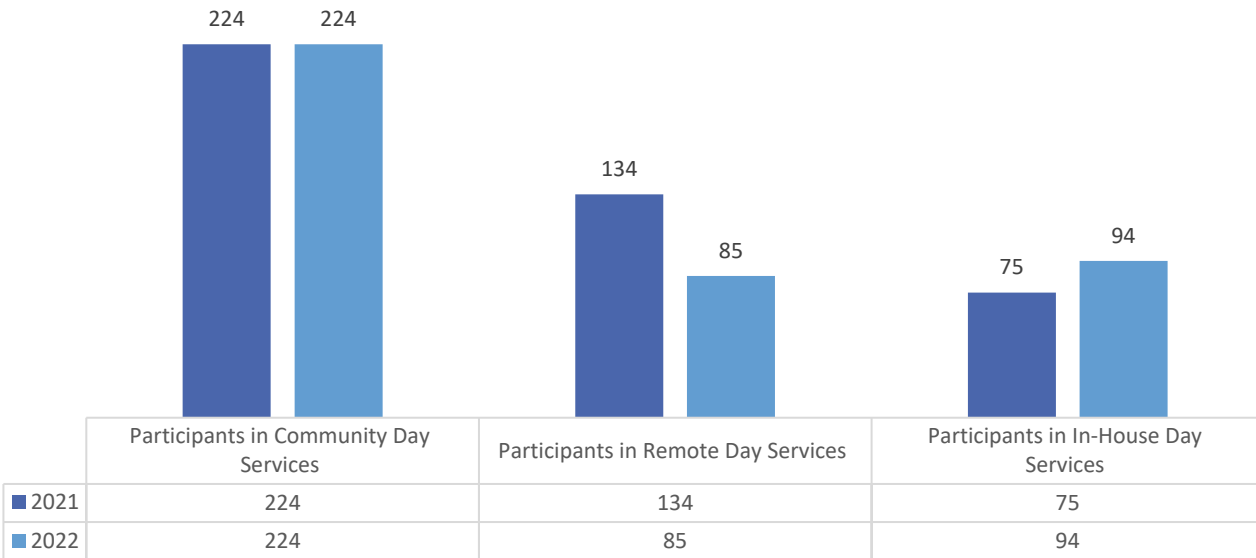
# Day Support Services

Day Support Services Community-based, Remote and EASE (in-house) comprise MRCI’s Day Support Services Program. These three services supported 346 individuals during 2022. Participants have the option to participate in one or more MRCI services, 96 individuals were served in 2 or more MRCI supported services during 2022.

Community-based Day Services is licensed through State of Minnesota. The license is based on a 1:4 staffing ratio which consists of a day support specialist and 4 program participants. Community activities are planned weekly by the specialist and their 4 participants. The specialist picks up each client from their residence each day and enjoys the community activity that was planned by the group.

Remote(virtual) Day Services was created during the COVID pandemic to provide clients with social interaction. The State of Minnesota recognized the need to continue this service after COVID guidelines were lifted. 46 of the individuals participating in Remote (virtual) services also participate in other MRCI services.

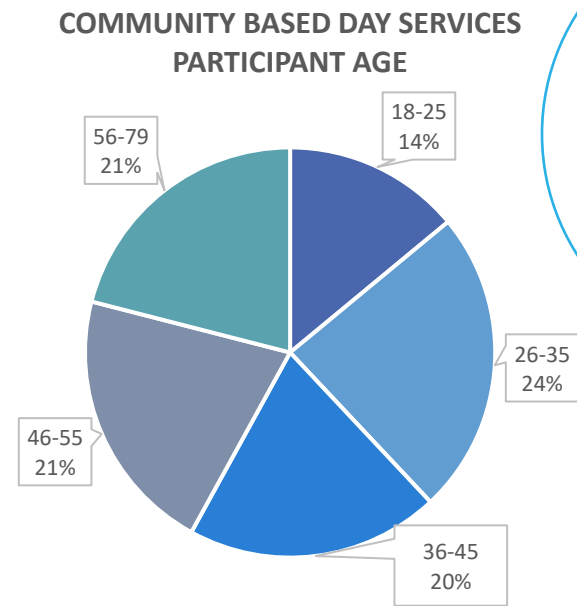
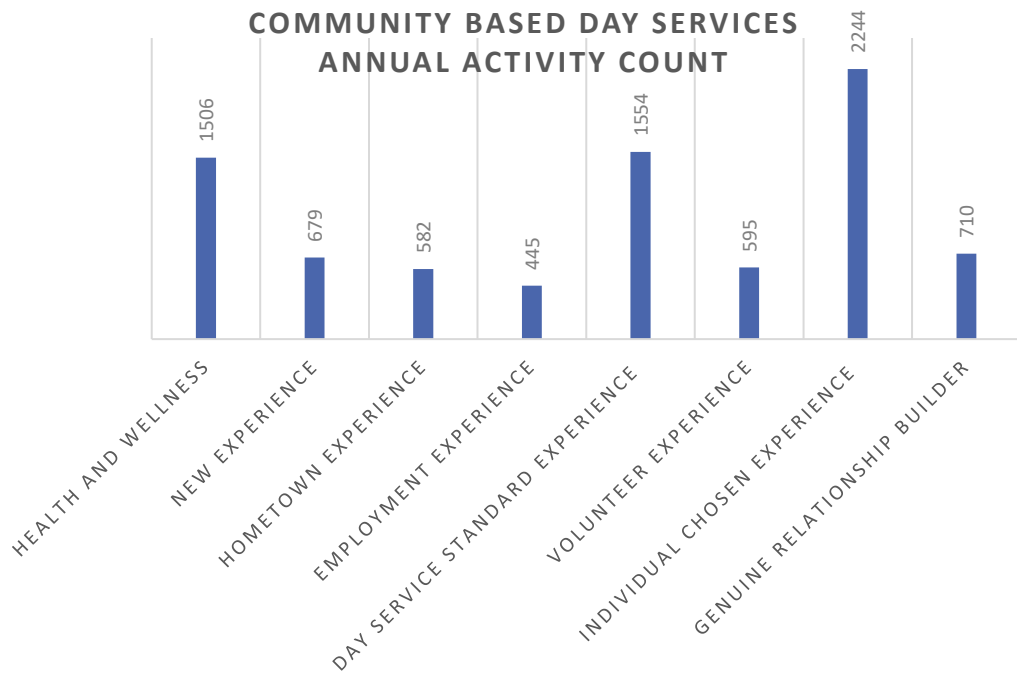
In-House Day Services (EASE) continues to increase. This service provides in-center activities for the Mankato and New Ulm communities. Individuals participating are typically 55 or over. Services include a mixture of community-based and center-based with a staffing ratio of 1:4.





# Community Based Day Services

224 individuals participated in our Community-based Day Services during 2022. 85 individuals participating in community –based day services also participated in another MRCI service. In August 2022, criteria was established for all community- based activities based to ensure participants were achieving meaningful person-centered activities. Eight category guidelines were established. Categories included: Health and Wellness, New Experience, Hometown Experience, Employment, Day Service Standards, Volunteer Individual Chosen and Genuine Relationship Building. At the end of 2022, MRCI had 39 vans with 4 individuals each were participating in this fully community-based activity service.



# Remote Day Support Services

85 individuals participated in our MRCI Remote Day Services. 54% of the individuals participating in remote day support services also participated in one or more of our other services. 1242 remote sessions were offered during 2022.

Volunteers are scheduled to create community involvement for our remote participants.

The list below includes a few of the volunteers who enriched our remote services in 2022:

- Chaska Fire Department
- The Retrievers
- Big Dipper Bee Company
- MN-WI K9 Search and Rescue
- Wild Cat Sanctuary
- Save a Fox
- KEYC
- MSU
- Green Lotus Yoga and Healing Center
- Muscle Car Restoration
- St Peter Dental
- Jacobson Farms
- Stage 1 Sound – Dan Warner
- National Park Service – Brad Farlinger
- Rice County Historical Society
- Live Fit Fitness Gym -

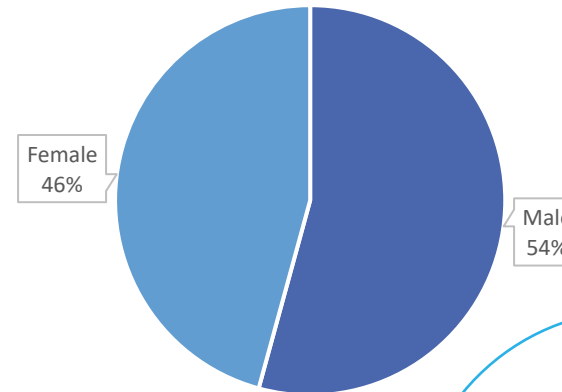


# EASE –Embracing Aging through Social Engagement

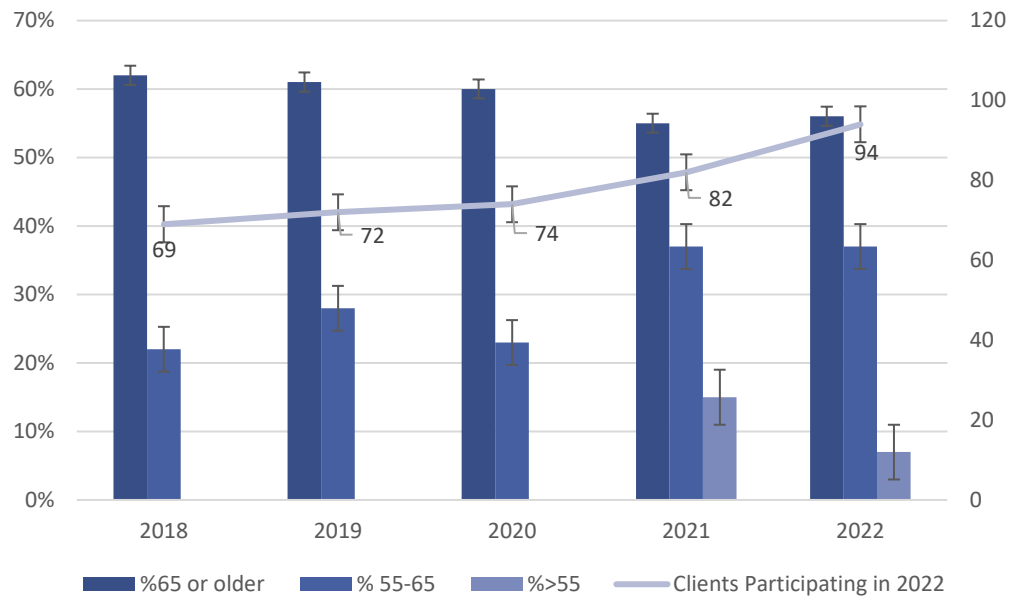
MRCI provides center-based day service programming in two licensed settings in southern Minnesota: Mankato and New Ulm. Participants are usually transitioning to retirement or fully retired and desire healthy and engaging recreation and leisure activities. Community integration is built into daily and monthly activities along with other features such as music, pet and art therapy, volunteering, and health and wellness programs.

23% of EASE participants participated in other MRCI services during 2022.

GENDER



COUNT AND AGE BREAKDOWN OF PARTICIPANTS



# Community Volunteer Experiences

MRCI Day Support Services partners with a variety of community sites and individuals to enhance our participants program and support for our community partners. We continue to look for new volunteer experiences for the community- based services participants.

A few of our MRCI volunteer experiences for 2022 include:

- ARC – Bloomington – sorted items and assisted in displaying them
- Meals on Wheels-Lakeville, Chaska, New Ulm – delivered meals to shut-ins
- Feed My Starving Children – Eagan –labeled food bags
- New Ulm Chamber – delivered Chamber calendars
- Bethesda Thrift Store – sorted items and assisted with display
- Little Free Library – Savage – delivered books to “little library” boxes in the Savage area
- Windmill Animal Rehabilitation – fed, walked and assisted with clean up for animals
- BENCHES – folded laundry, fed and clean up of animals.
- ECHO Food Shelf – made crates, bagged produce, assisted with clean up of area.
- Loyola School – worked and lunched with study buddies.
- CADA House – baked desserts for residents.
- St Peter Thrift Store – organized clothing, cassettes and books.
- Legion – Shakopee – assisted with Valentine’s decorations.
- Humanity Alliance – labeled containers.
- Library – Rosemount – read books in group and created a group story time with community members.
- Watonwan County Humane Society – assisted with cleaning, feeding pets.
- New Ulm Senior Dining – delivered meals to shut-ins.
- Ivy House New Ulm – assisted with cleaning.
- United Way – Books for Kids Program – labeled books for mailing.
- Belmond Park – assisted with clean up of park with community members.
- ReStored Thrift Store – tagged and displayed clothing and cassettes

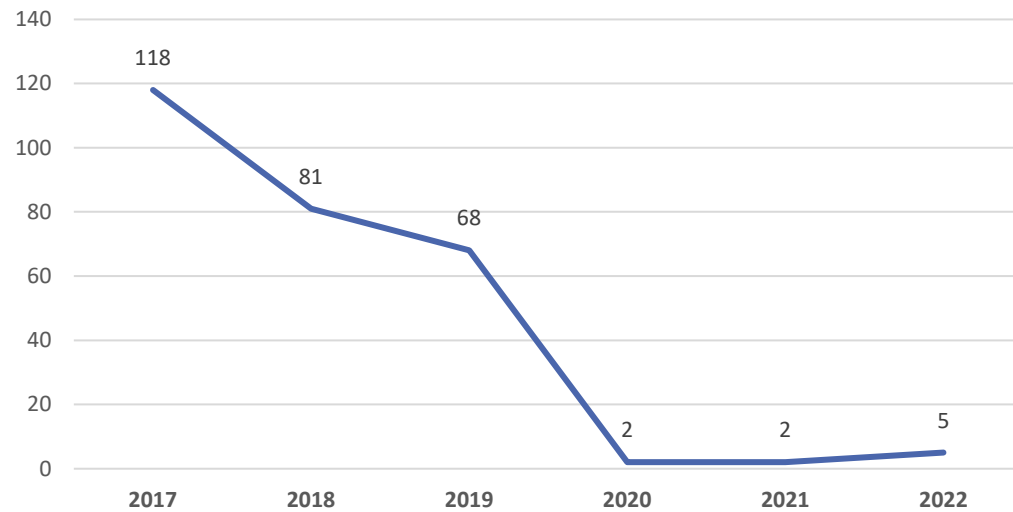


# Evaluation

On-the-Job Evaluation provides individuals as well as their team the opportunity to evaluate the suitability of a career or occupational area of interest. The service is typically provided prior to the determination of a specific job goal.

- Five individuals were referred to our Evaluation services in 2022. After Evaluation services were completed, outcomes varied, only one participant was terminated and referred to another agency. 4 of the 5 participants entered additional training and placement services within MRCI. These services included placement, PreETS and Track to Success services

Evaluation Program Participants



# Pre-Employment Transition Services (Pre-ETS)

MRCI provides Pre ETS in all 6 Employment communities. Pre-ETS services include job exploration counseling, work-based learning experiences, workplace readiness training, instruction in self advocacy, and post-secondary education counseling. This service is available to students, aged 14-21, who are eligible or “potentially eligible” for Vocational Rehabilitation Services.

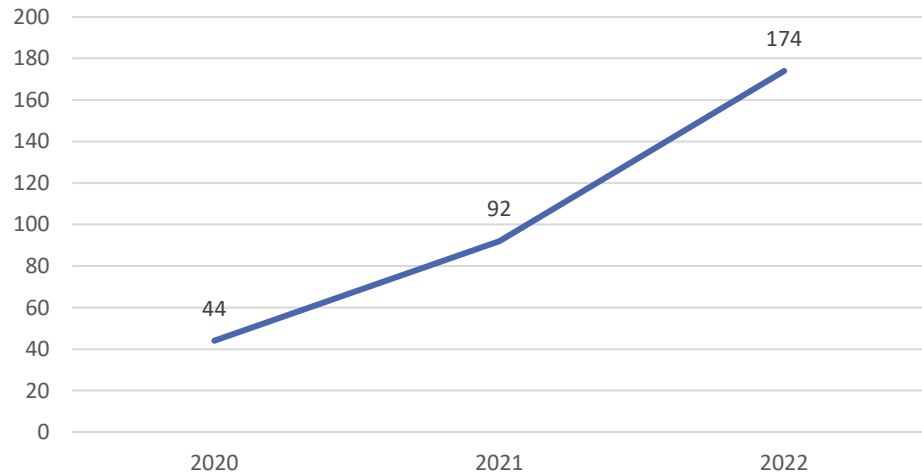
DEED- VRS reserves 15% of their funding for Pre ETS.

The service Pre ETS-Work Experience has also been part of the decrease in On-the-Job Evaluation referrals. It allows the individual to work at an employer site and get paid by MRCI at a competitive wage. MRCI gets reimbursed by DEED at the rate of competitive wage + 50% per hour. A job coach can be added to this service at the reimbursement rate of \$75 an hour.

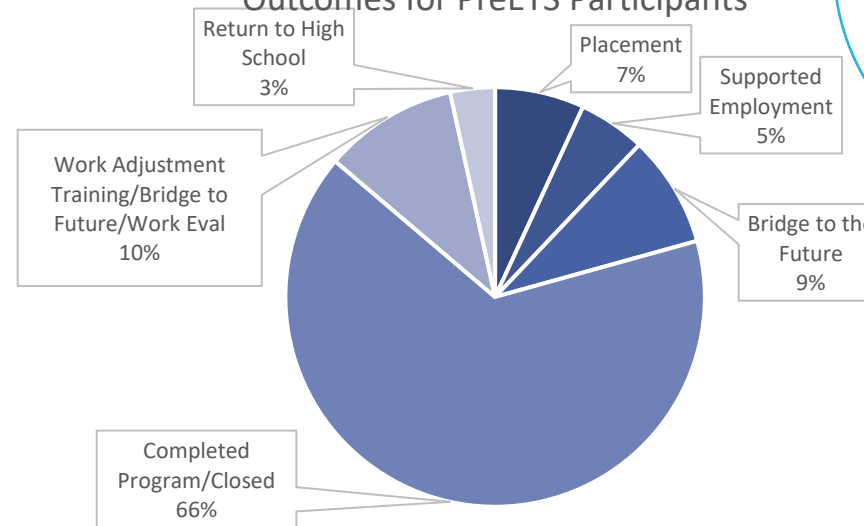
The same services listed for the Pre ETS services can also be provided to those older than 21. This is listed under the General Services section in the DEED contract.



PreETS Participants



Outcomes for PreETS Participants



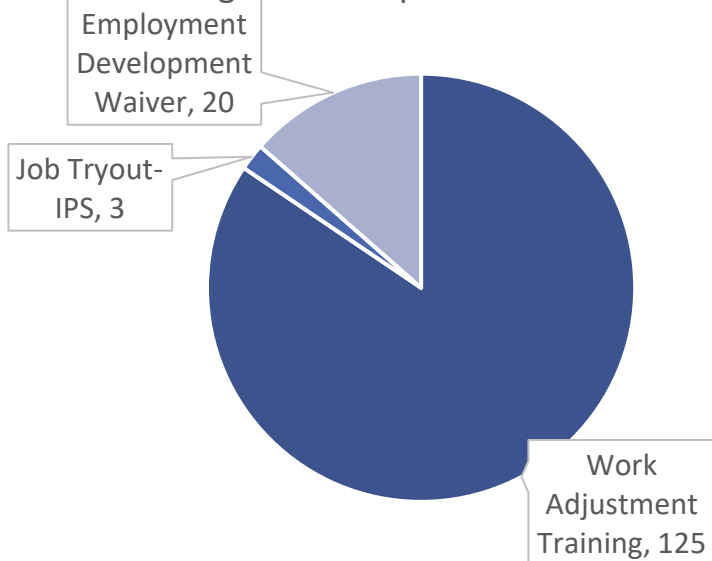
# Development Services

Licensed (Employment Development Waiver) and non-licensed programming includes service supports for work preparedness goals, on-the-job coaching, job try-outs, and school to work transitional experiences. Developmental Services are funded by DEED and DHS. Participants typically use the services for short term assistance and move on to job placement or other programming.

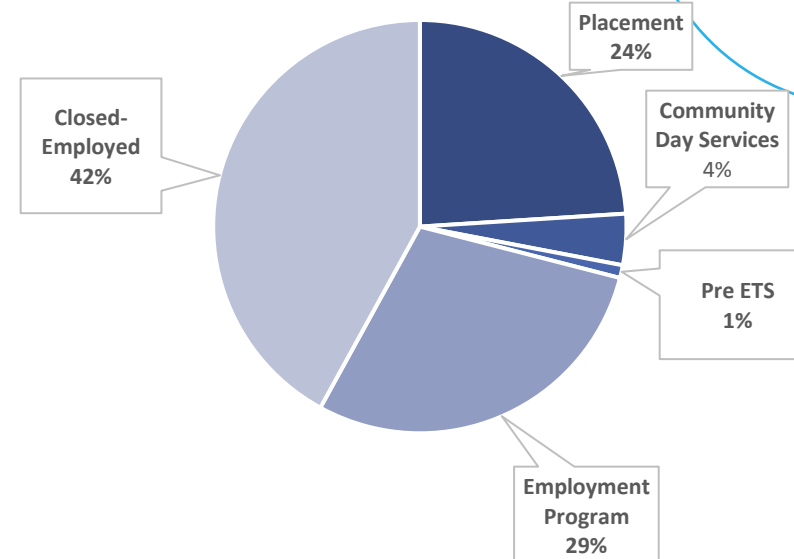
## Trends

- Majority served in the Work Adjustment Training section were participants completing a job try out prior to getting hired by an employer or needing job coaching at their competitive employment site.
- Due to Pre-Employment Transition Services, the School to Work Program has decreased to 0.
- Job try Out- IPS is separate due to internal billing.

Program Participation breakdown



Participant Outcomes



# Skills Training Services

Classes are offered typically 2 times a year but can be subject to change with demand. Participants are referred and funded by DEED or by Waivered County Case Managers. Many participants seek competitive, integrated employment after the services are completed while others join other MRCI programming. Participants in Bridge to the Future usually return to school and continue with using Pre ETS services.

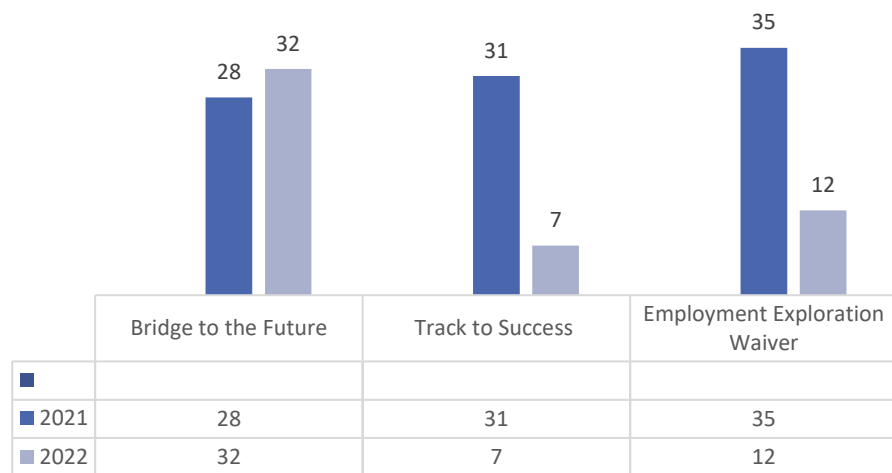
Bridge to the Future provide participants ages 14-24 with the tools they need for a successful transition from education into the world of work. Each session provides training in job search and retention, as well as soft skills to help build self-confidence and accountability. Outside of the classroom, the program provides hands-on training with area business partners.

Track to Success strives to improve communication and interpersonal skills, as well as situational judgment and problem solving for each participant. Each day, participants practice and develop the skills they have learned in class at a variety of community employers. Some other highlighted areas of focus are on-the-job coaching in the workplace, self-care, relationships, and accommodation, work skills training and coaching, employer relations and natural supports, and transportation coordination.

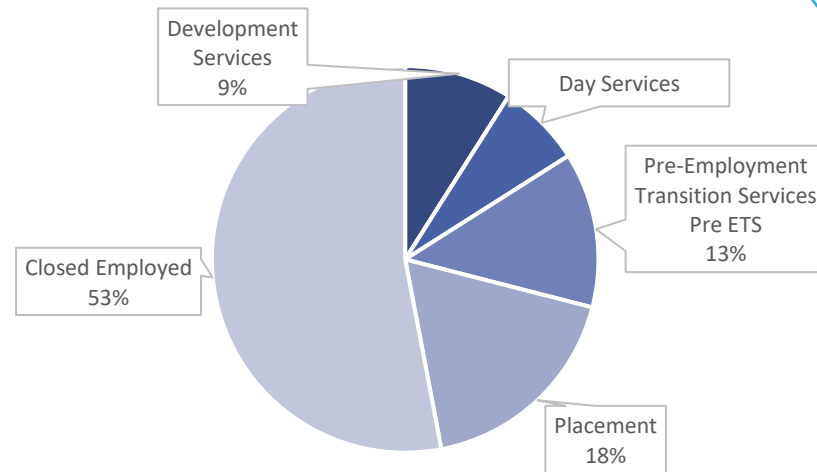
Employment Exploration Service (EES) is funded by DHS and new in 2021. EES can be funded in staff ratios ranging from 1:1 to 1:5. MRCI typically does this in a 1:4 ratio for a duration of 10 weeks. The curriculum is comparable with the Track to Success except for a non-paid work activity in the afternoon. MRCI also utilizes Waivered Employment Development Services in this process for 1:1 employment planning which consists of individual assessments, benefit planning, and building a profile in the DB 101 My Vault program. In 2022, MRCI discontinued providing the service Employment Exploration and moved to providing it with in the Employment Development Service in a 1:1 setting.



Participation by Program Service



2022 Participants Outcomes

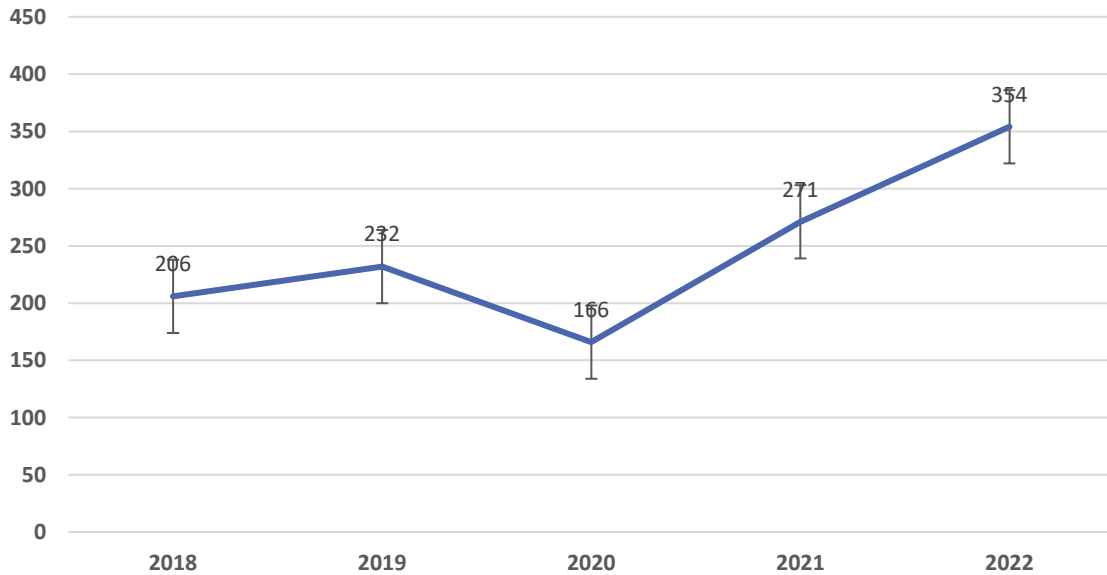




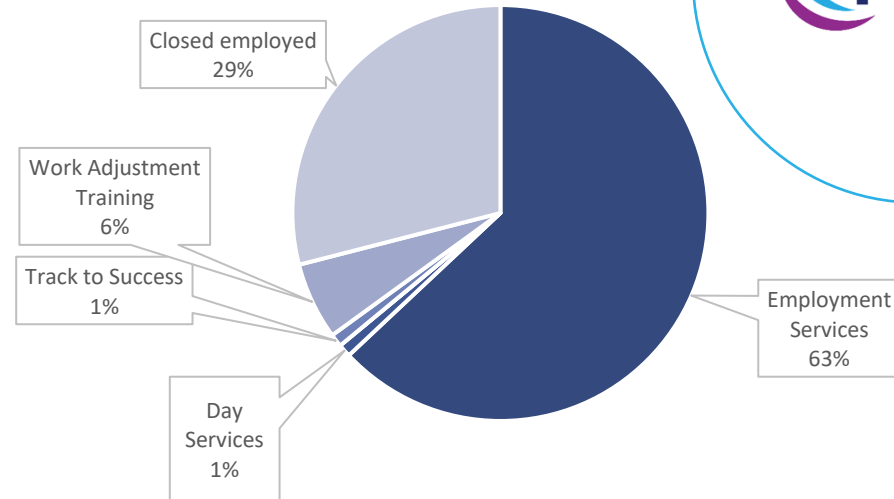
# Job Placement

This area of non-licensed programming provides participants with placement planning, job development, and job stabilization services in a milestone-based service designed to achieve competitive, integrated employment. In July, DHS and DEED collaborated to implement E1MN. E1MN consists of Engage, Plan, Find, and Keep. PBA, which is DEED funded, is the Find stage. In previous years, DHS had the ability to use Waivered Employment Development Services as a form of placing a participant in a job. Now with E1MN, the Waiver can only pay for this service if DEED is unavailable. E1MN reimburses a 4<sup>th</sup> milestone payment of \$1200 at 120 days of service, if the participant has not met their 90-day success on the job and was referred as a E1MN PBA.

### ANNUAL PARTICIPATION IN JOB PLACEMENT SERVICES



### PARTICIPANT OUTCOMES



# Employment Supports

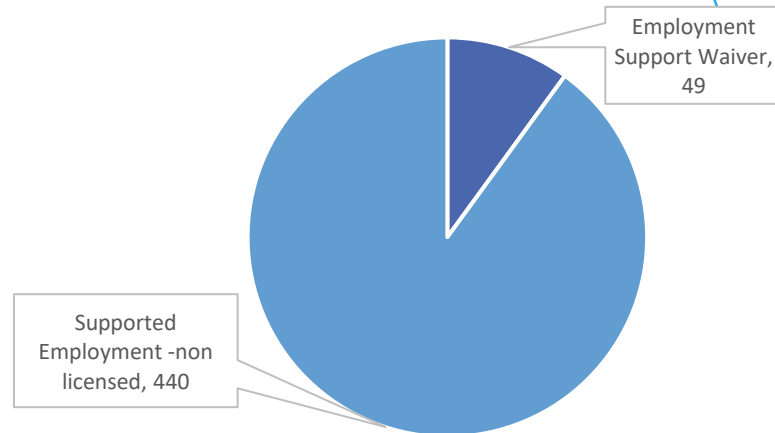
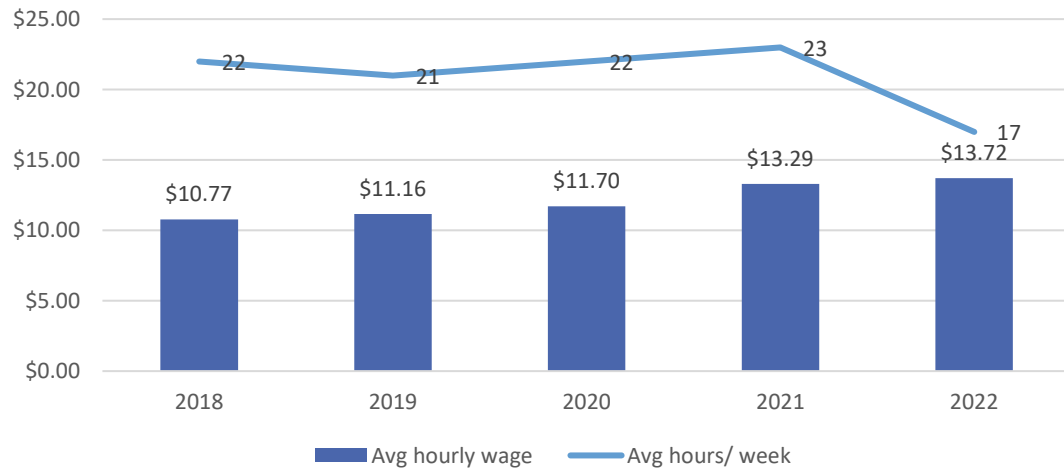
Employment Supports ensure success on the job for the participant we serve working in a competitive job by providing support and coaching every step of the way. With the participant's best interests in mind, placement staff starts with finding the right "fit" and supports the participant until support is no longer needed.

- Extended Employment- Providing long-term supports as well as personal and professional development opportunities for participants to maintain and advance in their jobs transitioning the opportunities into careers.
- Employment Support Services- Services to receive assistance after the participant secures a job. This includes face-to-face visits, ongoing training, and support in achieving long-term goals. Resources include Continuous skill development (leadership, soft skills, technology), and employer education on numerous topics including disability awareness.

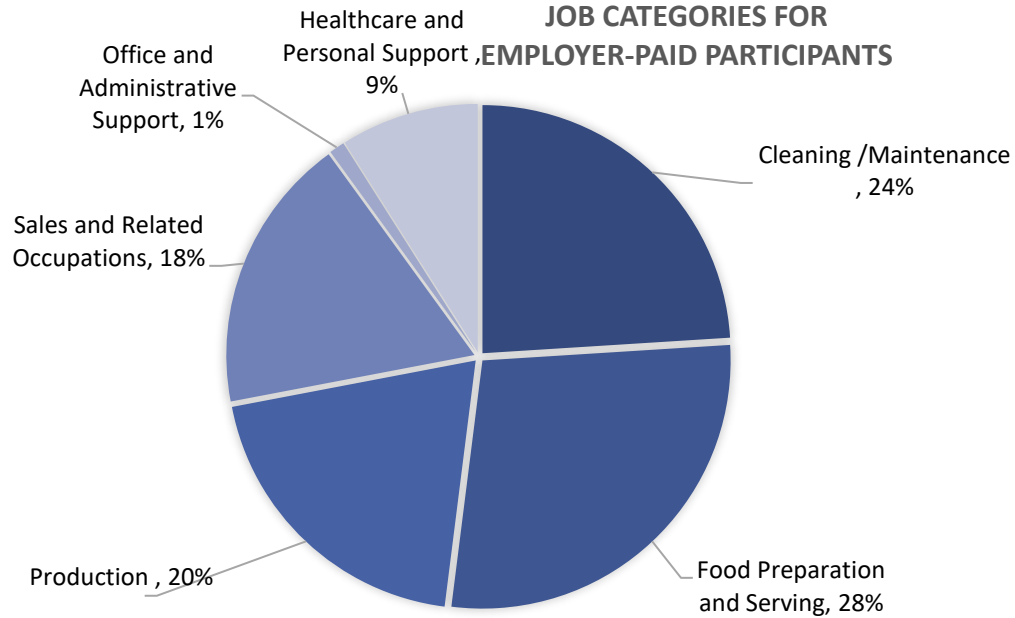
## Trends:

- Employer paid individuals continue to achieve an increase in average wage through 2022.
- Referrals to the licensed employment support services increased by 10% in 2022.
- Average work hours decreased slightly possibly due to concerns over benefit eligibility.

**EMPLOYER-PAID PARTICIPANTS  
AVERAGE PAY AND WEEKLY HOURS WORKED**



## Employment Supports



## Follow-Up to Closures:

MRCI generates a follow-up survey for each closed participant at 60 days and 6 months following the closure date.

In order to identify any areas in which the participant may need assistance, we include questions on the following areas:

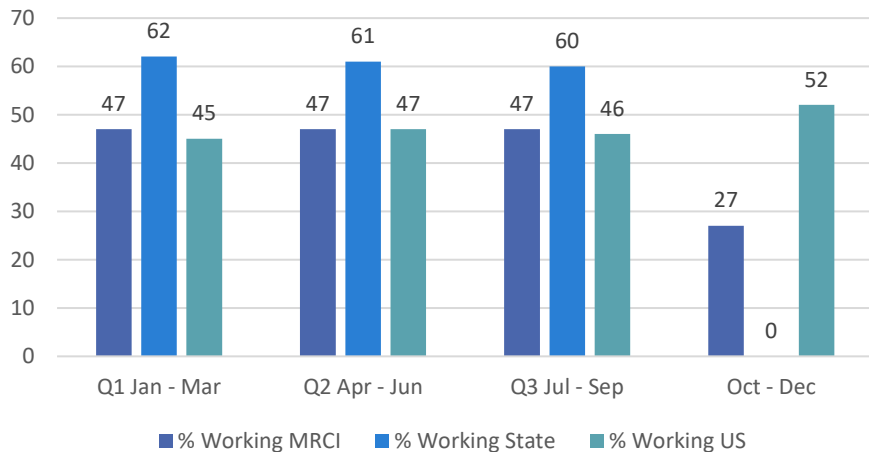
- current community involvement
- Activities of interest
- Satisfaction on their current life situation
- Current employment, job duties, wage and hours
- Current volunteer opportunities
- Any areas they would like MRCI assistance

# Individual Placement and Support (IPS)

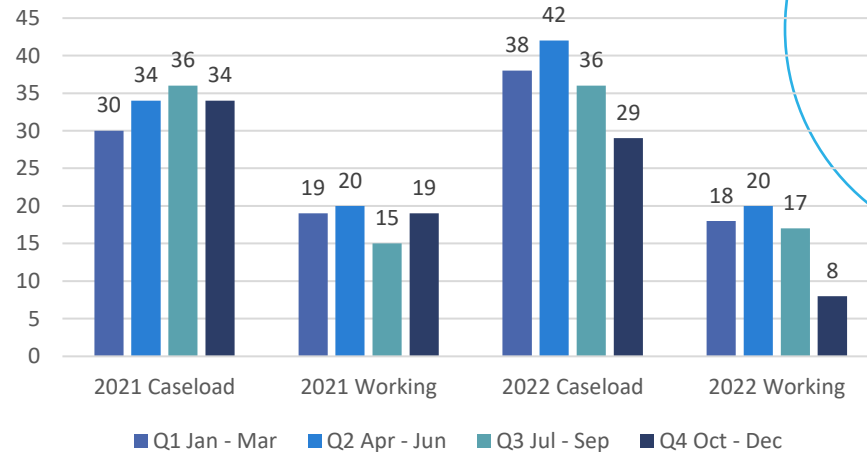
MRCI maintained a rate of 47% overall working during Q1, Q2, and Q3, which is consistent with the national percentages. MRCI caseloads were higher in Q1 and Q2 of 2022 compared to 2021 and tied in Q3. There was staff turnover during Q3 of 2022, a new Employment Specialist and Employment Coordinator started. The total MRCI caseload and clients working dropped considerably in Q4 due to the transition. With the position change, the Employment Coordinator will not have a caseload which will keep the overall caseload numbers lower moving forward. MRCI's caseload working dropped in Q4 because of individuals losing their jobs for reasons such as termination and quitting, and due to successful (employed) and not successful case closures. The state Q4 percentage working had not been released when this document was completed.



2022 Overall Working vs. State and US



IPS Caseload/Employed



# Contracted Employment Services for County Government

Under contract with the Minnesota counties of Blue Earth and Steele, MRCI provides a variety of employment services for recipients of Minnesota's Family Investment Program (MFIP), Diversionary Work Program (DWP) and Supplemental Nutrition Assistance Program (SNAP).

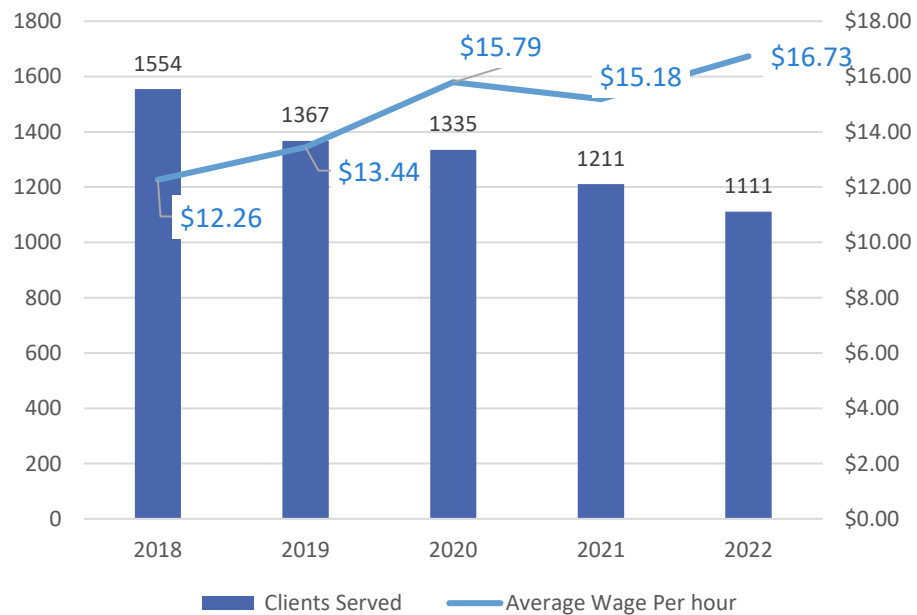
Primary goal of MFIP program is to assist recipients in finding employment, becoming stabilized and reducing or eliminating their need for public assistance.

The DWP and SNAP programs have similar goals. DWP serves families who are new to the public assistance programs with a goal of "diverting" the family from entering the MFIP program. SNAP serves single individuals who are considered able-bodied adults and are mandated to find employment within three months or they lose their food support.

## Trends

- Though the caseloads have declined, the clients we see are facing greater challenges than ever. We are seeing an increase in individuals who are experiencing mental health crisis, or have children with severe emotional and behavioral issues, thus preventing them from holding full-time or parttime positions. These families are entered into a Family Stabilization track of the MFIP program which works to stabilize the household, usually through the application for and receipt of social security benefits.
- The increased cost of basic needs such as food, shelter, and clothing has resulted in clients reaching out more often to the Job Counselors for help with rent, gas, car repairs, car insurance, and phone bills. Additionally, the COVID rental help ended in June 2022, so this added an extra monetary strain to households. Between the two Public Support Program offices over \$100,000 was spent in support services.
- Homelessness has increased among those served. In the past, the higher numbers of homeless individuals were in the SNAP Employment and Training Program, which serves single individuals, however this past year, we have seen more and more families facing eviction, going to shelters or sleeping in their vehicles.
- There is good news for those working we are seeing higher wages offering more sustainable income and self-sufficiency.

### MFIP/DWP/SNAP PARTICIPANTS



# Client Directed Services (CDS)

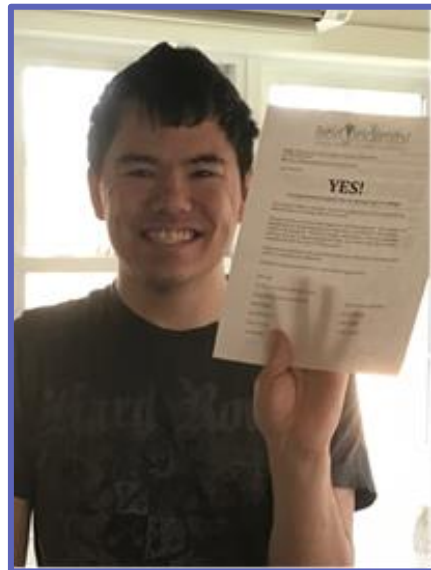
MRCI-Client Directed Services (CDS) provides self-directed options throughout the State of Minnesota. Utilizing Consumer Directed Community Supports (CDCS) and Consumer Support Grant (CSG), the MRCI-Client Directed Service programs are aimed at empowering clients and family caregivers and giving them major control over the what, who and when of needed care. For these services, MRCI-CDS works with the individual or their representative to provide Financial Management Services in partnership with the Minnesota Department of Human Services.

MRCI-CDS provides a variety of other service options including Individualized Home Supports without Training, Respite, Homemaking and Host Home under a 245D license, PCA Choice, Veteran's Directed-Care as well as a Private Pay option.

MRCI-CDS ended 2022 supporting 2,860 individuals in their homes and processed payroll for approximately 5,500 of Direct Care Workers.

Top attributes for Why MRCI-CDS?

1. Staff are responsive and dedicated.
2. Staff are innovative and solution-focused.
3. Multi-lingual staff support Somali (several dialects) and Spanish speaking individuals.



# Participant and Team Members Satisfaction

MRCI values input from program participants and their team members. On an annual basis and when a client transitions from one program to another, input is collected from clients, guardians, residential providers and case managers about the services that were provided to an individual. Feedback is received through satisfaction surveys. Based on this information, changes are made to programs and services to improve the experience for participants. All employers responding to our employer survey would hire through MRCI in the future and would recommend our services to other businesses. The information received anonymously through surveys is shared with MRCI staff to celebrate successes and determine areas for improvement.

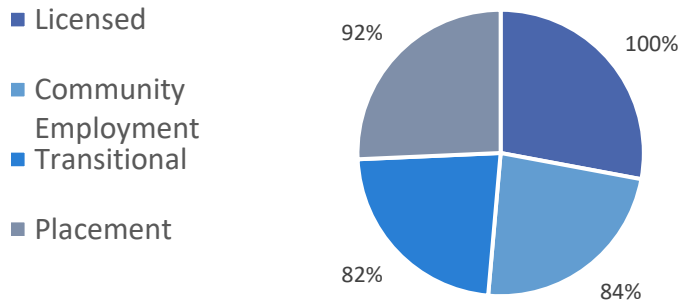
Overall program satisfaction for all programs was 90%.

Comments from our surveys include:

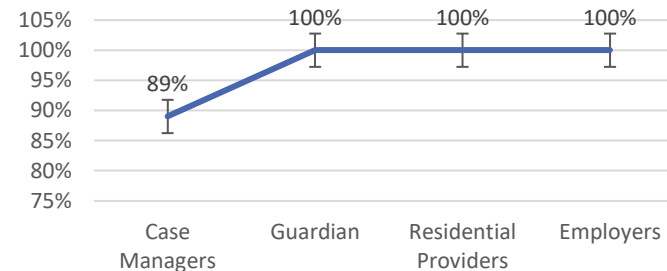
- Please know how thankful we are to everyone at MRCI for this new Community program...we are grateful to MRCI these past years and now...she loves it and that says it all!
- It would be nice for more options for individuals who require a higher staffing ratio than what is presently offered.
- Your staff is so well suited for this job...keep them happy!!!!
- Seeing my friends.
- Continue to make local businesses and agencies aware of the great things happening with your program.
- Please add more special guests and their topics to the remote service program.
- Great variety of topics offered.



Participant Satisfaction by Program

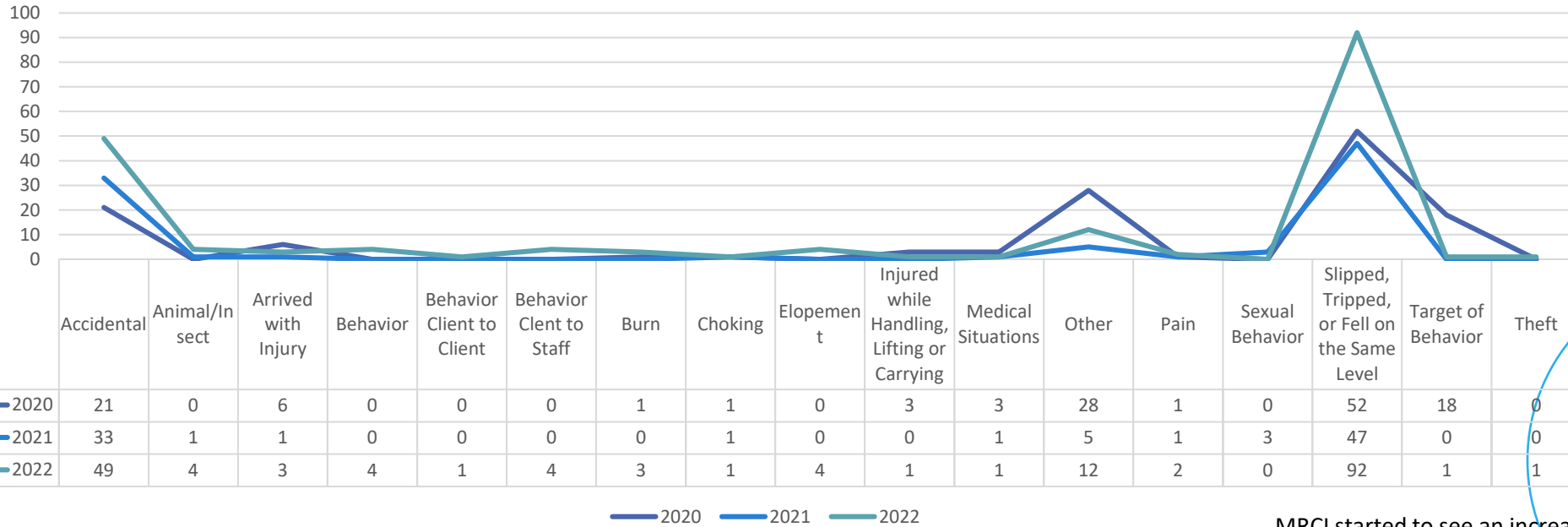


Overall Satisfaction from Team Members

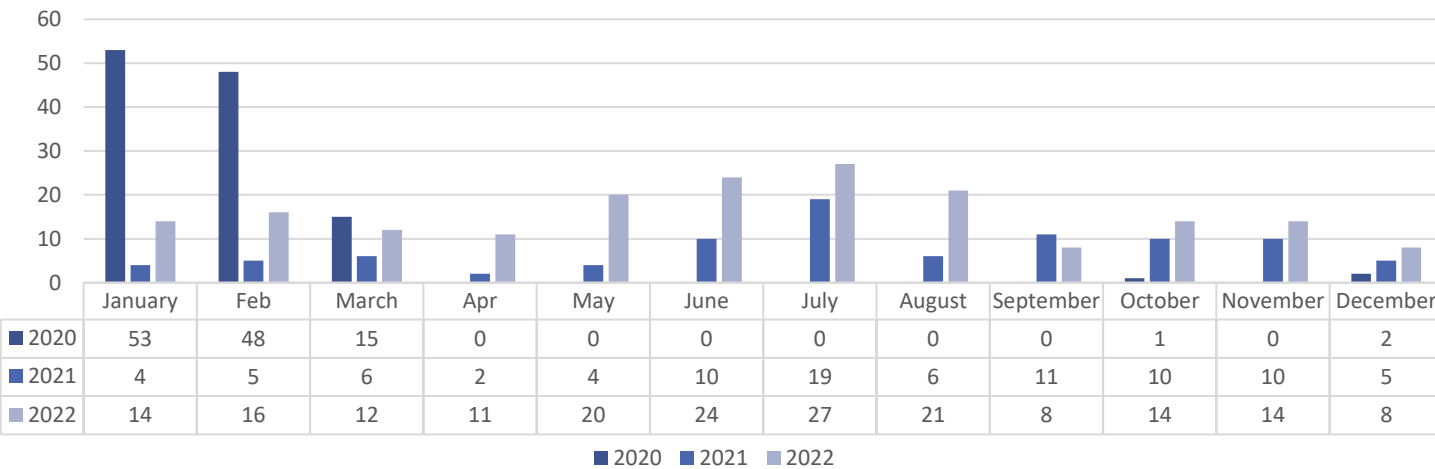


# Safety & Incident Reporting

## Yearly Incident Causes



## Total Number of Incidents by Month



MRCI started to see an increase of slips, trip and falls beginning in May 2022, which doubled from 2021. This is due to more individuals participating in our Community Day Services and attending community activities.

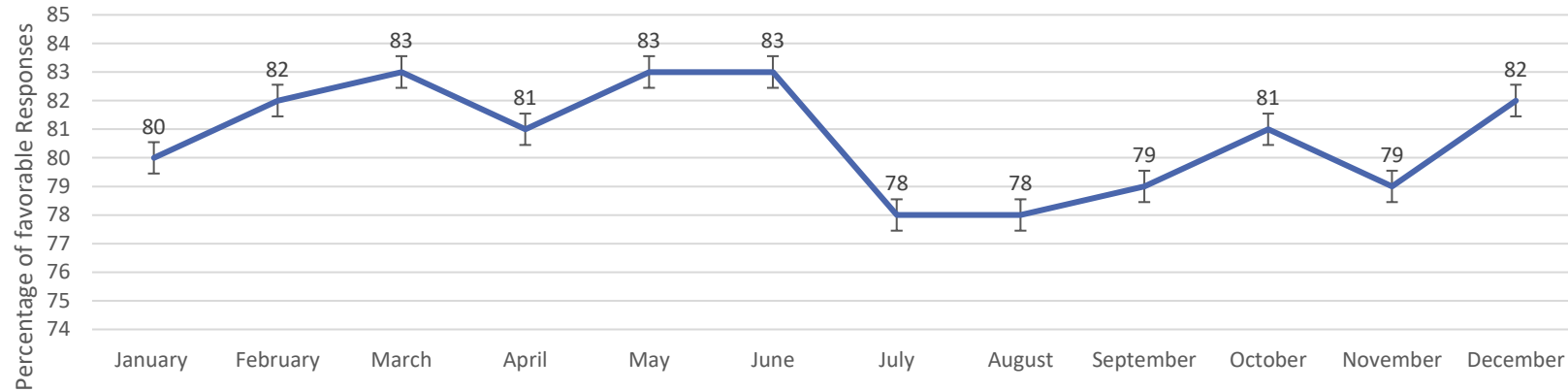
The Safety Committee was organized in May to review incidents monthly and create staff trainings around their findings. Summer looks to be the “high” time for these types of incidents probably due to increased outdoor activities and uneven ground. Continued monitoring and review by the compliance coordinator monthly and the Safety Committee members quarterly will be beneficial to decrease these incidents.



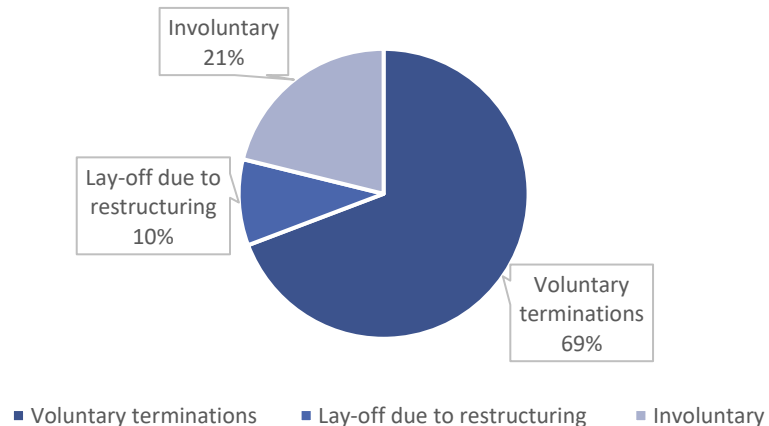
# Staff Satisfaction and Retention

Retaining staff continue to be a concern for MRCI. To assist the Senior Leadership team in recognizing potential situations arising within the organization, a monthly staff satisfaction is emailed to all staff by a program within the Minnesota State University-Mankato. Staff complete the survey anonymously. The information received is reviewed by the leadership team. Total number of staff at the end of 2022 was 210.

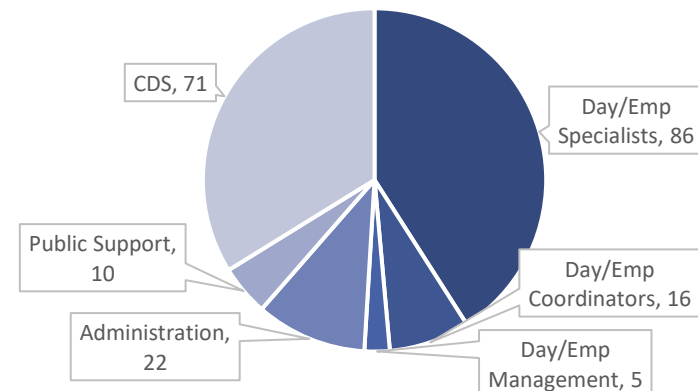
**PULSE Survey**  
Overall Percentage of Favorable Responses  
2022



**Staff Terminations**



**Count of Staff by Department**



Mankato Rehabilitation Center, Inc.  
 Statements of Activities  
 For the Years Ended December 31, 2022 and 2021

|   | 2022          | 2021          |
|---|---------------|---------------|
| Support and Revenue                         |               |               |
| Support                                     |               |               |
| Grants                                      | \$ 3,800,834  | \$ 7,538,724  |
| Contributions                               | 131,285       | 62,302        |
| In-kind contributions                       | -             | 425           |
| Total Support                               | 3,932,119     | 7,601,451     |
| Revenue                                     |               |               |
| CDS fees for services                       | 97,511,677    | 87,338,296    |
| Other fees for service                      | 5,419,742     | 3,908,326     |
| Sales                                       | 96,234        | 268,038       |
| Employment support                          | 60,835        | 227,160       |
| Rental income                               | 11,400        | 133,451       |
| Investment income (loss)                    | (832,368)     | 420,641       |
| Special events                              | 58,379        | 48,114        |
| Gain on the sale of fixed assets            | 2,488,327     | 151,032       |
| Other income                                | 226,772       | 201,704       |
| Total Revenue                               | 105,040,998   | 92,696,762    |
| Total Support and Revenue                   | 108,973,117   | 100,298,213   |
| Expenses                                    |               |               |
| Program Services                            |               |               |
| Center-based employment                     | 23,401        | 13,292        |
| Day training and habilitation               | 370,485       | 516,552       |
| Community employment                        | 359,213       | 254,853       |
| Client directed support                     | 85,980,870    | 77,021,936    |
| Job opportunities and basic skills training | 1,279,271     | 1,319,338     |
| Employment services                         | 2,658,830     | 2,241,410     |
| Day services                                | 6,474,021     | 5,442,909     |
| Thrift shops                                | 142,633       | 306,289       |
| Total Program Services                      | 97,288,724    | 87,116,579    |
| Support Services                            |               |               |
| General and administrative                  | 9,626,721     | 8,855,761     |
| Fundraising                                 | 79,779        | 65,335        |
| Total Support Services                      | 9,706,500     | 8,921,096     |
| Total Expenses                              | 106,995,224   | 96,037,675    |
| Change in Net Assets                        | 1,977,893     | 4,260,538     |
| Net Assets, Beginning of Year               | 21,495,775    | 17,235,237    |
| Net Assets, End of Year                     | \$ 23,473,668 | \$ 21,495,775 |



# Risk Management

## Major Risks 2022

- MRCI has fully implemented its community-based Day Services program as of January 2021. Any return to limited services brought on by a new surge of COVID-19 virus would cause a loss in revenue and the need to reduce staffing once again.
- Now that services have fully resumed, there is an on-going risk that MRCI will not be able to hire enough staff to fill new positions. This is limiting program revenue growth and potentially cause clients to find other vendors for service.
- The layoff of MRCI staff during the COVID-19 shutdown has resulted in a significant increase in MRCI's unemployment insurance exposure. As a self-insured organization, MRCI is responsible for the payment of unemployment benefits to those staff who were laid off. The State of Minnesota has held self-insured non-profits harmless for a portion of that liability, awaiting federal COVID relief funding. Should this forgiveness end, MRCI continues to be responsible for over \$1 million dollars in reimbursement to the State of Minnesota.
- The MRCI CDS program does not meet its projected revenue and customer growth goals and begins to lose ground in the market to competitors. This would pose a significant threat to the profit that is generated by this service. The growth strategy that has been developed was successful in 2021 and continued growth occurred in 2022. Erosion of net-profit by outside factors continues to be a risk in 2023 and will need to be monitored.
- The State of Minnesota has re-instated its background check practice of requiring fingerprinting of direct service staff, which was suspended during the COVID shutdown. It is anticipated that there will be a delay in this process as many staff attempt to have fingerprinting done, which could disallow them to serve their clients and impact revenue.



- DHS officially implemented the new Day Support Services (DSS) in 2021. Service rates are based on historical expense data that is several years old. Operating costs continue to increase annually and there is a risk that these rates will lag significantly behind the rate structure. A failure to obtain inflationary increases will pose a financial risk to the programs.

### **Conclusion**

The MRCI Risk Management Plan provides a guideline to assess major risks encountered by MRCI. The leadership team, board of directors, and staff members are encouraged to review all issues as they arise to determine if the issue represents a potential risk across the agency and if a policy or procedure or other change to protocols needs to be developed to address the issue. Through the diligent attention to the risks, MRCI continues to be able to meet the mission of providing quality services to people receiving services.



# Initiatives

## **Client: Provide high quality programming that meets the changing needs of our stakeholders**

Action Item: Develop programming for individuals with disabilities that aligns with changing regulations and expectations from the state of Minnesota, DHS, and DEED.

- Utilize data-based decision making to determine expansion into new programs and/or new markets such as new counties and CFFS/Consultation Services.
- Evaluate quality for continuous improvement.

## **Customer: Engage the community in the mission through opportunity and purpose**

Action Item: Maximize Board potential by attracting 10-12 new members over next two years.

Action Item: Engage in a community-based, integrated, multi-audience strategic planning process with a vision to develop a multi-year plan for MRCI's next comprehensive approach in its future.

## **Financial: Achieve sustainable excellence in all operations**

Action Item: Utilize sound accounting principles that produce reliable financial information and ensure fiscal responsibility for long-term sustainability.

## **Process: Showcase a model of diversity, equity, inclusion & personal growth**

Action Item: Implement a business model analysis process for decision making at home, at work and in the community.

Action Item: Determine and design models for more diversity and inclusion outreach for staff recruitment/retention, clients and board engagement.

## **Culture: Ignite and nurture a culture of innovation**

Action Item: Consistently align organization roles, expectations, titles, and responsibilities across the organization with the onboarding of a new CEO.

Action Item: Celebrate 70 years of history and future potential.



# Board of Directors

- Board members meet as a full board every two months on 1st Monday of the month.
- Executive board committee consisting of the President, Vice President, Secretary-Treasurer and past President meet on the “off” months (2<sup>nd</sup> Monday)
- Full board members review annually : MRCI Board Bylaws, Accessibility Plan, Program Abuse Prevention Plans, Risk Management Plan and Program Outcomes and Evaluation Plan.
- Board reviews and approves annual operating budget



Dave Borchert



Kip Bruender



Steve Roehlfing



Duane Olenius



Dan Menden



Bruce Anderson



Bobbi Jo Harder



Cindi Andersen



William Miller



Robert Roepke



Sarah Keller



Silas Danielson  
Legal Counsel

