



Celebrating successes for 70 years  
1953-2023

## **2023 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**

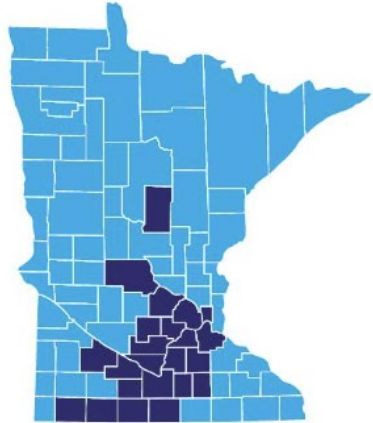
MRCI provides a menu of programming licensed by the state for individuals with disabilities who desire day services (EASE, Virtual and Community-Based Day Services), and supported employment (community employment). MRCI provides non-licensed programming for transitional services (work skills training) 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.

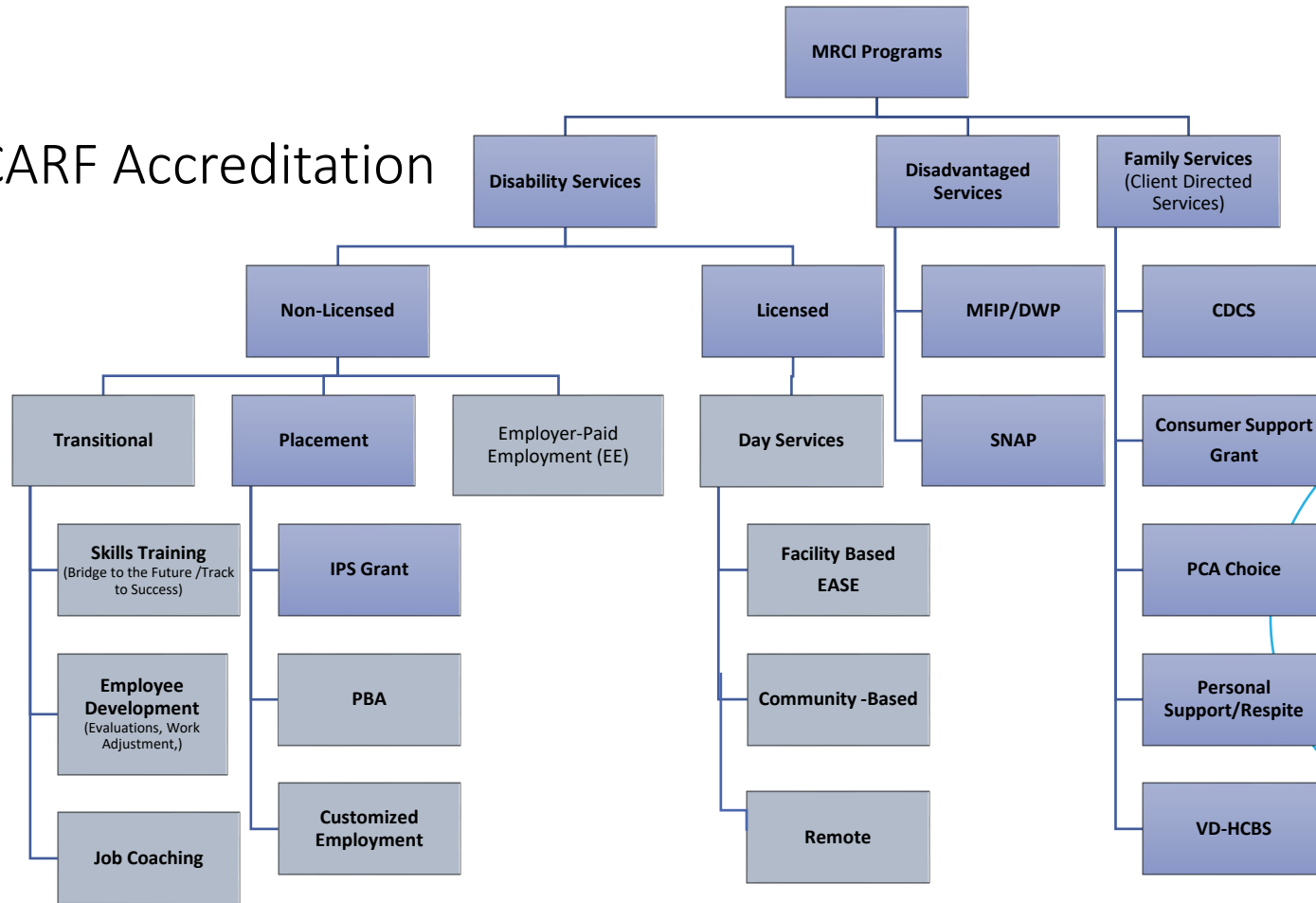


# Programs and CARF Accreditation



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

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Job Development (CES:JD) Supported Employment, Performance Based Agreement (PBA),  
Community Employment Services (CES) Job Development (CES:JD), Employment Supports (CES:ES)

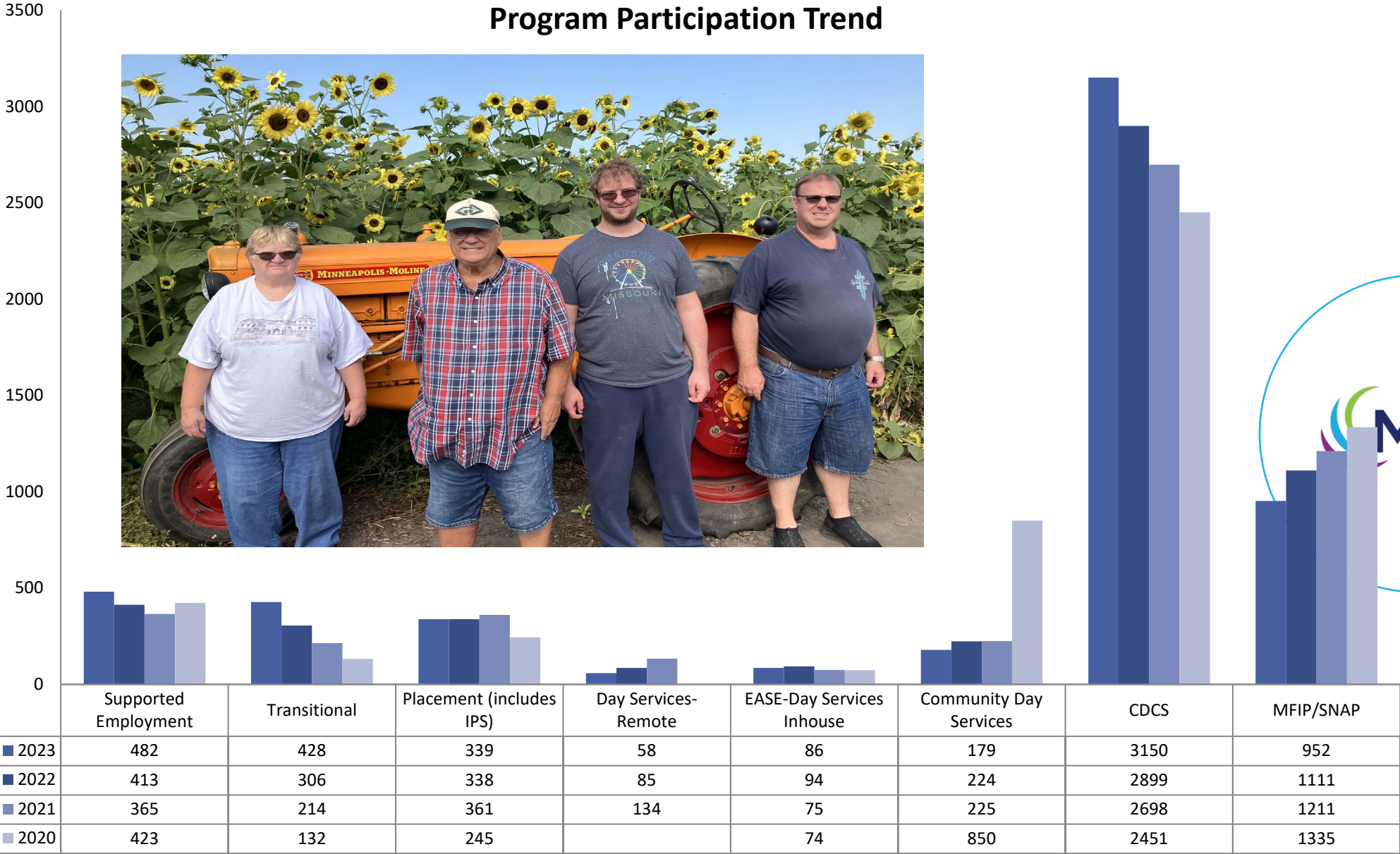
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## MRCI's Year in Review 2023

- **January** – With 40 years of dedication to the mission of MRCI and 14 years as CEO, Brian Benshoof retired on January 13, 2023.
- **February** – MRCI started a volunteer partnership with Beta Alpha Psi at Minnesota State University. The winter weather finally allowed for large gatherings to be planned and a Valentine's Day celebration was hosted for all clients and staff. Patrick "Casey" Westhoff was named CEO of MRCI on February 22 and began his role March 20, 2023.
- **March** – On March 16, Tami Reuter testified for HF1501, which was authored by Representative Jeff Brand. Disability Services Day at the Capital was held on March 28<sup>th</sup>.
- **April** – The Community-Based Day Service program restructured its staffing model and eliminated the "float" staff position.
- **May** - The EASE Program began offering transportation services in both Mankato and New Ulm. The Extended Employment program was recognized with an incentive award for \$351,146.
- **June** – Community Inclusion is a hallmark of the day service program; however, while visiting Songs on the Lawn, which is a favorite of many, the first Live News Interview occurred for clients on KEYC-TV. On June 22, Client Directed Services celebrated a milestone of impacting 3,000 individuals on an annual basis.
- **July** – Bridge to Success continues to produce successful graduates with an expansion of Pre-ETS across the state. The Collective Bargaining Agreement renewed for Self-Directed Services, impacting approximately 2800 individuals through SEIU Healthcare MN.
- **August** – In honor of MRCI's 70<sup>th</sup> anniversary, a day of celebration occurred with a summer picnic and day service participation awards. MRCI was notified that the RFP was accepted for the contract's continuation of Financial Management Services (FMS) through DHS, allowing us to continue services for more than 2600 individuals annually (contract was signed effective October 2023).
- **September** – The final appearance of "Whose Line is it Mankato" took the stage on September 8<sup>th</sup>. The reunion show featured more than 20 past contestants and four teams.
- **October** – As one of the charities in the Mankato Marathon, MRCI staff and volunteers participated in the community event. Beyond running, you could find staff at various intersections cheering on runners throughout the day. The first Self-Direction conference in the state was hosted in Mankato, MN. The Veterans Contract for South Dakota, North Dakota & Iowa was awarded enabling veterans to self-direct their care.
- **November** - MRCI clients were named "Volunteers of the Year" by the Ney Nature Center and recognized at their annual celebration. MRCI was also named as the Scheels Fall Fashion beneficiary during the month of November.
- **December** – Minnesota Valley Business Magazine and the Mankato Free Press continued their in-kind support with monthly first page feature stories featuring the accomplishments of our employment team's journeys to success with clients throughout southern Minnesota.



# Program Participation Trend

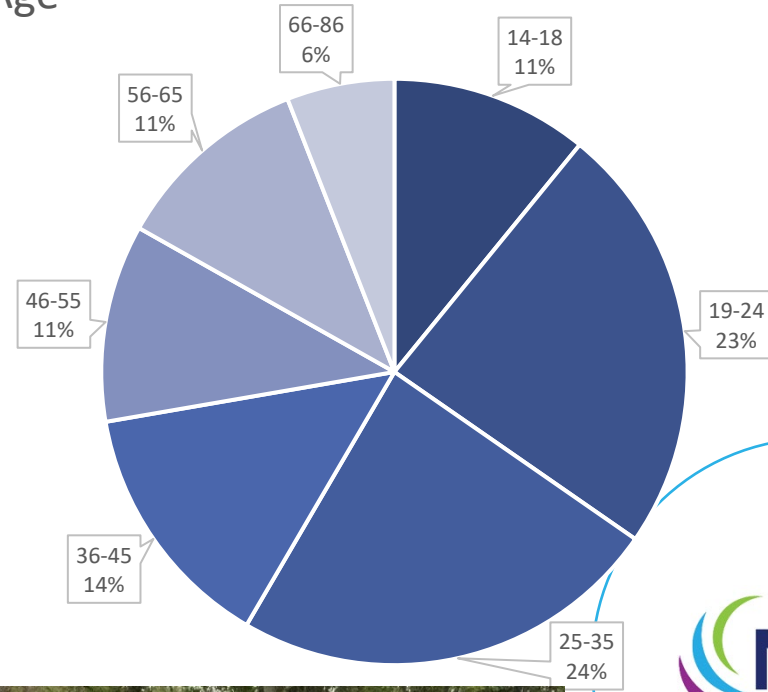




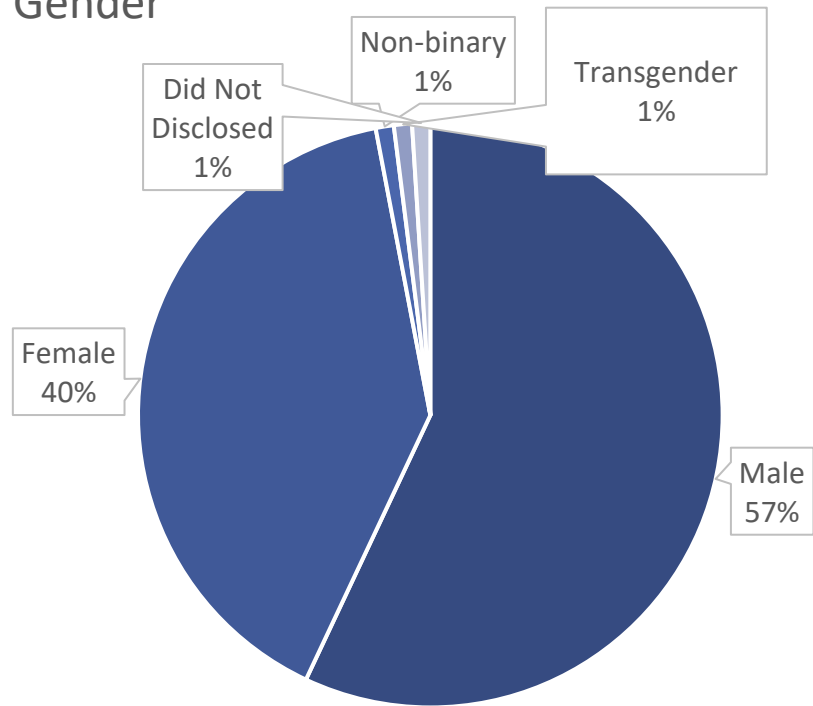
# MRCI Program Participants



## Age

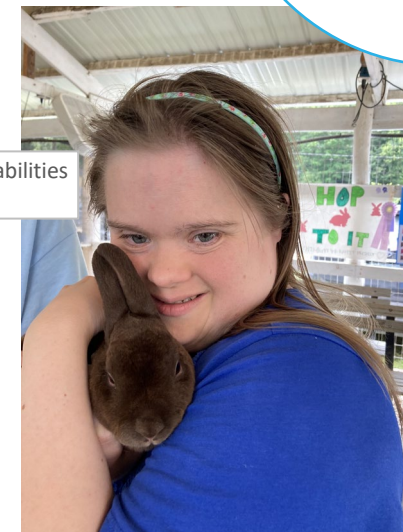
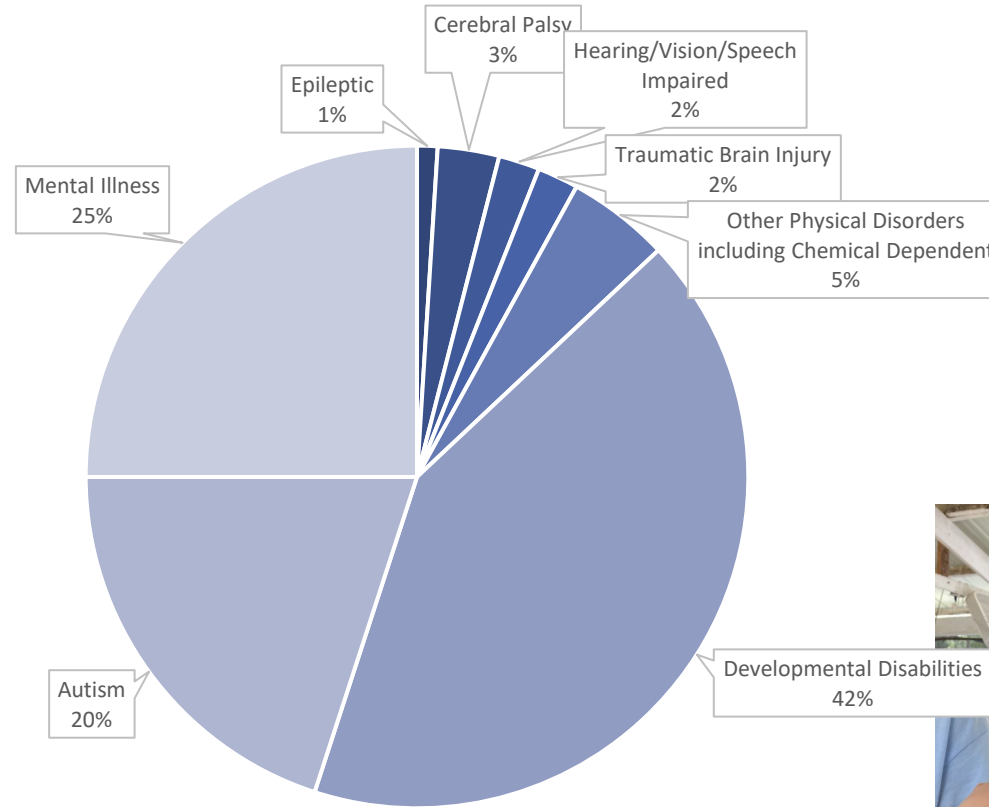


## Gender



## 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. This diagnosis decreased slightly from 2022 from 44% to 42%. Individuals with mental health primary diagnosis increased from 2022 from 22% to 25%. The autism spectrum diagnosis increased in 2023 from 17% (2022) to 20% (2023).

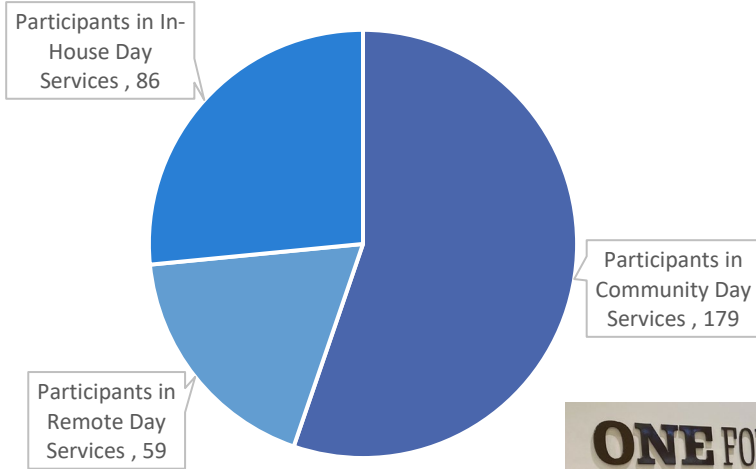


# Day Support Services

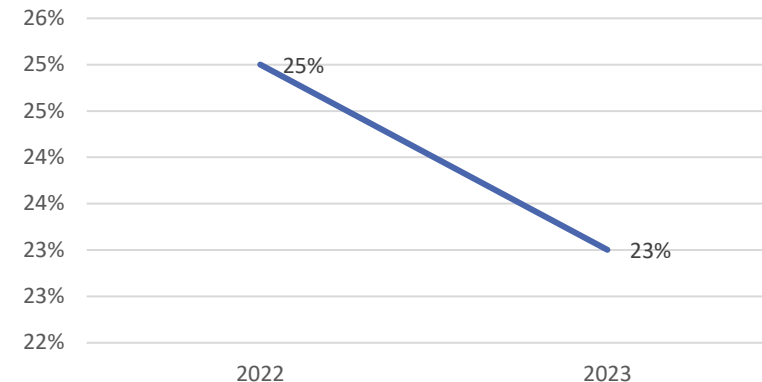
Day Support Services Community-based, Remote and EASE (in-house) comprise MRCI's Day Support Services Program. These three services supported 295 individuals during 2023. Participants have the option to participate in one or more MRCI services, 74 individuals were served in 2 or more MRCI supported services during 2023.

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. 59 individuals participated in Remote (virtual) services and 26 of these participants also participated in other MRCI services.



Day Support Services Participants in dual authorized services





# Community Based Day Services

179 individuals participated in our Community-based Day Services during 2023.

60 participants in community –based day services also participated in another MRCI service.

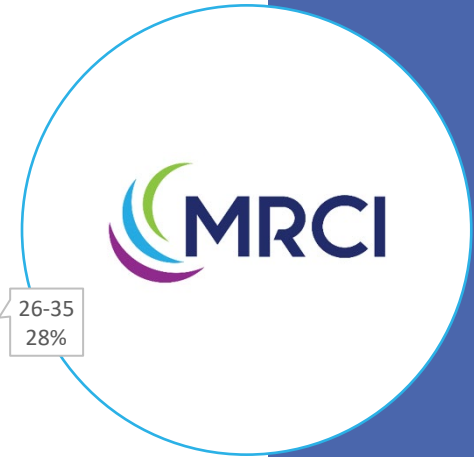
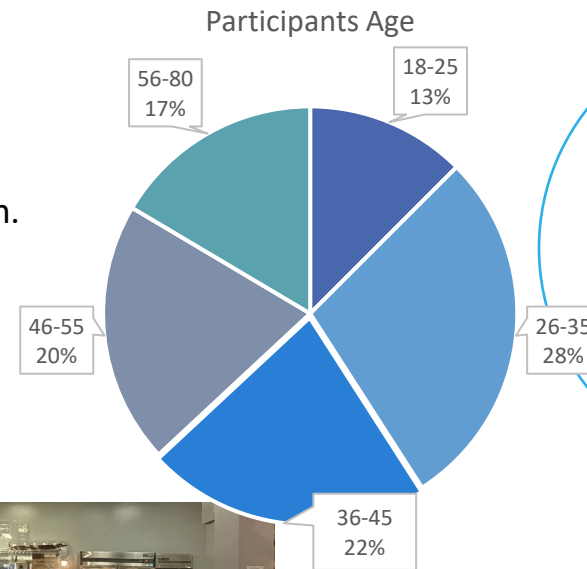
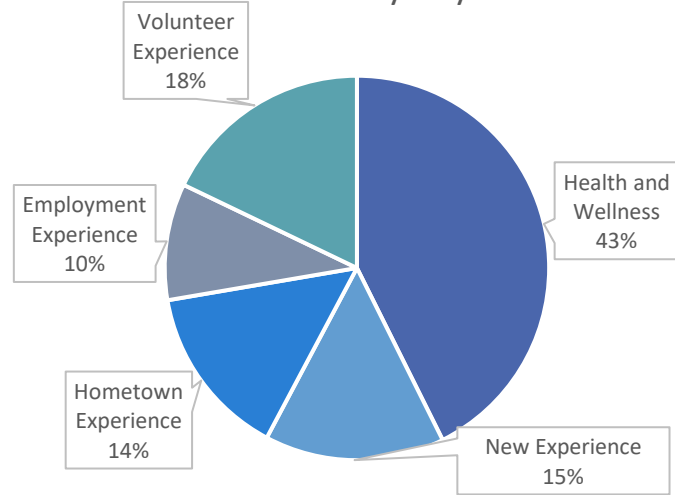
Criteria was established for all community- based activities based to ensure participants were achieving meaningful person-centered activities. Five category guidelines were established with a monthly goal of 20% achieved for each category. Categories included: Health and Wellness, New Experience, Hometown Experience, Employment Experience, and Volunteer Experience. During 2023, Community–Based participants enjoyed 10,957activities.

Overall satisfaction with Day Support Services Programs was 94% .

Comments from team members include:

- We love that he is getting out in the community and doing more activities.
- I think MRCI is doing a good job of keeping clients engaged in social interaction.
- MRCI has a wide variety of activities available
- My son really loves going to day services because of his great staff!

Breakdown of Community Day Service Activities



## Remote Day Support Services

59 individuals participated in our MRCI Remote Day Services. 44% of the individuals participating in remote day support services also participated in one or more of our other services. 1227 remote sessions were offered during 2023.

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

Comments from participants and team members include:

- I love the virtual day program. I can do at home or on the go like I often am.
- The staff are so positive, and the social environment is important to me.
- Very calming environment.
- Wish there were virtual day services on the weekends.

The list below includes a few of the volunteers who enriched our remote services in 2023:

- Paul Allen
- Curt Berry
- Lori Zeller
- Raymond Knight
- Hailey Leiding
- Anthony Landowski
- Angie Tupy
- Jeff Call
- Casey Westhoff
- Heidi Benning
- Nate Lotton
- Stacey Gore





# 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 55 years of age and transitioning to retirement or fully retired and desire healthy and engaging recreation and leisure activities. The staffing ratio is 1:4 and community integration is built into the scheduled activities along with other features such as music, pet and art therapy, volunteering, and health and wellness programs.

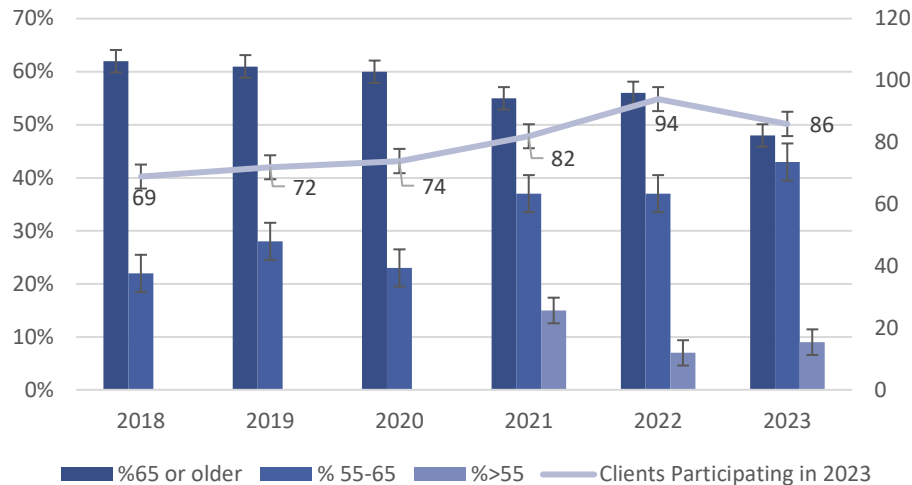
86 individuals participated in our EASE program in 2023. 18 of our EASE participants also participated in other MRCI services while in our EASE program

Comments from our EASE team member surveys include:

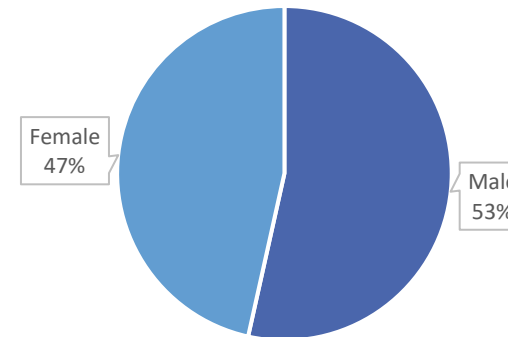
- I have fun, I like going to MRCI and the games.
- He enjoys coming to EASE and all the staff are friendly.
- Good variety and choice of activities.
- I am very pleased with these services.
- Excellent communication from staff.



Age of EASE Participants



Gender of EASE 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 2023 include:

- CAP Agency Senior Nutrition, Rosemount- delivered meals to shut-ins.
- CAP Agency Senior Nutrition, Shakopee- delivered meals to shut-ins.
- Feed My Starving Children – Eagan, Chanhassen –labeled food bags
- 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.
- Humanity Alliance – labeled containers.
- United Way – Books for Kids Program – labeled books for mailing.
- Living Well Disabilities – delivered meals and supplies to group homes.
- Local Imports – remove empty hangers and put away.
- VINE – MOW – delivered meals to shut ins.
- Lutheran Social Services – MOW – delivered meals to shut ins.
- Hot Meals on Wheels-Fairmont – delivered meals to shut ins.
- Parker Oaks – clean and sanitize
- American Legion Post 2 – set up for events.
- The Village, Waterville – boxed up meals.
- VEAP, Bloomington – bagged food items.
- Church of St Peter Thrift Store – organized clothing, cassettes and books
- Fairmont CER – cleaning.
- Salvation Army, Mankato – bell ringing
- Back Pack Food Program, Mankato - help pack food.
- Ney Nature Center – animal ambassador care and filling feeders.



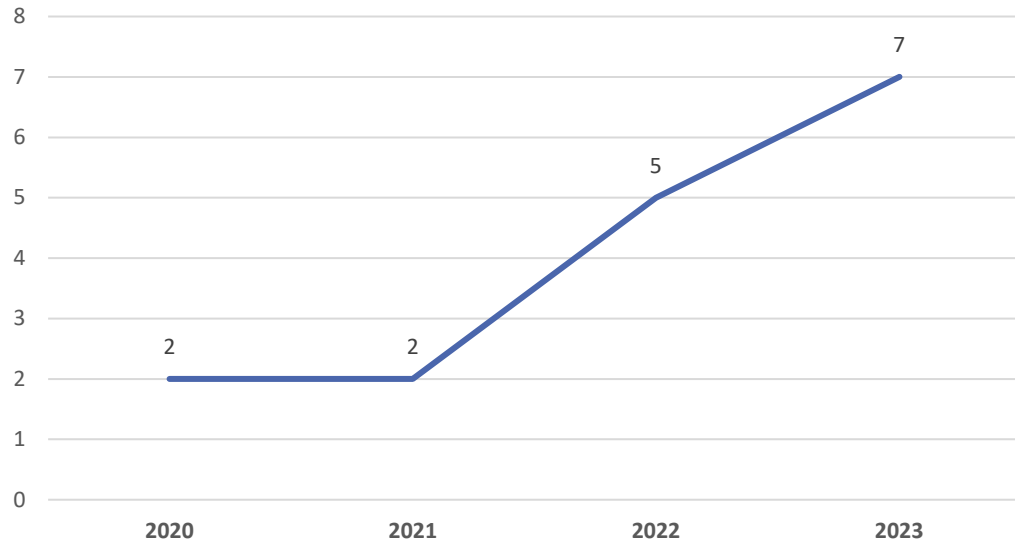


## Evaluation

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.

- 7 individuals participated in our Evaluation services in 2023. After Evaluation services were completed, 6 of the 7 participants entered additional training and placement services within MRCI. These services included community employment, placement, Pre-ETS and Work Adjustment Training, Only one participant chose not to continue with MRCI services.

Evaluation Program Participants



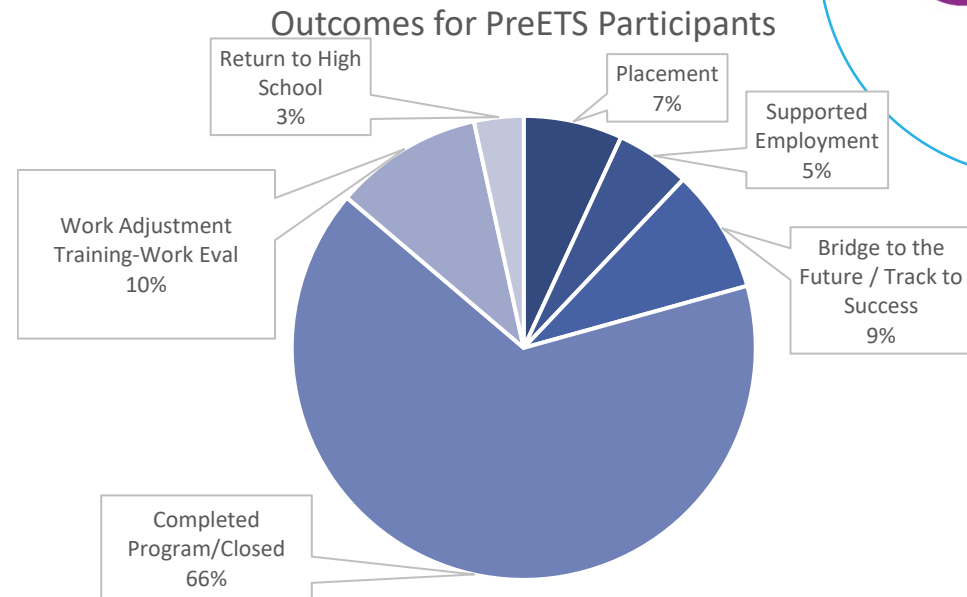
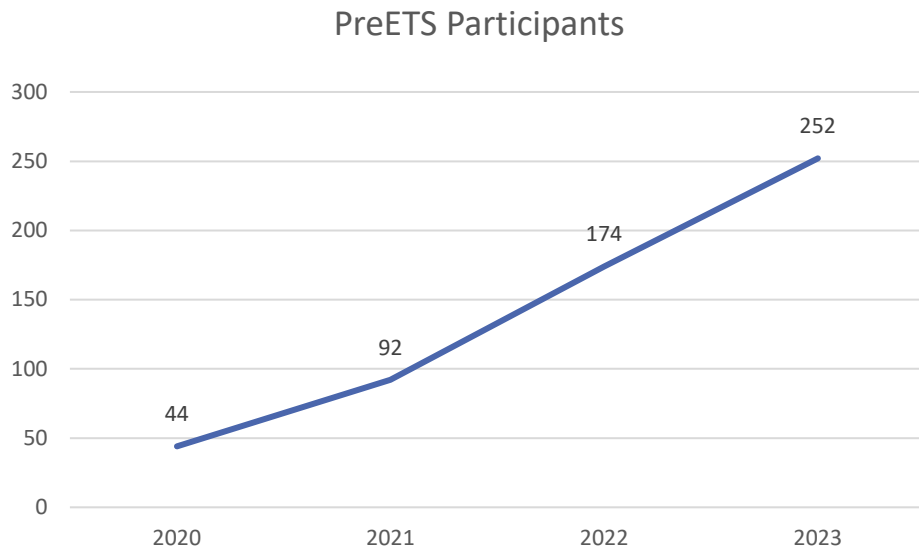
## Pre-Employment Transition Services (Pre-ETS)

MRCI provides Pre ETS services across all our employment service areas. 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 Pre ETS program 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 \$90 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.

252 individuals participated in Pre ETS in 2023. 9 participants transitioned to community employment, which is an increase from 3 in 2022. 8 participants chose to move into a placement service versus only 4 participants in 2022. 12 participants transitioned to WAT and Evaluation services versus 6 participants transitioning in 2022.





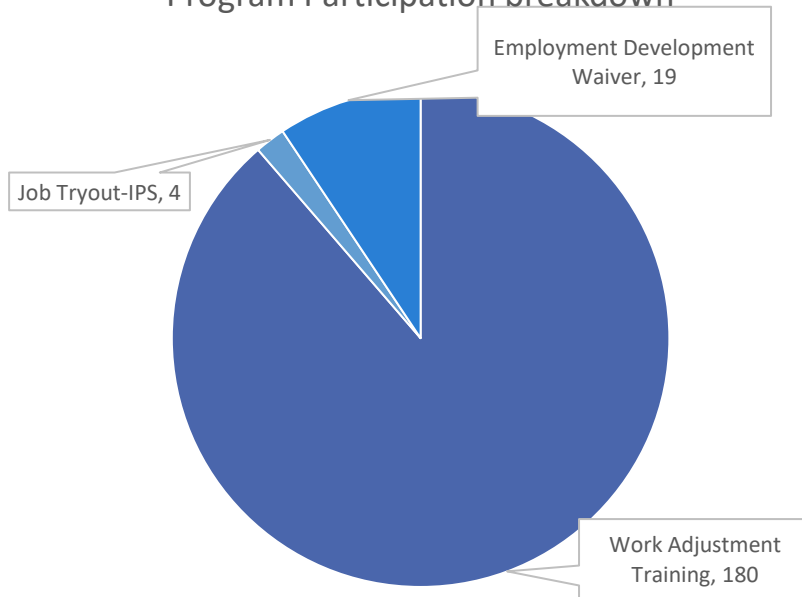
## Development Services

MRCI development services includes waived and VRS-DEED funded service. These programs include 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.

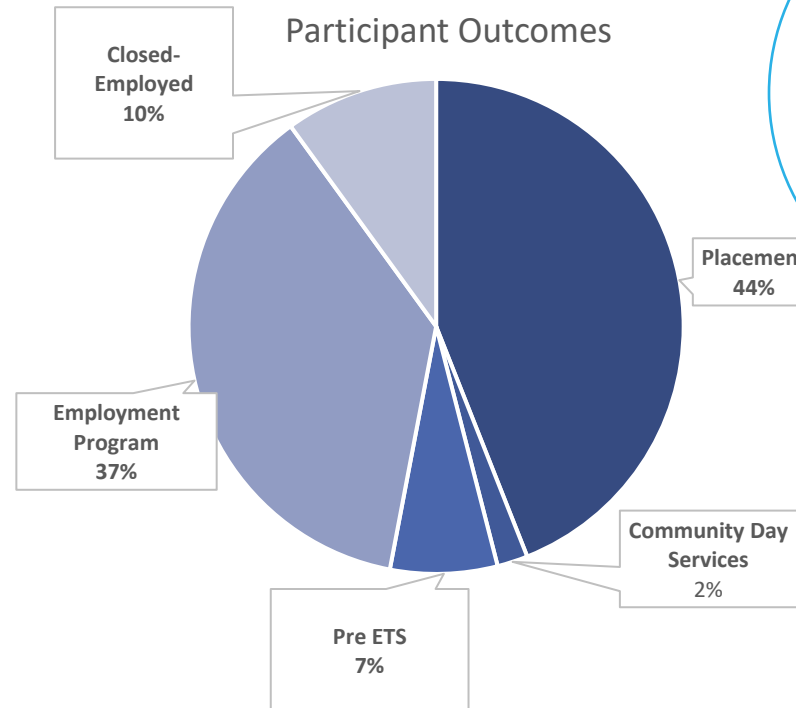
### Trends

- 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.
- Work Adjustment Training (WAT) continues to increase with 180 participants in 2023. This is an increase from 125 in 2022.
- Employment Development waiver-funded services decreased slightly in 2023 from 20 participants in 2022 to 19 participants in 2023.

Program Participation breakdown



Participant Outcomes



## Skills Training Services

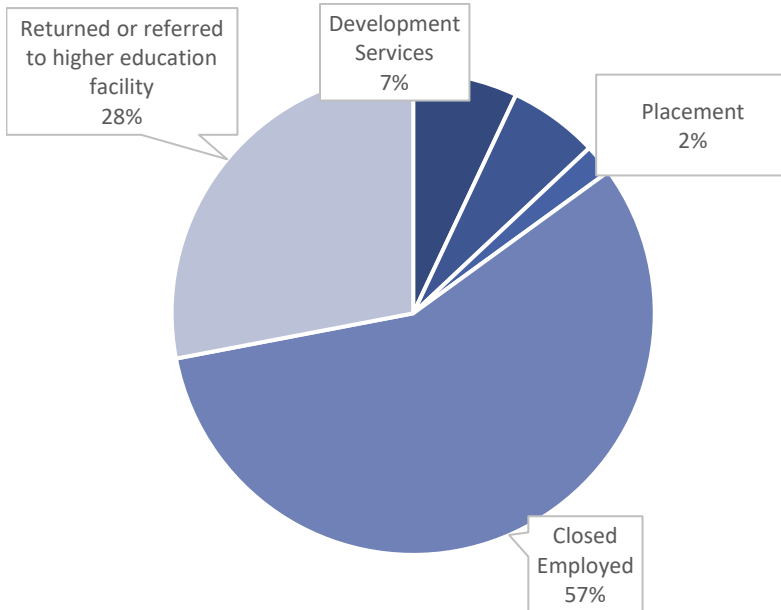
Classes are offered typically 2 times a year but can be subject to change with demand. Participants are referred and funded by DEED or by Waivered County Case Managers. Many participants seek competitive, integrated employment after the services are completed while others join other MRCI programming.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

Participant feedback surveys for 2023 showed a 95% satisfaction rate for overall helpfulness of the program.

### 2023 Participant Outcomes

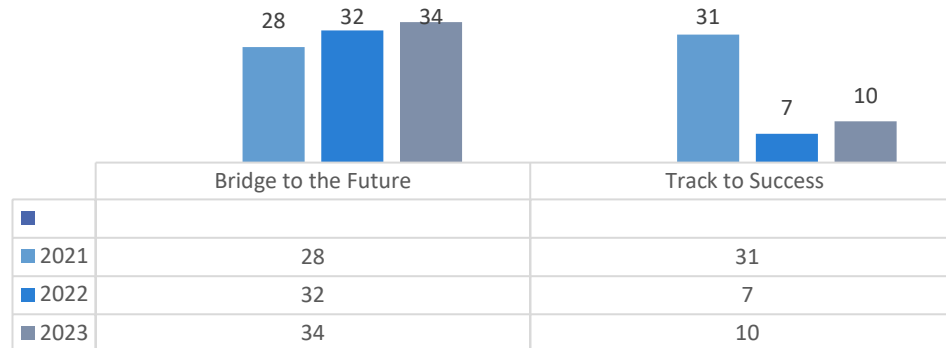


### Feedback comments included:

- It was a really fun program.
- This class was very beneficial.
- I love how everyone was super nice, I am super satisfied
- Great job with helping everyone
- Great ideas for potential new jobs.



### Participant Program breakdown

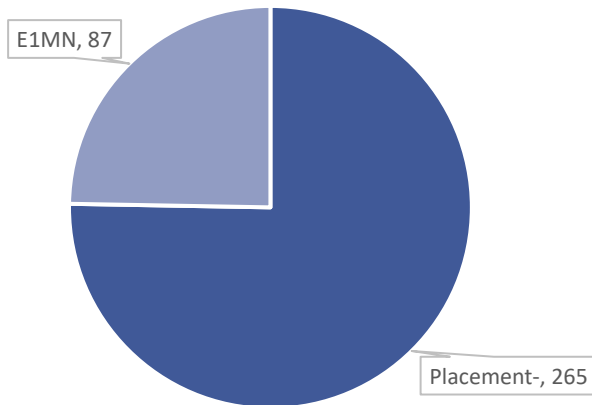
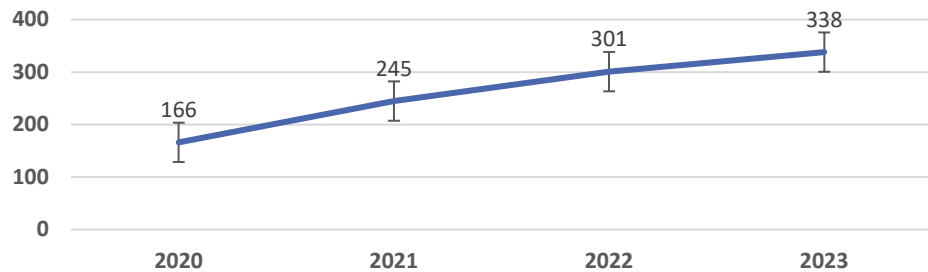


# Job Placement

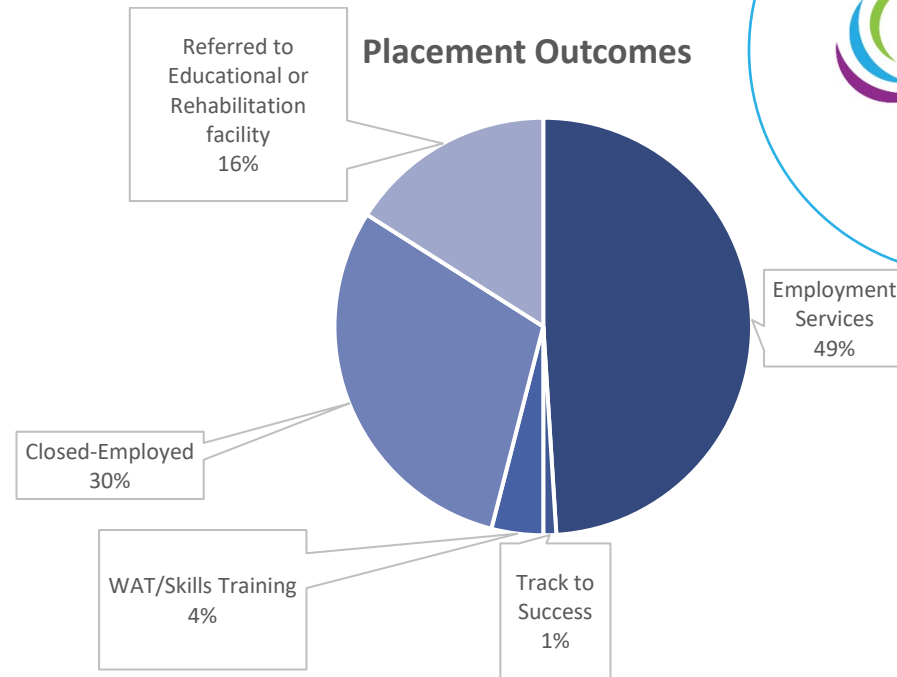
This area of non-licensed programming provides participants with placement planning, job development, and job stabilization services in a milestone-based service designed to achieve competitive, integrated employment. In July, DHS and DEED collaborated to implement E1MN. E1MN consists of Engage, Plan, 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.

244 new jobs were created in 2023 with an average wage of \$14.70 and 20 hours per week.

Placement Participants by year



Placement Outcomes





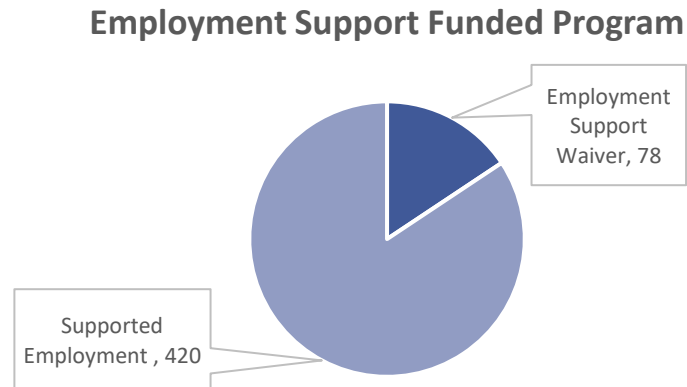
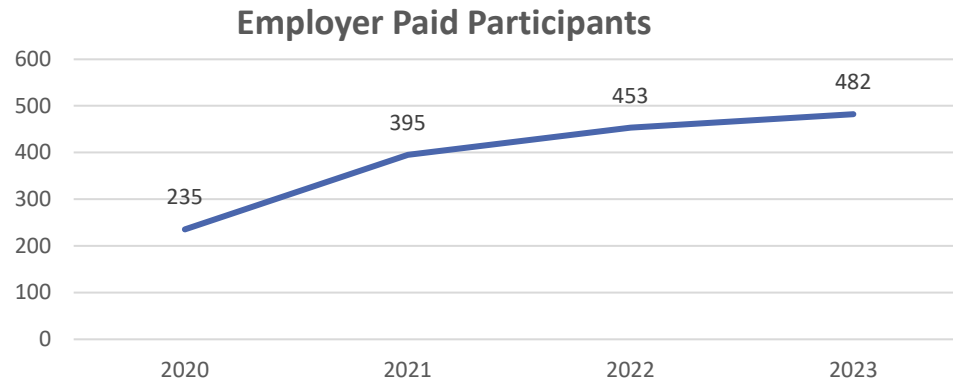
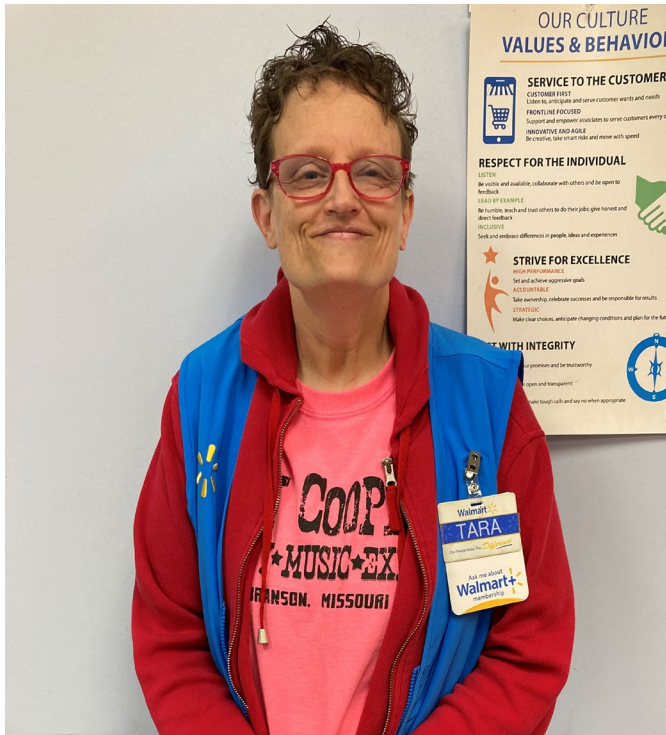
# Employment Supports

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.

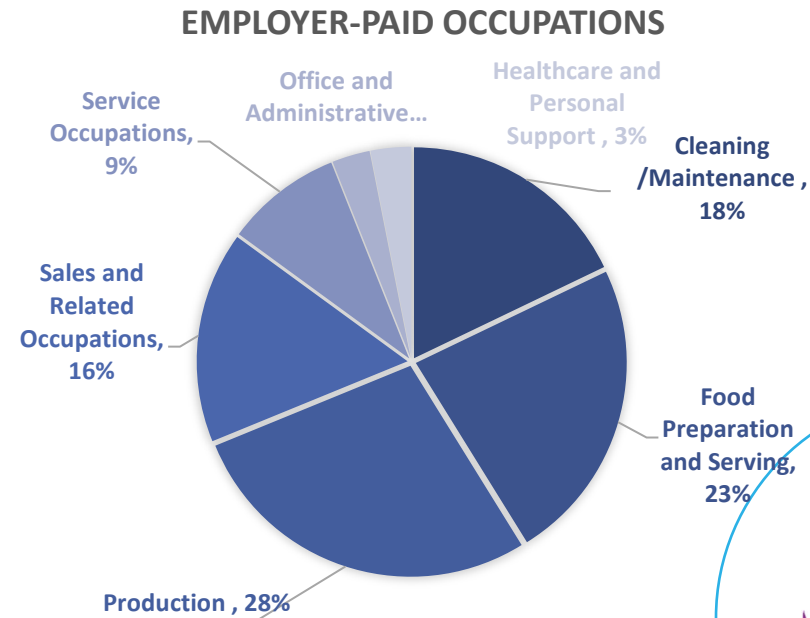
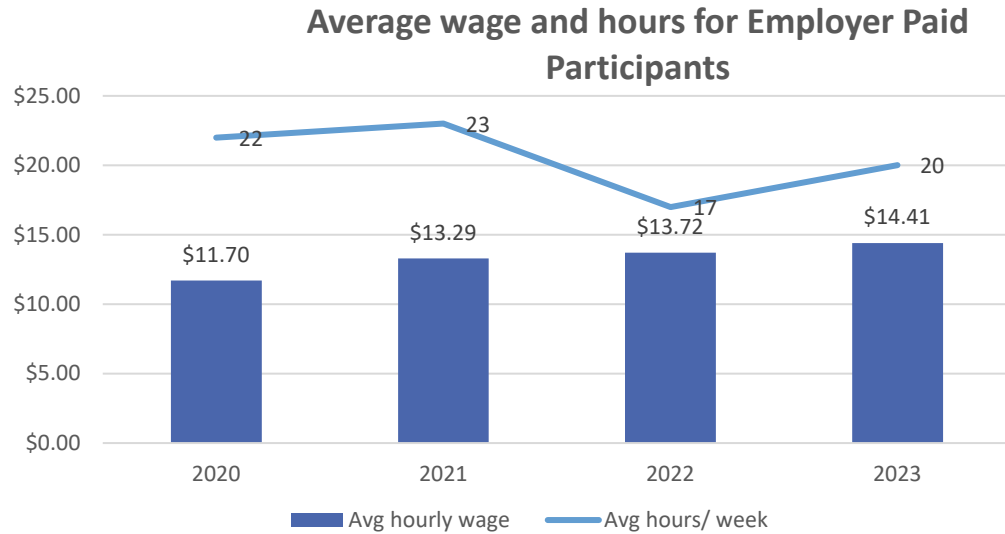
- Supported Employment- Providing long-term supports as well as personal and professional development opportunities for participants to maintain and advance in their jobs transitioning the opportunities into careers.
- Employment Support Services- Services to receive assistance after the participant 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 including disability awareness.

### Trends:

- Employer paid individuals continue to achieve an increase in average wage through 2023.
- Average work hours increase slightly in 2023.



## Employer-paid 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. To identify any areas in which the participant may need assistance, we include questions on the following areas:

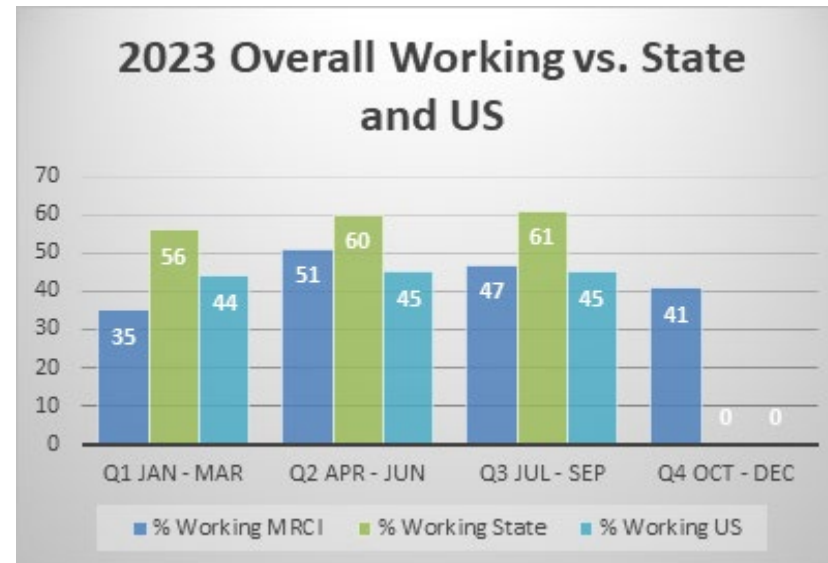
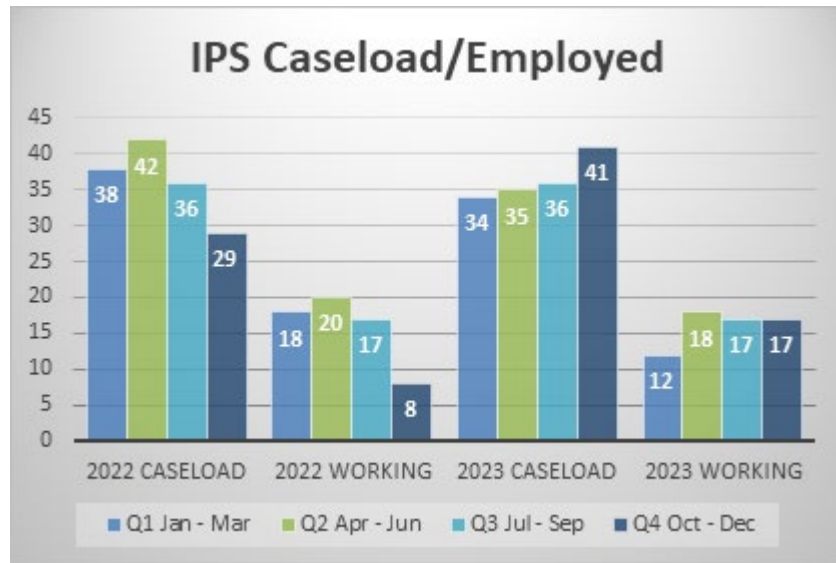
- current community involvement
- Activities of interest
- Satisfaction on their current life situation
- Current employment, job duties, wage and hours
- Current volunteer opportunities
- Any areas they would like MRCI assistance

## Individual Placement and Support (IPS)

After the transition of a new Employment Specialist and Coordinator in Q3 of 2022, MRCI started the 2023 year strong by seeing referrals increase back to average caseload numbers.

In the IPS Caseload and Employed graph you can see the actual number of individuals IPS served in each quarter and how many were employed during the quarter. In 2023 you can see the caseload numbers and individuals working increase.

In the 2023 Overall Working vs. State and US graph, MRCI started the 2023 year with a lower percentage of individuals working due to the increase in referrals in the prior quarter. Moving into Q2 and on, the percentage of individuals working increases to the desired 40% and higher. The overall State percentages increased during Q2 and Q3 of 2023 and the US averages stayed consistent. MRCI's percentages for the 2 quarters fell between the State and US percentages. The state and US Q4 percentage working had not been released when this document was completed. We ended the 2023 year with an increase in referrals that created a waiting list for program entry.





# 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

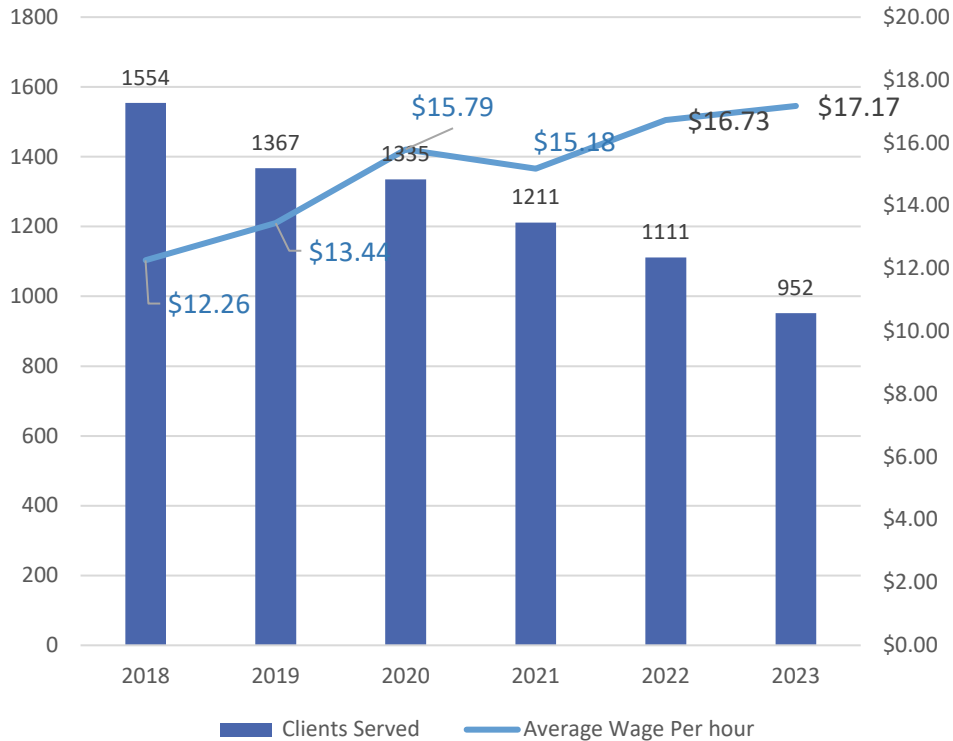
Though the caseloads have declined, the clients we see are facing greater challenges than ever. We are seeing an increase in individuals who are experiencing mental health crises, or have children with severe emotional and behavioral issues, thus preventing them from holding fulltime or parttime positions. 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 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 services throughout the State of Minnesota. Under the Financial Management Services (FMS), CDS offers Consumer Directed Community Supports (CDCS) and Consumer Support Grant (CSG). Under FMS programs, the individuals take charge of their care by hiring and training Direct Care Workers who can meet their unique needs. MRCI-CDS works with the individual or their representative to ensure the individual's needs are met in accordance with DHS program rules as well as state and federal employer laws are met.

MRCI-CDS provides other service options including Individualized Home Supports (IHS) with and without Training and remote options, Respite, Homemaking and Host Home under a 245D license. PCA Choice, as well as a Private Pay option. We are pleased to be a provider of choice for all home and community-based services under the five waiver types throughout Minnesota.

In 2023, MRCI was awarded contracting for Veteran's Direct Care (VDC) not only in Minnesota but in North Dakota, South Dakota and Iowa. MRCI-CDS is the only provider for VDC services within these states, and we are honored to serve our nation's heroes in their own homes and communities.

MRCI-CDS ended 2023 supporting over 3,000 individuals in their homes and processed payroll for approximately 5,000 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 Arabic, Somali and Spanish speaking individuals.



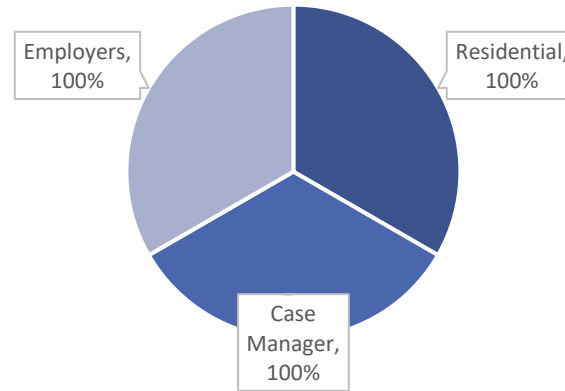
## 2023 Participant and Team Members Satisfaction

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 participants, guardians, residential providers, case managers and employers(if participant has employment) 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. The information received anonymously through surveys is shared with MRCI staff to celebrate successes and determine areas for improvement.

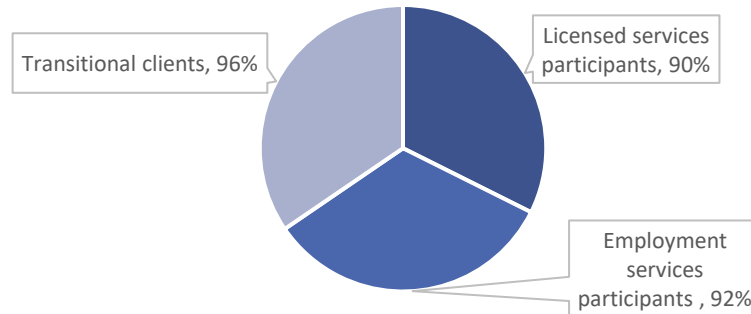
Overall program satisfaction from participant for all programs was 93%.



Satisfaction with MRCI services



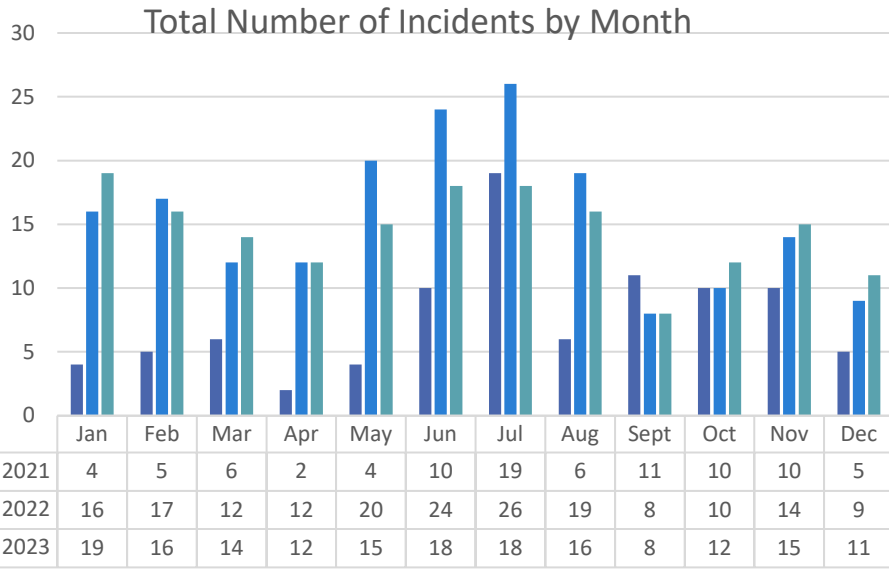
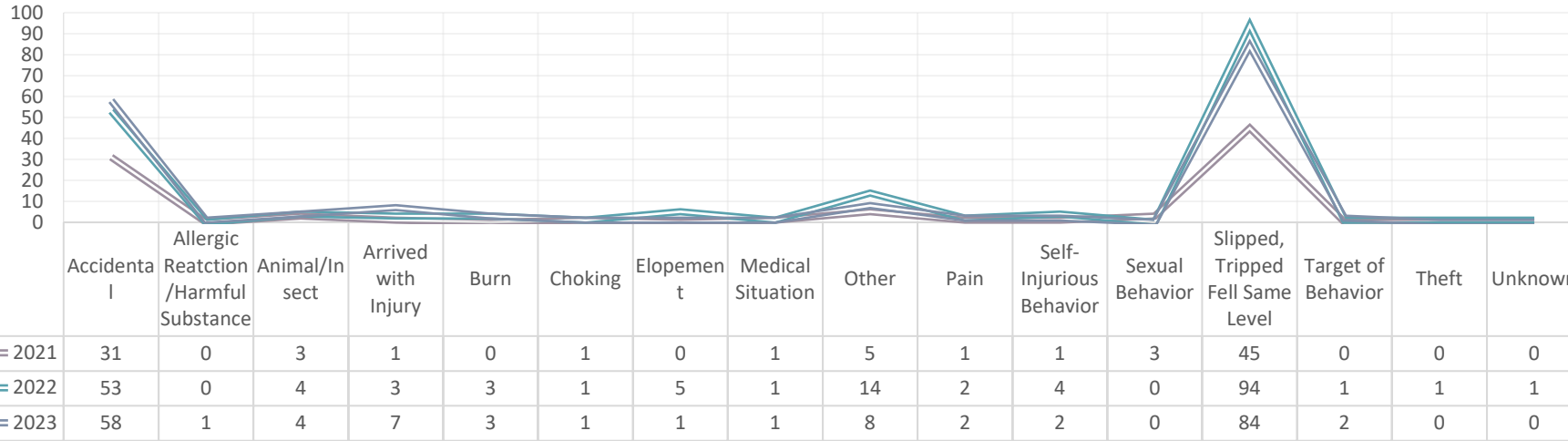
Participant /Guardian satisfaction with services provided through MRCI





# Safety & Incident Reporting

## YEARLY INCIDENT CAUSES

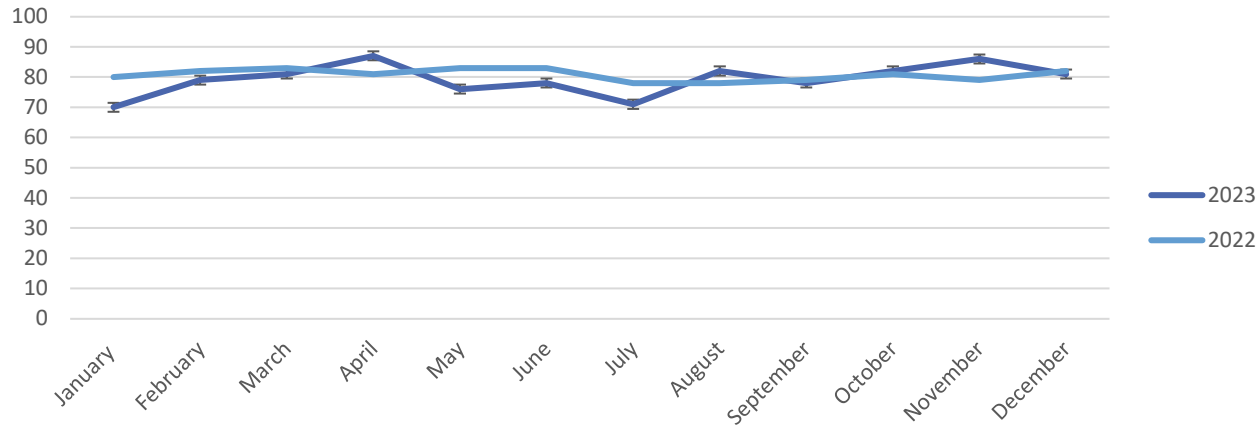


As our client base increased, 2022 and 2023 reflect the increase incidents in all categories except for Sexual Behavior. 2022 to 2023, we saw consistent numbers across the board. Summer months tend to see a higher number of incidents with clients participating in more outdoor activities and possibly walking on uneven ground. Winter months appear to have increased incidents with snow/ice creating hazardous walking outside. Slips, trips and falls along with accidental incidents are our highest categories. The Safety Committee meets quarterly to review the incidents and discuss solutions for reduction. Compliance Coordinator reviews incidents monthly to monitor any repetitive incidents with clients.

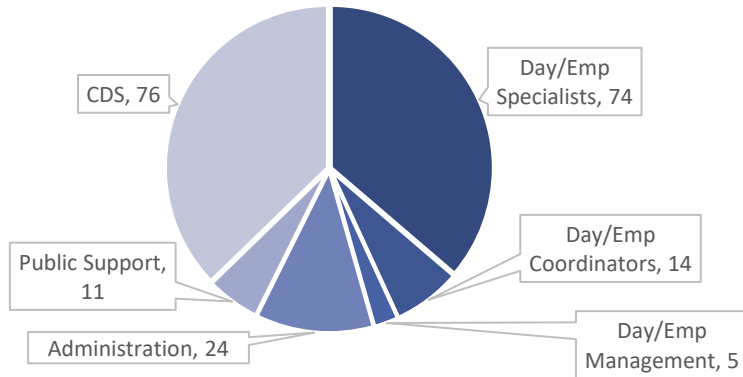
# Staff Satisfaction and Retention

Retaining staff continues 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 an external vendor. Staff complete the survey anonymously. The information received is reviewed by the leadership team

### Percentage of Favorable Responses overall from monthly employee survey



### Count of Staff by Department



## Major Risks 2024

**For 2024, the Leadership Team has identified the following areas that pose a risk to MRCI:**

1. DHS officially implemented the Day Support Services (DSS) in 2021. Service rates are based on historical expense data that is several years old. The 2023 Legislative Session appropriated additional funding for waived services; however, there is a risk that these rates will lag significantly behind the rate structure. A failure to obtain inflationary increases at a pace with expenses will pose a financial risk to the programs.
2. MRCI leadership maintains a constant awareness of labor issues that may pose a challenge to the organization and ability. While the turnover of staff remains relatively low, filling open positions with high level talent will remain a risk when considering growth.
3. The MRCI CDS program does not meet its projected revenue and customer growth goals and is beginning 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 2023 and continued growth is projected in 2024. Erosion of net profit by outside factors continues to be a risk in 2024 and will need to be monitored.

### **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 issues represents a potential risk across the agency and if a policy or procedure or other change to protocols need to be developed to address the issue. Through diligent attention to the risks, MRCI continues to be able to meet the mission of providing quality services to people receiving services.





## Initiatives

•**Client:** Enhance the quality and consistency of services across MRCI's diverse range of offerings, ensuring that each individual receives exceptional care and support tailored to their unique needs and preferences. This includes maintaining high standards, continuous improvement, and effective communication to meet and exceed client expectations.

- Expand MRCI's Vocational Services to reach counties that are currently underserved.
- Cultivate partnerships with community organizations to enhance community employment and day service experiences.
- Efficiently implement and scale up CDS Consultation Services within the next 12 months.

•**Financial:** Enhance financial excellence by strategically allocating resources to expand and optimize person-centered services. This involves prioritizing cost-effective solutions, streamlining processes, and ensuring fiscal sustainability while meeting the growing demand for high-quality care. By aligning financial strategies with the evolving needs of our clients, we aim to achieve both financial stability and exceptional service delivery.

Refine services for maximum financial performance including consolidating unused assets, facilities, vehicles and fixtures for efficiency.

- Grow and manage financial reserves.
- Maintain budgeted CDS growth strategies to increase service growth and program gross/net revenue.
- Seek grant funding targeted to the financial needs of the organization.

•**Customer:** Champion the adoption of an employment-first approach by actively educating industry partners, legislators, case managers, and staff. This involves raising awareness about the benefits of prioritizing employment opportunities for individuals with disabilities. By fostering dialogue, sharing best practices, and advocating for policy changes, we aim to create a more inclusive and supportive environment where meaningful employment is at the forefront.

- Continue to advocate for program services through membership and participation in state association.
- Align Community-based Day Services to MRCI's stated philosophy of "employment first, but not employment exclusive", measuring impact with nontraditional outcomes.



- **Culture:** Ignite and nurture excellence by fostering a culture that inspires unwavering commitment to our goals. We will achieve this by:
  - Developing Clarity of Purpose and Goals: Ensuring that every team member understands **why** they are part of our organization. By setting challenging yet achievable goals, we ignite action and keep everyone focused on what truly matters to the organization as a whole.
  - Living Out Our Values: Holding ourselves accountable for representing our core values. These values guide our actions, interactions, and decision-making, ensuring consistency and alignment with our mission.
  - Setting Up Systems and Processes for Excellence: Providing our team members with the necessary tools and processes to excel. When our systems promote excellence, we empower our teams and reduce the risk of disengagement.
  - Inspiring Commitment to High Performance: Encouraging a growth mindset and continuous improvement. By celebrating achievements and fostering a supportive environment, we motivate everyone to strive for excellence.
- **Process/Innovation:** Lead by example in fostering inclusive DEI employment practices. Our organization will serve as a model by:
  - Embedding DEI in Leadership: Ensuring that DEI is part of each leader’s job description from the outset and holding them accountable for promoting it.
  - Diverse Recruitment Channels: Actively diversifying our recruitment channels, including leveraging resources like LinkedIn Diversity Groups, conferences, colleges, and diverse job boards.
  - Inclusive Job Descriptions: Training hiring managers on writing job descriptions using inclusive language to avoid gender-coded vocabulary.
  - Attributes Over Credentials: Prioritizing attributes such as resilience, flexibility, and eagerness to learn over rigid degree and experience requirements.
  - Alignment with Organizational Mission: Aligning individual commitment to DEI with our organization’s mission and values.



By championing these practices, we aim to create an environment where inclusive hiring becomes the norm, both within our organization and across the broader community.



Casey Westhoff  
CEO



Jeff Call  
CFO



Tami Reuter  
Chief Business and Marketing  
Officer



Karen Johnson  
Chief Human Resources  
Officer



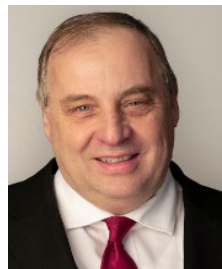
Julie Lux  
Chief of Client Directed  
Services

## Senior Leadership Team and Board Members

- Board members meet as a full board every two months on 1st Monday of the month.
- Full board members review and approve annually : MRCI Board Bylaws, Accessibility Plan, Program Abuse Prevention Plans, Risk Management Plan and Program Outcomes and Evaluation Plan, Annual Operating budget
- Board reviews and approves annual operating budget



Dave Borchert



Kip Bruender



Steve Roehlfing



Duane Olenius



Dan Menden



Bruce Anderson



Joe Kreger



Cindi Andersen



William Miller



Robert Roepke



Sarah Keller



Mark Dehen



Silas Danielson  
Legal Counsel

