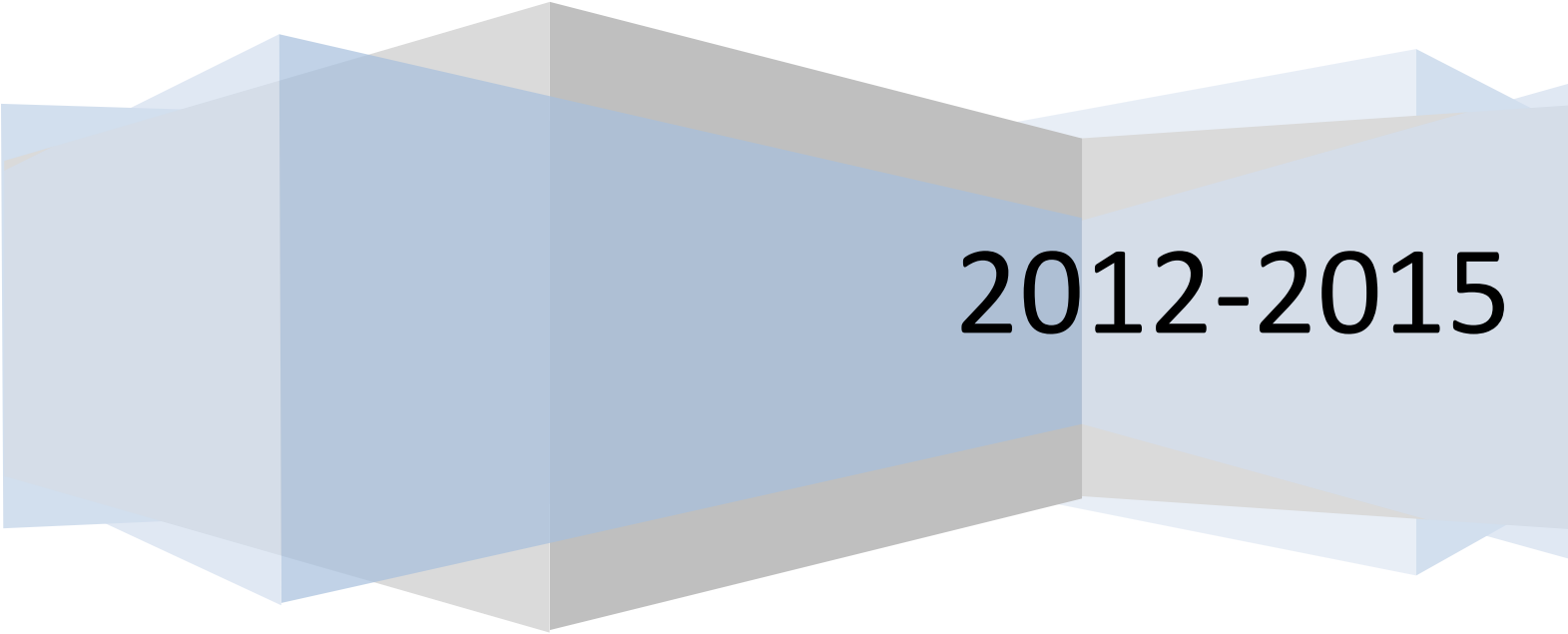


Strategic Plan

ACCESS II, ILC



2012-2015

Our Mission

The mission of ACCESS II is to provide programs and services that encourage and help sustain greater independence

Our Vision

We envision communities that provide inclusion, independence and self-determination for persons of all abilities

Our Values

Dedicated to making a positive difference in people's life

Providing resources to individuals and communities to increase awareness about disabilities/accessibility

Willing to take personal responsibility for the success of the individual and organization

Provide open communication for support/encouragement within the organization

Continually educating ourselves, each other, and our communities for the betterment of our organization

HISTORY OF ACCESS II

ACCESS II, Independent Living Center (ILC) was incorporated as a 501(c) (3) on July 13, 1995 as the 10th Independent Living Center in Missouri to serve the counties of Caldwell, Carroll, Daviess, Grundy, Harrison, Livingston, Mercer and Ray. ACCESS II started in an office space in the first floor of the Daviess County Courthouse generously donated by the County Commissioner's. The first year grant funding of \$75,763.00 was received in 1996 which was appropriated by the Missouri General Assembly in 1995. In 1997 ACCESS II moved out of the Daviess County Courthouse and began renting building space south of Gallatin. The agency grew and after 7 years had literally run out of space at this location. The Board agreed to another move, ironically to a closed nursing home facility. Then in 2003 there was discussion about moving ACCESS II to another site location. There was a public meeting that included Chillicothe and Trenton representatives that came to discuss the benefits of moving to their respective cities. In the end the Board decided not to move from Gallatin. In 2011 as the building it rented needed much interior and exterior work the Board again discussed moving to another location. This time the move was a purchase of a building at the Gallatin Industrial Park.

MISSION AND PURPOSE OF THE ORGANIZATION

The early mission of ACCESS II is a consumer controlled, community-based, nonresidential program, designed to promote independent living opportunities and improve quality of life for persons with disabilities. ACCESS II serves any disability, any age, with no income/eligibility criteria. ACCESS II is committed to the provision of a full range of independent living services, including the core services of (1) information and referral; (2) independent living skills assessment and training; (3) peer support and counseling; and (4) individual and systems advocacy. ACCESS II attempts to provide all four core services to as many individuals with disabilities as possible.

The philosophy of ACCESS II and the independent movement embodies the empowerment of an individual which is CHOICE by learning about all available options; also CONTROL of the goals that the individual has chosen; and CHANGE by learning to make independent choices and by taking control of their own decisions.

PROFILE OF THE ORGANIZATION

ACCESS II started with one employee and now has 13 employees, including the Executive Director, Program Manager, Financial Director, and 9 Independent Living Specialists and one van driver. Access II's programs address the core areas of Independent Living Skills Training, Peer Counseling, Advocacy, and Information and Referral. In addition, other programs reflect needs of the community such as ADA trainings, Benefits Planning, Consumer Directed Services, Individual Education Plans (IEP), Home Modifications, Transitions from Nursing Homes, Employment Skills and Training, Adaptive Assistive Technologies and Transportation. Major grants are from Vocational Rehabilitation, Department of Social Services, Department of Health and Senior Services, Primaris, Centers for Medicare and Medicaid Services and Missouri Arts Council. Additional funding has also been received in the past from Missouri Department of Transportation (MODOT), Daviess County Senior Tax Board and Ray County Senior Tax Board.

ACCESS II is required to have a majority of individuals with a disability on the Board of Directors, which it strives to accomplish, with some diversity from other fields, such as social work, business and social community networks. ACCESS II's continued evolving developments and success in serving the eight counties over these years and building a reputation can be attributed to the dedication and efforts of its loyal personnel and board members.

ACCOMPLISHMENTS OF THE ORGANIZATION

When you review the accomplishments of ACCESS II over the years, there have been numerous advocacy and education opportunities that have taken place. A vast amount of changes, improvements and goals were reached in the years of existence for the Center. Still there are many barriers seen and unseen that must still be torn down for individuals with disabilities. One Board member stated that "If the Center fulfills its' mission then we should no longer exist." The greatest accomplishment is that every individual that seeks services to fulfill the Independent Philosophy has been improved directly or indirectly. As a Center itself in 2012 the staff made a concerted effort and applied and was accredited thru the Commission on Accreditation of Rehabilitation Facilities (CARF) with the employment services.

Three-Year Strategic Issues

The following outlines the strategic priorities for the next three years. A complete action plan by year follows which specifies the goals, strategies and outcomes.

GOALS, STRATEGIES & OUTCOMES

- Strengthen and maintain high quality, effective programs to address all high priority needs of the disability community
 - Increase our political influence at all levels to improve our effectiveness as an advocate for people with disabilities
 - Develop ACCESS II, ILC a high-performance organization with qualified staff, volunteers and efficient operations by focusing on staff training, retention, development and evaluation
 - Diversify and expand our funding sources so ACCESS II is self-sufficient
 - Enhance our management team to ensure superior and effective leadership and efficient delivery of services
 - Rejuvenate Board participation to build a responsible, effective and active board
 - Improve and expand outreach and public awareness to achieve greater consumer enrollment and community involvement
 - Develop and fund a comprehensive marketing and branding plan for ACCESS II, ILC
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#1 Goal: Strengthen and maintain high quality, effective programs to address all high priority needs of the disability community

- 1.1: Review all existing agency programs and services to determine goals of each.
- 1.2: Conduct needs assessment of existing and potential consumers to identify current needs and priorities facing consumers.
- 1.3: Add four core services to each agency program.
- 1.4: Train staff in advocacy roles, responsibilities and effective strategies.
- 1.5: Expand disability/accessibility trainings to different businesses, organizations, community groups and consumers to address community attitudes that impede integration.

#2 Goal: Increase our political influence at all levels to improve our effectiveness as an advocate for people with disabilities

- 2.1: Work in accordance with SPIL to provide training for the CIL staff and consumers on education policy makers and local officials on Olmstead.
 - 2.2: Build and sustain relationships with local and state government entities to educate about ACCESS II's mission, goals, strategic plans and advocacy roles.
 - 2.3: Invite legislatures to Disability Awareness Day. (City, County and State)
 - 2.4: Propose at least one social policy issue to promote continuous integration of persons with disability at a local or statewide level.
 - 2.5: Provide reliable information and data to businesses, media, political and community leaders regarding disability issues on a regular basis.
 - 2.6: Establish a systematic method to advocate for public education or to influence policy and practice.
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#3 Goal: Develop ACCESS II, ILC as a high-performance organization with qualified staff, volunteers and efficient operations by focusing on staff training, retention, development and evaluation

- 3.1: Conduct a job functions inventory and assessment of staff and volunteers; revise if necessary.
- 3.2: New hire and staff orientation training curriculum will be developed. Training will encompass all necessary information to successfully carry out job functions in an effective manner.
- 3.3: Annually, staff will attend mandatory staff trainings as required.
- 3.4: Annually, complete staff performance evaluations in a timely and genuine fashion. Review includes personal development plan.
- 3.5: Obtain and develop a comprehensive staff performance evaluation process.

#4 Goal: Diversify and expand our funding sources so ACCESS II is self-sufficient

- 4.1: To obtain a grant/assistance for assistive technology.
 - 4.2: Prepare a snapshot report of current funding levels and revenue source by type.
 - 4.3: Implement Vendor for DME program.
 - 4.4: Assess and develop the housing pilot project for Access Independence.
 - 4.5: To develop and sustain the employment program thru voc/rehab.
 - 4.6: Develop and sustain the transition program thru DSDS/DHSS.
 - 4.7: Develop business plan for in home care services.
 - 4.8: Annually with the Board of Directors, will host two to three fundraising events with an expected goal of \$2,000 unrestricted funds in year one with increasing annual goal by 10%.
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#5 Goal: Enhance our management team to ensure superior and effective leadership and efficient delivery of services

- 5.1: Conduct an assessment of organizational structure to review for efficiency and effectiveness.
- 5.2: Each year a 360/other performance evaluation system is executed and a personal development plan is drafted and implemented.
- 5.3: Conduct an assessment of management skills and talents and review inadequacies and train appropriately.
- 5.4: An internal communication plan is developed to increase understanding between personnel, foster teamwork and eliminate duplication of services.

#6 Goal: Rejuvenate Board participation to build a responsible, effective and active board

- 6.1 Development of a Board Advisory group: Youth
- 6.2 Development and adherence to Board Governance Policies
- 6.3 Develop board self-assessments and conduct semi-annually
- 6.4 Conduct board development training curriculum for board members
- 6.5 Develop a new board training curriculum for new board members

#7 Goal: Improve and expand outreach and public awareness to achieve greater consumer enrollment and community involvement

- 7.1: Design and deliver in-service trainings for staff, board and volunteers to increase knowledge and apply marketing principles.
- 7.2: Expand in-service trainings for targeted organizations to increase their staff's knowledge about services provided by ACCESS II, ILC.
- 7.3: Review and assess need for satellite/branch office in outlying areas
- 7.4: Increase no cost press releases and create content for news stories, features, video releases

*#8 Goal: Develop and fund a comprehensive marketing and branding plan for
ACCESS II, ILC*

- 8.1 Secure funding for a comprehensive overall marketing plan (i.e. marketing company/professional)
- 8.2 Design and implement an outreach/public awareness/advertising plan
- 8.3 Develop comprehensive marketing social platforms

Appendix 1

Access II Independent Living Center provides Independent Living Services in the counties of Caldwell, Carroll, Daviess, Grundy, Harrison, Livingston, Mercer and Ray with a total population of 88,844 and covering 4,397 square miles.

The average income per capita in the service delivery area was \$30,791 in 2010 with 2011 taxable sales revenue totaling \$692,719,288.

Area	Population 2010	Income 2010		Taxable Sales Total Revenue 2011
		Total Personal Income	Per Capita Income	
Caldwell County	9,424	\$318,099,000	\$33,726	\$32,226,788
Daviess County	8,433	\$229,907,000	\$27,205	\$46,661,975
Grundy County	10,261	\$305,822,000	\$29,775	\$85,777,074
Harrison County	8,957	\$257,939,000	\$28,820	\$101,809,704
Livingston County	15,195	\$475,959,000	\$31,328	\$197,843,717
Mercer County	3,785	\$98,826,000	\$26,151	\$27,081,415
Carroll County	9,295	\$316,958,000	\$34,104	\$58,627,389
Ray County	23,494	\$826,337,000	\$35,222	\$142,691,226
Access II Region Summary	88,844	\$2,829,847,000	\$30,791	\$692,719,288

Source: MERIC, Quarterly Census of Employment and Wages, data for calendar year 2010.

These wages represent an average for all industries, both public and private.

Average Hourly Wage is calculated by dividing Total Wages by Average Employment by 2,080 hours (52 weeks x 40 hours) across all industries.

Average Annual Wage is calculated by dividing Total Wages by Average Employment across all industries.

Area	Land Area in Square Miles	Persons per Square Mile
Caldwell County	426.39	22.1
Daviess County	563.24	15.0
Grundy County	435.28	23.6
Harrison County	722.50	12.4
Livingston County	532.33	28.5
Mercer County	453.84	8.3
Carroll County	694.62	13.4
Ray County	568.81	41.3
Access II Region Summary	4397.01	Average 20.6

Source U.S. Census Bureau: State and County QuickFacts.

Access II Independent Living Centers Regional Summary shows a total Labor Force of 42,752 persons with 2,958 of those people unemployed. Carroll County with 8% and Ray County with 7.7% unemployment have the two highest unemployment rates; Mercer County comes in with the lowest at 4.6%.

Local Area Unemployment Statistics April 2012				
Area	Civilian Labor Force	Employment	Unemployment	Unemployment Rate
Caldwell County	4,337	4,054	283	6.5%
Daviess County	3,916	3,646	270	6.9%
Grundy County	5,051	4,740	311	6.2%
Harrison County	4,315	4,035	280	6.5%
Livingston County	6,958	6,494	464	6.7%
Mercer County	1,989	1,897	92	4.6%
Carroll County	4,785	4,401	384	8%
Ray County	11,374	10,500	874	7.7%
Access II Region Summary	42,752	39,767	2,958	6.6%

Source: MERIC, Quarterly Census of Employment and Wages, data for calendar year 2010.

These wages represent an average for all industries, both public and private.

Average Hourly Wage is calculated by dividing Total Wages by Average Employment by 2,080 hours (52 weeks x 40 hours) across all industries.

Average Annual Wage is calculated by dividing Total Wages by Average Employment across all industries.

The average county wage in Access II I.L.C. service delivery area is well below the average annual wage for the state of Missouri according to the Bureau of Labor Statistics (<http://www.bls.gov/ro7/qcewmo.htm>).

According to the Bureau of Labor Statistics, the average annual Missouri wage is \$41,808 or \$804 per week. Caldwell County wages are the highest ranking in Access II I.L.C. service delivery area at \$31,124 or \$599 per week. This is a difference of more than \$200 per week in income. However, one must recognize, the Missouri average includes larger city data which has the ability to skew figures since many larger cities offer larger wages than rural areas.

County Average Wages

Total Wages for All Industries, Private Only		
County	Avg Annual Wages	Avg Hourly Wage
CALDWELL	\$31,124	\$14.96
CARROLL	\$28,966	\$13.93
DAVISS	\$22,686	\$10.91
GRUNDY	\$30,306	\$14.57
HARRISON	\$21,522	\$10.35
LIVINGSTON	\$28,842	\$13.87
MERCER	\$28,980	\$13.93
RAY	\$28,099	\$13.51

Total Wages for All Industries, Public and Private		
County	Avg Annual Wages	Avg Hourly Wage
CALDWELL	\$28,474	\$13.69
CARROLL	\$28,614	\$13.76
DAVISS	\$24,143	\$11.61
GRUNDY	\$29,715	\$14.29
HARRISON	\$23,649	\$11.37
LIVINGSTON	\$29,096	\$13.99
MERCER	\$28,387	\$13.65
RAY	\$28,739	\$13.82

Source: MERIC, Quarterly Census of Employment and Wages, data for calendar year 2010.

These wages represent an average for all industries, both public and private.

Average Hourly Wage is calculated by dividing Total Wages by Average Employment by 2,080 hours (52 weeks x 40 hours) across all industries.

Average Annual Wage is calculated by dividing Total Wages by Average Employment across all industries.

Access II I.L.C. service delivery area has a total of 1719 persons receiving SSI in 2010, according to the Social Security Administration. This is roughly 1% of the total SSI Recipients in the State of Missouri amounting to \$878,000.

SSI Recipients, 2010								
Area	Total	Aged	Category Blind & Disabled	Under 18	Age 18-64	65 or Older	SSI recipients also receiving OASDI	Amount of payments (thousands of dollars) ^a
Missouri	133,895	7,975	125,920	22,762	92,052	19,081	47,167	69,732
Caldwell County	157	13	144	20	109	28	59	81
Daviess County	127	b	b	24	90	13	59	105
Grundy County	246	19	227	45	149	52	108	130
Harrison County	200	31	169	24	120	56	92	92
Livingston County	376	20	356	41	279	56	144	173
Mercer County	95	15	80	b	63	b	46	40
Carroll County	224	13	211	27	160	37	99	106
Ray County	294	b	b	47	221	26	114	151
Access II Region Summary	1719						721	878

SOURCE: Social Security Administration, Supplemental Security Record (Characteristic Extract Record format), 100 percent data.

NOTE: ANSI = American National Standards Institute

- a. The state payment total does not equal the sum of the rounded county totals.
- b. Data not shown to avoid disclosure of information for particular individuals.