

Network Day Service Center

FY2020 - 2022 Strategic Planning and Outcomes Management Report

June 30, 2022 Annual Report



NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

Table of Contents

- Overview
- Organizational Profile and History
- Who We Support
- Entrance Criteria
- Stakeholders
- Facts About Network Day Service Center, Inc.
- Philosophy
- SWAT Analysis
- Organization Accomplishments
- Accommodations
- Adaptive Equipment
- Ongoing Strategies
- Governing Board
- Committees
- Strategic Plan
- Risk Management Plan
- Accessibility Plan
- Program Specific Outcomes
- Technology and System Plan
- Who We Serve
- Cultural Diversity
- Funding Streams and Expense History

OVERVIEW

INTRODUCTORY MESSAGE:

This report represents Network Day Service Center Inc.'s Outcomes Management Report which summarizes our efforts in continually improving our services to meet the needs of the individuals we support. The Performance Improvement process includes us asking for feedback from our entire stakeholders which include the individuals we support, their families, board of directors, support networks, staff, community partners and our funders. We take this input, review it, and set goals for improvement, and then evaluate how we are doing in meeting those goals.

Network Day Service Center, Inc. continued to strive in FY2020-2022 to meet all the mandates in the performance Contract with Georgia Department of Behavioral Health and Developmental Disabilities (DBHDD) Region 1. We are fully licensed by DBHDD and are an approved NOW/COMP Medicaid Waiver Provider. NDSCI receives an agency wide audit from an independent CPA firm annually. We met all requirements satisfactorily. We continue to utilize and improve all services to enable Network to meet the needs of individuals in a new direction.

With the assistance of the Network Day Service Center's (NDSCI) governing board and all NDSCI staff, the Strategic Planning Committee shall meet annually to:

- Review the previous year's accomplishments and assess contract compliance.
- Develop an ongoing strategic planning process for improving supports provided to individuals receiving services through NDSCI
- Determine NDSCI capacity for accepting new referrals from the Region 1 DBHDD office and Support Coordination agencies.
- Agree on a direction for the next year that ensures a positive strategic fit between NDSCI'S current capabilities and the requirements of DBHDD.
- Maintain the financial integrity of Network Day Service Center and its continued capability for providing services to persons with Developmental Disabilities who are residents of Floyd County and surrounding areas.

Performance improvement efforts should always work towards achieving our mission:

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

OUR MISSION

The purpose of Network Day Service Center, Inc. (NDSCI) is to provide a meaningful work environment and quality of life for the benefit of adults with developmental disabilities. NDSCI believes that all people with developmental disabilities should be able to live and participate in their communities.

OUR VISION

NDSCI is recognized as the choice provider agency of services for Individuals with developmental disabilities, a premier employer in Floyd County, and a preferred partner in the business community.

STATEMENT OF VALUES

- Our vision is that every person who participates in our services leads a satisfactory, independent life with dignity and respect.
- Services offered by Network Day Service Center, Inc. should be designed with dignity and worth of the individual with intellectual and developmental disabilities.
- Services should be consistent with values of integration, use of generic systems, support to natural settings, individualized environment.
- Network Day Service Center, Inc. makes a commitment to excellence and quality through participating in continuing education to develop knowledge and enhance skills.
- Network Day Service Center, Inc. makes a commitment to excellence and quality through willingness to participate in self-evaluation and formal evaluation.
- Network Day Service Center, Inc. is committed to cooperation and coordination of services among agencies, which leads to quality programming.

Network Day Service Center, Inc. believes employees should be:

- Competent, committed, and compassionate
- Treated with dignity and respect
- Valued for their individual and collective contributions as we pursue our shared mission

Network Day Service Center, Inc. believes communities should be:

- Knowledgeable, accepting, and sensitive to the needs of persons with disabilities
- Demonstrate responsibility for all citizens
- Resourceful in providing support

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

ORGANIZATIONAL PROFILE AND HISTORY:

Network Day Service Center, Inc., as we know it today, had its origin in 1954 as the United Cerebral Palsy of Rome and Northwest Georgia, Inc. at the present site. The program was started by a small group of concerned parents seeking the development of meaningful services and community-based opportunities for persons with developmental disabilities. Currently, there are three buildings located at 402 West Tenth Street on property that was left to the Cerebral Palsy Center by Mr. and Mrs. John Jackson. The private, nonprofit agency, managed by a board of directors, was reincorporated in 1989 under the name Network Associates, Inc. to reflect a more positive image. Children were served until 1995. In 1998, the name of the agency was changed to Network Day Service Center, Inc.

The Georgia Department of Behavioral Health and Developmental Disabilities provides funding for services through NOW and COMP Medicaid Waivers. Services provided by Network include Community Access Group and Individual, Community Living Supports, Supported Employment Group and Individual, Respite, Specialized Medical Supplies and Specialized Medical Equipment and Transportation. Private donations also assist with program needs. Fund raising events, such as golf tournaments, silent auctions and pansy sales, sponsored by the Board of Directors, are held annually.

WHO WE SUPPORT:

All individuals presently served by NDSCI are adults (22 and older) referred by the Georgia Department of Behavioral Health and Developmental Disabilities Region 1 Intake and Evaluation Office. An intellectual/developmental disability is a chronic condition that develops before a person reaches age 22 and limits his/her ability to function mentally and/or physically. Services are provided to people with intellectual and other disabilities, such as cerebral palsy, brain trauma, and autism, who require services similar to those needed by people with an intellectual/developmental disability.

ENTRANCE CRITERIA:

Network Day Service Center serves Floyd county residents age 22 (and up) who have a diagnosis of an intellectual or developmental disability whose eligibility has been established by the Intake and Evaluation Office. Occasionally, due to unusual circumstances, a person is served under age 22 and/or from another county. Applicants funded with governmental resources must either meet state-established "Most in Need" criteria or have received a 'criteria waiver' from the Region 1 Board.

The Region 1 Office maintains both 'short- and long-term planning lists' for applicants awaiting services. The 'order of referral' to Network is determined by a variety of factors including the "Most in Need" status, availability of the requested service(s); identified funding for the placement; and the specific needs, requirements and stated choices of the individual.

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

Once referrals have been received by the I & E team and/or Planning List Administrator, the management team, comprised of the Executive Director, Program Managers, Instructors and Aides of requested programs, review them and make a decision concerning entrance into the program.

The internal ‘order of acceptance of a referral’ for all individuals who meet the established minimum threshold criteria shall be as follows:

1. the availability of staff coverage to accept the referral and remain in compliance with any state mandated staff/individual ratio requirements, then
2. the capacity for the desired program to meet the individual’s behavioral or medical support needs, and
3. the apparent stability of the home environment or primary caregiver situation.

The Executive Director (or person in charge) then notifies the referring agency and caregiver(s) regarding entrance decisions. Should Network be unable to provide services to an individual, the Planning List Administrator or Support Coordinator are notified and will seek services from other providers and/or keep the individual on the Planning List until services become available. Once a person is received into services, they may transfer, quit and/or reenter program services as changes/choices occur in their lives. No negative consequences occur if a person makes a choice to quit and later wants to reenter as long as Network can meet the specific needs of the person.

- Through hiring and retention of personnel consideration will be given regarding the assessed need of individuals as it relates to culture, age, gender, sexual orientation, spiritual beliefs, socioeconomic status, and preferred language, among various other needs that person may have based on data collected on individuals supported and coming into services.
- NDSCI will strive to understand the culture of each person served and other stakeholders as well as what that culture understands about developmental disabilities and how that culture may vary from one to another.

OTHER STAKEHOLDERS:

- Parents, family members, guardians, and primary caregivers of the individuals who receive services from NDSCI are a key group of stakeholders essential to the holistic success of the individuals supported by NDSCI and the agency at large. NDSCI looks to these stakeholders for input on how NDSCI can continue to provide quality services, while serving a supportive role in their lives and the lives of their loved ones we support.
- NDSCI maintains a “partnership agreement” with the Floyd County School System and Rome City School System in ongoing efforts to educate graduating special education students and assisting to make transition from student to adult as smooth as

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

possible. NDSCI participates in transition meetings, educational transition fairs, and other functions that both educate adults students and their families.

- NDSCI contracts with DHS for Rome Transit System to provide transportation in the city. Network, along with Floyd Training Center, contract with DHS to provide transportation in the county.
- DBHDD's Region 1 Office is another essential stakeholder that provides most of the funding for Network through NOW/COMP Medicaid Waiver Program for persons with intellectual and developmental disabilities. At the regional level State Support Coordination, Intake and Evaluation, and the Regional Office provide support, technical assistance, intake screening, and a referral base, and technical support and feedback, which are all valuable inputs for NDSCI strategic planning.
- NDSCI works closely with the local Center for Independent Living (formerly Disability Link) to provide any assistance our adults can be advised on and utilize to becoming more independent.
- NDSCI works closely with DIGS (Developing Independence, Growth & Security) a local group of parents who started a program to raise funds to provide safe housing, work, and leisure opportunities for adults with developmental challenges. DIGS offers extracurricular activities for our adults such as The Just As I Am Choir, Art, Photography, and a Dance Club. The DIGS Art Club meets at Network once a month.
- NDSCI has a relationship with the local Berry College with the largest campus in the world. Berry's Bonner Scholar students and interns provide activities and host parties for Network's adults. Berry's Psychology Department professor and Director of Autism/Applied Behavior Analysis also has a class who volunteers a couple of times a year and does a literacy program with NDSCI's individuals.
- NDSCI operates under the guidance of an active, all volunteer board of directors, of which at least 50% are also parents or family members of individuals with I/DD. There is a retired special education director and a special education teacher. Other directors come from various business sectors of the community. The board is made up of men and women with a wealth of knowledge in different areas of expertise who serve as an ongoing resource and provide essential guidance in strategic planning.

FACTS ABOUT NETWORK DAY SERVICE CENTER, INC.

As a private nonprofit human services organization, Network Day Service Center, Inc. provides an array of training and support services primarily to Floyd County residents with Intellectual and Developmental Disabilities. We review program outcomes on a regular basis for efficiency and effectiveness, always seeking a better way to serve the individuals. The center maintains a campus owned by a Governing Board of a voluntary Board of Directors. The center consists of three buildings situated on three connecting lots. A community-supported Therapy Garden in the back yard was completed in March 2005 with many features to offer a serene place for individuals to enjoy. Raised flower beds offer the opportunity to learn about horticulture for those who choose to do so. The Governing Board continues to seek funds to maintain garden. The individuals, families and Board are happy with the garden. The Rome Federated Garden Clubs adopted it as their community project and the individual clubs (total Membership of over 200),

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

headed by Seven Hills, are held fundraisers to assist with the cost, which was approximately \$50,000. A drive through, carport and parking lot were completed in March 2008.

We invite the Rome community to be involved with the center and individuals. The individual computer lab with 11 computers is one the largest labs in the state. Many individuals have a computer goal of their choice. We are proud of the computer lab and comments from visitors, state monitors and other stakeholders. We are mostly proud of how it benefits our individuals and how they view their lab. Adaptive equipment, such as a touch window, is used as needed and Internet access is available. The 'community at large' is utilized on a daily basis to provide choice driven supported employment, recreation and community-based training opportunities.

There are four employers in Floyd County who utilize our individuals' talents through Supported Employment Group and Individual. Currently, we have a group who cleans the Oakhill Church of Christ. We also have a group of individuals who work for Legacy Commissary sorting condiments into packaging to be sold. We have individuals who work individually with West End Florist and Pasquales Italian Restaurant. All individuals make at least minimum wage with Legacy Commissary paying \$1.00 more per hour than minimum wage. Individuals are chosen quarterly to receive "Employee of the Month".

PHILOSOPHY

Network Day Service Center, Inc. services are premised on the belief of each individual's inherent dignity and worth. An intellectually/developmentally disabled child or adult is first of all a human being, and his handicap is of secondary importance. Each individual program plan and each personal interaction between staff should reflect this belief. All programs and expectations should encourage optimum physical and mental development. Expectations which society has for a non-handicapped person in regard to social, emotional, intellectual and physical independence should be the same for a handicapped person, insofar as that person is capable of achieving those expectations.

Network Day Service Center, Inc. desires to have an open communication channel with caregivers and authorized representatives. Opportunities to visit the program, and frequent opportunities for communication with instructors and administrative staff when appropriate are all intended to accomplish this purpose.

SWOT ANALYSIS

Network Day Service Center, Inc. considers all input provided by stakeholders as it develops and implements strategic plans. NDSCI has solicited information from our stakeholders in analyzing the organizations internal strengths and weaknesses as well as external threats and opportunities which are likely to affect NDSCI's ability to uphold the mission.

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

Organizational Strengths

NDSCI's employees are our most valuable resource. As a group, they are competent in their jobs and in their commitment to serving persons with developmental disabilities to the best of their ability. They have a 'lot of heart' and genuinely care for our individuals. Staff and program longevity are definite strengths. They are well trained and equipped to provide the supports needed by our individuals.

Our community program is thriving. We've also added Respite, Specialized Medical Supplies and Equipment services. The Community Living Services with Private Home Care licensing to provide personal supports/companion sitter services continues to grow.

The individuals we serve have family members and caregivers who help us provide the best possible care to their person. Many individuals have developed long term friendships with peers and staff. NDSCI provides opportunities for families/ caregivers to get together informally. Program activities are choice driven and highly individualized.

During the past 67 years, the center has developed a network of community stakeholders who are supportive and can be called upon as necessary. The organization has a good reputation for dependability and stability. We have on going involvement with local employers, civic groups, church groups and governmental entities that appear eager to assist the center in helping individuals. We promote a strong 'teamwork' ethic and de-emphasize organizational hierarchy. We have on going community involvement such as actively participating in annual United Way fund drives.

Network Day Service Center, Inc. has a compassionate, involved and supportive governing Board of Directors comprised of individuals' parents and local citizens active in the community who are personally committed to improving the quality of life available to the developmentally disabled citizens that we serve. The Board's current annual fundraising activities began in 1994 and involve many 'friends' of Network and supporters. Monies rose from the annual golf challenge in the summer and annual pansy sale in October routinely fund capital improvements, building renovations in support of staff efforts. Network has had music fund raisers that included a "Dancing with the Network Stars" and entertainment which included silent auctions.

NDSCI maintains an attractive campus with excellent facilities that are easily accessible to anyone. It is conveniently centrally located near city bus stops, restaurants, businesses and medical offices. The fair market value for these 'Board owned' facilities has been estimated at \$600,000 during FY06. This means the center is able to spend dollars in support of our mission versus paying them to a landlord. The Board of Directors sponsors a Spring Fling and Christmas dinner.

Network contracts with a computer consultant who keeps computers upgraded and HIPAA compliant and in top working

condition.

Dr. Robert Norton and Dr. Denny Gordon offer counseling to individuals, caregivers and staff on a volunteer basis as needed. Ray Cox offers free legal assistance as needed. Local colleges sponsor dances/parties with faculty and students.

Internal Strengths

Good relationship with families and community members

Strong Board of Directors cross representation of businesses in Rome

Good rapport with Regional I Board, Intake & Evaluation and Support Services

Teamwork (like family)

Staff with tenure and expertise

One staff with a Doctorate, one with a Specialist degree, three with Masters degrees, two with Bachelor's degrees

Staff who qualify as Developmental Disability Professionals

The variety of programs we offer

Excellent resources to do our jobs

Supervisors/administrators who are supportive and open to suggestions

Clean/attractive work environment

Use of volunteers and interns

Our facility/vehicles

Solid transportation system

Pleasant work environment

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

Own the property and buildings

Staff ability to order equipment etc. they need (with Director's approval)

Good consultants (legal, CPA)

Location-central, on bus lines

Good reputation in community

Long term (since 1954)

Ongoing referrals and waiting list for day services

Our Weaknesses

As has been with other agencies and programs, Covid has had a negative impact on Network services as individuals were slow to return to services. By the end of FY22, two-thirds of previous individuals had returned. Through attrition staff have left and as much as possible, responsibilities were redistributed.

We continue to deal with shortage of space as we have approached the maximum use of existing square footage for facility-based services. The Department of Behavioral Health and Developmental Disabilities has informed providers that the state wants to get away from the day program model and focus on getting individuals more involved with community activities and connections. We continue to get requests for services from outside of Floyd County as well. The State planning list and in this Northwest area continues to grow larger, we are told.

Following Network's Covid closing, there has been a reduced pool of applicants for job openings, especially part-time. We offer limited opportunity for staff to advance to more responsible, higher paying positions. Direct support staff starting salary is just slightly higher than minimum wage. Without an increase in funding, we are unable to give significant raises. This has proven somewhat less effective incentive for recruiting/employing people who have college degrees.

Medical insurance rates are escalating. Because the center seeks to assist staff by heavily subsidizing these rates, then we risk regression in our recent efforts to become more competitive with larger organizations.

Rome offers limited public transportation services and Rome Transit Department services are unavailable during evenings and

weekends.

United Way restructured their focus to homeless needs in 2020 and Network was cut from the budget. While this was not a large amount of funding, it helped with supplies.

Internal Weaknesses

Additional qualified staff due to growth

Need additional vans with lifts

More demands from Regional Board and State

Increased building capacity

Continued increased paperwork making it difficult to balance supports and documentation

Need alternate plan to address unexpected staff absenteeism

What do we do with individuals who could work, but don't want to work (catch 22) (choice)

Funding reliant on DBHDD

Upkeep of buildings and property expense

Educating families to be more involved with current issues

Safety concerns regarding the intruders, tornados, locks

OPPORTUNITIES THAT ARE AVAILABLE TO US

We are located in one of the fastest growing counties in the state. We are one hour from Atlanta, thirty minutes from Cartersville and Calhoun. Bordering these counties, we receive inquiries about services in the facility and our supported employment services. For individuals who currently have funding assigned to them, this represents an opportunity for the 'marketplace' to work, as it should.

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

The fact that the governing Board does not have to lease our facilities provides us the opportunity to ‘add on’ to expand services.

NDSCI has developed an excellent reputation during its 68 years of community service and has an even larger potential network of supporters. The two annual fundraising events may be expanded.

NDSCI has a well-established history of developing collaborative working relationships with other service providers and this could be expanded upon.

To expand community services

Seek new funding sources and community projects

Expand public image through websites, collaborative efforts, new brochures and newsletters

Expand community employment and volunteer opportunities for the individuals we serve

Expand web-based documentation through Vypersoft

THREATS TO THE CENTER

Competition from other service providers. All providers are seeking the same funding sources that NDSCI relies upon - particularly large managed care organizations that may ‘politically’ negotiate assignment of the States’ Medicaid Waiver capacity to them under managed care initiatives.

The local economy and ‘rumors’ of more budget cuts by the State. Although we have recruited part-time direct support employees, the key staff positions are filled with long time competent, experienced employees. A loss of these staff, with their familiarity of a quickly evolving I/DD system, would negatively impact NDSCI’s service delivery for a period of time.

Limited transportation, unstable fund sources, increasing medical insurance costs.

External Threats

- Federal / State funding is limited
- Insurance challenges
- NOW/COMP waiver funding system is restrictive and documentation heavy
- Keeping up with evolving trends for service delivery

ORGANIZATION ACCOMPLISHMENTS

- Exceptional Rates were approved for individuals which allowed 1:1 staff to support them at the level they needed.
- Slack Communication System was set up for staff and has helped our communication.
- DialMyCalls communication system to communicate through text messages with families and caregivers was established.
- The Annual Golf Challenge fundraiser at Stonebridge Golf Club, Pansy Sale, Silent Auction monies will be used for any needed capital improvements projects.
- A 10-passenger bus and a 15-passenger van were purchased with a wheelchair lift.
- Network has been involved in a softball competition with other centers which the individuals have greatly enjoyed. There was a banquet to celebrate their year with championship rings and pins given to players and fans.
- The Culinary Club had numerous sales to purchase t-shirts, aprons and hats.
- After a Rome Transit bus caught fire in front of Network, staff was honored at the Rome City Commission meeting for acting swiftly and taking care of the individuals
- Director appears on the radio and speaks publicly to local civic clubs.
 - NDSCI Policies and Procedures are checked and updated at least annually.
 - NDSCI has had no grievances or complaints in twenty years.
- OSHA had 0 incidents to report.
- Health and Fire Inspections were 100% in compliance. All major heat and air, fire extinguishers and sprinkler systems were brought under maintenance agreement contracts.
- Individuals participated in the local Special Olympics.
- Berry College's Psychology Department had students provide a Literacy program for our individuals.
- Berry College Bonner student developed a new website for Network.

ACCOMMODATIONS

Listed are a few of the changes to accommodate special circumstances prompted by input/requests from stakeholders.

- Allowing individuals to come before center program opens. No fee charged.
- Allow individuals to remain after program hours due to rides arriving late. No fee charged.
- Allow individual's program hours to change due to unexpected situations at home.
- Staff stationed at door am & pm to ensure individual's safety getting on & off bus.
- We have access to free consultation, if needed, from a psychologist.
- Transport individuals to special events after hours in order for them to attend.
- Changed schedules at their request in order for adjust training in a.m. or p.m. session.
- Requested changing where and with whom one eats lunch. Change was worked out.
- Granted request to go to computer lab while waiting to go to work.
- The Coosa Valley Credit Union staff brought materials to make Mardi Gras masks and helped individuals make them
- The local library did a puppet show at the day program.

ADAPTIVE EQUIPMENT

Adaptive Communication Non-Verbal

- iPad/Tablet programs
- Communication Pictures

Program

- Reach Extender
- Adjustable Tables
- Lap Boards
- Bowling Ball and Ramps
- Sit to Stand Lifts
- Wheelchairs
- Work Jigs

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

- Large Screen TV's for Visually Impaired
- New changing table

Computer Lab

- Large Screen TVs - (Monitor)
- Touch Screen Computers (2)
- Enlarged Keys (2)
- Earphones

ONGOING STRATEGIES:

BOARD OF DIRECTORS

NDSCI maintains a board of directors that meets on a regular basis to oversee the ongoing activities of the organization to develop and maintain contractual agreements necessary to provide services, establish and enforce policy, and to ensure NDSCI is financially stable. The following are specific functions of the board's oversight:

- Maintenance of corporate documents and nonprofit (501c3) status
- Board committees including but not limited to Executive, Financial, and Nomination will be appointed by the Board President as required to manage the ongoing work of the board.
- Ensure the employment of an Executive Director to manage the day to day operations of Network Day Service Center through the allocation of varied financial and corporate resources.
- Ensure the completion of an annual agency-wide audit conducted by an independent Certified Public Accountant. This audit will be completed in a timely manner and include documents appropriate required by funders and regulatory entities.
- The board of directors serves as an advocate group and a community resource for individuals with intellectual and developmental disabilities in Floyd County and surrounding areas. This will be accomplished through communicating both current and future needs of the individuals receiving services to potential funds and community stakeholders.
- Work to enhance the existing facilities and ensure future service delivery capacities by developing expansion projects and additional facilities that enable more individuals seeking services to be supported.

OFFICERS AND DIRECTORS

JULY 1, 2020 - JUNE 30, 2022

OFFICERS

Dr. Renva Watterson, President (Registered Agent)

Gail Sherman, Vice President

Mary Hardin Thornton, Treasurer

Virginia Hunter, Secretary

Sara Barton

Scott Bentley

Patsy Cooper

Leigha Davenport

Dana Ewing

Ruth Forrester

Anne Harbin

Denise Howell

Joy Jones

Mary Ann Long

Scott Preston

Kathy Proudfoot

Charles Schroeder

Nadine West

Ginny Word

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

ADVISORY BOARD

Ray Cox

Robert Norton, Jr. Ph.D.

Committees:

Quality Assurance:

NDSCI employs the use of committees to ensure that there is a collaborative approach to quality assurance, strategic planning, and risk management. A collaborative approach ensures buy-in from stakeholders, the board of directors, employees of the center, and individuals supported. Collaborative efforts for planning also gives ownership of initiatives to the members of the committees providing for an increased likelihood that the initiatives will be seen to fruition. Meeting minutes are kept during committee meetings to ensure there is not a loss of knowledge after the discussion and planning activities.

Quality Improvement Committee:

The QI Committee is composed of subcommittees as well as the entire staff of NDSCI. In addition to subcommittees, the Executive Director or designee conducts regular meetings as a part of staff development. Through these meetings, staff will have opportunity to brainstorm about ways to improve supports to individuals, be made aware of areas of concern where quality needs improvement, and opportunities for staff to share concerns.

- Regularly staff meetings will have a discussion time for concerns. It will be the charge of the management staff to ensure resolution of these concerns.
- Regularly staff will be asked to provide input around specific quality improvement from initiatives in a structured format that will yield outcomes to be pursued.

Subcommittees:

Financial and Billing/Administrative –

- Obtain annual independent audits in compliance with Act 1359
- Ensure annual employee performance appraisals are completed

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

- Annual fiscal report
- Monitoring of Medicaid Standards/Billing Procedure/Contractual Requirements
- Quarterly financial reports signed and approved by Board President prior to Center submission to Office of Financial Services
- Reviews and/or revises all Finance and Billing policies annually

Health & Safety

- Schedule all external annual fire, health, and safety inspections
- Review safety and environmental reports and develop recommendations for needed corrections or improvements
- Conduct emergency drills as scheduled and evaluate results of drills annually
- Provide or arrange training on health and safety issues for participants
- Reviews and/or revises all Health and Safety policies annually

Human Resource Development/Training

- Ensure all Staff Performance Evaluation forms are reviewed and updated as needed and, at minimum, annually
- Ensure Performance Evaluations are completed annually.
- Reviews and/or revises all Human Resource policies annually
- Annual review of all personnel files
- Maintain Human Resource board for all posters required by law

Human Rights Committee

- Provide services and supports in the least restrictive environment
- Emphasize the use of positive communication and less restrictive interventions based on DBHDD Standards
- Review complaints/grievances and suggestions received from individuals
- Advocate for individuals by assisting with filing complaints when needed
- Provide, or arrange training for individuals, families, caregivers and staff on individuals' rights, responsibilities
- Ensure humane treatment or habilitation that affords protection from harm, exploitation or coercion
- Coordinate with the Health and Safety Committee, when appropriate, to address issues that affect health and safety, as well as accessibility.
- Reviews and/or revises all Human Rights policies annually
- Ensure cultural differences, such as, social, cultural, religious, or other differences are respected.

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

Emergency Management Team

- Develop and review, or revise Annual Emergency Response/Disaster Plan for Network Day Service Center, Inc.
- Coordinate Emergency activities with EMA Director and other community emergency response agencies
- Ensure maintenance of letter of agreement with off-site safe locations for use during evacuation drills
- Review annually results of Health and Safety Committee Emergency Drill Reports, and address any identified difficulties encountered during drills

Transportation/Building and Grounds

- Conduct weekly inspections of building and weekly inspections of grounds and make recommendations as needed
- Complete vehicle inspections as required following DHS Transportation and Center Guidelines
- Schedule and monitor the maintenance of all vehicles
- Maintain vehicle logbooks, monthly reports
- Maintain the required license and safety certification for drivers
- Monitor, review and/or revise all transportation policies based on DHS, NDSCI, CARF, Federal and State Standards
- Review and/or revise all Transportation /Bldg and Ground policies annually

Technology Committee

- Ensure all computers are password protected and are changed quarterly
- Backup server weekly and change password annually
- Research and update all software as needed
- Maintain a list of staff keys and pass codes for the alarm system
- Monitor, review and/or revise all Technology policies based on DHS, NDSCI, CARF, Federal and State standards
- Maintain all passwords/usernames for all computers

Training Committee

- Assess and identify employee training needs
- Provide, arrange, schedule and ensure documentation of employee training
- Arrange and document orientation to new employees.
- Reviews and/or revises all Training policies annually

Credentialing and Privileging Committee

- Receive all application packets, for credentialing, based on DBHDD and Medicaid Standards, and meet to approve individual credentials.

In addition, Network addresses the following areas:

HIPAA:

NDSCI management team provides HIPAA Privacy oversight and manages the authorized release of individual supported information according to policy. NDSCI Privacy Officers (designated by the Executive Director) work closely with the Security Officer (Executive Director) and designated staff to oversee ongoing activities related to the development, implementation, maintenance of, training for, and adherence to NDSCI policies and procedures covering HIPAA. Privacy Officers and Security officer ensure NDSCI complies with federal and state laws and NDSCI privacy practices.

Records:

NDSCI takes measures to ensure accurate, confidential, appropriate, and timely record keeping through a system of checks and balances and internal audits. In addition, records are reviewed by outside entities such as Qlarant, Support Coordination, CARF, and others to maintain compliance with DBHDD and other mandated entities. HIPAA compliance is also an important function of NDSCI record management activities.

Records of Individuals Supported:

The Billing Clerk/Administrative Assistant (BC/AA) conducts record reviews to ensure accuracy and completeness of each individual's record at least annually. Currently these records are hard copied as well as housed in a secure, web based, relay server through a Data Management System, Vypersoft. Vypersoft provides a number of safeguards for the privacy and integrity of the records.

The BC/AA utilizes a checklist that serves as a reminder to ensure that all appropriate documentation is maintained in the record, and each checklist is to be maintained for 6 years at minimum. The executive Director double checks individual files for accuracy before they are filed.

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

The Quality Improvement Committee samples records to review annually using the same checklist. The purpose is to assess the content and quality of documentation contained in the individual's records. The Committee will be looking at accuracy, timely entry of data, proper structure, and signatures and job titles of the reorder and completes of service delivery as it relates to the ISP.

Employee Records:

The Executive Director, or designated staff, shall review the contents of each personnel file at least annually.

The Executive Director will utilize a checklist that serves as a reminder to ensure that all appropriate documentation is maintained in the record can be used to maintain the file.

The purpose of this activity is to assess the content and quality of documentation contained in the employee's personnel record and to ensure compliance to state and federal law and known best practice measures as related to human resource management.

Records shall be kept complete and contain all required documents as determined by DBHDD contracts and CARF Accreditation Standards.

Risk Management Activities:

Routine risk management activities are completed by the Executive Director and others designated staff. The Executive Director is responsible for assessing the status of overall risk management activities on an ongoing basis including but not limited to:

- Reviewing all insurance policies with insurance agent at least annually.
- Review and follow through on risk management concerns brought forth by individuals supported, family members, employees, or other stakeholders.
- Ensure the following are carried out:
 - Pest control and garbage services are maintained on an ongoing basis
 - Safety inspections occur annually with corresponding documentation
 - Universal precautions and infection control training and materials are provided to staff annually at minimum
 - Vehicles used by NDSCI are maintained regularly and inspected annually and contain necessary safety and insurance equipment and documentation
 - Ensure only employees who are cleared to do so operate NDSCI vehicles
 - Ensure new employees meet criteria for employment as documented in policy
 - Ensure employees receive appropriate training per the required training outline as prescribed by DBHDD and CARF

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

- Ensure insurance coverage is maintained to protect the organization, individuals supported and staff which includes at minimum.
 - General Liability
 - Directors & Officers Liability
 - Fire & Property Replacement
 - Fire & Theft on Contents
 - Motor Vehicle Insurance Coverage via State of GA
 - Individual Supported Accident
 - State Unemployment
 - Workers Compensation
 - Employee Benefit (medical, life, dental)

Outcomes Management Report:

Annually, at the close of each fiscal year, Network Day Service Center completes a comprehensive Outcome Management Report that addresses the areas addressed below, and serves as an assurance that NDSCI upholds its mission and moves toward meeting the objectives NDSCI prescribes for Strategic Planning purposes, and/or modifies the plan as needed based on trends and SWAT analysis.

- Executive Director's Summary Statement
- Accessibility Plan
- Current Year Entrance Criteria
- Identification of Barriers to Service Delivery
- Outcome data on program specific goals and objectives
- Updates on Strategic Planning Activities
- Satisfaction of individuals supported and other stakeholders

NDSCI recognizes the requirements of the CMS final rules, and the value of true person-centered practices and community-based services. In the coming years, goals will continue to focus on helping people we support grow and connect. We will explore how to assure people supported have access to, are valued by, and may seek employment in their local community. NDSCI will also assure that people supported play an active role in participating in programmatic planning. Individuals supported participate

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

through the development of their one-page profile, completion of the Personal Focus Worksheet, and the ISP process. Where it is difficult to get input from a supported individual, NDSCI will lean on the support of people who know that person best and who demonstrate genuine care, concern, and affection for the person supported.

FY 2020-2022 STRATEGIC PLAN

In response to the influence of external and internal influence and critical issues facing Network Day Service Center Inc., the management team has formulated a strategic plan to plan for the future direction of supports and services as they relate to NDSCI. The strategic direction of Network Day Service Center attempts to strike a balance between our mission, vision, and guiding principles while working within our capabilities and our environment. Specific goals are developed for each of these strategies and will be updated annually. The goals are broad based statements that will guide Network Day Service Center into the future. Specific and measurable objectives will support the achievement of these goals we have set forth and can be found throughout some of the other plans in this document (Risk Management, Accessibility, Program Specific Outcomes, Technology, and Cultural Competency).

Network Day Service Center will focus on the following Strategies:

- A. Effective Leadership
- B. Community Awareness
- C. Financial Solvency
- D. Provider of Choice
- E. Community Partnerships

To uphold the mission of NDSCI, the Strategic Planning Committee along with the Board of Directors establishes a Strategic Plan. This document will identify in specific terms the tasks to be completed in the coming year to respond to the strategic goals and objectives. Strategies outlined in the Strategic Plan may be further outlined in other more specific plans further into this document.

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

| Effective Leadership | Description | Timing | Barrier | Progress |
|---|---|------------------|--|---|
| <p>1. Invest in our people</p> <p>Responsible Party – Executive Director, Admin team and Board of Directors</p> | <p>Tailoring services to meet the needs of each individual requires highly trained and specialized staff.</p> | <p>As needed</p> | <p>~ Training opportunities are expensive and scarce.</p> | <p>Staff receive multiple areas of training to include required annual training through Relias online which trains specifically to individuals’ needs. They also receive training which is tailored for individual needs, such as Healthcare Plans and Risk Mitigations with specific health needs of each individual. In addition, staff participate in individual ISPs and provide input into the SISs and HRSTs.</p> |
| <p>1a. Ensure that high quality professional development opportunities are available at all levels of the organization so that highly trained and skilled staff are in place.</p> | <p>As our services continue to grow and change, to benefit our individuals served, staff need training to do their jobs effectively</p> | <p>As needed</p> | <p>~ Time to research what is effective and available.</p> | <p>Based on training requirements specified by the Georgia Department of Behavioral Health and Developmental Disabilities Office, Network has ensured that all staff receive training needed to meet the needs of each individual. In addition, staff received annual training on Healthcare Plans and</p> |

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

| | | | | |
|--|--|-----------|--|---|
| | | | | Risk Mitigation Plans to ensure individuals are healthy and safe. |
| 1b. Explore possibilities for implementation of wage incentives to retain employees. | We must ensure we provide competitive wages and benefits to attract and retain qualified team members who can advance our mission. | As needed | ~It is getting more difficult to find qualified employees in this competitive market. ~ Funding | Network continues to provide competitive wages. Each year, providers in the same field are contacted to compare salaries and benefit packages. With the Covid-19 Pandemic, funding also affected the ability to increase salaries. Network's Board of Directors approved a 3% increase in FY22. As was shown throughout the country with other businesses as well, there has been a shortage of applicants which impacted the community living services and community access individual positions. Both services utilize part-time employees which continue to be very difficult to recruit. Network continues to offer free health |

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

| | | | | |
|---|---|--|--|---|
| | | | | insurance, dental and vision insurance and a \$10,000 life insurance policy to full time staff. A telehealth service is offered free of charge to part and full-time employees. |
| <p>2. Increase participation of individuals supported in day to day operational decisions.</p> <p>Responsible Party – Executive Director and Board of Directors</p> | <p>Supported individuals should play a key role in determining how their services look and are delivered. NDSCI will increase the ways individuals can provide input.</p> | <p>~Annual satisfaction surveys will be conducted.</p> <p>~2X annually at minimum advisory mtg comprised of individuals receiving services.</p> <p>~Annually each individual will have input into individual specific program through ISP process and meeting.</p> | <p>~Ensuring satisfaction surveys measure what NDSCI is trying to capture.</p> <p>~Keeping momentum going around qtrly individuals supported meetings.</p> | <p>Annual satisfaction surveys are conducted with individuals to measure satisfaction with their services.</p> <p>Quarterly individual meetings were put on hold during the pandemic. Meetings resumed in 2022.</p> <p>Individuals continue to be a part of their ISP meetings with staff encouraging them to participate by stating their wants and needs.</p> |

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

| Strategic Partnerships | Description | Timing | Barrier | Progress |
|---|---|--|---|--|
| <p>1. Increase collaboration efforts to attract resources and enhance mission impact.</p> <p>Responsible Party: Executive Director, NDSCI Staff</p> | <p>Expand collaborations throughout Floyd County to attract more individuals to Network services.</p> <p>To ensure smooth transition of young adults with I/DD from the public school system.</p> | <p>~ Ongoing</p> <p>~ Attend IEP meetings at local schools</p> <p>~ Schedule times to speak with school admin and teachers explaining services and opportunities</p> | <p>~ Competition with other providers</p> | <p>The Executive Director met with Rome City School teachers on January 3, 2022 to provide information about services and requirements. The meeting was very well received. Administrative staff continue to attend meetings and encourage special education program to tour Network. Tours decreased during the pandemic. Administrative staff continue to stay in contact with the Georgia DBHDD office discussing possible individuals who are entering the services.</p> |
| <p>2. Maintain and cultivate existing relationships with other I/DD providers.</p> <p>Responsible Party: Executive Director, NDSCI Staff</p> | <p>Expand collaborations with other I/DD providers to continue to explore innovative ways to meet the needs of individuals with I/DD.</p> | <p>~ Ongoing</p> <p>~ Visit other programs</p> <p>~ Meet with other providers</p> | <p>~ Time</p> | <p>During the Pandemic, providers grew closer by coming together through Zoom calls and conference calls to discuss strategies and ideas to keep services and supports going. There were many</p> |

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

| | | | | |
|---|---|---|---|--|
| | | | | discussions including ways to increase funding, Pandemic recommendations, etc. This was very productive and improved collaboration with other providers. |
| <p>3. NDSCI openly invites oversight, accreditation, and auditing agencies to review services delivered per our contract.</p> <p>Responsible Party: Executive Director, NDSCI staff, Board of Directors</p> | <p>NDSCI hosts various oversight, monitoring, and auditing agencies and utilizes the information they provide to improve quality and scope of services.</p> | <p>Current regular oversight: Support Coordination – ongoing</p> <p>Qlarant – every 1-3 years</p> <p>CARF – every 3 years</p> <p>Health Inspections – every year</p> <p>Vehicle Inspections – every year</p> <p>Fire Inspections – every year</p> | <p>~ It can at times be difficult to reconcile the various expectations of various accreditation, oversight, and auditing agencies, as well as keep in line with the NDSCI mission.</p> | <p>Oversight and auditing opportunities were open to, but not as active during the pandemic. Support coordination agencies did not return to visits until 2022. Support coordinators called the day program for updates on individuals who had returned to the program. Staff also did FaceTime with SCs so that they could speak with individuals face-to-face.</p> |

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

| C. Community Awareness | Description | Timing | Barrier | Status |
|--|--|---|--|--|
| <p>1. Strengthen and clarify the brand of Network Day Service Center, Inc.</p> <p>Responsible Party: Board of Directors, Executive Director, Managers, DDP</p> | <p>Develop and implement a brand awareness strategy that leads to greater return on investment. Develop and implement a social media marketing plan and ensure the necessary qualified staff to support.</p> | <p>~Ongoing and as needed</p> <p>~Update brochure, website and social media to meet current needs</p> | <p>~ Monies to fund the implementation</p> | <p>Network made updates to the brochure, the website and Facebook page to reflect updated information as needed.</p> <p>Stationary was also updated with a new logo.</p> |
| <p>2. Increase community integration activities.</p> <p>Responsible Party: Executive Director, Managers, DDP</p> | <p>NDSCI will identify community integration opportunities for staff and the individuals receiving services at NDSCI</p> | <p>~Research community events where Network staff and individual can present brand and service opportunities to community.</p> <p>~Continue growing volunteer opportunities</p> | <p>~Transportation provided through local transit limits the time of day we can provide support to individuals who need transportation.</p> <p>~The NOW/COMP waiver programs we currently have provider numbers under limits the times of day we can provide supports to individuals receiving residential supports.</p> <p>~The cost of operating vehicles and gas limits the number of individuals</p> | <p>Community opportunities as well as volunteer opportunities were difficult to expand during the Pandemic. With business closings, individuals were limited on opportunities. Individuals returned to volunteering at The Community Kitchen and DIGS volunteer sites in 2022.</p> |

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

| D. Provider of Choice | Description | Timing | Barrier | Status |
|---|--|------------------|--|--|
| <p>1. Provide Services and Supports in a way that makes NDSCI a preferred provider of services.</p> <p>Responsible Party: Program staff and Admin</p> | <p>~ NDSCI will strive to maintain supports for over 100 individuals each year</p> <p>~NDSCI will strive to complete intake on at least one person per month</p> <p>~NDSCI will try to grow the program by two individuals each year</p> | <p>~ Ongoing</p> | <p>supported who can access the community daily.</p> <p>~There are things that affect attendance and attrition that may not be related to supports provided such as familial issues, and individual health</p> <p>~NDSCI is at the mercy of Support Coordination, both Private and State funded referrals.</p> | <p>During the Pandemic, Network’s return of individuals was gradual. The current number served is 83. 11 individuals left services in FY20; 17 individuals left services in FY21; and 5 individuals left services in FY 22. 0 new individuals started services in FY2020. 5 new individuals started services in FY2021. 7 new individuals started services in FY2022. Individuals left services for various reasons, i.e., moving, deceased, or did not return after Covid closing.</p> <p>Network admin staff reached out to Rome City Schools special education department and met with teachers on 1/3/22 to provide information to special education</p> |

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

| | | | | |
|---|--|-----------------|---|--|
| | | | | <p>teachers about applying for post high school adult services. After meeting with teachers, a meeting was set up with parents/ caregivers 4/11/22. From this, Network admin has connected with parents and assisted with completing and sending in applications.</p> <p>Admin staff stay in contact with the DBHDD Intake and Evaluation Office and support coordination agencies inquiring about possible new individuals.</p> |
| <p>2. Continue to increase employment opportunities for the people we support by an average of one new job per quarter.</p> <p>Responsible Party: Program Supervisor, Supported Employment Team</p> | <p>NDSCI continually evaluates the community for opportunities for employment for the individuals we support</p> <p>~NDSCI participates in initiatives to increase employment opportunities by 10%</p> | <p>~Ongoing</p> | <p>~Competition for jobs is very competitive in this market</p> | <p>With the pandemic, employment opportunities have decreased. Businesses were slow to open back up and were not as willing to hire our individuals.</p> |

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

| | | | | |
|---|---|----------|--|--|
| | for all IDD individuals | | | |
| <p>3. Continue to develop meaningful programs for the people we support.</p> <p>Responsible Party: Executive Director/Program Supervisors</p> | <p>~A powerful component of our success is based on the quality of the programs and services we offer. We are seeing a greater diversity amongst the needs and wants of adults with I/DD. Adapt our program through surveying individuals and their families and determining what they want to do.</p> <p>~Use the ISP process to determine how to change programs to fit the needs of people supported</p> | ~Ongoing | <p>~People get bored with things quickly, creativity runs out.</p> <p>~There is a cost associated with many activities.</p> <p>~Traditional hours sometimes do not meet the needs of the people we support as related to their preferred hours</p> <p>~Traditional hours may not meet the needs of family and is when transportation is available.</p> | <p>Caregivers, parents and shareholders are surveyed annually to assist with determining what can be utilized to improve Network's programs and services. DSPs are encouraged to access Pinterest, the Autism Helper website and others for new, innovative activities. DSPs are also encouraged to look for new places to go in the community for individuals to allow new experiences.</p> <p>Ideas for improving individual services are discussed in ISPs.</p> |

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

| E. Financial Solvency | Description | Timing | Barrier | Status |
|---|---|-----------------|--|--|
| <p>1. Operate within the agency budget to ensure quality supports and services.</p> <p>Responsible Party: Business Manager, Executive Director, Board of Directors</p> | <p>~ NDSCI like any organization has a budget to maintain. The health of the agency relies on NDSCI to be fiscally healthy for quality service delivery, ensure all staff receive pay and benefits as expected, and to prepare for anticipated growth.</p> <p>~Continue to follow the recommendations of the auditors</p> | <p>~Ongoing</p> | <p>~Increasing cost of living, cost of insurances, etc.</p> <p>~ Attendance is affected through attrition and things that may not be related to supports provided such as familial issues, and individual health</p> | <p>Network’s budget was affected through the pandemic but has bounced backed. Raises were given 9/2021 and 9/2022. Delivery service has been impacted by the shortage of employees/applicants. 8 employees resigned in FY21 and FY22 (mostly part-time employees). As reported by the US Chamber of Commerce, the pandemic caused a major disruption in America’s labor force.</p> |
| <p>2. Increase fundraising opportunities as well as our philanthropic investment from donors and funders in order to maintain the quality of our programs and services.</p> | <p>~Cultivate additional funding sources to strengthen Network’s financial sustainability when Medicaid Waiver reimbursements do</p> | <p>~Ongoing</p> | <p>~ Competition of other nonprofits in the area</p> | <p>Network continues to hold an annual golf tournament and Dancing under the Network Stars fundraising events.</p> <p>DBHDD approved a 5% increase retroactive to</p> |

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

| | | | | |
|---|---|--|--|--|
| <p>Responsible Party: Board of Directors, Executive Director and Business Manager</p> | <p>not cover program costs.</p> <p>~Increase earned revenue potential by evaluating and communicating the value of the programs and services.</p> | | | <p>7/1/21. An additional 2% increase was approved to start 7/1/22.</p> <p>During Covid-19 pandemic, Network was able to obtain the first round PPP loans but were ineligible for the second round. Network has looked into various grants but was ineligible.</p> <p>12/2019 Network started providing DHS transportation services and increased the number of trips which has increased transportation funding significantly.</p> <p>Network continues to participate in SPADD (Service Providers Association for Developmental Disabilities) which advocates for providers which includes increases funding. In addition, Network participated in a rate study through Burns & Associates, a division of Health Management</p> |
|---|---|--|--|--|

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

| | | | | |
|--|--|--|--|--|
| | | | | Associates (HMA-Burns). The study was administered as part of a review of payment rates for the New Options Waiver (NOW) and Comprehensive (Comp) Waiver services. |
|--|--|--|--|--|

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

RISK MANAGEMENT PLAN

The Risk Management Plan was developed in recognition of the fact that risk is inherent in providing supports and services to people in a number of areas. This Risk Management plan involves specific goals and objectives to deal with uncertainty and potentially harmful future events.

Network Day Service Center, Inc. will focus on risk in the following areas:

- A. Individuals Supported
- B. Personnel
- C. Property
- D. Technology
- E. Financial
- F. Organizational
- G. Reputation

On a daily basis, NDSCI works to minimize risk through training, policies and procedures, equipment and tools to do the job, and supervision. Additionally, the following techniques are used to manage risk. The following risk management plan is one more tool that NDSCI uses to ensure a reduced level of risk for all individuals receiving services, staff of NDSCI, volunteers, interns, and guests who may be involved with NDSCI functions. It should serve to address risks and increase awareness about what they might be and how to identify them. This plan should serve to prevent harmful events and ensure continuity of services provided by NDSCI. The plan will utilize a practical common-sense approach to Risk Management that focus first on the needs of the individuals receiving services and their families.

| A. Individuals Supports | Description of Risk | Level of Concern | Strategies to Manage Risk | Status |
|----------------------------|--|------------------|---|--|
| 1.Fire and other Disasters | It is possible that an individual receiving services could sustain an injury or be | Moderate | ~Policies and Procedures as well as Safety Plans available to all staff and updated at least annually | Goal Met. NDSCI works diligently to make sure that individuals are in a safe |

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

| | | | | |
|---|--|-----------------|--|--|
| | <p>involved in an accident while receiving services or be involved in a disaster. NDSCI has a responsibility to ensure that there is a plan in place and measures are taken to reduce the severity of this risk.</p> | | <p>for accuracy and new procedures.</p> <p>~ Use Relias for training regarding safety procedures including bringing in outside resources to train staff in First Aid/CPR, and other disaster procedures</p> <p>~Modify Drills and training to individual per DBHDD and NDSCI policies to prepare individuals supported and staff for the potential of a disaster in more varied situations, include debriefing, and allow for supported individuals to be more involved in the coordination and actual carrying out the drills.</p> <p>~Fire Safety Audit by Fire Department</p> | <p>environment when in the day program, working, or in the community.</p> <p>The Health and Safety Subcommittee meets quarterly to assure drills and policies are up to date.</p> <p>4/30/21 First Aid/CPR training was completed on (current for 3 years). Monthly fire and quarterly tornado drills are conducted with individuals and staff.</p> <p>Fire Inspections are conducted by the Rome Fire Department annually.</p> <p>Rome-Hydro-Test, Inc. inspects fire extinguishers annually.</p> |
| <p>2.Health of Individuals Supported</p> <p>Responsible Party: DDP/Case</p> | <p>It is possible for individuals supported by NDSCI to become ill while receiving services. NDSCI has</p> | <p>Moderate</p> | <p>Supported individuals are required to have annual physicals and 3 attempts to obtain that must be in record.</p> | <p>Goal met.</p> <p>Individuals are required to have annual physicals. Staff communicate with caregivers often to ensure</p> |

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

| | | | | |
|--|---|--|--|--|
| <p>Management/Program Manager/Direct Support Staff</p> | <p>a responsibility to maintain a clean environment and request that individuals supported are free of communicable diseases.</p> | | <p>~Individuals who are determined to have an infectious disease are required to have a medical release to return to NDSCI. ~NDSCI utilizes universal precautions when engaging in assisting with healthcare activities. ~Health Inspections ~Health Risk Screening Tool must be completed at least annually and when are changes to identify risks to the individual supported ~Individuals must be trained on their medications, reason they take it, and side effects at min. annually and documentation kept in record ~Time for staff to receive training on individual's medications/side effects annually and ongoing healthcare plans ~Any accidents or injuries are reported and monitored for trends</p> | <p>individual(s) are properly receiving healthcare. HRSTs are updated annually and as needed with any change in health needs. Staff received trained in infectious diseases concerns.</p> <p>Individuals are trained on their medications and their side effects, as well as staff training for side effects of medications.</p> <p>Healthcare and Remediation plans are updated annually, and staff received training as updated. Safety plans, for those required, are also updated annually.</p> <p>The Health and Safety Subcommittee meets quarterly to assure policies are up to date.</p> <p>Network contracts with an RN to review HRSTs who are 3 or above in addition to HRSTs for</p> |
|--|---|--|--|--|

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

| | | | | |
|-------------------------------|--|------|--|--|
| | | | <p>~Serious or unusual incidents are reported to DBHDD as required by policy</p> | <p>individuals applying for enhanced staffing.</p> <p>Network works with Pledger Behavior Consulting, LLC and Applied Behavioral Advancements to provide Behavior Support Plans when needed.</p> <p>The Floyd County Health Department conducts annual health inspections.</p> <p>The Health and Safety Subcommittee monitors incident reports for trends.</p> <p>2020 – 7 Critical Incident reports submitted Covid) 2021– 1 Critical Incident reports submitted FY22 – 2 Critical Incident reports submitted</p> |
| 4. Rights of Person Supported | Individuals with IDD are at risk of having their rights violated | High | NDSCI provides right and responsibilities training to staff and individuals | Goal met. Individuals discussed their rights weekly as a |

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

| | | | | |
|-----------------------|--|-------------------------|---|---|
| | for a number of reasons, include lack of education. NDSCI has a responsibility to educate supported individuals on their rights and refrain from rights violations without just cause. | | annually and records to support it. ~NDSCI continues to update training material as required by DBHDD ~NDSCI has posted rights posters throughout the facilities and varying heights to be accessible for anyone to read. | group in addition to discussing their rights individually with staff. Their rights and responsibilities are also gone over annually at their ISP meeting. Staff receive training on individual and human rights on Relias annually. Individual rights are posted throughout the program. |
| B. Employee | Description of Risk | Level of Concern | Strategies to Manage Risk | Status |
| 1. Accident or Injury | Staff could become injured on the job both due to improper procedures as well as unexpected incident. NDSCI has a responsibility to provide a safe work environment. | Moderate | ~Staff are trained in proper techniques related to their specific job tasks. ~Proper work attire is part of the employee handbook ~Staff have access to all safety plans and policies and procedures related to safety and are trained on an ongoing basis. | Goal met. Staff received numerous safety trainings for supporting individuals. There are additional trainings required for individuals who need physical assistance transferring. This includes lift equipment (sit to stand) which assists with transferring individuals from wheelchair to toilet. Staff are trained on Safety Plans which are created and revised as |

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

| | | | | |
|--------------------|---|----------|--|---|
| | | | | needed for individuals who require them. 4/30/21 First Aid/CPR training was completed on (current for 3 years). TB Tests are also administered at hire and annually. |
| 2.Job Satisfaction | NDSCI has a responsibility to provide a positive work environment that allows for creativity and flexibility for staff. A happy, healthy staff is a more productive staff and yields less turn over | Moderate | ~Staff are provided a generous benefits package inclusive of free insurance, accumulated leave, life insurance, dental and vision insurance. ~ Staff review at least annually policy and the handbook related to job related issues such as anti-harassment, grievances, and other job place related items. ~Staff are recognized for National DSP week. | Goal met. As is exemplified by NDSCI's reputation and satisfaction surveys, plus very low staff turnover, NDSCI's staff demonstrate they are happy with the work environment. Surveys are used to direct services as well as program ideas for staff and individuals, Staff were encouraged to find creative supplies and information. Staff were honored FY 20, 21, and 22 during the National DSP Week with multiple accolades from time off, t-shirts, and meals, etc. In addition to annual and sick leave, |

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

| | | | | |
|---|--|-------------------------|--|---|
| | | | | DSPs are given time off for their birthday. |
| 3. Staff Health Responsible Party: Executive Director, DDP team, Program Supervisors | Staff must be in good health to be productive at work, NDSCI provides resources to staff to assist staff in maintaining good health | Moderate | ~Annual TB Tests performed annually ~ Staff are required to have annual physical examinations ~Staff encouraged to take vacations throughout the year and use the PTO for good mental health | Goal met. Physicals are required at employment. TB Tests are conducted annually. Network is certified under the State Board of Workers' Compensation as a Drug-Free Workplace annually. |
| C. Property | Description of Risk | Level of Concern | Strategies to Manage Risk | Status |
| 1. Vehicles | NDSCI vehicles are at risk of being involved in accident and wear and tear related to age and mileage, and theft of vehicle or items maintained inside vehicle | Moderate | ~Annual vehicle inspections to assure good working condition ~Policy and Procedure for vehicle checks and maintenance followed ~Aging vehicles replaced with newer vehicles | Goal met. Ongoing. NDSCI works diligently to make sure vehicles are in good working order, clean and receive annual inspections/oil changes, etc. A record of vehicle maintenance is maintained. Vehicles are washed quarterly. Staff receive Drivers Improvement Training annually. |

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

| | | | | |
|--|---|-------------------------|---|---|
| <p>2. Furnishings and other work-related equipment</p> | <p>NDSCI furnishings and other work-related equipment are at risk of damage or theft</p> | <p>Low</p> | <p>~Broken or damaged furnishing are reported to Executive Director for repair or disposal ~Broken or damaged equipment is reported to Executive Director for repair or disposal ~Buildings are secured under locks and security system equipped to call 911 in the event of emergency or break in.</p> | <p>Ongoing. Being in business for over 60 years, equipment and furniture has to be frequently replaced. Continued to discuss what type of outdoor surveillance system would be needed. 10/2017 New phone system was installed. 10/21 additional phones were purchased to replace some of the phones purchases in 2017.</p> |
| <p>3. Facilities</p> | <p>Description of Risk</p> | <p>Level of Concern</p> | <p>Strategies to Manage Risk</p> | <p>Status</p> |
| <p>Responsible Party: Executive Director, Safety Committee, Managers</p> | <p>NDSCI Facilities are at risk of damage due to disaster, break ins, and wear and tear due to age.</p> | <p>Low</p> | <p>~External fire, health, and safety audits are completed. ~Daily and Monthly safety checks are completed by staff per policy. ~Any items in need of repair are reported to the Executive Director for follow up. ~Buildings are secured under locks and security system equipped to call</p> | <p>Goal met. Burglary and fire alarm systems are maintained. Extinguishers are checked monthly to make sure they are within date and working correctly. For hearing impaired individuals, a strobe light was installed in the</p> |

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

| | | | | |
|-----------------------------------|---|-------------------------|---|--|
| | | | <p>911 in the event of emergency or break in. ~Offices and other spaces containing confidential information are kept locked when not in use.</p> | <p>restrooms to alert in the event of a fire alarm.</p> <p>Monthly pest control is conducted by Cooks Pest Control.</p> <p>Floors are stripped and waxed biannually and buffed quarterly. Ware Mechanical maintains heating air by checking for problems and changing filters biannually.</p> |
| Technology | Description of Risk | Level of Concern | Strategies to Manage Risk | Status |
| 1. Hardware | Damage to computers and iPads due to misuse and damage, theft, and disaster | Moderate | Upgrade computers every 5 years or as needed. Maintain hardware repairs when needed, currently work with NS Korporation. See Technology Plan for more detail. | Ongoing. Computer upgrades are a continuous challenge. All computers need to be upgraded at minimum every 5 years. All staff use a computer to document, track goals, etc. |
| 2. Software and Document Recovery | Risk of losing software and electronic document due to disaster, theft, and wear and tear, as well as identity theft. | Low | ~ Back up to cloud storage and/or use USB drives kept in fire safe cabinets. See Technology Plan for more detail. | Goal met. NDSCI contracts with NS Korporation to maintain computers and technology compliance and requirements. |

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

| | | | | |
|--|---|-------------------------|--|--|
| | | | | Staff meet with NS Korp. quarterly to discuss any issues, what needs to be updated, etc. NS Korp is very responsive to any technology issue Network has. |
| 3. Theft of Personal Information of Staff and People Supported | Risk of cyber theft of data | Moderate | ~Use cloud storage, practice safe passwords. See Technology Plan for more detail. | Goal met. NDSCI contracts with NS Korporation who maintains computers and technology compliance and requirements. Passwords are maintained in a cloud storage. |
| Financial Risk | Description of Risk | Level of Concern | Strategies to Manage Risk | Status |
| 1. Fraud Responsible Party: Executive Director, All Staff, Administrative Staff | NDSCI is at risk of Fraud as is any workplace. NDSCI takes steps to reduce the chance of Fraud and misuse of funds. | Low | ~Follow policies and procedures that cover this matter. See Financial Policy and Procedures. | Goal met. NDSCI uses a certified public accounting firm to provide financial assistance through preparing financial statements and payroll, tax preparation, etc. NDSCI also uses a local audit firm to conduct the annual audit as required by DBHDD. |

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

| | | | | |
|---|---|-------------|---|---|
| <p>2. Legal Requirements to Record and Report</p> | <p>NDSC is at risk of loss of revenue if legal requirements for recording and reporting are not maintained in terms of payback or financial penalties as imposed in a court of law.</p> | <p>Low</p> | <p>~Follow up with staff exhibiting fraudulent behavior with proper disciplinary actions. ~Provide ongoing training about what fraud is and the consequences ~Maintain appropriate records both administrative and programmatic ~Report whenever there is a reportable occurrence to DBHDD and other regulatory entities. ~Document all things in the legally appropriate format and follow regulations</p> | <p>Goal met. NDSCI has staff to check daily documentation and goal tracking to make sure it meets standards required by CMS and DBHDD.</p> |
| <p>3. State and Federal regulations</p> | <p>NDSCI is at risk of loss of funding if it does not meet the state and federal audit standards as NDSCI may be made to pay back funds in a recoupment.</p> | <p>High</p> | <p>~Attend provider meetings, SC provider meetings, participate in initiatives at the Regional level to ensure knowledge of the most recent changes and expectations ~Attend mandatory trainings, other important trainings, and conferences to maintain a current knowledge of changes and expectations</p> | <p>Goal met.</p> |

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

| | | | | |
|--|--|-------------------------|---|---|
| | | | ~Administrative staff read and maintain current knowledge of NOW and COMP wavier standards, provider manuals and DBHDD policy. ~Join SPADD to stay current on emerging Issues | DBHDD Manuals are updated quarterly. Admin staff are required to read updates and report any new information which can affect the program. Network maintained an annual subscription to SPADD. |
| F. Organizational | Description | Level of Concern | Strategies to Manage Risk | Status |
| 1. Record Management Responsible Party: Quality Compliance Manager, ID/D Director of Support Services, Executive Director | NDSCI is required to maintain records accordance with DBHDD, CARF, HFR, and other regulatory requirements, failure to do so could result in a loss of funding, and decreased satisfaction, and poor programming. | Moderate | ~Utilize Quality Improvement committee to ensure records are kept accurate ~Ensure individual files are checked at a minimum of 5% per month to assure accurate records ~Stay current on DBHDD policy and other policies to ensure records are maintained per expectations. ~Executive Director reviews employee files annually for accuracy and completeness. | Goal met. Billing Clerk/ Administrative Asst. checks every file annually to ensure everything meets DBHDD NOW/COMP requirements. DBHDD Manuals are updated quarterly. Admin staff are required to read updates and report any new information which can affect the program. |
| 2. Satisfaction Responsible Party: All Staff, Executive Director | The health of NDSCI relies on the satisfaction of our individuals receiving | Low | ~ Push annually for surveys from all stakeholders | Goal met. Satisfaction surveys were completed and returned |

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

| | | | | |
|--|---|----------|--|--|
| | services and how satisfied they are with services. | | ~ Gather informal data during conversations with stakeholders | by individuals, staff and stakeholders. |
| 3. Regulatory Responsible Party: Executive Director, DDP/Case Management Team | In order for NDSCI to meet high ethical standards and provide quality of services, NDSCI must be able to demonstrate competency to regulatory entities to maintain funding and accreditation. | Moderate | ~Attend provider meetings, SC provider meetings, participate in initiatives at the Regional level to ensure knowledge of the most recent changes and expectations ~Attend mandatory trainings, other important trainings, and conferences to maintain a current knowledge of changes and expectations ~Administrative staff read and maintain current knowledge of NOW and COMP wavier standards, provider manuals and DBHDD policy. ~Implement recommendations from Qlarant and Support Coordination as it makes since based on policy and the needs of the people we support. | Goal met. All provider meetings were attended each fiscal year by either Executive Director or IDD Director of Support Services. Recommendations from Qlarant and Support Coordination were implemented. |

FY 2020- 2022 ACCESSIBILITY PLAN

Network Day Service Center, Inc. actively seeks to identify and remove barriers that may prevent individuals from fully accessing center services or participating in community activities. Network provides an array of activities in each accredited program area that promotes increased community presence for individuals. Our goal is to ensure training and support services are available for every individual who meets the eligibility criteria and that any reasonable accommodation is made to enable that individual to participate in the programs of their choice - either within the facility or in community settings.

Network surveys individuals, family members, staff, employers and other stakeholders annually to help identify potential or real barriers and takes action to remove same.

The following areas are addressed:

Architectural Barriers – Any physical factor that makes accessibility difficult for an individual. (ex. Buildings not safe or secure, location of services hard to find)

Attitudinal Barriers - Negative attitudes that people may have toward persons served.

Communication Barriers – The possible absence of devices available to persons served or personnel to be able to be understood by others.

Employment Barriers – Indication that a workplace does not provide sufficient flexibility or equipment to ensure a productive and satisfying workplace for employees.

Environmental Barriers - Any factor in the environment where the person receives services that may render services ineffectual for the person supported. (ex. Parking lot area unsafe for walking, too much noise in work area)

Financial Barriers – Anything that may, at an organizational level, mean that a service is restricted because of lack of sufficient financial resources.

Transportation Barriers – Situations in which service recipients are unable to reach or participate fully in services because of the lack of suitable and available transportation.

Accessibility plan is reviewed annually to ensure effectiveness of the plan. The plan will be modified as necessary. Information is gathered informally and formally from individuals supported and other stakeholders through satisfaction surveys, the ISP process,

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

and by other means to be utilized in the ongoing efforts to make NDSCI services accessible to individuals who receive them.

| A.Architectural Barriers | Solution | Priority | Cost | Funding Source | Due Date | Responsible Party | Date Completed | Comments |
|--------------------------|---|----------|------------|---|-------------------|---|----------------|---|
| 1. Security of buildings | Maintain current building structure and make repairs and updates as needed, focus on community initiatives. Consider video surveillance of property | Low | \$7,099.00 | Donated funds, Board funds, Operating funds | Ongoing as needed | Executive Director and Board of Directors | Ongoing | Due to Covid with reduced revenue and funding, additional structural needs were not addressed. Fortunately, ac/heating required minimal repairs and maintenance. Ongoing lawn and property maintenance |
| B.Environmental Barriers | Solution | Priority | Cost | Funding Source | Due Date | Responsible Party | Date Completed | Comments |

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

| | | | | | | | | |
|--|---|----------|---------|---------------------------|------------|---|----------------|---|
| | | | | | | | | |
| Accessing the community. | Purchase additional vehicles to transport individuals, especially for wheelchair individuals. | Moderate | Unknown | Operating funds | By 6/30/22 | Executive Director and Managers | | Not met due to reduced revenues during Covid. |
| C. Attitudinal Barriers | Solution | Priority | Cost | Funding Source | Due Date | Responsible Party | Date Completed | Comments |
| 1. Community members do not understand how to interact with people with disabilities | Continue to update our webpage and FB page for the community and partners to see the wonderful things going on at Network | High | Donated | Operating funds if needed | By 6/30/22 | All staff, Managers, Executive Director, and People supported | Ongoing | The website and FB are updated often to reflect the exciting things going on at Network. This gives a positive view for those who do not interact with special needs adults. The FB page gets very positive feedback. Network has also been a part |

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

| | | | | | | | | |
|--|---|----------|--------------------------|-----------------|----------|---|----------------|--|
| | | | | | | | | of a softball program which has been an exciting opportunity for the individuals as well as staff to play with other programs. |
| 2. Increase community awareness of program | Participate in collaborative initiatives and partnerships, local colleges, and other agencies | High | Unknown | Operating Funds | Ongoing | Executive Director, Managers, All Staff, Board of Directors | Ongoing | Partnered with Berry College, Georgia Highland College, Coosa High Transition Academy, Action Ministries, Rome/Floyd Library, Coosa Valley Credit Union, Rome/Floyd EMA and Rome Transit |
| D. Financial Barriers | Solution | Priority | Cost | Funding Source | Due Date | Responsible Party | Date Completed | Comments |
| Loss of billing due to absenteeism, and | Encourage participation and attendance. | Moderate | Varies by service person | DBHDD NOW and | Ongoing | All Staff | Ongoing | This will always be a threat/risk as it |

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

| | | | | | | | | |
|--|---|------|--|---------------------|-------------|---|---------|---|
| loss of Medicaid status | Follow Person Centered Planning Guidelines to help people supported have meaningful days. | | receives. CAG for 20 days = \$420 a month per person | COMP / State Funded | | | | is difficult to control absence due to moving, illnesses, etc. The Covid Pandemic brought in additional financial challenges. |
| Cost of doing business increases faster than the rate of reimbursement | Diversify Funding: Look at additional fundraising opportunities, Grant Writing | High | Undetermined | Operating | Fundraisers | Executive Director, Management team, Board of Directors | Ongoing | Continue to bid insurances and other expenses which can be reduced The Pandemic reduced the fundraising opportunities Grant Writing opportunities continue to be explored by the Board of Directors |

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

| E.Employment Barriers | Solution | Priority | Cost | Funding Source | Due Date | Responsible Party | Date Completed | Comments |
|---|---|----------|------|----------------|----------|--|----------------|--|
| 1.Current hours of operation do not support employment assistance after 4:00 and on weekend | Consider changing hours of operating or flexing staff schedules in the employment program to meet the needs of individuals supported. | Moderate | Low | Operating | Ongoing | Management team and Board of Directors | Ongoing | It is very difficult to find staff who will work after traditional hours. |
| 2.Finding Employment opportunities/ openings in the community | Educate the community on supported peoples' abilities / work ethic. | Moderate | Low | Operating | Ongoing | Supported Employment staff, Executive Director, Board of Directors | Ongoing | This is an ongoing challenge as staff connect with community businesses to help them become aware of the advantages of employing I/DD individuals. |

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

| F.Communication Barriers | Solution | Priority | Cost | Funding Source | Due Date | Responsible Party | Date Completed | Comments |
|---|---|----------|----------|----------------|----------|------------------------------|----------------|---|
| Communication with staff and caregivers | Look into communication opportunities to improve distribution of necessary information. | Moderate | Moderate | Operating | Ongoing | Executive Director, Managers | Ongoing | Two programs are being utilized to distribute information to staff and caregivers has been very successful. DialMyCalls is used to distribute information to families and caregivers. Slack is used to distribute information to staff. |

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

| | | | | | | | | |
|---|--|-----------------|-------------------------|---------------------------------|----------------|--|----------------|---|
| <p>2. Many Individuals we support use alternative means of communication. Gathering their hopes, dreams, daily choices, and desired outcomes can be difficult</p> | <p>Develop and use regularly the communication apps that have been installed on the iPad.</p> <p>Receive ASL training to communicate with hearing impaired individuals</p> | <p>High</p> | <p>None</p> | <p>Operating if Cost incurs</p> | <p>Ongoing</p> | <p>DDP, Program Managers, Executive Director, Direct Support Staff</p> | <p>Ongoing</p> | <p>NDSCI has contacted numerous resources to find apps to use as alternative means of communication.</p> <p>With the Pandemic, DBHDD utilized Zoom for ASL training one day per week.</p> |
| <p>3. Provide information about programs and services to the public</p> | <p>Connect with possible new community partners</p> | <p>Moderate</p> | <p>To be determined</p> | <p>Operating funds</p> | <p>Ongoing</p> | <p>Executive Director, Managers, Subcommittees</p> | <p>Ongoing</p> | <p>With the Pandemic, there was limited connection with community partners.</p> |

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

| G. Transportation Barriers | Solution | Priority | Cost | Funding Source | Due Date | Responsible Party | Date Completed | Comments |
|--|--|----------|---------|------------------------------------|------------------------|--------------------|----------------|---|
| 1. Dependent on Contract with RTD and Highland Rivers for Transportation to and from the program | This is a great resource and should continue, but a backup plan should be researched | Moderate | Unknown | Operating Board of Directors funds | Within Strategic Cycle | Executive Director | 12/1/2020 | Highland Rivers discontinued transportation services effective 11/30/20. Network and Floyd Training Center partnered to contract with the Department of Human Service Transportation Department to provide transportation in the county. RTD continues to provide transportation in the city. |

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

| | | | | | | | | |
|--|--|----------|-----------|----------------|-------------------|---|----------------|--|
| 2. Many families rely on RTD/HR for no cost transportation | Maintain a positive relationship with RTD transportation system. | High | Unknown | Operating | Ongoing | Executive Director, All Staff | Ongoing | Goal met and will continue. |
| F. Community Integration Barriers | Solution | Priority | Cost | Funding Source | Due Date | Responsible Party | Date Completed | Comments |
| 1. People we support want a variety of opportunities to participate in the community | Continue to develop community opportunities to volunteer, engage in social groups and classes, and develop relationships | High | Low | Operating | Ongoing | DSP Staff and Program Managers | Ongoing | Met and ongoing. Staff continue to look for new opportunities in the community for individuals to participate. During the Pandemic, new community opportunity were very limited. |
| H. Technology Barriers | Solution | Priority | Cost | Funding Source | Due Date | Responsible Party | Date Completed | Comments |
| Technology advances very quickly, remaining | Update computers and iPads | Moderate | \$7913.00 | Operating | Ongoing as needed | Executive Director, Staff using devices | Ongoing | Computers become obsolete in addition to |

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

| | | | | | | | | |
|--|-------------------------------------|--|--|--|--|--|--|---|
| <p>reasonably current can be difficult</p> | <p>approximately every 5 years.</p> | | | | | | | <p>outdated and unable to update for new programs.</p> <p>FY21 - Two computers were replaced.</p> <p>FY 22 – Two computers were replaced.</p> |
|--|-------------------------------------|--|--|--|--|--|--|---|

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

PROGRAM SPECIFIC OUTCOMES

Network Day Service Center, Inc. looks at outcomes specific to our program areas and how to improve each program unique of the agency as a whole. Some objectives may overlap across programs, however often there are specific objectives related to each program based on the uniqueness of the program. The program areas NDSCI focuses on are Community Employment, Day and Employment Services, Community Access (Group and Individua).

Network Day Service Center will focus program specific outcomes as it relates to for each program area:

- A. Program Efficiency
- B. Program Effectiveness
- C. Satisfaction of Individuals Receiving Services
- D. Access to Services

Community Employment

| Goals/Objectives | Measures | Applied To | Time of Measure | Data Source | Obtained By |
|---|--|-------------------------|-----------------|-------------------------|-----------------|
| Efficiency | | | | | |
| Staff will meet with local employers to develop potential job opportunities 2x per month. | Individual Documentation will Reflect Visiting Employers of Choice | Employment Staff DDP | Quarterly | Vypersoft Documentation | Program Manager |
| Effectiveness | | | | | |
| One new job placement per quarter | Number of jobs created each quarter | All community job sites | Annually | Employment records | Program Manager |

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

| | | | | | |
|--|--|--------------------------------|-----------|--|-----------------------------------|
| Staff will receive at least 16 hours of staff development training | Number of staff development hours | All staff | Annually | Staff development record | DDP, Program Managers |
| One individual in Employment will receive a wage increase during the year | Earnings of individuals in community employment | Individuals in employment | Annually | Record of earnings | Program Manager |
| 75% of people working will remain in their chosen job for 1 year | Length of maintaining job | Persons employed | Annually | Employment Records | Program Supervisor |
| Satisfaction | | | | | |
| Of employees responding, 95% will indicate satisfaction with services | Percentage of satisfied or very satisfied employers responding | Employers | Annually | Stakeholder Satisfaction Survey | DDP |
| Supported Individuals identified as working or wanting to work express satisfaction with services at a rate of 95% of respondents. | Percentage of satisfied or very satisfied individuals responding | Individuals Supported | Annually | Satisfaction Survey for People Supported | Executive Director and Volunteers |
| Service Access | | | | | |
| Increase staff for Supported Employment based on billable hours | Number of staff hired or re-assigned | All staff | Annually | Employment Records | Program Manager |
| Update media as services grow and change, particularly when services are added (voc rehab) or deleted | Completed new media | Executive Director or Designee | As Needed | Updated Media | Executive Director or Designee |

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

Community Access

| Goals/Objectives | Measures | Applied To | Time of Measure | Data Source | Obtained By |
|---|--|----------------------------|---------------------------|---------------------------------|---|
| Efficiency | | | | | |
| Records are audited at a rate of 5% per month to assure they are complete and accurate (all supported persons) | Audit Record | Quality Compliance Manager | Monthly | Vypersoft/Files | Executive Director |
| CAI is billed at 90% of allocated hours each month | Billing Utilization report | Community Connection Team | Monthly | Vypersoft/Files | Admin Team |
| NDSCI will streamline processes for documentation, training, policies 1. Complete process map for key processes that have changed since Vypersoft and Relias were added. | Completion of process maps and incorporation into procedures | Staff | Complete by June 30, 2019 | Continue to work on Process Map | Executive Director Management DDP Team All Staff |
| 1. DDP oversight of tracking reviewed quarterly based on birthday cycle | DDP Reports Vypersoft Records | DDP Team | Ongoing Quarterly | DDP Reports | Executive Director Management DDP Team All Staff |
| Effectiveness | | | | | |

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

| | | | | | |
|---|---|---|----------|--|---|
| 100% of supported Individuals contribute to the Personal Focus Worksheet to assure services are driven by desires. | Audit of PF completed based on birthday cycle | All individuals receiving NOW &/or COMP funding | Monthly | DDP Reports | Program Manager |
| Determine a more effective way to track attendance within Vypersoft –Absent, present, not scheduled daily. | Attendance Record | All individuals in services | Monthly | Vypersoft Attendance Record | Direct Care Staff, Program Manager, DDP |
| Increase opportunities for individuals to develop valued social roles as evidenced by one new relationship identified on the relationship map | Relationship Map | All individuals in services | Monthly | Relationship Map | DDP and Program Staff |
| Full time staff will receive at least 16 hours of staff development training annually through use of Relias | Number of hours | All Full Time Staff | Annually | Relias record | All Staff |
| Satisfaction | | | | | |
| 95% of stakeholders responding will indicate | Percentage of Individuals, | All Stakeholders | Annually | Satisfaction Surveys for families, stakeholders, | DDP |

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

| | | | | | |
|---|---------------------------------------|--|----------|--------------------------------|---|
| satisfaction with services provided | families responding | | | and people supported. | |
| Service Access | | | | | |
| Provide information to families and teachers at Floyd County School System Information Fair | Number of Persons expressing interest | All persons expressing interest | Annually | Attendance at information fair | DDP, Program Managers, Executive Director |
| Participate in community awareness activities at least 5x per year (Chamber Events, first Friday, festivals, fund raisers etc.) | Number of events attended | All staff and people supported invited | Annually | Employment Records | Executive Director or Designee |

TECHNOLOGY AND SYSTEM PLAN

Network Day Service Center utilizes computers for day to day operations of business. DSPs track goals and daily notes on Vypersoft Documentation System. The technology plan is reviewed annually and updated as needed.

The NDSCI Technology and System Plan covers the following areas:

- A. Hardware
- B. Software
- C. Security
- D. Confidentiality
- E. Backup
- F. Assistive Technology
- G. Virus Protection
- H. Disaster Recovery
- I. Future Planning

Hardware: NDSCI will properly maintain current hardware and will continue to access the needs of the programs. If service agreements are in existence, they will be utilized for replacement and/or routine maintenance. Each computer has a password to protect it. Computers have Executive Director and/or Director of Support Services installed with an administrator account to view activity and deactivate upon termination.

Software: The Executive Director and Business Manager must approve all software applications or purchases in advance. Downloading, duplication or infringing on software copyrights is strictly prohibited. NDSCI currently utilizes the Cloud Based Servers to store data safely. Vypersoft is an industry recognized electronic documentation management system designed to store securely all required documentation and PHI information in a relay server cloud-based format that requires a secure password.

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

Future Planning: NDSCI has continued to make great strides in the area of technology in the past 3 years. NDSCI will continue to watch technology for trends and changes and will utilize reasonably current technology to maintain and provide services to the people we support. The next phase in Technology Planning will be to continue to develop record keeping and business practices as many of these functions are done with printed files.

| Technology | Description of Risk | Level of Concern | Strategies to Manage Risk | Status |
|---|---|------------------|---|--|
| 1. Hardware: NDSCI will properly maintain current hardware and will continue to assess the needs of the programs. | Keeping software and hardware current and properly maintained. | Moderate | Upgrade computers every 5 years or as needed. Maintain hardware repairs when needed, currently work with NS Korporation. | Ongoing. Computer upgrades are a continuous challenge. All computers need to be upgraded at minimum every 5 years. All staff use a computer to document, track goals, etc. Each computer has password protection. Computers have executive Director and/or Director of Support Services installed with an administrative account to view activity and deactivate upon termination. |
| 2. Software and Document Recovery | Risk of losing software and electronic document due to disaster, theft, and wear and tear, as well as identity theft. | Low | Use cloud storage. See Technology Plan for more detail. | Goal met. NDSCI contracts with NS Korporation to maintain computers and technology compliance and requirements. Staff meet with NS Korp. |

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

| | | | | |
|--|-----------------------------|----------|---|--|
| | | | | <p>quarterly to discuss any issues, what needs to be updated, etc. NS Korp is very responsive to any technology issue Network has.</p> <p>Vypersoft is utilized for documentation of individual progress. Vypersoft is an industry recognized electronic documentation management system designed to store securely all required documentation and PHI information in a relay server cloud-based format that requires a secure password.</p> |
| 3. Theft of Personal Information of Staff and People Supported | Risk of cyber theft of data | Moderate | ~Use cloud storage, practice safe passwords. See Technology Plan for more detail. | <p>Goal met. NDSCI contracts with NS Korporation who maintains computers and technology compliance and requirements.</p> <p>Passwords are maintained in a cloud storage.</p> |

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

| | | | | |
|--|-------------------------------------|-----------------|---|---|
| <p>4. Email is utilized by administrative staff.</p> | <p>Accessing unprotected email.</p> | <p>Low</p> | <p>~ Use cloud storage, practice safe passwords. See Technology Plan for more detail.</p> | <p>All administrative staff are assigned a secure email which requires password access.</p> <p>NDSCI contracts with NS Korporation to maintain computers and technology compliance and requirements.</p> |
| <p>5. Relias is a training management system with a training library of over 25 courses.</p> | <p>Risk of cyber theft of data</p> | <p>Moderate</p> | <p>~DBHDD maintains the safe usage of Relias.</p> | <p>Passwords for Relias can be reset by the Relias Administrator assigned by NDSCI Executive Director upon request.</p> <p>Relias is backed up on the cloud.</p> |
| <p>6. Confidentiality</p> | <p>Risk of cyber theft of data</p> | <p>Moderate</p> | <p>~Use cloud storage, practice safe passwords. See Technology Plan for more detail.</p> | <p>Goal met. NDSCI contracts with NS Korporation who maintains computers and technology compliance and requirements.</p> <p>Passwords are maintained in a cloud storage.</p> <p>Computers go into sleep mode if left idle for more than 10 minutes.</p> |

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

| | | | | |
|---|-----------------------------|----------|---|--|
| | | | | Employees should make sure that screen is not visible by others walking into the offices and shrink the work that is in progress to prevent a breach of confidentiality. |
| 7.Assistive Technology: IPads and tablets are utilized by and with the individuals supported to provide assistance during the day or to use independently. They are equipped with communication boards that can be customized. | Risk of cyber theft of data | Moderate | ~Allow to access Guest access of Wi-Fi only. | Goal met. Guest Wi-Fi password provided to avoid access to main Wi-Fi. |
| 8.Virus Protection | Risk of cyber theft of data | Moderate | ~Computers are equipped with current subscriptions to cost effective anti-virus approved by IT professionals. | Goal met. |
| 9. Disaster Recovery | Risk of cyber theft of data | Moderate | ~Critical data is backed up regularly in cloud storage, and in some situations stored in fireproof cabinets. | Goal met. Staff will retrieve backup discs or log into cloud servers and work from temporary shelter location or individuals' homes to reestablish records in the event of a structural disaster to the facility until a typical workspace can be |

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

| | | | | |
|--|--|--|--|--|
| | | | | restored and materials can be replaced. |
|--|--|--|--|--|

WHO WE SERVE

Cultural Competency and Diversity Plan

| Culture Indicators | Supported Persons | Staff | Action Steps | Outcomes |
|---------------------------|---|-------------------------------------|---|--|
| Race/Ethnicity | 8 African American 71 White 2 India 2 Hispanic | 13 African American 16 White | NDSCI staff will understand the cultural differences related to race through training to become more sensitive to the perspectives of others. Use sensitivity training provided on Relias. Individuals we support are provided training monthly related to a variety of cultural differences. | Achieved – staff receiving training on Cultural Diversity annually. They demonstrate their sensitivity to cultural differences with individuals served as well as other coworkers. |
| Age | 18-40 – 49 41-65 – 29 66-85 - 5 | 18-40 –5 41- 65 –21 65-85 - 3 | NDSCI will review demographics to determine programing that is age appropriate NDSCI will consider age as an indicator of preferred activities and trends for new enrollment Age of staff may serve as one of a variety of indicators for matching staff to individuals supported. | Achieved |
| Gender | 45 Males | 7 Male | NDSCI will take into consideration gender of participants when hiring new staff | Achieved |

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

| | | | | |
|--------------------|--|--|--|---------|
| | 38 Females | 22 Female | as it relates to preferences of individuals supported NDSCI will continue to strive to employ as many male staff as possible. | |
| Sexual Orientation | Sexual orientation of individuals is unknown unless supported person chooses to disclose | Sexual orientation of staff is unknown unless staff choose to disclose | NDSCI will attempt to gather information on sexual orientation so staff can be sensitive to differences and understanding of preferences as it relates to staff and individuals supported. Human sex and intimacy are not topics often broached with the individuals we support though we recognize the expectation from DBHDD and CMS. | Ongoing |
| Spiritual Beliefs | 2 Muslim, majority assumed Christian or agnostic | Staff spiritual beliefs are not documented | NDSCI will attempt to gather information regarding spiritual beliefs of staff and persons served. When religions and cultural preferences are known, NDSCI will make efforts to build in those cultural preferences into the individual support plan as appropriate. NDSCI provides training to staff to ensure sensitivity and understanding as it relates to | Ongoing |

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

| | | | | |
|----------------------|--|--|--|---|
| | | | spiritual beliefs and how it relates to different religions and even subcategories of religions (Baptist, non-denominational, Catholic etc.) | |
| Socioeconomic status | All individuals supported receive Medicaid NDSCI is currently unaware of household income | NDSCI is currently unaware of household income | NDSCI will attempt to gather data in this area and provide training to staff regarding how SES can affect culture. | Ongoing |
| Language | 80 English 3 ASL | 29 English | NDSCI is willing to hire staff and enroll individuals who speak a variety of languages as the needs arise. Where multilingual staff cannot be found, NDSCI will use technology such as Google Translate to communicate with individuals with a primary language different than English. | Ongoing 3 staff are being trained in ASL |

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

Network Day Service Center, Inc. recognizes that each person is culturally diverse and unique unto themselves. NDSCI strives to maintain cultural competence as an agency. Cultural competence is the process by which individual people and systems respond respectfully and effectively to people of all cultures, languages, socioeconomic statuses, races, ethnic backgrounds, spiritual beliefs, age, gender, sexual orientation, and other various cultural indicators. NDSCI strives to integrate knowledge about the individuals we support into agency practices and attitudes to increase the quality of services we are able to provide. This knowledge will allow for better outcomes for our employees, the individuals we support, and our larger community. NDSCI understands and respects the diversity of persons served, personnel, families, care givers, and other stakeholders and that is reflected in NDSCI organizational structure, policy, and service delivery. NDSCI will utilize Person Centered Practices as a foundation from which to build upon with regard to Cultural Diversity and will strive to meet the following criteria.

- Through person centered planning NDSCI Inc. gathers all cultural and other demographic preferences that supported persons and their family may want to share and makes appropriate accommodations to ensure respect of those preferences.
- Through training all staff working with individuals is trained on the diverse needs of each person supported and the preferences that each person may have and how to accommodate any assessed needs.
- Staff will receive ongoing training through a variety of materials regarding cultural diversity and what it means. Concepts staff will receive training on will include:
 - Ethics
 - Self-Awareness and how a person's values affect how we see others
 - Other- Awareness – relating to seeing things from others perspectives and what that might look like
 - Cross Cultural Knowledge Staff will be made aware of cultural differences and how that may relate to developmental disabilities services in different cultures

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

FY2023 Budget

| Grant Account - Revenue | 12 Mth Budget |
|-------------------------------|-----------------------|
| Private Pay | \$4,668.60 |
| Medicaid-CAG NOW | \$323,431.09 |
| Medicaid-CAG COMP | \$446,412.56 |
| Medicaid-CLS NOW | \$40,017.20 |
| Medicaid-CLS COMP | \$235,568.48 |
| Medicaid-CAI NOW | \$52,546.93 |
| Medicaid-CAI COMP | \$68,336.98 |
| Medicaid-RESPITE NOW | \$737.33 |
| Medicaid-RESPITE COMP | \$2,211.98 |
| Medicaid-SMS & SME NOW | \$10,706.02 |
| Medicaid-SMS & SME COMP | \$7,134.00 |
| Transport NOW-Medicaid Income | \$2,215.82 |
| Income-Enhanced Staffing COMP | \$69,266.50 |
| Total Revenue | \$1,263,253.50 |
| | |
| Grant Expenses | |
| Regular Salaries | \$709,278.71 |
| Instructional Aide | \$10,851.70 |
| Substitute | \$1,262.40 |
| Transport Wages | \$410.08 |

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

| | |
|---------------|--------------|
| CAI-Wages | \$31,315.55 |
| CLS-Wages | \$102,596.89 |
| CAG-Wages | \$475.19 |
| Respite Wages | \$2,040.00 |
| Training | \$64.80 |
| Total Expense | \$858,295.31 |

| | |
|------------------------|--------------|
| Fringes | |
| Social Security | \$64,849.43 |
| Employee Insurance | \$141,001.49 |
| Unemployment Insurance | \$844.86 |
| Workers Compensation | \$8,196.00 |
| Total Expense | \$214,891.78 |

| | |
|---------------------|-------------|
| Contracted Services | |
| Accountant | \$10,320.00 |
| Accreditation Fees | \$8,035.00 |
| Consulting Fees | \$787.50 |
| Contract Service | \$450.00 |
| Computer Consultant | \$14,448.00 |
| SMS & SME - NOW | \$9,767.66 |
| SMS & SME - COMP | \$7,690.92 |

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

| | |
|-----------------------------|-------------|
| Audit | \$8,700.00 |
| Total Expense | \$60,199.08 |
| | |
| Other Operating Expenses | |
| Travel | \$31.58 |
| Stipend Pay | \$0.00 |
| Equipment Purchases | \$0.00 |
| Equipment Less than \$1,000 | \$2,270.24 |
| Training | \$67.12 |
| Computer Hardware | \$677.30 |
| Health Supplies | \$1,630.78 |
| Office Supplies | \$2,867.21 |
| Program Supplies | \$8,258.18 |
| Communication Services | \$834.55 |
| Phone Service | \$1,728.00 |
| Software Communication | \$6,166.93 |
| Dues & Subscriptions | \$2,127.66 |
| Postage | \$222.50 |
| Utilities | \$22,387.81 |
| License Fees | \$920.44 |
| Miscellaneous | \$74.17 |
| Printing | \$4,497.00 |

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

| | |
|--------------------------------|----------------|
| Property Maintenance | \$27,145.82 |
| Equipment Maintenance | \$0.00 |
| Required Staff Screenings | \$3,386.87 |
| Retirement Administrative Cost | \$3,552.00 |
| Banking Fees | \$300.00 |
| Gross Food Cost | \$705.92 |
| Bus Exp - Gas | \$5,844.24 |
| Bus Insurance | \$0.00 |
| 2006 Ford Van | \$0.00 |
| 2003 GMC Truck | \$5,147.34 |
| 2003 Chevy Venture | \$2,811.65 |
| Insurance & Bonding | \$3,154.96 |
| Interest Expense | -\$351.10 |
| Total Expense | \$106,459.19 |
| | |
| Grand Total Expenses | \$1,239,845.36 |
| | |
| Grant Account Profit | \$23,408.14 |
| | |
| Supported Employment Revenue | |
| SE Contracts Outside Center | \$9,324.00 |
| Medicaid SEG NOW | \$26,582.59 |

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

| | |
|----------------------------------|--------------|
| Medicaid SEG COMP | \$16,687.91 |
| Medicaid SEI NOW | \$8,173.73 |
| Medicaid SEI COMP | \$4,699.81 |
| SEG Mobile Legacy Income | \$35,990.11 |
| Total SE Revenue | \$101,458.15 |
| | |
| Supported Employment Expenses | |
| SEG Salaries - P/T Staff | \$10,678.07 |
| SEG Cleaning Crew NDSCI | \$10,085.10 |
| SEG Mobile Legacy Packaging | \$35,736.14 |
| SEG Cleaning Crew Outside Center | \$7,251.61 |
| SEI Salary Staff | \$2,029.67 |
| SE Workers Compensation | \$703.20 |
| SEI Fringe Staff | \$983.30 |
| SE Bus Insurance | \$3,662.76 |
| SE BUS GAS | \$4,471.78 |
| SE Travel | \$0.00 |
| SE-Miscellaneous | \$0.00 |
| Total SE Expense | \$75,601.63 |
| | |
| Total SE Profit | \$25,856.52 |

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

Total Grant & SE Profit \$49,264.66

DEPT OF HUMAN SERVICES

Revenue 12 Mth Budget

DHS Income \$70,552.20

Total Revenue \$70,552.20

EXPENSES

SALARIES DHS

Bus Driver Salaries \$40,843.76

Substitute \$0.00

Training \$0.00

\$40,843.76

DHS FRINGES

SOCIAL SECURITY-DHS \$3,124.55

UNEMPLOYMENT \$0.00

INSURANCE-DHS \$45.50

\$3,170.05

OTHER DHS OPERATING EXPENSE

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

| | |
|----------------------|-------------|
| BUS INSURANCE-DHS | \$5,220.86 |
| BUS GAS | \$11,161.98 |
| BUS SUPPLIES | \$109.68 |
| BUS MAINTENANCE-2019 | \$3,289.08 |
| BUS MAINTENANCE-2017 | \$1,171.54 |
| BUS MAINTENANCE-2001 | \$1,150.03 |
| | \$22,103.17 |

| | |
|---------------------|-------------|
| TOTAL DHS EXPENSES | \$66,116.99 |
| INCREASE (DECREASE) | |
| IN NET ASSETS | \$4,435.21 |

| | |
|-----------------|-------------|
| TOTAL ALL FUNDS | \$53,699.88 |
|-----------------|-------------|

| | |
|---------------------------|-------------|
| Directors Account Revenue | |
| Local Other Revenue | \$21.53 |
| Fund Raising Revenue | \$10,838.78 |
| Donations - Local Fund | \$1,968.00 |
| Total Income | \$12,828.31 |

Directors Account Expense

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

| | |
|-----------------------------|-------------|
| Insurance - Directors | \$2,046.00 |
| Fund Raising Expense | \$499.91 |
| Interest Exp - Directors | \$0.00 |
| Maintenance - Miscellaneous | \$10,282.39 |
| Total Expenses | \$12,828.30 |
| Total Directors Profit | \$0.01 |

Concessions Account Expense

| | |
|--------------------------|----------|
| Revenue Concessions | |
| Income - Concessions | \$412.84 |
| Total Concessions Income | \$412.84 |

| | |
|--------------------------|----------|
| Expense Concessions | \$0.00 |
| Total Concessions Profit | \$412.84 |