

NORTHEAST ALABAMA MR/DD  
AUTHORITY, INC.

FIVE-YEAR PLAN  
FISCAL YEARS  
2021 THROUGH 2025

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## I. STATEMENTS

### A. Mission Statement

The mission of Northeast Alabama MR/DD Authority is to ensure the provision of comprehensive support and coordination of services to individuals with intellectual disabilities in the most appropriate environment desired by that individual.

### B. Vision Statement

It shall be our vision that all individuals with intellectual disabilities receive support and services that provides them the greatest opportunity for fulfilling their goals with the highest possible quality of life.

## II. PLAN DEVELOPMENT

### A. Planning Cycle

1. The planning cycle of the Authority is conducted annually and the “Five Year Plan” for 2021 through 2025 is revised to reflect the ever changing needs and views of the community and the individuals we serve therein.

### B. Roles of Stakeholders

1. The Authority recognizes numerous stakeholders within the community which include not only the individuals and families for which we serve, but also the providers that play an integral part in the overall services to those individuals including but certainly not limited to residential, day habilitation, supported employment, and respite care.
  - i. Stakeholders are presented with an annual questionnaire that postulates evidence of the planning and habilitation process as well as asking for input on that process. As this information is received it is incorporated into the overall plan. Further surveys are conducted with the individuals and family members served by the Authority to ascertain their satisfaction with the services provided not only by the Authority and its support coordination but other key stakeholders as well. These surveys are conducted in August of each fiscal year with the results published in an Annual Report in October of the next fiscal year.

### C. Monitoring and Evaluation

1. Monitoring of the plan is conducted by management. Each goal is reviewed to make certain that all goals are reached.
2. Each plan goal is monitored monthly and adjustments of those goals and objectives are provided to the Board of Directors through the Executive Director's "Annual Report" in October.

### D. Current and Future Funding Resources

1. At the present, the Authority receives funding through the Federal Medicaid Waiver program by way of funding from the Department of Mental Health.
2. Future funding is expected to come through the same funding sources.

## III. SERVICE PHILOSOPHY

### A. The philosophy that has been our guide in planning, developing, implementing, and evaluating services for individuals with intellectual disabilities includes the following elements:

1. Individuals with intellectual disabilities are, first and foremost, people with basic human needs, aspirations, desires, goals, and emotions; second, citizens of a community who are afforded all the rights, privileges, opportunities, and responsibilities afforded other citizens; and finally, individuals who happen to have a disabling condition.
2. Individuals with intellectual disabilities are recognized as having diverse needs, concerns, strengths, motivations, goals, and abilities which can be best addressed through a coordinated and cooperative effort of an interagency network of service provision.
3. Family, both traditional and non-traditional, are frequently the most important resource and support for individuals with disabilities.
4. The rights, wishes, values, and needs of individuals and family members are paramount in planning and operating any service delivery system.

5. Such a system must be sensitive to all members of the community including those who are members of minority or ethnic groups, elderly individuals, or those with multiple disabilities, including autism, cerebral palsy, and epilepsy.
6. For the majority of individuals to be served, a natural setting in the community is the best and most appropriate alternative for providing any services.
7. Local communities are the most knowledgeable regarding their environment, issues, strengths, or gaps in the service delivery system.

#### IV. SUPPORT COORDINATION

##### A. Description

1. We use the terms support coordination and case management interchangeably. These terms refer to the assistance of individuals with intellectual disabilities in receiving services that meet the needs and goals of the individual whether they are currently receiving any services or not.

##### B. Current Situation

We currently serve approximately 300 individuals within a three county area (Etowah, Cherokee, and DeKalb). A breakdown of those served are as follows:

##### 1. Etowah County

- a. 200 Individuals Currently Served
- b. Etowah County has seven (7) Support Coordinator positions who have approximate caseloads as follows:
  - i. Support Coordinator 1 (CK) 30 Individuals
  - ii. Support Coordinator 2 (CW) 30 Individuals
  - iii. Support Coordinator 3 (JH) 18 Individuals
  - iv. Support Coordinator 4 (EB) 31 Individuals
  - v. Support Coordinator 5 (MK) 30 Individuals
  - vi. Support Coordinator 6 (DF) 31 Individuals
  - vii. Support Coordinator 7 (AC) 30 Individuals

2. Cherokee County

- a. 27 Individuals Currently Served
- b. Cherokee County has only one (1) Support Coordinator serving the entire caseload:
  - i. Support Coordinator 8 (HW) 27 Individuals

3. DeKalb County

- a. 72 Individuals Currently Served
- b. DeKalb County has two (2) Support Coordinator positions who have caseloads as follows:
  - i. Support Coordinator 9 (SB) 37 Individuals
  - ii. Support Coordinator 10 (MH) 35 Individuals

C. Projections

1. Etowah County

- a. According to tracking data supplied by the Department of Mental Health for the statewide waiting list, there are currently 52 individuals waiting to receive services in Etowah County

2. Cherokee County

- a. According to tracking data supplied by the Department of Mental Health for the statewide waiting list, there are currently 10 individuals waiting to receive services in Cherokee County

3. DeKalb County

- a. According to tracking data supplied by the Department of Mental Health for the statewide waiting list, there are currently 39 individuals waiting to receive services in DeKalb County

4. Support Coordination Projections for Caseloads

The Authority expects modest fluctuations in caseloads over the next five (5) years. However, no major changes are currently expected with caseloads remaining near the current fiscal year numbers listed previously.

#### D. Goals

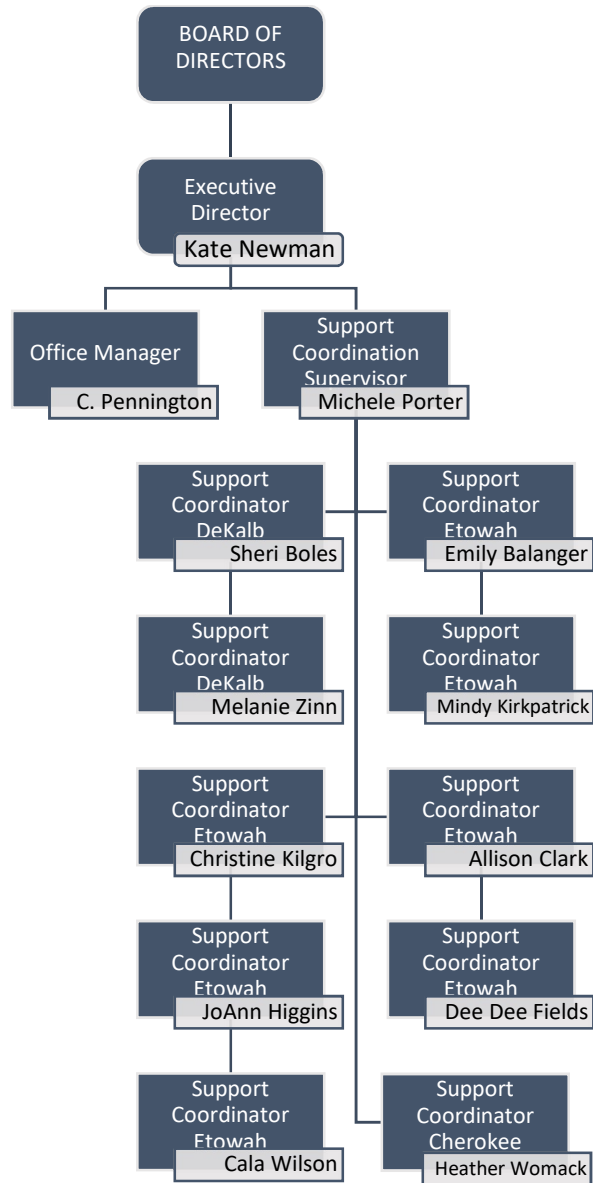
1. The goals of support coordination will be to meet or exceed the projections of this report. In doing so, the total number of projected service hours per support coordinator are anticipated to remain at the current amounts (full-time 1670 and part-time 1000).

#### E. Summary

1. It is anticipated with reasonable assurance that support coordinators in each of the respective counties will continue to provide services to individuals at the current levels of participation. It is further anticipated that the projections noted herein are without exception a fair and close approximation of the expectations of attrition and addition to caseloads.
2. If these numbers are born out to be correct or a close approximation thereof then there would be no reason to expect the addition or removal of positions in this area. An exception to this may be one support coordinator in Etowah County who is employed on a part-time basis and during the course of this plan may decide to retire from the position. If that proves to be the situation then we may be able to hire a full-time support coordinator to fill that position; however, the committee noted that at the present time a full-time position is not required for this slot.

### V. ORGANIZATION AND ADMINISTRATION

- A. Organizational Chart: The organizational chart is incorporated as part of this plan to emphasize the reduction in force to the Authority as a result of the “de-confliction” process instituted by the Department. It is noted that the Authority is now exclusively a support coordination board.





## B. Budgeting

1. The pages placed as an appendix to this report will represent our projected budgets for the five fiscal years included in this report.
2. It should be noted that with the exception of personnel (which is our greatest expense) we anticipate little change in our operating costs over the course of this planning cycle.

## C. Personnel Planning

1. As previously noted it is not anticipated that the Authority will need to add any new positions under our current projections. It was also noted earlier that it is anticipated that one and more than likely two employees will retire during this cycle. As a result, the committee has formulated budgets based on these projections and presents this information to be approved by the board with the notation that this could change notably.
2. Further budget planning on behalf of employees allowed for cost of living increases in each of the next five fiscal years. The cost of increases for employee benefits has been quite difficult to anticipate; however, this employee plan does estimate these increases to the best of our ability and understanding over the next five (5) years.

## VI. GOALS AND OBJECTIVES

With the information presented herein, the committee has listed the following goals and objectives for the next five-year period:

1. Identify and track new referrals in each county of operation.
2. Offer choice and meet the needs of each of the individuals presently represented as well as those anticipated to be represented in the future.
3. Develop a better working relationship between the Authority, its Board, Management, Staff, Providers of services in our counties, and representatives of Alabama DMH.
4. Plan for the expected retirement of management staff as well as support coordinators.
5. Adjust this five-year budget process to guarantee the continued cash flow of the organization for the next five years and beyond.

## FY20-21 BUDGET

	<b>TOTAL BUDGET</b>	
	<b>MONTHLY</b>	<b>ANNUAL</b>
<b>REVENUE</b>		
Federal Medicaid Contracts	\$ 67,368.00	\$ 808,418.00
State DMHMR	\$ 24,028.25	\$ 288,339.00
<b>TOTAL FEDERAL/STATE</b>	<b>\$ 91,396.25</b>	<b>\$ 1,096,757.00</b>
<b>OTHER REVENUE</b>		
Etowah County	\$ 1,041.67	\$ 12,500.00
Centre	\$ 166.67	\$ 2,000.00
Cherokee Health Council	\$ 416.67	\$ 5,000.00
<b>TOTAL OTHER REVENUE</b>	<b>\$ 1,625.00</b>	<b>\$ 19,500.00</b>
Interest Income	\$ 750.00	\$ 9,000.00
Miscellaneous Income	\$ 21,968.10	\$ 263,617.20
<b>TOTAL REVENUE</b>	<b>\$ 115,739.35</b>	<b>\$ 1,388,874.20</b>
<b>EXPENSES</b>		
<b>BOARD EXPENSE</b>		
Insurance - D&O	\$ 358.33	\$ 4,300.00
Other	\$ -	\$ -
<b>Total Board Expense</b>	<b>\$ 358.33</b>	<b>\$ 4,300.00</b>
<b>PERSONNEL</b>		
<b>TOTAL SALARIES</b>	<b>\$ 64,125.00</b>	<b>\$ 769,500.00</b>
<b>Total Taxes and Benefits</b>	<b>\$ 36,325.04</b>	<b>\$ 435,900.46</b>
<b>Total Personnel/Benefits</b>	<b>\$ 100,450.04</b>	<b>\$ 1,205,400.46</b>
<b>BUILDING</b>		
Insurance	\$ 502.00	\$ 6,024.00
Janitorial Services	\$ -	\$ -
Rents	\$ 600.00	\$ 7,200.00
Maintenance	\$ -	\$ -
<b>UTILITIES</b>		
Cable	\$ -	\$ -
Gas	\$ -	\$ -
Power	\$ 125.00	\$ 1,500.00
Phone/Internet	\$ 580.00	\$ 6,960.00
Water/Garbage	\$ 40.00	\$ 480.00
<b>Total Building</b>	<b>\$ 1,847.00</b>	<b>\$ 22,164.00</b>
<b>OPERATIONS</b>		
Dues and Subscriptions	\$ 496.67	\$ 5,960.00
Equipment Leases	\$ 185.00	\$ 2,220.00
Equipment/Furniture	\$ 100.00	\$ 1,200.00
Legal and Accounting	\$ 1,250.00	\$ 15,000.00
Bank Interest/service Fees	\$ -	\$ -
Miscellaneous	\$ 50.00	\$ 600.00
Office Supplies	\$ 250.00	\$ 3,000.00
Postage	\$ 5.00	\$ 60.00
<b>Total Operations</b>	<b>\$ 2,336.67</b>	<b>\$ 28,040.00</b>
Transportation Grant	\$ 3,766.00	\$ 45,192.00
<b>CONSUMER COSTS</b>		
Christmas	\$ 254.17	\$ 3,050.00
<b>Total Consumer Cost</b>	<b>\$ 254.17</b>	<b>\$ 3,050.00</b>
<b>Total Administrative Expense</b>	<b>\$ 109,012.20</b>	<b>\$ 1,308,146.46</b>
<b>TOTAL EXPENSES</b>	<b>\$ 109,012.20</b>	<b>\$ 1,308,146.46</b>
<b>REVENUE OVER EXPENSE</b>	<b>6,727.15</b>	<b>80,727.74</b>

FISCAL YEAR  
2021-2022

	<b>TOTAL BUDGET</b>	
	<b>MONTHLY</b>	<b>ANNUAL</b>
<b>REVENUE</b>		
Federal Medicaid Contracts	\$ 70,942	\$ 851,306
State DMHMR	\$ 19,350	\$ 232,194
<b>TOTAL FEDERAL/STATE</b>	<b>\$ 90,292</b>	<b>\$ 1,083,500</b>
<b>OTHER REVENUE</b>		
Centre	\$ 167	\$ 2,000
Cherokee Health Council	\$ 417	\$ 5,000
Etowah County	\$ 1,042	\$ 12,500
<b>TOTAL OTHER REVENUE</b>	<b>\$ 1,625</b>	<b>\$ 19,500</b>
Interest Income	\$ 750	\$ 9,000
Miscellaneous Income	\$ 19,358	\$ 232,295
<b>TOTAL REVENUE</b>	<b>\$ 112,025</b>	<b>\$ 1,344,295</b>
<b>EXPENSES</b>		
<b>BOARD EXPENSE</b>		
Insurance - D&O	\$ 189	\$ 2,264
Other	\$ -	\$ -
<b>Total Board Expense</b>	<b>\$ 189</b>	<b>\$ 2,264</b>
<b>PERSONNEL</b>		
<b>Total Payroll</b>	<b>\$ 73,852</b>	<b>\$ 886,228</b>
<b>Total Benefits</b>	<b>\$ 17,353</b>	<b>\$ 208,232</b>
Training	\$ 292	\$ 3,500
Travel	\$ 2,500	\$ 30,000
<b>Total Personnel</b>	<b>\$ 93,997</b>	<b>\$ 1,127,960</b>
<b>BUILDING</b>		
Insurance	\$ 502	\$ 6,024
Rents	\$ 600	\$ 7,200
<b>UTILITIES</b>		
Power	\$ 125	\$ 1,500
Phone/Internet	\$ 730	\$ 8,760
Water/Garbage	\$ 40	\$ 480
<b>Total Building</b>	<b>\$ 1,997</b>	<b>\$ 23,964</b>
<b>OPERATIONS</b>		
Dues and Subscriptions	\$ 497	\$ 5,960
Equipment Leases	\$ 185	\$ 2,220
Equipment/Furniture	\$ 300	\$ 3,600
Legal and Accounting	\$ 1,250	\$ 15,000
Miscellaneous	\$ 50	\$ 600
Office Supplies	\$ 375	\$ 4,500
Postage	\$ 25	\$ 300
<b>Total Operations</b>	<b>\$ 2,682</b>	<b>\$ 32,180</b>
<b>CONSUMER COSTS</b>		
Christmas Party	\$ 750	\$ 9,000
<b>Total Consumer Cost</b>	<b>\$ 750</b>	<b>\$ 9,000</b>
<b>TOTAL EXPENSES</b>	<b>\$ 99,614</b>	<b>\$ 1,195,368</b>
<b>REVENUE OVER EXPENSE</b>	<b>\$ 12,411</b>	<b>\$ 148,927</b>

## FISCAL YEAR

2022-2023

**TOTAL BUDGET****MONTHLY      ANNUAL****REVENUE**

Federal Medicaid Contracts	\$ 72,023	\$ 864,270
State DMHMR	\$ 19,644	\$ 235,730
<b>TOTAL FEDERAL/STATE</b>	<b>\$ 91,667</b>	<b>\$ 1,100,000</b>

**OTHER REVENUE**

Centre	\$ 167	\$ 2,000
Cherokee Health Council	\$ 417	\$ 5,000
Etowah County	\$ 1,042	\$ 12,500
<b>TOTAL OTHER REVENUE</b>	<b>\$ 1,625</b>	<b>\$ 19,500</b>
Interest Income	\$ 750	\$ 9,000
Miscellaneous Income	\$ 10,265	\$ 123,178
<b>TOTAL REVENUE</b>	<b>\$ 104,307</b>	<b>\$ 1,251,678</b>

**EXPENSES****BOARD EXPENSE**

Insurance - D&O	\$ 358	\$ 4,300
Other	\$ -	\$ -
<b>Total Board Expense</b>	<b>\$ 358</b>	<b>\$ 4,300</b>

**PERSONNEL**

<b>Total Payroll</b>	<b>\$ 62,274</b>	<b>\$ 747,294</b>
<b>Total Benefits</b>	<b>\$ 15,211</b>	<b>\$ 182,534</b>
Training	\$ 42	\$ 500
Travel	\$ 2,133	\$ 22,900
<b>Total Personnel</b>	<b>\$ 79,436</b>	<b>\$ 953,228</b>

**BUILDING**

Insurance	\$ 375	\$ 4,500
Rents	\$ 600	\$ 7,200

**UTILITIES**

Power	\$ 125	\$ 1,500
Phone/Internet	\$ 730	\$ 8,760
Water/Garbage	\$ 40	\$ 480
<b>Total Building</b>	<b>\$ 1,870</b>	<b>\$ 22,440</b>

**OPERATIONS**

Dues and Subscriptions	\$ 497	\$ 5,960
Equipment Leases	\$ 185	\$ 2,220
Equipment/Furniture	\$ 100	\$ 1,200
Legal and Accounting	\$ 1,167	\$ 14,000
Miscellaneous	\$ 50	\$ 600
Office Supplies	\$ 250	\$ 3,000
Postage	\$ 5	\$ 60
<b>Total Operations</b>	<b>\$ 2,253</b>	<b>\$ 27,040</b>

**CONSUMER COSTS**

Christmas Party	\$ 254	\$ 3,050
<b>Total Consumer Cost</b>	<b>\$ 254</b>	<b>\$ 3,050</b>

<b>TOTAL EXPENSES</b>	<b>\$ 84,171</b>	<b>\$ 1,010,058</b>
<b>REVENUE OVER EXPENSE</b>	<b>\$ 20,135</b>	<b>\$ 241,620</b>

## FISCAL YEAR

2023-2024

**TOTAL BUDGET****MONTHLY      ANNUAL****REVENUE**

Federal Medicaid Contracts	\$ 68,749	\$ 824,985
State DMHMR	\$ 18,751	\$ 225,015
<b>TOTAL FEDERAL/STATE</b>	<b>\$ 87,500</b>	<b>\$ 1,050,000</b>

**OTHER REVENUE**

Centre	\$ 167	\$ 2,000
Cherokee Health Council	\$ 417	\$ 5,000
Etowah County	\$ 1,042	\$ 12,500
<b>TOTAL OTHER REVENUE</b>	<b>\$ 1,625</b>	<b>\$ 19,500</b>
Interest Income	\$ 750	\$ 9,000
Miscellaneous Income	\$ 6,800	\$ 81,600
<b>TOTAL REVENUE</b>	<b>\$ 96,675</b>	<b>\$ 1,160,100</b>

**EXPENSES****BOARD EXPENSE**

Insurance - D&O	\$ 358	\$ 4,300
Other	\$ -	\$ -
<b>Total Board Expense</b>	<b>\$ 358</b>	<b>\$ 4,300</b>

**PERSONNEL**

<b>Total Payroll</b>	<b>\$ 60,009</b>	<b>\$ 720,104</b>
<b>Total Benefits</b>	<b>\$ 15,219</b>	<b>\$ 182,623</b>
Training	\$ 42	\$ 500
Travel	\$ 2,133	\$ 22,900
<b>Total Personnel</b>	<b>\$ 77,177</b>	<b>\$ 926,126</b>

**BUILDING**

Insurance	\$ 375	\$ 4,500
Rents	\$ 600	\$ 7,200

**UTILITIES**

Power	\$ 125	\$ 1,500
Phone/Internet	\$ 730	\$ 8,760
Water/Garbage	\$ 40	\$ 480
<b>Total Building</b>	<b>\$ 1,870</b>	<b>\$ 22,440</b>

**OPERATIONS**

Dues and Subscriptions	\$ 497	\$ 5,960
Equipment Leases	\$ 185	\$ 2,220
Equipment/Furniture	\$ 100	\$ 1,200
Legal and Accounting	\$ 1,167	\$ 14,000
Miscellaneous	\$ 50	\$ 600
Office Supplies	\$ 250	\$ 3,000
Postage	\$ 5	\$ 60
<b>Total Operations</b>	<b>\$ 2,253</b>	<b>\$ 27,040</b>

**CONSUMER COSTS**

Christmas Party	\$ 254	\$ 3,050
<b>Total Consumer Cost</b>	<b>\$ 254</b>	<b>\$ 3,050</b>

**TOTAL EXPENSES****REVENUE OVER EXPENSE**

<b>\$ 81,913</b>	<b>\$ 982,956</b>
<b>\$ 14,762</b>	<b>\$ 177,144</b>

## FISCAL YEAR

2024-2025

**TOTAL BUDGET****MONTHLY      ANNUAL****REVENUE**

Federal Medicaid Contracts	\$ 68,749	\$ 824,985
State DMHMR	\$ 18,751	\$ 225,015
<b>TOTAL FEDERAL/STATE</b>	<b>\$ 87,500</b>	<b>\$ 1,050,000</b>

**OTHER REVENUE**

Centre	\$ 167	\$ 2,000
Cherokee Health Council	\$ 417	\$ 5,000
Etowah County	\$ 1,042	\$ 12,500
<b>TOTAL OTHER REVENUE</b>	<b>\$ 1,625</b>	<b>\$ 19,500</b>
Interest Income	\$ 750	\$ 9,000
Miscellaneous Income	\$ 6,800	\$ 81,600
<b>TOTAL REVENUE</b>	<b>\$ 96,675</b>	<b>\$ 1,160,100</b>

**EXPENSES****BOARD EXPENSE**

Insurance - D&O	\$ 358	\$ 4,300
Other	\$ -	\$ -
<b>Total Board Expense</b>	<b>\$ 358</b>	<b>\$ 4,300</b>

**PERSONNEL**

<b>Total Payroll</b>	<b>\$ 62,952</b>	<b>\$ 755,423</b>
<b>Total Benefits</b>	<b>\$ 15,536</b>	<b>\$ 186,430</b>
Training	\$ 42	\$ 500
Travel	\$ 2,133	\$ 22,900
<b>Total Personnel</b>	<b>\$ 80,438</b>	<b>\$ 965,253</b>

**BUILDING**

Insurance	\$ 375	\$ 4,500
Rents	\$ 600	\$ 7,200

**UTILITIES**

Power	\$ 125	\$ 1,500
Phone/Internet	\$ 730	\$ 8,760
Water/Garbage	\$ 40	\$ 480
<b>Total Building</b>	<b>\$ 1,870</b>	<b>\$ 22,440</b>

**OPERATIONS**

Dues and Subscriptions	\$ 497	\$ 5,960
Equipment Leases	\$ 185	\$ 2,220
Equipment/Furniture	\$ 100	\$ 1,200
Legal and Accounting	\$ 1,167	\$ 14,000
Miscellaneous	\$ 50	\$ 600
Office Supplies	\$ 250	\$ 3,000
Postage	\$ 5	\$ 60
<b>Total Operations</b>	<b>\$ 2,253</b>	<b>\$ 27,040</b>

**CONSUMER COSTS**

Christmas Party	\$ 254	\$ 3,050
<b>Total Consumer Cost</b>	<b>\$ 254</b>	<b>\$ 3,050</b>

<b>TOTAL EXPENSES</b>	<b>\$ 85,174</b>	<b>\$ 1,022,083</b>
<b>REVENUE OVER EXPENSE</b>	<b>\$ 11,501</b>	<b>\$ 138,017</b>