



Comprehensive Strategic Plan 2025-2027



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Reviewed and Updated:

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Executive Summary

Established in 2012, Advocacy Links, LLC offered Medicaid Waiver case management services to people throughout northern Indiana. In October 2021, the state of Indiana changed how Medicaid Waiver case management services were to be delivered and Advocacy Links was not chosen as one of the companies for selective contracting for this service. In the first quarter of 2022, Advocacy Links researched other service options and funding streams to diversify its array of services. Between April – December 2022, Advocacy Links learned a lot about the initially anticipated services to be delivered and adjusted the eventual service array to focus on 4 key areas (Child Mental Health Wraparound; MyLinks/Housemate Finder; Resource & Connections; Purposeful Life and Community Engagement (PLACE)).

In this period of redesign, it became evident that establishing a Not-For-Profit business status was going to be necessary to draw down the funding through grants and donations for a few of the services to be delivered in a fiscally responsible manner. A sister organization, Advocacy Links Resource and Advocacy Center, Inc. was established and approved by the Internal Revenue Service in November 2022.

For the purposes of this Comprehensive Strategic Business Plan, “ADVOCACY LINKS” reflects both Advocacy Links, LLC and Advocacy Links Resource & Advocacy Center, Inc. as the nature and mission for both entities are in alignment.

Beginning 1/1/2025, we are entering into another season of transition. We are scaling back all operations into one service line and starting a path for transferring organizational leadership over the next 3-5 years.

ADVOCACY LINKS employees are committed to the following core competencies:

Listening to youth and their families to fully comprehend the wants and needs of the youth.

ADVOCACY LINKS employees coordinate customized services to meet each youth’s needs.

Integrity and honesty are critical to the role of all ADVOCACY LINKS employees. They convey current, correct information to youth, families and stakeholders in a timely fashion.

ADVOCACY LINKS employees respect the privacy of all protected health information.

Networking with service providers, state entities, and local resources enables ADVOCACY LINKS, LLC employees to connect individuals with the crucial supports to meet needs.

ADVOCACY LINKS, LLC employees are encouraged to continue building rapport with various organizations and sharing these connections with youth, families and co-workers.

Knowledge of both current resources as well as upcoming options is mandatory for ADVOCACY LINKS employees to provide continuous quality services. ADVOCACY LINKS employees keep up with current trends and resources with ongoing training. ADVOCACY LINKS employees share this information with youth and families as the need arises.

Support is provided by ADVOCACY LINKS employees through advocacy as well as personal contact. ADVOCACY LINKS employees are required to meet with youth at least monthly and more frequently as deemed appropriate by individual teams and circumstances.

Day-to-day operations of ADVOCACY LINKS are based on a mission statement centered on commitment to advocating for people who need help, maintaining fiscal responsibility, and respecting both those in services as well as those providing the services.

ADVOCACY LINKS' target area includes northern and central Indiana with a focus in 22 counties. Youth served by ADVOCACY LINKS range in age from 6 to 17.

Commitment to quality service delivery is evidenced by the ongoing training received by all ADVOCACY LINKS personnel as well as the compliance with accreditation standards and state and federal requirements as appropriate.

ADVOCACY LINKS representatives have more than 176 combined years of human service experience. Personnel are located throughout northern Indiana so ADVOCACY LINKS can ensure availability of services in geographical proximity to the youth in partnerships.

Over the last thirteen years Advocacy Links has developed a stellar reputation for providing quality supports and services in North/North Central Indiana. This rich history was with individuals who have intellectual/developmental disabilities, including but not limited to those with dual diagnoses. Advocacy Links presently provides Wraparound Facilitation as a continuum of our high ethical standards, quality services, and resource sharing our communities have become accustomed. We continue to support youth and their families using the person focused, respectful approach for which we are known.

Components of the Strategic Business Plan are reviewed at least quarterly in the Leadership Staff Meetings and updated annually or more frequently as needed.

Business Description and Vision

Joy Greeney is the founder and owner of Advocacy Links, LLC and Advocacy Links Resource and Advocacy Center, Inc.. She has been working in the human services field since 1990 and brings extensive knowledge, experience and compassion to this position. She worked her way up through a variety of positions supporting individuals with intellectual/developmental disabilities such as direct care, residential group home manager, day service coordinator, residential Qualified Intellectual Developmental Professional, Medicaid Waiver Case Manager, and Case Manager Supervisor. She created Advocacy Links, LLC in 2012 at the urgency of individuals and colleagues to provide quality case management services to people in Indiana while providing a respectful working environment for Case Managers. Advocacy Links, LLC was proud to have grown to the third largest case management company in its 10 years of providing waiver case management services. Over 3000 individuals throughout northern Indiana were receiving quality services by highly trained, respectful personnel. Advocacy Links was proud to be recognized for our high quality services by the state of Indiana through our clear record of compliance audits (there were never any sanctions imposed as a result of poor care to people we served). Whenever the state needed immediate help with high profile situations (converting group homes to waiver settings; placing 100+ individuals in new settings in less than 30 days, providing realistic feedback for new software development, etc.), Advocacy Links, LLC was the first company they called to assist with these projects because they were confident the project would be completed on time, correctly and respectfully.

In October 2021, when the state of Indiana did not choose Advocacy Links, LLC as part of the “selective contracting” process for ongoing Medicaid Waiver Case Management services, this was an enormous shock to Advocacy Links, LLC leadership as well as individuals, families, guardians, stakeholders, and community partners. However, through strong leadership and dedicated personnel, ADVOCACY LINKS used the knowledge and experience to create a new array of services that adhered to the mission of the company.

ADVOCACY LINKS commits to advocating for people who need help; connecting people to fiscally responsible resources; and respecting everyone in the process.

We have learned a lot since 2021 regarding the services and funding sources available. Through trial and error, we have did our best to try to continue to meet the needs of individuals with disabilities who typically weren't eligible for traditional funding and did not have funds to cover the cost of their care. We became a provider for the H&W/TBI Waiver anticipating a strong need for Care Managers when these waivers came under the DDRS oversight in July 2024. However, the point of entry continues to be one of the companies doing the care management

and they are not providing choice to individuals for Care Management so we have stopped our efforts to provide this service effective 12/31/2024.

Effective 1/1/2025, Advocacy Links will concentrate all efforts on the partnerships with youth receiving Child Mental Health Wraparound Services. It is the intent of ADVOCACY LINKS to use the knowledge and experience of all personnel to serve people receiving services so their needs can be met in a financially responsible fashion. As the need for additional personnel becomes apparent, additional qualified staff will continue to be brought into the organization, trained on the current procedures and continually mentored to develop their skills. ADVOCACY LINKS has invested in a quality systematic orientation training program to ensure new employees develop and demonstrate skills and commitment to our expected level of service.

Description of Services:

Child Mental Health Wraparound Facilitation

Youth and their family lead the treatment planning process with the Wraparound Facilitator facilitating the meetings. The wraparound facilitator coordinates service delivery and encourages the youth and family to grow their network of community and natural supports. Wraparound Facilitators should be the cheerleader for the family while assisting in planning.

Wraparound services are delivered in a combination of face to face meetings and alternative communication. Each youth and family receiving services will have at least one team meeting each month held in person either in the family home or community, based on family preference.

Contact with the family is made no more than 48 hours after receiving the file from DMHA or Access Site. The initial meeting with the family is scheduled within 10 days of the referral with the first child and family team meeting held within 30 days from the start of wraparound services. Facilitators will guide the meeting and the team will share progress and make updates to the plan of care. Each week the wraparound facilitator will contact each member of the youth's team via telephone, text message, or email. This is non-negotiable. The purpose of weekly calls is to ensure there is progress toward completion of tasks and to continue discussion as to what is working.

Wraparound facilitators will enter plans of care, crisis plans, and all budget needs in the state required system of TOBI (DMHA/CMHHW) and KidTraks (DCS/CMHI). Level of need will be completed every six months on DARMHA, more often if needs change. All work will be entered in TOBI or KidTraks per program requirements. Advocacy Links also requires facilitators enter master files for all youth in Fidelity (Advocacy Links' Electronic Health Record) that includes activity notes, contacts, incident reports, documents and the plan of care. This will be used to track information through reporting as well as link the file to other programs for resources as needed/requested.

We provide another option for High Fidelity Wraparound Services based on our core values of advocating, linking others to resources, and respecting others. Many counties only have one provider/facilitator for Wraparound. Offering this service in these counties is providing youth and their families with choice.

We share resources we have developed through a person centered approach. We have built relationships with others through schools, counseling services, provider agencies, and community members that we feel benefit others.

We assist youth and their families in building a team of support through our expertise in person-centered planning and life-course planning. Advocacy Links is committed to ensuring each youth and family receiving services has their voice heard and their choices respected. We have extensive history and knowledge of youth dually diagnosed with emotional disturbances and intellectual/developmental delays. We have a lot to offer the industry in this area.

Definition of the Market

Child Advocates had a contract with DMHA to be the access site for DMHA/CMHW referrals. Their contract ended in December 2025 and the State of Indiana began a contract with Maximus in January 2026 to resume the function of the statewide Access Site. The Access Site does not provide wraparound facilitation services but all CMHW wraparound referrals begin with that referral source.

CMHI referrals go through the Access Sites that DCS has contracted in each county. All of the CMHI Access Sites also provide Wraparound Facilitation services. These entities have first dibs at all CHMI referrals that come through the system. If they are unable to process referrals, then they pass the referrals on to other facilitation companies by having the family choose a company from the picklist of available providers.

Each month, Maximus and CMHI Access Sites are responsible for reporting to the state the number of applications they have received and how many youth are waiting for services.

There are presently 19 CMHI Access Sites that cover all 92 counties of the state of Indiana. There are 28 companies providing Wraparound Facilitation services throughout the state. Each Wraparound Facilitation company covers only the counties they choose to support. Most companies tend to provide wraparound facilitation services in five or less counties. As of November 2024 and February 2026, there are 22 counties in which Advocacy Links provides wraparound facilitation services. For all 22 of those counties, there are at least 3 options of providers available for youth/families to choose their wraparound company.



In the summer of 2024, Advocacy Links and other WF companies brought to the attention of DMHA the discrepancies in the monthly System of Care reports that were supposedly tracking youth waiting for services. In reality, these reports only reflected the number of youth who applied for services, not the number of youth who had been found eligible and truly were waiting for wraparound facilitation and/or other services. WF companies had been using these SOC waiting list reports to determine where to grow their programs. However, until the reports are revamped and consistently reporting actual numbers of youth waiting for WF services, this can not be used as the indicator for potential growth.

Another piece of market data that is difficult to determine is the actual number of available facilitators. The pick lists are supposed to reflect an agency's actual personnel who have room to accept new partnerships. There are regularly picklists that show companies that do not have any availability, but then we later learn that these companies have hired new personnel and filled those new openings immediately with CMHI youth who don't require the use of picklists. This practice makes it extremely difficult to plan where growth and expansion is needed or not.

Current Analysis

Strengths:

We are familiar with the responsibilities and expectations of being a provider for services that are built around a person's strengths/wants/needs/desires.

Advocacy Links has well established resources and connections in the 22 counties that we serve throughout northern Indiana. We have connections within our communities at schools, medical/psychiatric offices, and various other resources built (food banks, free and low cost furniture, churches, therapists, mental health centers, schools, etc.).

Our reputation in each of the counties assists to connect families to their communities. Community members recognize Advocacy Links as the "go to" resource to get people who need help connected to genuine help in a timely and respectful manner. We are also known for being responsive to those reaching out for help.

We are well versed in person centered thinking and the process of the life course to assist youth and their families in further developing strengths and their vision of a good life. We are trained in extracting this information to build outcomes and strategies that will lead youth and their families to increased self-esteem and stronger familial bonds.

We already have a foundation in the wraparound principles including: family voice and choice, team-based meetings and conversations, connecting people with natural supports, collaboration with teams, community based, culturally competent staff at Advocacy Links, individualized plans and services, building plans based on strengths of the youth/family/team members, planning outcomes and strategies for success, and providing unconditional care to our youth and their families.

Weaknesses:

Wraparound Facilitation is a fairly new program for Advocacy Links. We have learned a lot in these first few years of providing this service, but there's more to learn particularly related to working with DCS and DMHA. There are often changes in state policies/procedures that are not communicated efficiently so we learn new expectations after they have already been implemented.

It has been difficult to obtain and retain quality wraparound facilitators. The youth/families we are working with have extremely emotional stories and the workers need great personal support networks to be able to keep their own spirits up. To date, Advocacy Links has been unable to provide health insurance and retirement benefits due to the need to stabilize the finances of the company. It is anticipated that this will be rectified in 2026.

Threats:

Wraparound facilitation is not a heavily populated service to date due to lack of education in the community. There are no guarantees on the number of referrals that will come through or the counties in which we will receive referrals. While the company has worked with a dual diagnosis population for many years, this is a relatively new service for us.

While many counties only have one company/facilitator serving the area, there are several other companies providing this service.

We had many contacts and supports built through DDRS and BDS. We are still learning the key players through DMHA and DCS as well as how the program works. For example, many CMHI wraparound facilitation providers subcontract with other businesses to provide other CMHI services like respite, skills training, etc. Advocacy Links chooses not to subcontract for these services because there is a huge liability if those subcontractors do not provide high fidelity services.

We promise:

The mission of Advocacy Links is to advocate for those who need help, connect people to fiscally responsible resources and respect everyone in the process.

Organization and Management

Advocacy Links, LLC is a Limited Liability Corporation and it's former Not For Profit 501(c)(3) sister organization, Advocacy Links Resource and Advocacy Center, Inc. are owned and operated by Joy Greeney. She comes to this position with over 30 years of experience working in the human service field in a variety of positions. Ms. Greeney holds degrees in Psychology and Social Science from Bethel College (University) in Mishawaka, Indiana. In November 2003, Ms. Greeney was presented with the "Case Manager of the Year" Award from the National Association of Case Management.

The business is not required to hold any specific licensing or permits, however, has received 4 consecutive 3 year accreditation awards (the highest available) from the Commission on the Accreditation of Rehabilitation Facilities (CARF) in May 2013, May 2016, May 2019 and December 2022. Additional certification was granted in the specialized areas of support for people who are Medically Fragile; Older Adult/Dementia Care; and Children/Adolescents. The accreditation survey reviews the systems we have in place and reviews our performance to insure we are implementing our systems. They also speak with employees, persons served and stakeholders about their satisfaction with our services. In November 2025, CARF granted a 1 year accreditation and Advocacy Links looks forward to receiving another full 3 year accreditation in the Fall of 2026.

Advocacy Links has contracts with Division of Mental Health and Addictions (DMHA) for CMHW funding and Department of Child Services (DCS) for CMHI funding. These contracts were both renewed in 2025. Wraparound Facilitators are required to be certified by the Division of Mental Health and Addictions and maintain credentials for the Child and Adolescent Needs and Strengths (CANS) Assessment.

See Appendix C for the current Organizational Charts for Advocacy Links, LLC .

The positions outlined in the organizational chart have been filled with qualified candidates including many personnel whom Ms. Greeney had trained and worked with in former employment. Most of these staff have worked with Ms. Greeney for 5 years or more and have demonstrated competency, compassion, and dedication to meeting the needs of anyone who needs help. All personnel must possess appropriate knowledge and demonstrate necessary skills to fulfill the requirements of their positions.

Staffing and supervision needs will change as partnerships grow and more facilitators are hired. Wraparound facilitators ideally partner with 10 youth- absolutely no more than 12 youth. Supervisors/Directors should have a combination of 10 made up between youth and facilitators.

Advocacy Links wants to have facilitator presence in all counties served. As partnerships increase and referrals come in more steadily, additional facilitators will be hired. Additional Team Leaders will be put in place once the supervision to youth ratio allows. Advocacy Links needs to have the Wraparound Director focus on the oversight of the program rather than continually being the immediate back up to cover cases. Throughout the remainder of 2024 and into 2025, the Director closed out her work with specific youth and transferred the partnerships to the relevant Team Leaders and facilitators in those areas. However, in 2025 as referrals declined and revenue became unsteady, the need for the Director and Managing Member to partner with youth was implemented to plan for growth.

Additional facilitators will be added as the need arises in the geographic areas where we currently serve. Until the state has a better way of projecting the need for facilitators throughout the state, we won't focus on trying to expand to outlying areas.

In an effort to stabilize the administration and oversight of the division, we anticipate that the existing Team Leaders will be fully implementing their roles so the Director can concentrate on developing the program and ensuring high fidelity performance. As current facilitators reach 6 – 8 partnerships within a 3 – 4 county geographic region, an opening will be posted to pursue adding an additional facilitator.

Growth Plan/Workforce Development Plan

Original Date of Implementation: 1/1/2025

Date of Review/Update:

12/31/2025

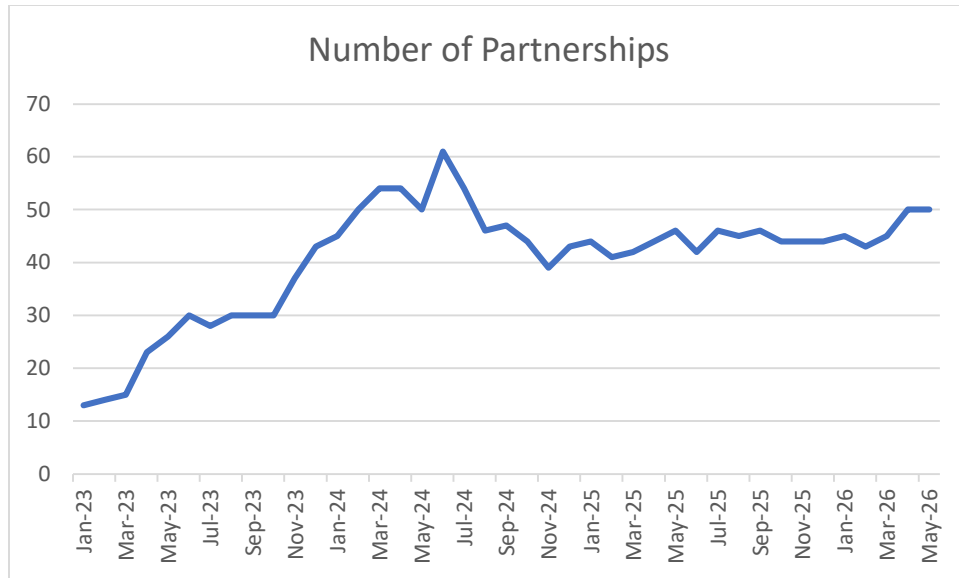
3/4/2026

Overview Statement

Advocacy Links is committed to continued growth as the needs arise. Since its inception in 2012, Advocacy Links has grown in all areas. Advocacy Links Leadership is emphatic about providing the best possible services before expanding. Throughout the life of the company, there have been times where we have paused growth in specific areas due to concerns that needed to be addressed. Advocacy Links has worked hard to build a reputable foundation based on integrity and quality. It has never been and never will be the desire of Advocacy Links to be “the biggest” company. While we recognize that there is power in volume, we truly strive to be “the best”. Our emphasis is on the relationships that we build with youth supported, the training, support and respect we give our staff, as well as the collaboration we have with state personnel, industry leaders and other companies.

In October 2021, the State of Indiana entered into selective contracting for Medicaid Waiver Case Management services and did not choose to contract with Advocacy Links. All 3000+ individuals supported by Advocacy Links needed to choose a new company and over 75 employees who wanted to remain Waiver Case Managers needed to find a new employer in less than two months.

Throughout 2022-2024, Advocacy Links concentrated a few different service lines that never really generated the revenue necessary to maintain their service provision. The statistics for these services for this time frame are reflected here for historical reference. The only service line that will continue into 2025 and beyond will be the Wraparound Facilitation Services.



Increase in the number of youth occurs when a youth/family needs a partnership established to support their mental health needs. Decrease in the number of recipients occurs in a couple manners:

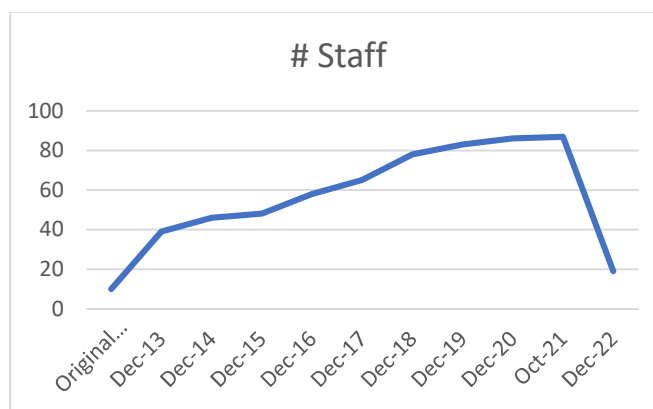
1. Met all outcomes, built network of natural supports and able to graduate from wraparound
2. Person signs out of services
 - a. No longer wants/needs services
 - b. Moves out of service area
3. Youth is no longer eligible for services (loss of Medicaid/funding; CANS score is too low)
4. Support is terminated due to lack of response
5. Youth passes away

In the original business plan that was developed when Advocacy Links started in 2012, it was projected that approximately 500 people would be supported within the first 3 years. The initial projections were exceeded well before the anticipated time frame. Growth continued to occur through the years at a steady pace. In 2021, the State of Indiana's selective contracting dissolved the entire customer base (over 3000) in less than 6 weeks. In 2022, ADVOCACY LINKS had been gradually building back customer base across 4 service lines. However in 2024, due to lack of involvement, PLACE supports were suspended in July 2024 and Resource and Connections efforts were eliminated in December 2024. Housemate Finder is still informally available to interested parties, but it is not generating revenue. Limited emphasis is being placed on the further development of the tool.

Throughout 2023 and 2024 Advocacy Links relied on data from the state known as “SOC Waitlist Reports.” We understood this to mean that the numbers reported were youth truly waiting for facilitation services so they could access wraparound services. We used this information to help us determine where we should consider expanding to meet the needs of youth & families. In the summer of 2024, we (along with other facilitation companies) identified that these reports were not reporting accurate information. These reports were really only reporting the number of applications for services rather than the number of youth who met the eligibility criteria and truly were ready to receive services. In the fall of 2024, we began tracking the need for wraparound services in a different way by analyzing the picklists for facilitation services in each of the counties we serve. We have created a tracking system to reflect the availability of WFs in all the counties. The State of Indiana’s change in Access Site changed the referral process and there were delays in receiving referrals during the transition to the new Access Site. Advocacy Links’ projections for growth for 2025 were adjusted due to the lack of referrals. At this point, we are not projecting dramatic growth as the new Access Site stabilizes their practices and new referrals begin to come through.

	By 12/31/2026	By 12/31/2027	By 12/31/2028
# youth	45	55	65
# wraparound staff	1 Director 2 Team Leaders 4 Wraparound Facilitators TOTAL: 7	1 Director 2 Team Leaders 5 Wraparound Facilitators TOTAL: 8	1 Director 2 Team Leaders 6 Wraparound Facilitators TOTAL: 9

Number of staff employed



The original business plan (2012) for Advocacy Links estimated that 11 people would like to work with us. As shown in the graph above, those early projections were significantly under

estimated. Because of the reputation and integrity of the business leaders, numerous professionals who have worked in the industry for many years decided to change employers. In October 2021 when the state went to selective contracting for Medicaid Waiver Case Management services and Advocacy Links was not selected as a vendor, 66% of our employees changed employers to provide continuity of services for the individuals with whom they had built strong relationships over the past several years. Another 22% of staff exited the field entirely due to the traumatic nature of the state's current and historical decisions that are creating a hostile work environment.

Throughout 2022, some key employees were retained initially to help determine the direction of Advocacy Links supports and services for the future. As the new array of services/supports developed, additional personnel were added to implement the new services. In 2023 and 2024 as service division did not experience the growth as projected, employees were furlough and service lines were eliminated. As of 3/1/2026, there are 12 employees – 6 of which are dedicated to wraparound services, 1 part time technology manager, 1 full time business manager and the Managing Member. Moving forward, additional personnel will not be added unless there is funding to support their addition. For 2026, we hope to add 1 new facilitator wherever the referrals come through.

In the early years of Advocacy Links, we struggled with staff retention for new employees. Because of the complexities of the job and the vast amount of information that needed to be absorbed, employees would leave their positions within the first year consistently. Typically, people who made it past their first year of employment generally stayed for multiple years. Over the course of time since the Medicaid reimbursement rate for case management service never increased in alignment with expectations and requirements, the trend was for employees to use Case Management as a stepping stone along their career path towards a career where their salary would grow as their credentials increased.

Advocacy Links worked really hard to create a supportive, respectful work environment that helped keep our turnover rate well below the industry average. In 2021 when a contract was not awarded, everyone who wanted to remain a waiver case manager needed to find alternate employment. The turnover rate is skewed as a result of the state's decision rather than employee's dissatisfaction with their employer.

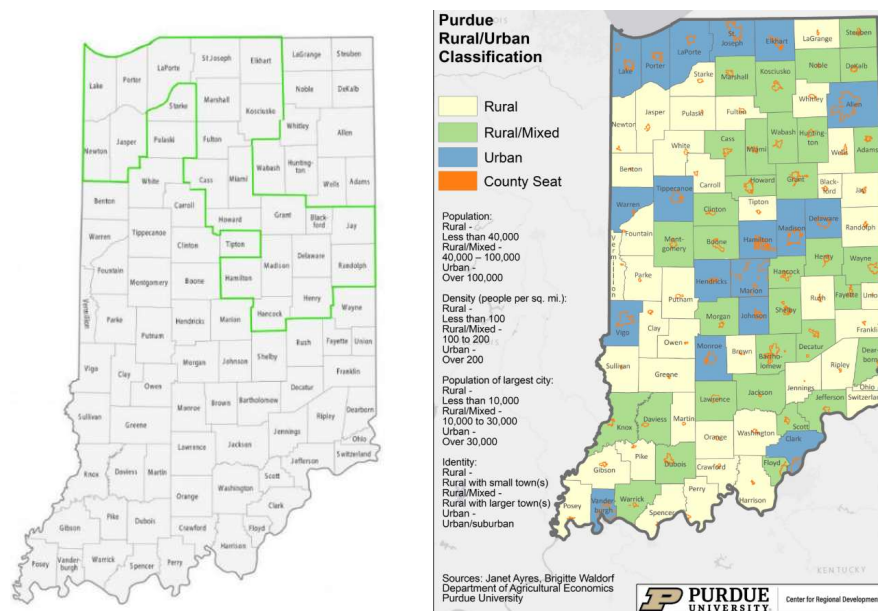
Number of counties covered

As noted in the original (2012) Advocacy Links business plan, it was anticipated that we would work in 11 counties. Initially, that was true, but when it became apparent that qualified, seasoned Case Managers in additional counties were interested in working with our company, we expanded our territory. We added the counties around the Fort Wayne area within the first

few months and added the counties along the western border of the state a few months later. In 2015, six additional counties around the Muncie area were added.

As part of the service redesign in 2022, Advocacy Links modified the service delivery area to concentrate on the areas with the strongest presence and community networks that had been established. As of 3/1/2026 there are 22 counties that are open for Wraparound partnerships, with partnerships established in 14 of those counties. Additional counties will not be added unless the need exists and funding is available to cover the cost of service delivery.

Of particular note is the volume of “rural” counties that Advocacy Links is proud to serve. We have always thrived in the rural areas because of our humble beginnings and commitment to having people work in the same area where they live.



Number of services provided

When Advocacy Links came into existence, there was only one type of service through the Community Integration Habilitation (CIH) and Family Support (FSW) waivers – Case Management. Over the course of time, Centers for Medicaid and Medicare Services (CMS) approved additional case management type services which we also provided until the state of Indiana rolled all the case management type services into one. As part of the Advocacy Links redesign in 2022, we began providing 4 lines of services:

- Child Mental Health Wraparound
- MyLinks/Housemate Finder
- Resource & Connections (including a variety of support services through various funding streams including H&W/TBI Waiver)

- Purposeful Life and Community Engagement (PLACE)

As of 12/31/2024, all services lines except Child Mental Health Wraparound have been discontinued. Our efforts and concentration for 2025 and beyond will be on building strong networks within the Mental Health arena and providing high fidelity wraparound facilitation supports.

Training and Development

Training and development of the workforce is one part of a comprehensive strategy toward agency quality improvement. Fundamental to this work is identifying gaps in knowledge, skills, and abilities through the assessment of both organizational and individual needs, and addressing those gaps through targeted training and development opportunities. This document provides a comprehensive Growth/Workforce Development Plan for Advocacy Links.

Advocacy Links serves a diverse population throughout the northern Indiana area. While the majority of youth are predominantly English speaking, there are pockets of youth that require interpretation, which Advocacy Links coordinates when native speaking employees are not available. There are several individuals who are enrolled in the Housemate Finder online tool, but we do not collect data about race/ethnicity for these people so they are listed as “unknown.” As of 2026, the State of Indiana has made laws repealing the Diversity, Equity, Inclusion emphasis and the Division of Mental Health and Addictions has stressed that agencies that promote these ideas won’t be eligible for funding. As of 2026, Advocacy Links is only collecting relevant information necessary for the provision of services to better understand the youth/family situation and is not promoting the need to equalize the workforce.

Presently, all the youth with whom we partner are between the ages of 6-17 as those are the parameters for the Child Mental Health Wraparound program.

Caseload Size & Oversight Structure

Currently and into 2025, Advocacy Links is operating with a skeleton staff to deliver the promised services and to create an opportunity for responsible expansion and growth. Wraparound services are overseen by the Division of Mental Health and Addictions (DMHA). DMHA dictates that facilitators have isolated roles so 100% of their effort is devoted to partnering with youth and families. In previous work, our leadership staff was able to work directly with individuals in addition to completing administrative responsibilities, but the DMHA standard has been a challenging hurdle when we are trying to grow responsibly and remain financially sound. Facilitators are capped at a maximum of 10 partnerships to ensure appropriate support is being provided to each youth/family.

As of 3/1/2026, all administrative and leadership functions are being shared by consultants, part time and full time staff. We presently have 3 Wraparound Facilitators, 2 Team Leaders, 1 Wraparound Director, 1 Administrative Support/Technology Manager, 1 Business/Human Resources Manager, and 1 Managing Member. By the end of 2026 we will add 1 facilitator where and when the referrals exist. Facilitators gradually grow the number of partnerships as they build their skills. Advocacy Links Wraparound Facilitators have the ability to add up to 2 new youth in Phase 1, subject to availability of referrals. It may take several months to reach full capacity.

Currently, we have enough personnel to implement the plans of persons served, ensure the safety of persons served, manage unplanned absences, and manage Advocacy Links performance expectations. In the event that an employee leaves, efforts are made before their departure to identify a new ongoing staff member. In the event that an employee's departure is unplanned, Leadership Staff are prepared to step in to ensure services continue uninterrupted.

As we look beyond 2025, and the potential for new employees exists, new employees will receive New Staff Orientation with customized training for the role they are filling. The Wraparound Director works diligently with the Human Resources Manager and/or Business Manager to review applications, schedule interviews, and offer positions.

Learning Culture

Performance management and quality improvement are key to sustainability, forward movement, and employee satisfaction. Workforce development for all employees will ensure staff achieves the desired social service and diagnosis-specific competencies needed for service delivery, customer satisfaction, and efficient internal processes. Improving the core competencies will help employees understand the premises of social service and compliment their desire to "help others." Advocacy Links supports learning on all levels and offers job-specific training, in-house training on various topics and access to training through webinars and conferences. In addition, leadership development is achieved through the nationally recognized training resources as well as industry specific professional development opportunities Transformational Collaborative outcomes Management (TCOM), John Praed Foundation, and Indiana University Canvas.

Advocacy Links strives to conduct business with a value driven focus while maintaining open communication and respect. All policies and procedures are posted on the employee accessible online document library at all times. Supervisors have frequent contact with their subordinates to alleviate feelings of isolation in the virtual environment in which we work. Ample support methods (online as well as in person; topic specific and general work sessions; etc.) and times

are available for employees to attend at their discretion. Training opportunities (both mandatory and voluntary) are available and communicated consistently.

Policy

All new employees go through New Staff Orientation during their first week of employment. All new Wrap Around Facilitators are required to complete DMHA Wrap Around Facilitation training within their first year of employment based upon when it is offered.

Overall, Advocacy Links implements a best practice standard of at least 10 hours/year of DCS/DMHA required training for each employee. In addition, wraparound employees are required to attend all monthly Advocacy Links training meetings, maintain CPR certification, attend all required DCS/DMHA required trainings, and maintain CANS certification. Employees in leadership/administrative positions have additional training requirements specific to their leadership roles.

Advocacy Links hosts mandatory Company Wide Calls (Wraparound Implementation Calls) each quarter to update employees on the status of performance objectives, share highlights, and discuss concerns. The Wraparound Director hosts a mandatory monthly staff meeting for all wraparound staff where training is provided based on identified needs discovered through Processed Based Supervision, File Reviews, etc. In addition, Advocacy Links has a schedule for required training topics (to be completed on Bamboo) that each employee must complete to meet CARF requirements.

Employees are encouraged to seek out external training opportunities to meet their own specific position needs, and funding for these can be provided by Advocacy Links within budgetary constraints.

All Staff must complete all required annual training assessments with no less than the specified score set by the training entity. All training records are stored in the Bamboo Human Resource system. Business/Human Resources Manager tracks training completion and coordinates with supervisory personnel to ensure required hours are completed within designated timelines.

Title	Format & Location	Passing Score	Hire	Annual
Abuse, Neglect & Exploitation	Online/Bamboo	80%	Yes	Yes
Incident Report & Management	Online/Bamboo	80%	Yes	Yes
Human Rights and Protection	Online/Bamboo	80%	Yes	Yes

of Individual Rights				
Drug Free Workplace	Online/Bamboo	80%	Yes	Yes
HIPAA	Online/Bamboo	80%	Yes	Yes
1 st Aid/CPR	Online/Skills test by Advocacy Links Instructor in person	100%	Yes	Renewed as required, might be 2 years
Health and Safety Trainings	Online/Bamboo	80%	Yes	Yes
Position Specific Training Curriculum	Online/In person/Bamboo	80%	Yes	Retraining as required
DMHA Wrap Around Facilitation Training	Online/In person	As set by DMHA	Within 1 st year of employment as appropriate	As required by DMHA
DMHA Wraparound Annual Booster	Online/In person	As set by DMHA	N/A	annually

Concerns & Grievances

Advocacy Links operates with an “open door” mindset to encourage all employees to share their concerns immediately and have an opportunity for the issue to be resolved without the need for formal grievances. However, we do have processes in place for people to file grievances should they so desire. Links for submitting grievances are available on the website so anyone can submit concerns.

Recognition & Feedback

All along, Advocacy Links has conducted business adhering to its mission of “respecting everyone in the process” by thanking employees for a job well done, work done outside the scope of their responsibility, positive feedback from external and internal sources, etc. Efforts are being made to instill a broader mindset of employee recognition in all employees. As

capacity is available in 2025, we intend to relaunch a more formal employee recognition committee to ensure this supportive working culture remains intact.

Supervisors are responsible for keeping in touch with their subordinates to ensure they are trained, supported, and accomplishing their responsibilities in a timely manner. In the event that an employee is struggling, the supervisor uses coaching, mentoring, and/or disciplinary action as needed to address concerns and bring about positive results. Advocacy Links strives to maintain a positive work environment and generally does not operate with punitive measures as the first means of addressing problems.

Currently, performance appraisals are conducted at least annually for all employees. New staff have an informal review as they are completing the new staff orientation phases and beginning their job responsibilities (approximately 90 days after start date).

In 2025 the performance review process was overhauled to ensure policies and documents align with responsibilities and expectations. Policies and procedures are clearly outlined for the identified workforce; criteria against which people are being appraised; involvement of the employee being appraised; documentation requirements; time frames/frequencies related to the performance appraisal process; measurable goals; source of input; and opportunities for development.

Compensation & Benefits

Advocacy Links has worked hard to maintain overhead costs so that the bulk of revenue can be given directly to the people doing the real work in the form of compensation and benefits. We provide an equitable wage as compared to agencies providing similar supports/services. We offer expense reimbursement for mileage, phone, internet, postage. We provide free office supplies. We offer assistance with purchasing devices or other large ticket items that are necessary to complete the job. As soon as revenue supports it again, we will reinstate the provision of health insurance, dental, vision and life insurance as well as distributions into employee's 401K plans as funds are available.

Opportunities for Advancement & Job Postings

Throughout the life of Advocacy Links, positions have been revamped and added to meet the needs of the organization at that given time. Initially, Advocacy Links was set up to operate as a small company with extremely limited administrative personnel and all positions were blended roles (everyone carried a caseload to remain proficient in the actual direct service responsibilities). Over time, it was evident that the company needed dedicated positions for critical business operation functions so some positions were added gradually (part time to

begin, then morphed into full time as the needs arose). In today's work environment, many of the administrative positions are reverting back to blended roles due to the shift in service lines.

New positions have been created as needed to deliver the supports/services currently provided. As the company finances stabilize and need for dedicated administrative functions returns, additional roles will be created to enable employees to stretch their limits, experience leadership opportunities and demonstrate their expertise and passions.

All job openings are posted internally first by sending an email to all staff, discussing at staff meetings, etc. Advocacy Links would prefer to hire for open positions from eligible applicants within our current or most recent employee pool. For vital roles, if applicants from within the organization are not found, the posting will be posted externally via Bamboo which automatically posts to our company website, Indeed, Glassdoor, ZipRecruiter, and Linked In.

Workforce Profile

Current & Future Workforce

The current and future workforce needs of Advocacy Links reflect those of other social service companies in Indiana. The greatest struggle is the difficulty in hiring employees due to uncompetitive pay in the workforce in general. Our workforce provides essential services which require intense knowledge of paid and unpaid resources in a variety of geographic areas in addition to all phases of a person's life. While our compensation packages are comparable to other social service agencies, people can easily make more money at fast food restaurants, large retail stores or casinos.

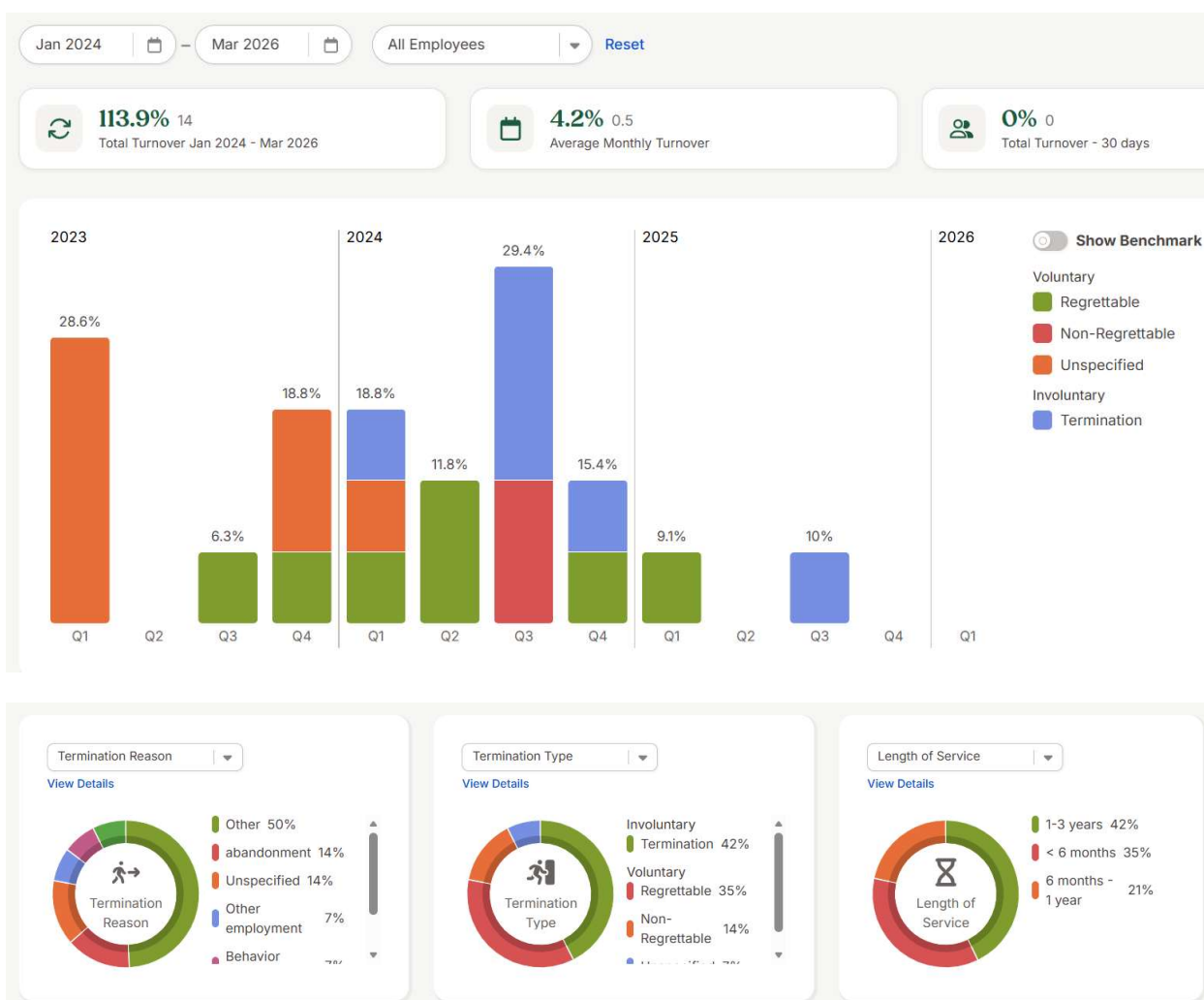
In the counties in which Advocacy Links provides services, there are numerous colleges and universities that offer Human Service degrees which provide an ample pool of candidates for job openings. In addition, it is common for people who have been working in the human service industry to seek employment at an agency like Advocacy Links due to the flexible work hours, reduced responsibility for direct oversights, etc.

One of the trends we have seen with Advocacy Links employees has been that they used their employment as a stepping to a more lucrative career. Many people have worked for Advocacy Links while they are completing their Master's degree. As soon as they obtain their degree, they pursue a career as a Behavior Specialist because they can make 4 times as much money in that role and still work flexible hours with the same population.

Prior to 2022, Advocacy Links had no control over the Medicaid reimbursement rate for the services provided so there was limited flexibility in the funds available for salaries. As new service lines were developed in 2022, Advocacy Links had more control over the rates set for

the services we provide for some services. It was hoped that revenue would be generated to adequately provide raises, health insurance, etc. That did not happen as planned. As we move into 2025 and beyond, we are concentrating all our efforts in Child Mental Health Wraparound services where the rate is again set by the State of Indiana. As long as we stick to the proposed growth budget projections, we should be able to provide raises, benefits, health insurance in 2026.

Below are charts reflecting the turnover rate for Advocacy Links employees for the past 10 years. In 2021, the turnover rate for that year alone was 115.4% due to the cessation of that service delivery option. In the chart for 2023-2024, it is obvious that we are seeing a return to the trend of new employees leaving within the first 6 months.



Many of the employees who work in this field have been doing this type of work for their entire career. Many took the opportunity in 2021 to retire rather than continue to work for a new employer. As of 3/1/2026, Advocacy Links has 1 Part Time administrative person who is within

5 years of potential retirement but is staying employed as a means of keeping active in retirement. We do not anticipate there will be anyone actually retiring in the next 3 years. The Managing Member announced in 2025 she would be leaving Advocacy Links in the next 3-5 years.

Advocacy Links has worked with each employee in a position of leadership to develop a succession plan for their position. These succession plans are updated at least annually to ensure they are current and correct. In addition, Advocacy Links has been investing time and energy in developing leaders from the inside. We encourage strong staff to take extra responsibilities to develop their leadership skills and provide opportunities to demonstrate their abilities. We are emphasizing grooming strategies in areas where we recognize an additional leader will soon be needed. We encourage interested staff to participate in leadership training, at the company's expense.

Advocacy Links has a lean group of Leadership Staff that support the entire company and are not specifically located in a given region due to the virtual work environment in which all employees work.

Leadership Staff include:

Managing Member: Full Time employee. Must have 4 year degree in Human Services field and 1 year experience working with people who have disabilities/mental health. Critical skills required are organization, supervision, communication and technology. High level of trust is required due to security access required. Maximum caseload size: 3 (DMHA discourages but special approval was given in 2025-2026 to help stabilize workforce) This person is also currently overseeing the bulk of technological maintenance/support, quality assurance/improvement, consults with marketing/social media/website developer and serves as the company's Corporate Compliance Officer.

Business Manager: Full Time employee. No specific degrees or certifications are required but proficiency in Human Resources and Accounting is mandatory. Critical skills required: Technology, communication, and organization. Extremely high level of trust is required due to security access required. Does NOT carry a caseload. This person is also currently help coordinate the tracking of required company training through Bamboo.

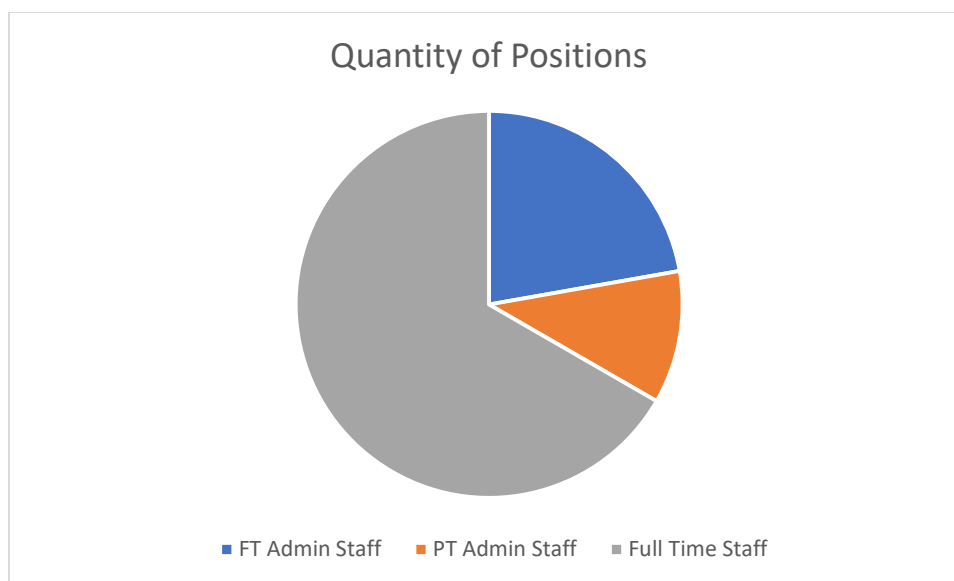
Technology Manager: Part Time employee. No specific degrees or certifications are required but proficiency in technological systems is mandatory. Critical skills required: Technology, communication, and organization. High level of trust is required due to security access required. Does NOT carry a caseload. This person is currently providing additional administrative support as needed to support the company as a whole.

Wraparound Director: Full Time Employee. A 4 year degree in a Human Services field is required. Must have at least 2 years experience working with seriously emotionally disturbed youth and their families. Prefer at least 3-5 years of supervisory experience. Critical Skills required: wraparound facilitation skills as may have a few partnerships, quality review and analysis, training of staff, communication skills, understanding of trauma-informed care, organizational skills, collaboration with agency personnel to accomplish company goals, ability to provide support, and training to wraparound facilitators. Maximum partnerships: 10 (inclusive of youth/subordinates). DMHA does NOT want this person to have ongoing partnerships, but does allow emergency coverage. This person currently inputs all records into the EHR for all new referrals.

Other Staff:

Wraparound Team Leader: Full Time Employee. A 4 year degree in a Human Services field is required. Must have at least 2 years experience working with seriously emotionally disturbed youth and their families. Critical Skills required: wraparound facilitation skills, quality review & assessment, training of staff, communication skills, understanding of trauma-informed care, organizational skills, and ability to provide support. Maximum partnerships: 10 (inclusive of youth/subordinates).

Wraparound Facilitator: Full Time Employee. A 4 year degree in a Human Services field is required. Must have at least 2 years experience working with seriously emotionally disturbed youth and their families. Critical Skills required: wraparound facilitation skills, communication skills, understanding of trauma-informed care, organizational skills, and ability to provide support. Maximum partnerships: 10



Part Time – The Administrative Support/Technology Manager is currently the only part time employees of Advocacy Links. This non-salaried Administrative Staff works less than 30 hours/week as recorded on time sheets.

Full Time – All other Advocacy Links personnel are salaried employees and work 30 or more hours/week.

Competencies & Education Requirements

As noted elsewhere in this plan, some of the positions available at Advocacy Links are ones that rely on knowledge and experience rather than degrees and licenses. Employees providing Child Mental Health Wraparound services as required to have a 4 year degree in a Human Services field is required. Must have at least 2 years experience working with seriously emotionally disturbed youth and their families.

Although all employees are encouraged to participate in trainings of their interest and to increase their own professional skills, some positions don't require initial or annual training other than the DMHA required trainings (outlined in above "policy" section and later in "mandatory training" section).

Over the next 3 years, Advocacy Links needs to develop a more concise protocol for training and measuring Core Competencies for all positions specifically related to the following domains and tiers, which also need reviewed and updated to reflect requirements and terminology concentrating on wraparound services. The tiers represent different phases of career development. The individual competencies within the tiers, build upon each other describing desired skills at progressive stages of their careers.

Core Competencies will be a combination of knowledge, skills, personal characteristics/attitudes, and individual & social behaviors/judgements needed for someone to perform a job, in conjunction with identified resources consistent with each topic. Core competencies will insure the right people are equipped to achieve optimal outcomes. Competencies will support the organization in the accomplishment of its mission & goals as well as to meet the needs of the people served.

Competencies will be assessed within specified time frames and with the frequency noted below. Competency assessment is more than just a checklist but is validated over time through a variety of situations and methods. Competencies across the organization ensure that each person in every position is competent in their role.

	Basic (Staff)	Advanced (Leadership)	Executive (Senior Management)
Analytical Assessment	Person Center Planning Facilitation	To be further defined in 2025-2027	To be further defined in 2025-2027
Policy Development/ Program Planning	Dress Code Confidentiality Ethics Human Rights HIPAA	To be further defined in 2025-2027	To be further defined in 2025-2027
Communication Skills	Call Back Expectations Organizational Chart Flexibility & Professionalism Contacting new consumers	Conflict Resolution To be further defined in 2025-2027	To be further defined in 2025-2027
Cultural Competencies	Person First Language Overview of Disabilities ID/DD History Requesting an Interpreter Cultural Diversity	To be further defined in 2025-2027	To be further defined in 2025-2027
Community Resources	Medicaid Medicaid Waiver Social Security Vocational Rehabilitation Section 8 Housing	To be further defined in 2025-2027	To be further defined in 2025-2027

	First Steps		
	Head Start		
	Natural Supports		
	Guardianship/POA/ Emancipated/Supported Decision Making		
Job Specific Skills	Services	To be further defined in 2025- 2027	To be further defined in 2025- 2027
	Brief Review of Caseload/Partnerships		
	Review meeting time frames		
	Review ticklers		
	Review of quarterly vs. annual		
	Consumer Handbook		
	Handbook Signature Page		
	Provider Progress Reports		
	Overview of Referrals		
	Outcomes/Action Steps		
	Abuse/Neglect/Exploitation IRs & Follow Ups		
	Critical Incidents		
	Risk Plans		
Financial Planning & Management	Expense Reports	To be further defined in 2025- 2027	To be further defined in 2025- 2027
	Pay Stubs		
	Office Supplies		

Leadership & Systems Thinking	To be further defined in 2025-2027	To be further defined in 2025-2027	To be further defined in 2025-2027
Customer Service	Who are our consumers? Satisfaction Surveys	To be further defined in 2025-2027	To be further defined in 2025-2027
Accountability	Activity Note Quality Guide PCP Quality Guide Care Plan Quality Guide Hot Lists/ Individual Audit	To be further defined in 2025-2027	To be further defined in 2025-2027
Research	Meetings to be shadowed	To be further defined in 2025-2027	To be further defined in 2025-2027
Continuous Quality Improvement	To be further defined in 2025-2027	Case Record Reviews Spot Checks DMHA review (Wraparound Facilitators only)	To be further defined in 2025-2027
Occupational Health & Safety	Drug Free Workplace To be further defined in 2025-2027	To be further defined in 2025-2027	To be further defined in 2025-2027
Emergency Preparedness	Advocacy Links Health & Safety trainings	To be further defined in 2025-2027	To be further defined in 2025-2027
Managing Performance	Fidelity EHR Bamboo	To be further defined in 2025-2027	To be further defined in 2025-2027

TOBI/KidTraks
(Wraparound Staff only)

Managing Resources	To be further defined in 2025-2027	To be further defined in 2025-2027	To be further defined in 2025-2027
Public Health & Crisis Leadership Competency Framework	To be further defined in 2025-2027	To be further defined in 2025-2027	To be further defined in 2025-2027
Technology	Email/calendar/TEAMS RingCentral voicemail/fax Advocacy Links website PDF Printer Attaching documents to Fidelity EHR	To be further defined in 2025-2027	To be further defined in 2025-2027

Training Needs

This section provides a description of mandatory training and identified training needs for Advocacy Links in addition to targets for achieving specific competencies among staff. The training needs incorporate results from training needs assessments, identified (through Process Based Supervision-PBS and File Review) and required training needed for all staff (organizational level), and training to meet professional competency requirements. Advocacy Links will conduct an organization-wide training needs assessment at least once every five years. As Advocacy Links concentrates our service delivery solely on wraparound in 2025 and beyond, this training assessments/needs/development will take some time to fully implement. Projections for completion will extend for a year or two and will be based on PBS data, DMHA Statewide Data, company trends and employee feedback.

Training Needs Assessment Results

To further prepare and organize training and educational development at Advocacy Links, surveys and assessments are conducted to obtain feedback from staff. In the last five years, Advocacy Links has requested feedback and suggestions both formally and informally with limited response. By the end of 2027, a more comprehensive, formal attempt will be made to

survey identified specific training areas employees feel would be beneficial for the organization, in addition to providing personal benefit, while improving their job performance.

Organization Specific Needs

It is anticipated that the results from the training needs survey that will be completed might reveal needs for competency-based training in the following areas:

- honesty and integrity
- performance/competence
- customer focus
- continuous improvement
- team work
- innovation
- fair enforcement of the law
- collaboration
- communication
- embracing change
- learning through experience.
- Occupational Health and Safety
- Emergency Preparedness

Discipline Specific Needs

It is anticipated that result from the training needs survey that will be completed might reveal needs for competency-based training in the following areas:

- Planning for transitions
- Diagnostic review
- Advocacy
- Team building
- Conflict resolution
- Building community resource networks
- Encouraging natural supports
- Developing 'meaningful day' activities
- Managing medical risks
- Monitoring environmental risks
- Incident reporting
- Writing quality Care Plans and Crisis Plans that are strengths based and specific to the youth

Mandatory Training

	Upon Hire	Annually
All Employees except as noted below	• Abuse/Neglect/Exploitation • Incident Reporting and Management • Human Rights (which includes Protection of Individual Rights) • Drug Free Workplace • HIPAA • Required Safety Trainings • 1st Aid and CPR (update as required, which might be every 2 years)	• Abuse/Neglect/Exploitation • Incident Reporting and Management • Human Rights (which includes Protection of Individual Rights) • Drug Free Workplace • HIPAA • Required Safety Trainings • 1st Aid and CPR (update as required, which might be every 2 years) • 20 Hours of Social Service industry specific training
Managing Member	As shown above for all employees	As shown above for all employees • 5 hours of Leadership/ Business Management Training
Business Manager	As shown above for all employees	As shown above for all employees EXCEPT doesn't need 20 hours of Social Service industry specific training • 5 hours of Leadership/ Accounting/ Business Management Training
Technology Manager	As shown above for all employees	As shown above for all employees EXCEPT doesn't need 20 hours of Social

		Service industry specific training;
		FT employee would need
		• 5 hours of Technology/Web Design/etc. Training
Wraparound Directors	As shown above for all employees	As shown above for all employees • 5 hours of Efficiency/ Time Management/ Quality Improvement/ Leadership Training
Wraparound Team Leaders	As shown above for all employees	As shown above for all employees • 5 hours of Efficiency/ Time Management/ Quality Improvement/ Leadership Training
Wraparound Facilitator	As shown above for all employees	As shown above for all employees • Any and all training as required by DMHA • Completion of re-certification training for wrap around as required

Goals

1. Add 1 Wraparound Facilitator each year as referrals are available
2. Begin Transition of Leadership due to departure of Managing Member
3. Complete comprehensive training needs assessment
4. Develop job specific training for all positions

5. Increase PBS scores
6. Align job descriptions and performance reviews
7. Research raises, benefits, health insurance
8. Develop concise training/core competencies

Budget

Presently, the operating budget of Advocacy Links, LLC covers the cost of all Growth/Workforce Development Plan initiatives.

Dissemination of the Plan

This plan is internally disseminated as follows:

1. The Growth/Workforce Development Plan is a part of the Strategic Business Plan and is included in the Annual Plan.
2. Periodically, information is shared at staff meetings, indicating that the plan is available upon request from the Managing Member and encouraging all employees to read it.
3. The Managing Member meets with the Leadership Staff to discuss and finalize the ways employees can assist the company in meeting the goals of this plan.

Responsibility for Plan

The Advocacy Links, LLC Managing Member is responsible for the goals and mission of the company including this Marketing Plan. The Advocacy Links, LLC Managing Member uses a well-defined administrative structure to accomplish the goals and mission of the company. The Managing Member meets with Sara Fry (Wraparound Director) and Heather Van Ness (Business Manager) monthly to review progress on Growth/Workforce Development initiatives.

Implementation, Monitoring and Reporting

The Managing Member and Business Manager have developed the tools needed to successfully implement the plan and ensure an ongoing focus on hiring and training employees. As needed, the Managing Member and Business Manager will plan, develop and deliver training to employees on Growth/Workforce Development initiatives at Advocacy Links, LLC, including the organization's policies and plan to address barriers, and the commitment to hiring and training high fidelity employees on an ongoing basis.

Evaluation

Progress towards achieving Growth/Workforce Development goals will be reviewed at least quarterly in the Leadership Planning Meetings. This Growth/Workforce Development Plan will be updated annually in March and more frequently if needed. The Managing Member, in

conjunction with the Business Manager, will determine the accomplishment of goals and adjust the Growth/Workforce Development Plan as needed.

Closing Statement

Persons having suggestions for improving this plan are encouraged to provide their suggestions, in writing, to any of the following.

Sara Fry, Wraparound Director
888-537-5733, ext 43
Sara.fry@advocacy-links.com

Heather Van Ness, Human Resources/Business Manager
888-537-5733, ext 34
Heather.vanness@advocacy-links.com

Joy Greeney, Managing Member
888-537-5733, ext 1
Joy.greeney@advocacy-links.com

Marketing Strategy

Original Date of Implementation: 1/1/2025

Date of Review/Update:

12/31/2025

3/4/2026

Because Advocacy Links employees have an extensive history and rapport built with individuals, families, guardians, agencies, schools, government entities, medical professionals and public businesses, we have historically relied on word of mouth as that was the best strategy for individuals receiving Medicaid Waiver case management services. With the new service array that became available in 2022, more traditional marketing efforts were implemented to educate the public about the new supports/services available. Concentrating solely on wraparound services in 2025, we will emphasize our efforts to educate the community members and become a more active presence in our local communities.

The target audience for Wraparound Services includes families receiving child mental health supports through the DMHA (for children eligible for Medicaid) & DCS (for children not eligible for Medicaid). In addition, School Counselors, Special Education Teachers, Medical Professionals, Community Based Counseling services, Community Mental Health Centers, etc.

Advocacy Links will continue to supply high quality and knowledgeable services. Recommendations and word of mouth are always valuable marketing tools, but as we enter new areas of service, we will need to lean more heavily on educating people on our services and how they can be used. We will continue to further establish our reputation as a quality provider within the referral systems of Wraparound Supports

Advocacy Links intends to have presence at all resource fairs and community outings offered in all counties served in northern Indiana. Informational brochures on Wraparound Services will be available at each event. Wraparound Directors and Facilitators will also network with local mental health centers, physicians, schools, and other community partners to share brochures and information. It is a priority for Advocacy Links to be aware of all resources. All Wraparound Facilitators attend System of Care (SOC) meetings in relevant counties. Advocacy Links is also involved in local continuum of care and interagency meetings that are offered in counties we serve. Facilitators and Director also share mental health resources with other company employees as pertinent.

The Advocacy Links website provides a visible presence on the internet including resource information. The website highlights the services we provide; indicates our mission; and introduces individuals to representatives who are available to work with them. The website can be found at www.advocacy-links.com . An additional website exists to hold the Housemate Finder tool at www.advocacy-links.net (this tool was bogging down the access speed of our

formal webpage so it was relocated while we determine if we want to further pursue providing this resource). In addition, Advocacy Links utilizes social media (Facebook, Instagram, Pinterest) to share information with interested parties.

Being a member of professional organizations continues to be the intent of Advocacy Links. These organizations include, but are not limited to:

- ARC of Indiana (an advocacy organization geared to educate families who have children with intellectual or developmental disabilities)
- NACM (National Association of Case Managers)

Interacting with partner organizations and holding positions with committees in the local service area is also critical for Advocacy Links to build professional relationships and maintain a presence in the local communities. This is being achieved by sitting on local Systems of Care, Interagency Councils, etc. Representatives from Advocacy Links are present at “resource fairs” held at schools where families are gaining information about services available to their children with mental health needs.

Printed literature has been developed for families to have a tangible, visual reminder of Advocacy Links. An example of the company’s general informational brochure is included in Appendix B of this business plan.

Goals:

1. Update webpage to remove DMHA forbidden content (eligibility specifics, etc.)
2. Update webpage monthly to have fresh content monthly
3. Create blog article with downloadable tools monthly
4. Continue to promote resources and supports through Social Media using Canva/Fotor for contemporary design.
5. Create welcome email for Housemate Finder
6. Create Housemate Finder Dashboard for professionals as subscriptions are requested.
7. Attend at least 1 community event in each county served at least once/year

Budget

Presently, the operating budget of Advocacy Links, LLC covers the cost of all marketing plan initiatives.

Dissemination of the Plan

This plan is internally disseminated as follows:

4. The Marketing Plan is a part of the Strategic Business Plan and is included in the Annual Plan.
5. Periodically, information is shared at staff meetings, indicating that the plan is available upon request from the Managing Member and encouraging all employees to read it.
6. The Managing Member meets with the Leadership Staff to discuss and finalize the ways employees can assist the company in meeting the goals of this plan.

Responsibility for Plan

The Advocacy Links, LLC Managing Member is responsible for the goals and mission of the company including this Marketing Plan. The Advocacy Links, LLC Managing Member uses a well-defined administrative structure to accomplish the goals and mission of the company. The Managing Member consults with Kim Hargis (WP Indiana) monthly to review progress on marketing initiatives.

Implementation, Monitoring and Reporting

The Managing Member and Marketing Consultant have developed the tools needed to successfully implement the plan and ensure an ongoing focus on promoting the organization in a positive and professional manner. As needed, the Managing Member and Marketing Consultant will plan, develop and deliver training to employees on marketing initiatives at Advocacy Links, LLC, including the organization's policies and plan to address barriers, and the commitment to positive and professional marketing on an ongoing basis.

Evaluation

Progress towards achieving marketing goals will be reviewed at least quarterly in the Leadership Planning Meetings. This Marketing Plan will be updated annually in March and more frequently if needed. The Managing Member, in conjunction with the Marketing Consultant, will determine the accomplishment of goals and adjust the Marketing Plan as needed.

Closing Statement

Persons having suggestions for improving this plan are encouraged to provide their suggestions, in writing, to the Managing Member.

Financial Management

Original Date of Implementation: 1/1/2025

Date of Review/Update:

12/31/2025

3/4/2026

Advocacy Links intends to remain focused in the geographic area where previous experience and professional rapport has been established. By concentrating on a limited geographic area, services can be provided more cost efficiently. Advocacy Links representatives live in the geographic area where they will be working, so travel expenses and travel are significantly less than for a company whose employees need to come from an hour or more away to meet with participants. Due to living in the area where they are working, Advocacy Links personnel are already familiar with the majority of resources in the targeted geographic area, so the time needed to train staff on local resources is greatly reduced.

Overhead costs for Advocacy Links are significantly less than those of some other service providers because all personnel work from their home offices rather than having to pay for office space in a physical building. In addition, by keeping overhead costs minimal, Advocacy Links is able to compensate employees competitive rate, with the intent to keep retention high and new staff training costs low.

Prior to 2022, Advocacy Links maintained 2 months' worth of expenses to remain financially solvent in the rare instance that Medicaid payments were interrupted. Advocacy Links intends to continue this practice as we regain steady revenue streams.

Advocacy Links has a business line of credit up to \$100,000 through 1st Source Bank. Although we had to use some of this line of credit in the early months of operation, we paid off the entire line within the first year of operation. Since 2022, we have had to use this line of credit regularly and are looking to intentionally pay this off as quickly as possible with regular payments beginning in 2025.

There is an assessment and two types of wraparound services that require the exact same activities to be completed but the reimbursement rate is different depending on the funding source.

- CMHW is funded by Department of Mental Health and Addictions (DMHA) and is for youth who have Indiana Medicaid and not IDD diagnoses. CMHW reimbursement rate is \$1074.69/month. All work is documented on TOBI and payment comes through Indiana Medicaid's payment portal – Gainwell. Claims are paid within 2 weeks.

- CMHI is funded by Department of Child Services (DCS) and is for youth who don't qualify for Medicaid or who have an IDD diagnosis. CMHI reimbursement rate is \$965.49/month. All work is documented on KidTraks and payment comes through KidTraks as well. Claims are paid in 45-60 days.
- An assessment to determine eligibility for wraparound services is authorized for some youth at a rate of \$77.72 (one time).

Each Wraparound Facilitator can partner with no more than 10 youth at once as mandated by DMHA. Each wraparound supervisor can only have a combined total of 10 youth and people they directly supervise.

Appendix D contains the Balance Sheet for January 1 – December 31, 2025

Appendix E contains the Budget vs. Actual Report for January 1 – December 31, 2025

Appendix F contains the Income Statement for January 1 – December 31, 2025

Appendix G contains the projected Income Statement fiscal years 2026 - 2028

Appendix H contains the projected Cash Flow Statement for January 1 – December 31, 2025

Appendix I contains the projected Cash Flow Statement fiscal years 2026-2029

Goals:

In 2025 and beyond, Advocacy Links has three main objectives related to finances:

1. Ensure all employees are consistently being paid.
2. Pay down/off line of credit
3. Provide health insurance
4. Complete a random review at least quarterly of sample billing to ensure all documentation is complete for claims filed.

Budget

Presently, the operating budget of Advocacy Links covers the cost of all Financial Management Plan initiatives. It is imperative to have growth in partnerships to sustain operations and accomplish the goals of the Financial Management Plan.

Dissemination of the Plan

This plan is internally disseminated as follows:

1. The Financial Management Plan is a part of the Strategic Business Plan and is included in the Annual Plan.

2. Periodically, information is shared at staff meetings, indicating that the plan is available upon request from the Managing Member and encouraging all employees to read it.
3. The Managing Member meets with the Leadership Staff to discuss and finalize the ways employees can assist the company in meeting the goals of this plan.

Responsibility for Plan

The Advocacy Links Managing Member is responsible for the goals and mission of the company including this Financial Management Plan. The Advocacy Links Managing Member uses a well-defined administrative structure to accomplish the goals and mission of the company. The Managing Member and Business Manager meet at least monthly to review progress on Financial Management Plan objectives.

Implementation, Monitoring and Reporting

The Managing Member and Marketing Consultant have developed the tools needed to successfully implement the plan and ensure an ongoing focus on financial stability. As needed, the Managing Member and Business Manager will plan, develop and deliver training to employees on marketing initiatives at Advocacy Links, LLC, including the organization's policies and plan to address barriers, and the commitment to financial stability on an ongoing basis.

Evaluation

Progress towards achieving Financial Management goals will be reviewed at least quarterly in the Leadership Planning Meetings. This Financial Management Plan will be updated annually in December and more frequently if needed. The Managing Member, in conjunction with the Business Manager, will determine the accomplishment of goals and adjust the Financial Management Plan as needed.

Closing Statement

Persons having suggestions for improving this plan are encouraged to provide their suggestions, in writing, to the Managing Member or Business Manager.

Cultural Diversity Competency Plan

Original Date of Implementation: 1/1/2025

Date of Review/Update:

12/31/2025

3/4/2026

6/3/2026

9/9/2026 – plan was merged with “Accessibility Plan” due to revised CARF standards and DCS contract stipulations.

Risk Management Plan

Original Date of Implementation: 1/1/2025

Date of Review/Update:

12/31/2025

3/4/2026

6/3/2026

9/9/2026

Executive Summary

Advocacy Links has been in operation since 2012 but in 2022 shifted it's service focus to include services not previously provided. Advocacy Links has several strengths and opportunities in the area of risk management: Strong leadership, extensive experience in the field of Intellectual/Developmental Disabilities, and hyper-organization.

One of our weaknesses was our limited array of service provision prior to 2022. All services that were provided prior to 2022 were Indiana Medicaid Waiver Case Management services. When the State of Indiana decided to change to "Selective Contracting" for waiver case management services, Advocacy Links was not chosen to provide ongoing case management services. All revenue prior to 2022 came from this one funding source. Between 2022-2024 Advocacy Links expanded our service array in an attempt to diversify revenue streams but at the same time, the actual funding and commitments needed for revenue generating clients did not result in positive outcomes. As of 12/31/2024, Advocacy Links returned to one service line (wraparound services). This obviously brings the risk back related to single funding stream, but this risk is necessary to take to ensure consistent funding to cover the expenses of service delivery.

Our greatest threat was the potential for funding to not be available to continue to provide the help to anyone who needs help through the Resource & Connections and PLACE divisions. This threat was apparent through 2022-2024 and was never resolved. These divisions were closed out in 2024.

Our current risk management systems are effective for the organization. It is the intent of Advocacy Links to continue to move forward with being diligent about documenting identified and potential risk as well as the responses to these risks.

Policy Statement

As noted in our mission statement, Advocacy Links advocates for people who need help, connects people to fiscally responsible resources and respects everyone in the process. It is our

intent to hold true to these values in all aspects of our operation. Any identified or potential risks that could jeopardize our ability to live out our mission statement will be addressed immediately.

Overview

Since the inception of Advocacy Links there are multiple risks that the company has taken to launch and maintain the organization. We have faced financial, legislative, legal, and organizational challenges to be where we are today. The main hurdle has been modifying our service delivery model and remaining relevant in today's human service industry.

Post Traumatic Stress Disorder has been a large barrier that Advocacy Links has had to deal with in our legacy employees. A few years ago, employees were fearful of online training and webinars because so many had been impacted negatively by webinars from a previous employer. However, the Pandemic and need to use this form of communication provided more comfort in this technological practice. In 2021, all Advocacy Links employees were impacted by the State's decision to change to Selective Contracting. They found themselves immediately and inexplicably needing to seek a new employer if they wanted to continue to work with the families many had built relationships with for more than 5 years.

Advocacy Links has worked hard to develop a management structure that provides the respect, training and support that employees require. We have established a compensation structure that is consistent regardless of an employee's years of experience. Regardless of the measures that Advocacy Links has implemented, there are still risks that exist for the continued operation of the organization.

Before risk management begins it is imperative that a foundation is established for providing structured project information, thus, the following project elements were completed and defined prior to developing this Risk Management Plan:

- work scope, schedule, resources, and cost elements:
 - Advocacy Links has a strategic business plan that outlines the overall intent for provision of quality services
 - Current budget and projected costs are reflected in the Strategic Business Plan's financial reports
 - Performance Outcome Measures are identified in the Strategic Business Plan's Performance Measurement section
- Baseline reporting requirements
 - Risk Management Discussions will occur as part of Leadership Staff Meetings every month.

- Minutes from the Leadership Staff Meetings will reflect progress and new developments in each identified risk area.
- Minutes from the Leadership Staff meeting are available to each Leadership staff member prior to the next meeting.
- Risk Management Roles and Responsibilities
 - Advocacy Links Managing Member or her designee is the Project Manager who chairs the risk assessment meetings, which are actually a portion of the Leadership Staff meetings.
 - Leadership Staff members participate in risk assessment meetings as part of the Leadership Staff meetings.
 - Feedback from key stakeholders (DMHA/DCS, collaborative agencies, service recipients, guardians, family members, and employees is received via satisfaction surveys and personal interviews and is reviewed by Leadership Staff members at the Leadership Staff meetings.

Top Three Current Risks

The top three high probability and high impact risks for continued operation of Advocacy Links are:

Lack of growth to sustain current expenses – As the company was morphing in 2022-24, Advocacy Links retained key employees to deliver the services that were planned in 2022. The anticipated growth did not occur as planned. Non-essential positions that were vacated were not filled. 6 employees were furloughed. There are clear expectations for growth for wraparound services which must be maintained for the company to continue to exist.

Employee Turnover (Lack of raises and provision of healthcare benefits) – In 2023 Advocacy Links received a Workforce Stabilization Grant to provide funds to equalize wraparound staff compensation packages with those of other companies. The funds from that grant helped cover the costs while the program was being built in 2023-2024, but without the necessary growth, Advocacy Links has been unable to keep up with the cost of providing additional pay increases and providing additional benefits such as health insurance, life insurance and retirement accounts.

Payback – The lack of timely and complete documentation puts Advocacy Links in a daunting position where DCS and/or DMHA can audit our records at any time and any incomplete or untimely work may result in paying back funds that have been provided but also imposing fines and interest. In 2026, DMHA has altered their state system (TOBI) to prevent monthly billing for facilitation support if there is not an approved plan in the system on time.

Risk Management Plan

The approach we have taken to manage risks for operating Advocacy Links included a methodical process by which the Managing Member and the Leadership Team review each risk area as appropriate during Leadership Staff meetings every quarter. Updates and modifications for each risk area are reflected in the minutes from the Leadership Staff Meeting.

Risk Identification

Risks for operating Advocacy Links continue to be discovered and discussed at the Leadership Staff Meetings. It is our intent to continue to identify risks and determine how to best mitigate the risks as part of the Leadership Staff Meetings. Feedback will be solicited from Service Recipients, Employees, and Stakeholders in the form of satisfaction surveys and personal interviews to gain additional information about possible risks.

Risk Qualification and Prioritization

In order to determine the severity of the risks identified by the Leadership Staff team, a probability and impact factor is assigned to each risk. This process allows the Managing Member to prioritize risks based upon the effect they may have on the continuous operation of Advocacy Links.

Risk Mitigation and Avoidance

The Managing Member has led the Leadership Staff in developing responses to each identified risk. As more risks are identified, they will be qualified and the team will develop avoidance and mitigation strategies. These risks will also be added to the Risk Register to ensure they are monitored at the appropriate times and are responded to accordingly. If necessary, the Risk Management Plan will be updated.

The risks for operating Advocacy Links will be managed and controlled within the constraints of time, scope, and cost. All identified risks will be evaluated in order to determine how they affect this triple constraint. The Managing Member, with the assistance of the Leadership Staff team, will determine the best way to respond to each risk to ensure compliance with these constraints.

In extreme cases it may be necessary to allow flexibility to one of the project's constraints. Only one of the constraints for this project allows for flexibility as a last resort. If necessary, funding may be added to the project to allow for more resources in order to meet the time (schedule) and scope constraints. Time and scope are firm constraints and allow for no flexibility. Again, the cost constraint is flexible only in extreme cases where no other risk avoidance or mitigation strategy will work.

Advocacy Links maintains commercial medical liability, general liability and professional liability insurance through Admiral Insurance Company. Advocacy Links also carries the required Worker's Compensation insurance through Encova. Cyber Liability is provided through Beazley Breach Response.

Risk Register

The Risk Register for operating Advocacy Links is a log of all identified risks, their probability and impact to the project, the category they belong to, mitigation strategy, and when the risk will occur. The register was created through the Leadership Staff meetings led by the Managing Member. During these meetings, the Leadership Staff team identified and categorized each risk. Additionally, the team assigned each risk a score based on the probability of it occurring and the impact it could potentially have. The Risk Register also contains the mitigation strategy for each risk as well as when the risk is likely to occur.

Based on the identified risks and timeframes in the risk register, each risk has been added to the project plan. At the appropriate time in the plan—prior to when the risk is most likely to occur—the project manager will assign a risk manager to ensure adherence to the agreed upon mitigation strategy. Each risk manager will provide the status of their assigned risk at the Leadership Staff meeting held every month.

The Risk Register is shown on the following page:

Risk Identification		Qualitative Rating				Risk Response		
Risk	Risk Category	Probability	Impact	Risk Score	Risk Ranking	Risk Response	Trigger	Risk Owner
Lack of Growth (expenses exceeding revenue)	Financial	8	10	80	1	Adjust personnel to align with need for staffing	Inconsistent referrals in identified areas Inability to effectively advertise	Joy Greeney
Cyber Attacks	Technological	2	9	18	4	Seek legal advice; address as needed	Breach of online client data	Joy Greeney
Payback	Financial/Quality	8	10	80	2	Provide support to ensure work	Plans of Care are not submitted	Sara Fry

						is completed on time; Hold employees accountable for complete and timely documentation	within 45 days of annual expiration or 15 days of quarterly expiration; Weekly Checkins reflect thorough details (exchange of information, reflection of successes, barriers, status of strategies and tasks, newfound strengths, update on outcomes) and are recorded within 5 days of the activity	
Employee Turnover	Human Resources	4	8	32	3	Hire personnel to partner with new growth and provide additional financial resources	Lack or raises and/or provision of health insurance	Heather Van Ness

Risk: The risk stated in a complete sentence which states the cause of the risk, the risk, and the effect that the risk causes to the project.

Risk Category: Categorization of risks by area of project affected, source of risk or other useful category.

Probability: The likelihood that a risk or opportunity will occur (on a scale from 0 to 10 with 10 being the highest).

Impact: The impact of the risk on the project if the risk occurs (scale from 0 to 10 with 10 being the highest).

Risk Score: Determined by multiplying probability and impact (scale from 0 to 100).

Risk Ranking: A priority list which is determined by the relative ranking of the risks (by their scores) within the project with the number one being the highest risk score.

Risk Response: The action which is to be taken if this risk occurs.

Trigger: Something which indicates that a risk is about to occur or has already occurred.

Risk Owner: The person who the Managing Member assigns to watch for triggers, and manage the risk response if the risk occurs.

Goals:

Addressed in Growth and Development Plan and Financial Management Plan

Budget

Presently, the operating budget of Advocacy Links covers the cost of all Risk Management Plan initiatives.

Dissemination of the Plan

This plan is internally disseminated as follows:

1. The Risk Management Plan is a part of the Strategic Business Plan and is included in the Annual Plan.
2. Periodically, information is shared at staff meetings, indicating that the plan is available upon request from the Managing Member and encouraging all employees to read it.
3. The Managing Member meets with the Leadership Staff to discuss and finalize the ways employees can assist the company in meeting the goals of this plan.

Responsibility for Plan

The Advocacy Links Managing Member is responsible for the goals and mission of the company including this Risk Management Plan. The Advocacy Links Managing Member uses a well-defined administrative structure to accomplish the goals and mission of the company. The Managing Member and Leadership Staff meet at least quarterly to review progress on Risk Management Plan objectives.

Implementation, Monitoring and Reporting

The Managing Member and Leadership Staff have developed the tools needed to successfully implement the plan and ensure an ongoing focus on mitigating and avoiding risk. As needed, the Managing Member and Leadership Staff will plan, develop and deliver training to employees on risk management initiatives at Advocacy Links, including the organization's policies and plan to address barriers, and the commitment to managing risks on an ongoing basis.

Evaluation

Progress towards achieving Risk Management goals will be reviewed at least quarterly in the Leadership Planning Meetings. This Risk Management Plan will be updated annually in September and more frequently if needed. The Managing Member, in conjunction with the Leadership Staff, will determine the accomplishment of goals and adjust the Risk Management Plan as needed.

Closing Statement

Persons having suggestions for improving this plan are encouraged to provide their suggestions, in writing, to the Managing Member.

Technology Plan

Original Date of Implementation: 1/1/2025

Date of Review/Update:

12/31/2025

3/4/2026

6/3/2026

Executive Summary

Advocacy Links is a virtual company using internet based, software and programs (required by the State of Indiana) to complete essential job functions. Each employee works from their home office using their own preferred technological devices to access the required programs. Each employee is responsible for obtaining and maintaining their own technological devices, but Advocacy Links does provide expense reimbursement to help cover these costs.

One of the immense strengths that our company has, is the elaborate amount of case management experience we have represented by our staff, as they are able and willing to mentor new employees. In an environment where knowledge and technology are constantly growing and evolving, training and development are key factors to enhance job performance, improve productivity and increase morale.

While current information technology usually represent the material objects (such as machines, hardware, or software), it is the intent of Advocacy Links to continue to invest in training and professional development of employees, which is crucial for a business to retain clients, stay competitive, and keep a firm grasp on company goals.

Advocacy Links employs a Technology Manager and contracts with IT professionals for support with required systems. Each Advocacy Links employee is required to obtain/maintain their own phone and computer to complete the functions of their position. Advocacy Links has an opportunity for expense reimbursement to help cover the cost of these items. Advocacy Links has policies in place to ensure devices are password protected to maintain the Protected Health Information for the youth with whom we partner.

General Guidelines for Hardware Lifecycle:

Advocacy Links does not service employee owned equipment. In these situations, the employee will be responsible and required to contact service vendors directly to schedule any maintenance and repair services. It is necessary to ensure technology is performing to its fullest potential to remain secure and productive. According to numerous sources, the average trend for hardware replacement is 4 years. It is critical to ensure your system operates

efficiently and lasts as long as possible because ignoring the lifecycle can lead to unsupported and outdated technology. Aging systems are more susceptible to performance issues, security breaches and malware attacks. Often, software manufacturers mandate newer hardware for their latest operating systems to maintain a solid security baseline, highlighting the necessity for timely upgrades. Computers in good working order may remain in production beyond the recommended replacement cycle, however, funds should be reserved in case replacement becomes necessary. Maintaining an obsolete system is a drain with extended support. When managed proactively, upgrades usually improve overall user experience. Maintenance keeps your system functional and running efficiently and is recommended at least every 2 years. Any auxiliary parts (headphones, cameras, scanners, cords, etc.) are to be maintained by employees. Being aware of expected computer lifecycle is key to successful stewardship and will help budget for upgrades and replacements, keeping employees from incurring expensive downtime and impacting security posture.

Employees are encouraged to consider the following hardware lifecycle and replacement milestones:

Mobile Phone	3 years
Notebook Computers	4 years
Desk Top and Laptop Computers	5 years
Wireless Routers	6 years
Printers	8 years
Tablet	when unit no longer supports current iOS

In the event that a technological software system is not operating or has lost data, the Managing Member, Business Manager or Technology Manager will work diligently to restore the system/data as quickly as possible, using the contacts outlined in the Technology Plan. It is anticipated that because all technological systems are web based, restoration should be possible within 48 hours.

Policy Statement

It is the intent of Advocacy Links to ensure our staff are thoroughly trained on how to use the required software programs. Policies and Procedures have been written and are in the Advocacy Links Operations Manual pertaining to the use of software, passwords, technology, etc.

Background Information

This plan was developed by the Managing Member, and Technology Manager, as a result of the past several years experience using the required internet-based programs. Feedback has been provided by employees and various internal focus teams and taken into consideration as modifications are made to this plan.

Current State of Technology

While it may have been tempting to retreat to what systems companies know after disruptions caused by COVID-19 crisis in 2020, Advocacy Links has been forced to embrace a new mindset because of how our business had been upended.

While, for the most part, we no longer need to wait for the “new normal” technology from the State of Indiana, we can prioritize our own tech and build it ourselves from our perspective. Its not just about fixing our business, but creating a new vision for the future that includes how well people thrive.

Presently, the following primary internet based software is what we’ve chosen to utilize for our business software programs:

- **Fidelity EHR (CRM).** This cloud based software allows us to track and better connect with businesses, record youth specific service activity and track trends. This software is relatively easy to use and offers powerful reporting tools. Advocacy Links works closely with representatives from Fidelity to design, collect and monitor metrics for our business in real time and optimize our workstreams.
- **RingCentral** (virtual phone system for simplified toll free access to staff and voicemails are automatically sent to email). There is one toll-free phone number designated for our agency. Each staff member has an extension which has all of their calls sent directly to whatever phone number is being used for their business line (usually the staff person’s cell phone number). This enables people who do not have long distance on their phone to access the Advocacy Links representatives free of charge. Any messages left on this system are automatically sent to the staff members email for easy tracking and response.
- **Website** (www.advocacy-links.com) This site contains general information for public viewing. We collaborate with an expert remote consultant from WP Indiana that specializes in Wordpress for our website design and development
- **BambooHR** - This website creates, collects and organizes all the information throughout the employee life cycle. Hiring, Onboarding, Terminating are all done in a single, secure database with different reports available. Training records are recorded and housed within this system.

- **Office 365 System** – All staff members use the company’s HIPPA secure email system for all work-related correspondence. The version we subscribe to includes access to Word, Excel, PowerPoint, OneNote, Outlook and Publisher applications. Proofpoint essentials provides cyber-security functions of email encryption, anti-virus, spam, content & outbound filtering to ensure that all email sent is free from viruses, malware and other malicious content. Another application within the O365 package is **Microsoft TEAMS** (an online resource for conference calling which enables participants to see another person’s computer screen). We use this regularly for staff meetings and training/resource sharing opportunities.
- **DropBox** – cloud based document storage location shared by all administrative personnel for collaborating on agency documents.

In addition, Advocacy Links also utilizes the following technological resources, which are all requested, credentials issued and maintained by the State of Indiana for the Wrap Around services our company provides:

- **KidTraks** (online portal to enter Department of Child Services for CMHI services) – system for storing care plans, signed documents, etc. Data interacts with licensing agencies like Child Protective Services)
- **TOBI** (mandatory Indiana statewide access site for Child Mental Health Wraparound programs for Division of Mental Health and Addictions) – system for recording ongoing work, care plans, storing signed documents.
- **DARMHA** (Data Assessment Registry for Mental Health and Addiction) – System for recording and storing assessments to determine eligibility for CMHW and CMHI youth.
- **DMHA Incident Reporting** (website to file appropriate critical incidents required by the State of Indiana Division of Mental Health and Addiction).
- **JIRA Help Desk Support** (Indiana Office of Technology Help Desk) that can be accessed by all staff in the event of technological errors in TOBI. Help Tickets ensure all technological systems are able to be accessed, are functioning as anticipated and that all historical data is intact within 24 hours of the disaster.

Budget

Presently, the operating budget of Advocacy Links covers the cost of all required technological resources. Our vendor’s mid-sized business team is adequately prepared and can confidently support our company employees easily up to 300 staff, so we have lots of room for growth.

Technology Plan Goals –

In 2024, our primary technology challenge was data related security concerns due to hackers constantly evolving tactics and techniques and businesses needs to stay ahead of them. Generative artificial intelligence is also becoming more wide spread and can perform tasks that were previously only possible for humans.

We also identified critical operations, examined how a disaster might impact our business and developed a Disaster Recovery Plan to focus on IT operations, how to respond and recover from a disaster.

Our current website goals are:

1. Collect satisfaction data – Website has always housed the links for satisfaction surveys but people aren't randomly going there to complete these surveys. The marketing consultant has been drawing attention to the links through social media posts. In addition, intentional efforts are made by Facilitators and Managing Member to request feedback at least twice a year. Goal is considered complete.
2. Enhance traffic – goal is moved to marketing initiatives
3. Refine content (discontinue unused services i.e. mylinks & resource connections) – COMPLETED 2025
4. Enhance functionality (move housemate finder to another site) – COMPLETED 2025

Our current Fidelity EHR objectives are:

1. Streamline processes to reflect wrap-around services only – COMPLETED 2025
2. Implement tools for efficiency (CFTM) – Fall 2025 transitioned from Health Cloud/Salesforce to Fidelity for more affordable system with Wraparound Specific capabilities
3. Build/Implement QAQI reports in Fidelity EHR – Most necessary reports are built and implemented as of April 2026. There is some refinement needed for one of the reports related to measuring progress for youth outcomes.
4. Incorporate Satisfaction Survey data into Fidelity EHR – The system has the ability to send surveys and tracks scores, but the questions can't be customized yet. More research and development is needed to make this work efficiently for Advocacy Links.

Staff Training/Professional Development Strategy:

During New Staff Orientation, each employee is trained on the use of each technological system as required to complete the functions of the staff person's position. Not all positions require all

technological functions, so training is customized for each type of position. In addition, different positions have different security levels within Fidelity EHR and state required software systems which enable access to different sections of the software. Throughout the first few months of a staff member's employment, continuous hands-on and virtual training is provided until the employee is able to demonstrate proficiency with the use of all software.

As needed, personnel from Advocacy Links develop additional trainings (which are available on our Office 365 shared document library and our Bamboo HR system).

Dissemination of the Plan

This plan is internally disseminated as follows:

1. The Technology Plan is a part of the Strategic Business Plan and is included in the Annual Plan.
2. Periodically, information is shared at staff meetings, indicating that the plan is available upon request from the Managing Member and encouraging all employees to read it.
3. The Managing Member meets with Technology Manager and Leadership Staff to discuss and finalize the ways employees can assist the company in meeting the goals of this plan.

Responsibility for Plan

The Advocacy Links Managing Member is responsible for the goals and mission of the company including this Risk Management Plan. The Advocacy Links Managing Member uses a well-defined administrative structure to accomplish the goals and mission of the company. The Managing Member and Technology Manager meet at least monthly to review progress on Technology Plan objectives.

Implementation, Monitoring and Reporting

The Managing Member, Technology Manager and Leadership Staff have developed the tools needed to successfully implement the plan and ensure an ongoing focus on mitigating and avoiding risk. As needed, the Managing Member and Technology Manager will plan, develop and deliver training to employees on technology initiatives at Advocacy Links, including the organization's policies and plan to address barriers, and the commitment to modern, secure technology practices on an ongoing basis.

Evaluation

Progress towards achieving Technology goals will be reviewed at least quarterly in the Leadership Planning Meetings. This Technology Plan will be updated annually in June and more

frequently if needed. The Managing Member, in conjunction with the Technology Manager, will determine the accomplishment of goals and adjust the Technology Plan as needed.

Closing Statement

Persons having suggestions for improving this plan are encouraged to provide their suggestions, in writing, to the Managing Member.

Accessibility Plan

Original Date of Implementation: 1/1/2025

Date of Review/Update:

12/31/2025

3/4/2026

6/3/2026

9/9/2026

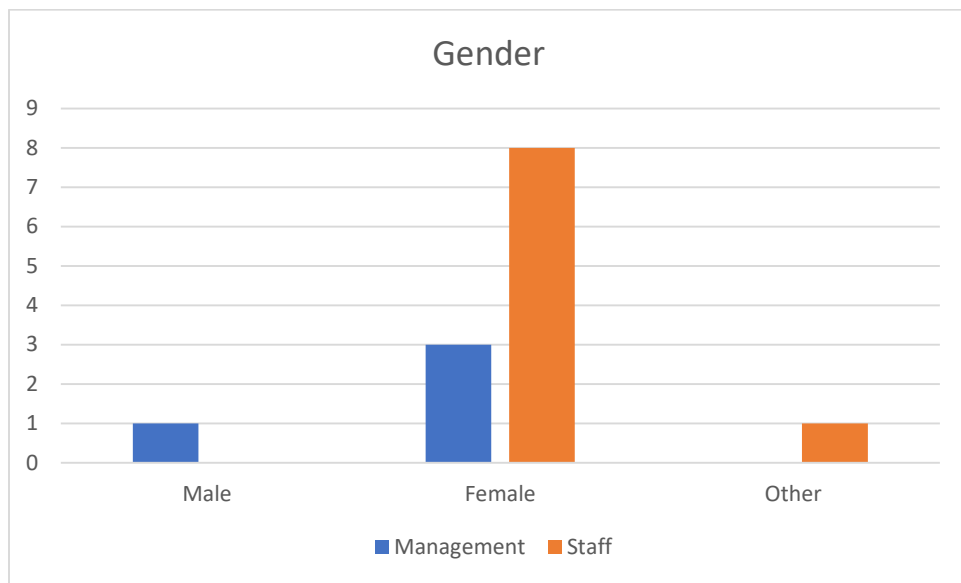
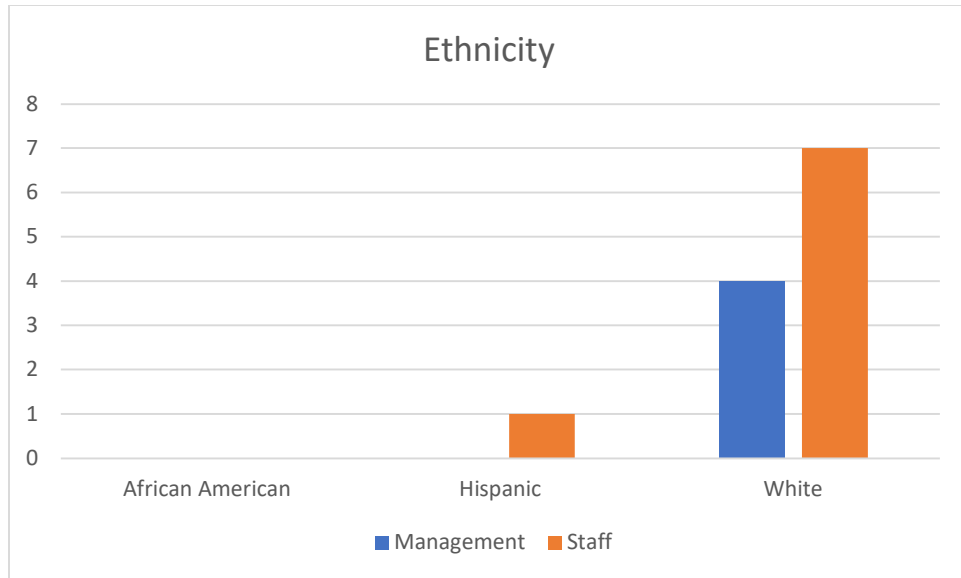
Overview Statement

Advocacy Links is committed to the implementation of the Americans with Disabilities Act and to addressing other barriers to participation. Advocacy Links recognizes that accessibility is critical to the quality of life of youth and families and their full inclusion in the community. Advocacy Links will not discriminate against youth/families, employees or any other stakeholders and will address all barriers to accessibility identified through an inclusive process. It is the intent of Advocacy Links to partner with community service organizations to ensure that modifications and adjustments are made to make lives easier for people who face barriers to traditional services and supports.

In accordance with standards set forth by Commission on the Accreditation of Rehabilitation Facilities (CARF), Advocacy Links, with input from youth/families and staff, has developed a comprehensive plan to work towards eliminating perceived and real barriers for youth receiving services, personnel and stakeholders.

As outlined in our DCS contract language, Advocacy Links does not operate any programs or engage in any practices promoting Diversity, Equity, and Inclusion (DEI), or other similar goals, that violate Indiana or federal Civil Rights Laws by treating a person differently on the basis of race or sex, such as by considering race or sex when making recruitment, hiring, disciplinary, promotion, or employment decisions; requiring employees to participate in training or educational programs that employ racial or sex stereotypes; or attempting to achieve racial or sex balancing in our workforce.

The following graphs are for recognition purposes only to acknowledge the characteristics of our current workforce, but there are no efforts in place to balance these characteristics with youth in partnership or with demographics of the local geographic region.



This plan guides the identification of barriers to accessibility, planning, implementation and monitoring of accessibility to support the delivery of quality services and the full inclusion of youth/families in the community.

The intent of the Accessibility Plan is to provide barrier-free access to services and supports for persons served, employees and all other stakeholders. The Accessibility Plan objectives are to:

1. Promote the identification and removal of barriers to full accessibility of services and supports.
2. Establish the process to identify barriers and gaps in existing services and supports.

3. Continuously improve the level of accessibility to services and supports.
4. Encourage input from persons served and all other stakeholders.
5. Allocate resources to address the identified barriers.

Barriers currently identified, actions taken to address those barriers and/or a timeline to remove those barriers are addressed in each of the following 8 sections.

Attitudinal

Advocacy Links is committed to addressing attitudinal concerns and barriers as they relate to youth/families. Social stigma associated with mental health needs exists within society, and Advocacy Links is dedicated to enhancing the quality in which youth/families are viewed and treated through continued training and education available to employees, stakeholders, and the general public. As eligibility criteria for services creates inherent barriers to appropriate supports, Advocacy Links strives to ensure that information is available to the community through partnerships with State and Federal agencies, school systems, outreach programs, and service providers. Advocacy Links continues to provide a quick response to youth/families when they bring forth concerns regarding the services they are receiving. Leadership Staff are able to investigate and respond to any concerns or issues regarding programs or services. In addition, Advocacy Links uses a satisfaction survey for all youth/families to provide feedback, express concerns, and receive input. Advocacy Links' performance target is to maintain an overall satisfaction rate of at least 80% across all sectors (youth/family; stakeholder/team members; and employees). The Managing Member is responsible for reviewing the information received from surveys obtained. General satisfaction of persons receiving services is assessed via this survey at least twice annually.

Any recommendations on service delivery are referred to the Advocacy Links Leadership Staff for follow-up. The Advocacy Links Leadership Staff meets at least quarterly to discuss and potentially implement any suggestions, ideas and propositions from the youth/families we serve and team members.

All Advocacy Links employees complete annual training on human rights which addresses specific attitudinal issues.

There are no barriers in this area identified at this time.

Community Integration

One of the greatest barriers that we regularly hear from families and community members is their lack of knowledge about Wraparound – both that it exists but also how it works. In 2025 the State of Indiana significantly limited the promotional efforts regarding Medicaid funded

programs. While our website and printed brochure materials have been mandated to minimize the information about Wraparound, Advocacy Links remains committed to educating the community by being present at local events and speaking with families and community members as much as possible. Advocacy Links commitment towards educating the public, reducing social stigma, and encouraging community integration is evident in the community events at which we are present. Community events and activities and resources are discussed at monthly staff meetings and information is also disseminated to all employees through Microsoft TEAMS. This information is shared with stakeholders through team meetings for youth/families and ongoing collaborative discussions with stakeholders. Following are several events in which Advocacy Links has been involved and provided resources to youth/families and educated them on community integration opportunities.

July 2025

Starke & Pulaski County Safe Kids Day (Knox)

August 2025

National Night Out (Elkhart)

September 2025

Warsaw Family Safety Day (Kosciusko County)

October 2025

Firefly Provider Fair (Portland/Jay County)

March 2026

Lake County Safe Kids Day (Crown Point)

June 2026

Elkhart County Safe Kids Day (Elkhart)

July 2026

LaPorte County Safe Kids Day (LaPorte)

August 2026

Overdose Awareness Night of Hope (Kokomo/Howard County)

<u>Barrier</u>	<u>Plan of Action</u>	<u>Priority</u>	<u>Cost</u>	<u>Timeline</u>	<u>Person Responsible</u>	<u>Status</u>
Absence of community events and activities in certain districts.	Network with providers and community organizations to identify upcoming events and activities or opportunities to sponsor events.	Moderate	N/A	Ongoing	Leadership Staff/Accessibility Committee	SOC Providers are sharing opportunities, resource fairs, events. Employees are encouraged to attend the most meaningful events and meet as appropriate with community partners relevant to their roles

Environmental/Architectural

Advocacy Links does not currently own any property or have any physical structures that are available to persons served or stakeholders. All business is conducted from each employee's home office, but when meetings are held, Advocacy Links staff go to the home of the person served, or meet in another community-based location (library, coffee shop, school, provider, etc.) If meetings are held in the community, Advocacy Links employees find locations that are suitable to meet the needs of the youth/families that we serve, personnel, team members and providers.

State and federal agencies ensure that Medicaid funded providers and programs comply with environmental barriers by completing internal emergency drills and physical site inspections. Informal environmental inspections are conducted by Advocacy Links personnel each month when the representative meets with the youth/family to ensure a safe, clean and healthy environment.

No barriers have been identified at this time.

Financial

Advocacy Links operates through two different funding streams depending on the service line. Ongoing access to services/supports are contingent upon consistent funding for the provision of services. See “Financial Management Plan” as part of this comprehensive strategic business plan for more information on barriers/goals.

Communication

Advocacy Links strives to maintain open and honest communication with youth/families we support, as well as stakeholders and employees. Due to the nature of conversations, communication breakdown can be more prevalent within wraparound teams. Supervisors will continue to monitor these interactions to ensure that communication is maintained.

On our company website (www.advocacy-links.com), Advocacy Links has a variety of informational links and articles. The Marketing Consultant and Managing Member are responsible for keeping the website up to date with current information and resources, which are provided through the Leadership Staff. The company also has a Facebook page, and accounts on Pinterest and Instagram. All social media platforms, where resources and upcoming events are shared, are maintained by the Marketing Consultant and Managing Member.

Monthly Staff meetings, conducted by Wraparound Director is one of the methods of relaying information to employees. During these staff meetings, each level of the organization level of the organization discuss trends, barriers and company progress. Monthly virtual Staff Meetings are mandatory for all employees where new resource information is shared and new training is presented. In addition, the Managing Member facilitates the monthly Leadership Staff meeting to convey information to Leadership Staff.

Periodically, various employees obtain information that would be helpful for colleagues and/or other participants. When this information is passed along to the Leadership Staff, it is forwarded to all staff and posted to our social media accounts, if appropriate. Employees are encouraged to share this resource information with the youth they support, family members, and guardians.

Satisfaction Surveys are another communication tool that Advocacy Links utilizes to gather feedback from people served, stakeholders and employees. Information provided is shared with Leadership Staff and addressed appropriately.

Advocacy Links has developed printed materials (brochures and other literature) that are distributed to interested individuals at conferences, transition fairs and other public community events to share our mission and supports.

Advocacy Links recognizes the need to respect the cultural diversity of the region. Agency forms can be made available in alternate languages such as Spanish and Braille. Additional language translations of forms will be made available as needed. We have a contract with GLOBO for interpretation and translation services to best meet the needs of youth and families whose primary language is not English.

<u>Barrier</u>	<u>Plan of Action</u>	<u>Priority</u>	<u>Cost</u>	<u>Timeline</u>	<u>Person Responsible</u>	<u>Status</u>
Brochures not available in languages other than English	When funds are available, company brochure will be translated and made available for resource fairs/community events	Moderate	\$5000+	2027	Marketing Consultant/ Managing Member	Marketing Consultant is revamping the company brochure to align with DMHA Marketing standards released in Spring 2026.

Transportation

In some portions of the state in which we provide services, there is a huge need for transportation services for people to access community-based services. Advocacy Links does not provide transportation as a service but employees are required to get themselves to meetings and appointments with the youth who have partnerships.

Advocacy Links Facilitators work closely with youth and families to ensure that youth have access to their community through transportation services.

At this time, there are no barriers in this area that are not presently being addressed.

Employment

As an employer, Advocacy Links complies with all applicable sections of the Americans with Disabilities Act. It is our policy not to discriminate against any qualified applicant or employee. Advocacy Links is committed to providing reasonable accommodations to a qualified employee when needed. Employees who believe they need an accommodation should contact the Human Resources Manager/Business Manager.

One of the barriers that had surfaced in this area in the past few years relates to the lack of bilingual employees. We have access to interpretation/translation services as noted above.

At this time, there are no barriers in this area that are not presently being addressed.

Technology

Increasingly, new technology offers the resources to meet the varied needs of our community. As technology continues to play a vital role in providing access to information, Advocacy Links is committed to meet the demands for an increased access to technology.

In 2022, Advocacy Links invested in a stand-alone, HIPAA compliant Customer Management System (Health Cloud through Salesforce) to store confidential records for the individuals we support. In 2025 Advocacy Links changed from Health Cloud to Fidelity EHR to minimize expenses.

At this time, there are no barriers in this area that are not presently being addressed.

Goals

There are no goals specific to the Accessibility Plan as the identified barriers are addressed with goals in other plans (Technology Plan, Financial Management Plan, Marketing Plan).

Budget

Presently, the operating budget of Advocacy Links covers the cost of all Accessibility Plan initiatives.

Dissemination of the Plan

This plan is internally disseminated as follows:

1. The Accessibility Plan is a part of the Strategic Business Plan and is available to review in conjunction with the Annual Plan/Annual Progress Report.
2. Periodically, information is shared at staff meetings, indicating that the plan is available and encouraging all employees to read it.
3. The Managing Member meets with the Leadership Staff to discuss and finalize the ways employees can assist the company in meeting the goals of this plan.

Responsibility for Plan

The Advocacy Links Managing Member is responsible for the goals and mission of the company including this Accessibility Plan. The Advocacy Links Managing Member uses a well-defined administrative structure to accomplish the goals and mission of the company. The Managing Member and Leadership Staff meet at least quarterly to review progress on Accessibility Plan objectives.

Implementation, Monitoring and Reporting

The Managing Member and Leadership Staff have developed the tools needed to successfully implement the plan and ensure an ongoing focus on access to wraparound facilitation supports. As needed, the Managing Member and Leadership Staff will plan, develop and deliver training to employees on full access to wraparound facilitation supports at Advocacy Links including the organization's policies and plan to address barriers, and the commitment to accessibility on an ongoing basis.

Evaluation

Progress towards achieving Accessibility goals will be reviewed at least quarterly in the Leadership Planning Meetings. This Accessibility Plan will be updated annually in September and more frequently if needed. The Managing Member, in conjunction with the Leadership Staff, will determine the accomplishment of goals and adjust the Accessibility Plan as needed.

Closing Statement

Persons having suggestions for improving this plan are encouraged to provide their suggestions, in writing, to the Managing Member.

Advocacy Links Resource and Advocacy Center, Inc.

The non-profit branch of Advocacy Links was implemented in November 2022, but was allowed to go dormant for a season while Advocacy Links LLC stabilizes it's operations. The Board of Directors voted to close the NFP in 2025. Business operations were closed with the Indiana Secretary of State in 2025.

Performance Analysis & Improvement (aka Work Plan)

Implemented: 1/1/2025

Reviewed and Updated:

6/10/2025	3/4/2026	(MARCH 2027)
9/9/2025	6/3/2026	(JUNE 2027)
12/9/2025	9/9/2026	(SEP 2027)
	(DEC 2026)	(DEC 2027)

Following are the main rocks for Advocacy Links for 2025 – 2027. Throughout 2025 and beyond, ADVOCACY LINKS Leadership personnel will discuss progress towards these initiatives in strategic planning sessions quarterly.

Growth Plan/Workforce Development Plan

Priority	Plan of Action	Person Responsible	Timeline	Cost	Status
HIGH	Increase PBS scores	Sara/Joy	85% by 12/31/2025	\$0	71.5 % is company average as of 8/31/2026
MEDIUM	Develop job specific training for all positions	Heather/Joy/Sara	12/31/2025	\$0	COMPLETED as of 9/9/2026
MEDIUM	Align job descriptions and performance reviews	Heather/Joy/Sara	12/31/2025	\$0	COMPLETED 12/31/2025
HIGH	Research raises, benefits, health insurance	Heather	12/31/2026	30% of payroll	Research is completed; review and discussion will

					occur October 2026
MEDIUM	Develop concise training/core competencies	Sara/Joy/Heather	12/31/2026	\$0	Will revisit in 2027
MEDIUM	Add 1 New Wraparound Facilitator each year as referrals are available	Sara/Heather	Ongoing	\$0	Offer to be extended for WF in St. Joseph/Elkhart with potential start date of 10/12/2026
MEDIUM	Begin transition of leadership due to departure of Managing Member	Sara/Heather/Joy	2028-2030	\$0	Conversations continue
MEDIUM	Complete comprehensive training needs assessment	Sara/Heather	12/31/2026	\$0	Sara will continue to seek feedback from staff during staff meetings

Marketing Plan

Priority	Plan of Action	Person Responsible	Timeline	Cost	Status
HIGH	Update wraparound brochure with	Joy/Kim	12/31/2025	\$5000	Waiting for final details

	access site contact				and revenue to cover cost
HIGH	Translate wraparound brochure into Spanish	Joy/Globo	12/31/2025	\$1500	Waiting for final details and revenue to cover cost
HIGH	Attend outreach events	All personnel	At least once/month through 12/31/2025	\$500/year	These are presented at team meetings and WFs are encouraged to attend. More meaningful events are being attended than just attending an event to attend

Financial Management Plan

Priority	Plan of Action	Person Responsible	Timeline	Cost	Status
HIGH	Ensure all employees are consistently being paid	Heather	12/31/2025	\$3000/month beyond current expenditures	All FT staff are receiving compensation throughout 2026

HIGH	Pay down/off debt	Heather	12/31/2025	\$5000/month beyond current expenditures	Additional payments have been made throughout 2026 as funds have been available
URGENT	Consistently partner with youth as outlined in budget	Sara/Heather	Ongoing – 62 youth by 3/31/2025; 75 by 6/30/205; 85 by 9/30/25; 95 by 12/31/2025	none	43 youth as of 12/23/2024 47 youth as of 10/2/2025 46 youth as of 9/9/2026

Cultural Diversity Competency Plan

There are no prioritized goals to include in the Work Plan for 2025 in this area.

Risk Management Plan

There are no prioritized goals to include in the Work Plan for 2025 in this area.

Technology Plan

Priority	Plan of Action	Person Responsible	Timeline	Cost	Status
HIGH	Collect Satisfaction Data through website	Joy/Kim	12/31/2025	None	Links are posted to website, but there has been limited traffic

through these links; Satisfaction surveys will not be built into Fidelity as the customization does not allow for the tracking that is needed.

HIGH	Enhance traffic to website	Joy/Kim	12/31/2025	None
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Photo posts continue to draw the most attention. 97% of engagement came from posts with photos and there was a tenfold increase in the number of people that were reached as a result of the photo posts. Printable tools have started to be added to new blog posts that ais

					driving attraction.
HIGH	Refine content	Joy/Kim	12/31/2025	None	COMPLETED
HIGH	Enhance Functionality – shift HMF to alternate website	Joy/Kim	12/31/2025	\$1000	COMPLETED
HIGH	Streamline HealthCloud processes to reflect wraparound only tasks	Joy/Caroline	1/31/2025	None	COMPLETED
HIGH	Implement CFTM tool for efficiency	Joy/Caroline	12/31/2025	None	Discontinued – plan to change to another EHR

Accessibility Plan

There are no prioritized goals to include in the Work Plan for 2025 in this area.

Appendix A

Advocacy Links provides services to participants in 22 counties in northern Indiana. To minimize driving time and expense, staff originate in the majority of counties in this geographic area. All staff meetings and trainings are centrally located for the participants when online trainings are not able to be utilized.



Appendix B - Sample Brochures

To request a referral and assessment for
Child Mental Health Wraparound Supports,
contact the State of Indiana's Access Site:

incmhportal.fssa.in.gov
or call 211 to request an assessment

Contact Us
Advocacy Links
56159 Riverdale Drive
Elkhart, IN 46514
Email: info@advocacy-links.com
Toll-Free (24/7/365): 888.537.5733
Fax: 888.847.0805

www.advocacy-links.com



Advocating for people
who need help

Connecting people to fiscally
responsible resources

Respecting everyone
in the process

Advocacy Links

Follow Us



Proud Members of



**National Association of
Case Management**
Resolving the problems and those who champion it



The Arc
Indiana

Child Mental Health Wraparound Supports

When Your Child Needs Intensive Mental Health Supports

Child Mental Health supports provided are provided to youth with a diagnosis of serious emotional disturbance. Do you know a youth who is:

- Aggressive
- Been expelled or suspended from school
- Experienced psychiatric hospitalization
- Involved in multidisciplinary systems (DCS, probation, special education, etc.)
- Using an Individualized Education Plan (IEP)
- Not successful in traditional mental health services
- Engaging in self-harm or self-injury (hurting his/herself, suicidal, exhibits reckless behaviors or making statements about hopelessness or worthlessness, etc.)

What You Can Expect From Us

- Family Partnerships
- Monthly team meetings
- Weekly contact
- A strength-focused individualized plan to resolve problems that can be used across all the systems a youth uses.
- Connection to natural supports and professional services.



• Compassionate, knowledgeable, and local facilitators who are familiar with the resources available in YOUR area.

Eligibility Guidelines

Advocacy Links can provide Wraparound Support for youth and families eligible for Child Mental Health Wraparound (CMHW) services and the Child Mental Health Initiative (CMHI).

For **Child Mental Health Wraparound (CMHW)** a youth must:

- Be eligible for Medicaid and Home and Community Based Services
- Be 6 through 17 years of age
- Have two or more Diagnostic and Statistical Manual of Mental Disorders diagnoses
- Be experiencing significant emotional and/or functional impairments that impact their level of functioning at home or in the community (e.g., Seriously Emotionally Disturbed classification)
- Demonstrate a level of need by meeting the following criteria:
 - Receive a score of 4 or higher on the Division of Mental Health and Addiction approved assessment tool

-Have one or more of the following behavioral or emotional needs:

- o Adjustment to trauma
- o Debilitating anxiety
- o Sexual aggression
- o Psychosis
- o Conduct Problems
- o Fire-setting

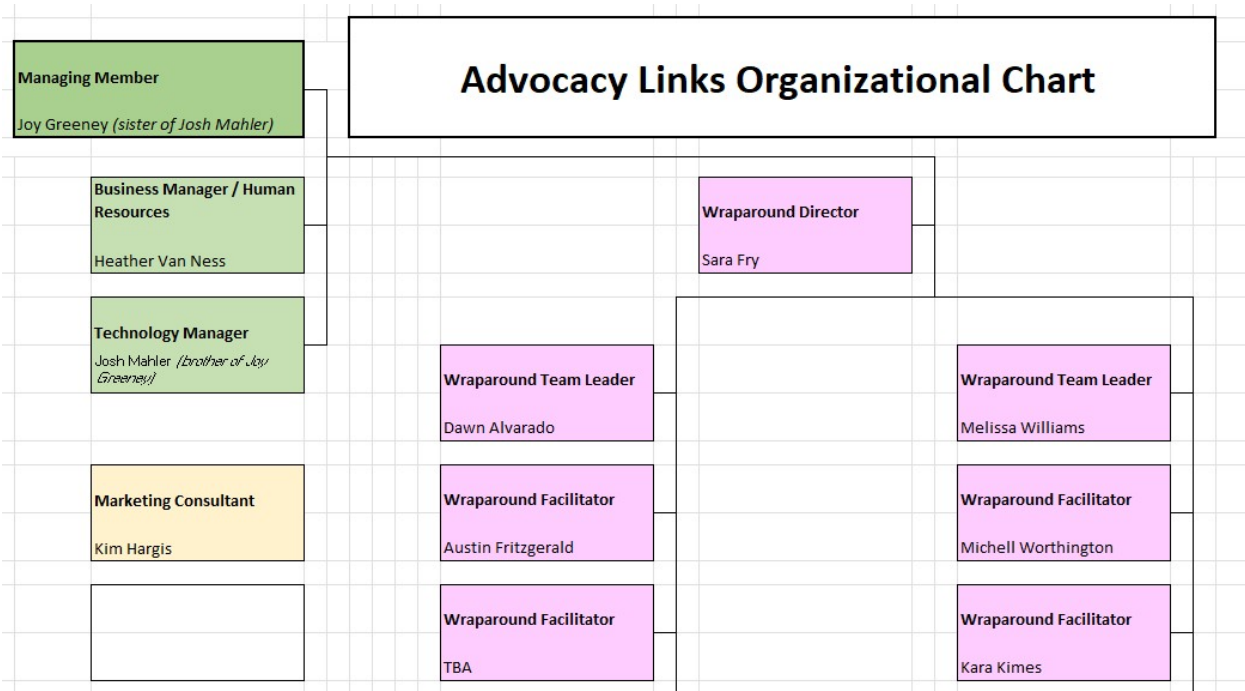
For **Child Mental Health Initiative (CMHI)** a youth must:

- Meet all of the criteria above for CMHW EXCEPT:
 - Meeting Medicaid and HCBS eligibility. Medicaid and HCBS are not required for CMHI
- CMHI is best suited for youth who are not Medicaid eligible or who have insurance plans that don't cover mental health or Intellectual/Developmental Disabilities.

High Fidelity Wraparound Supports

High Fidelity Wraparound is a team effort that brings the youth, their family, friends, and community together to create a personalized care plan. This plan uses the youth and team's skills, strengths, and resources with the goal of helping the youth and family to succeed.

Appendix C – Organizational Chart



Appendix D contains the Balance Sheet for January 1 –
December 31, 2025

02/03/2025

Accrual Basis

Profit & Loss

January through December 2025

	Jan - Dec 25
Income	
40000 - Services / Medicaid	
4022 - Revenue WRAPAROUND	507,009.44
Total 40000 - Services / Medicaid	507,009.44
80000 Interest Income	1.08
81000 Other Income	30,966.00
Total Income	537,976.52
Expense	
60001 new admin	59,182.50
60111 Resources & Connections	2,082.72
60122 Wraparound	331,336.37
60800 - Payroll Taxes	30,843.40
60900 - Emp Expense Reimburse	24,699.59
61000 - Accounting, Prof Fees	12,329.00
61100 - Professional - Legal	321.00
61300 - Marketing / Advertising	19,679.85
61400 - Ins Business Liability	12,334.28
61600 - Ins - Workers Comp	4,444.00
61700 - Administration Expense	3,859.54
61800 - Technology Expense	57,854.93
62200 - Dues & Subscriptions	8,160.00
62300 - Office Supplies	2,078.15
62400 - Interest & Banking Fees	6,867.35
62500 - Bank Charges	7,843.08
62600 - Postage & Delivery	506.93
62700 - Professional Developmen	33.46
Total Expense	584,456.15
Net Income	-46,479.63

Appendix E contains the Budget vs. Actual Report for January 1 – December 31, 2025

Profit & Loss Budget vs. Actual
January through December 2025

	Jan - Dec 25	Budget	\$ Over Budget	% of Budget
Income				
40000 - Services / Medicaid				
4022 - Revenue WRAPAROUND	507,009.44	536,958.02	-29,948.58	94.4%
Total 40000 - Services / Medicaid	507,009.44	536,958.02	-29,948.58	94.4%
80000 Interest Income	1.08			
81000 Other Income	30,966.00	30,966.00	0.00	100.0%
Total Income	537,976.52	567,924.02	-29,947.50	94.7%
Expense				
60001 new admin	59,182.50	65,743.00	-6,560.50	90.0%
60111 Resources & Connections	2,082.72	2,082.72	0.00	100.0%
60122 Wraparound	331,336.37	373,961.39	-42,625.02	88.6%
60800 - Payroll Taxes	30,843.40	42,222.95	-11,379.55	73.0%
60900 - Emp Expense Reimburse	24,699.59	24,920.85	-221.26	99.1%
61000 - Accounting, Prof Fees	12,329.00	13,261.00	-932.00	93.0%
61100 - Professional - Legal	321.00			
61200 - Client/Staff Relations	0.00	1,120.00	-1,120.00	0.0%
61300 - Marketing / Advertising	19,679.85	19,200.00	479.85	102.5%
61400 - Ins Business Liability	12,334.28	5,213.83	7,120.45	236.6%
61600 - Ins - Workers Comp	4,444.00	7,768.61	-3,324.61	57.2%
61700 - Administration Expense	3,859.54	2,760.00	1,099.54	139.8%
61800 - Technology Expense	57,854.93	39,990.56	17,864.37	144.7%
62100 - Licenses	0.00	400.00	-400.00	0.0%
62200 - Dues & Subscriptions	8,160.00	8,160.00	0.00	100.0%
62300 - Office Supplies	2,078.15	2,679.26	-601.11	77.6%
62350 - Printing & Reproduction	0.00	250.00	-250.00	0.0%
62400 - Interest & Banking Fees	6,867.35	5,386.54	1,480.81	127.5%
62500 - Bank Charges	7,843.08	8,160.00	-316.92	96.1%
62600 - Postage & Delivery	506.93	240.00	266.93	211.2%
62700 - Professional Developmen	33.46	670.00	-636.54	5.0%
71100 Interpretation Services	0.00	120.00	-120.00	0.0%
Total Expense	584,456.15	624,310.71	-39,854.56	93.6%
Net Income	-46,479.63	-56,386.69	9,907.06	82.4%

Appendix F contains the Income Statement for January 1 – December 31, 2025

02/03/26
Cash Basis

Custom Transaction Detail Report January through December 2025

Type	Date	Name	Account	Paid Amount	Balance
Jan - Dec 25					
Deposit	01/02/2025	Gainwell	4022 - Revenue W...	8,597.52	8,597.52
Deposit	01/03/2025	St of Indiana Payab...	4022 - Revenue W...	6,583.84	15,181.36
Deposit	01/07/2025	St of Indiana Payab...	4022 - Revenue W...	4,827.45	20,008.81
Deposit	01/08/2025	St of Indiana Payab...	4022 - Revenue W...	13,516.86	33,525.67
Deposit	01/21/2025	St of Indiana Payab...	4022 - Revenue W...	1,930.98	35,456.65
Deposit	01/27/2025	St of Indiana Payab...	4022 - Revenue W...	2,721.91	38,178.56
Deposit	01/29/2025	Gainwell	4022 - Revenue W...	12,896.28	51,074.84
Deposit	01/31/2025	Gainwell	4022 - Revenue W...	189.56	51,264.40
Deposit	01/31/2025	St of Indiana Payab...	4022 - Revenue W...	5,792.94	57,057.34
Deposit	02/05/2025	Gainwell	4022 - Revenue W...	1,074.69	58,132.03
Deposit	02/12/2025	Gainwell	4022 - Revenue W...	3,224.07	61,356.10
Deposit	02/21/2025	St of Indiana Payab...	4022 - Revenue W...	5,870.66	67,226.76
Deposit	02/25/2025	St of Indiana Payab...	4022 - Revenue W...	6,836.15	74,062.91
Deposit	02/26/2025	Gainwell	4022 - Revenue W...	8,597.52	82,660.43
Deposit	03/05/2025	Gainwell	4022 - Revenue W...	6,448.14	89,108.57
Deposit	03/12/2025	St of Indiana Payab...	4022 - Revenue W...	5,792.94	94,901.51
Deposit	03/18/2025	St of Indiana Payab...	4022 - Revenue W...	23,404.92	118,306.43
Deposit	03/19/2025	Gainwell	4022 - Revenue W...	6,448.14	124,754.57
Deposit	03/20/2025	St of Indiana Payab...	4022 - Revenue W...	2,896.47	127,651.04
Deposit	03/26/2025	Gainwell	4022 - Revenue W...	8,597.52	136,248.56
Deposit	04/08/2025	St of Indiana Payab...	4022 - Revenue W...	11,663.60	147,912.16
Deposit	04/15/2025	Gainwell	4022 - Revenue W...	7,522.83	155,434.99
Deposit	04/15/2025	St of Indiana Payab...	4022 - Revenue W...	7,723.92	163,158.91
Deposit	04/17/2025	St of Indiana Payab...	4022 - Revenue W...	2,896.47	166,055.38
Deposit	04/23/2025	Gainwell	4022 - Revenue W...	7,522.83	173,578.21
Deposit	04/30/2025	Gainwell	4022 - Revenue W...	5,373.45	178,951.66
Deposit	05/01/2025	St of Indiana Payab...	4022 - Revenue W...	4,905.17	183,856.83
Deposit	05/07/2025	Gainwell	4022 - Revenue W...	6,448.14	190,304.97
Deposit	05/13/2025	St of Indiana Payab...	4022 - Revenue W...	10,620.39	200,925.36
Deposit	05/27/2025	St of Indiana Payab...	4022 - Revenue W...	8,844.85	209,770.21
Deposit	05/28/2025	Gainwell	4022 - Revenue W...	16,120.35	225,890.56
Deposit	06/03/2025	St of Indiana Payab...	4022 - Revenue W...	5,792.94	231,683.50
Deposit	06/18/2025	Gainwell	4022 - Revenue W...	8,597.52	240,281.02
Deposit	06/23/2025	St of Indiana Payab...	4022 - Revenue W...	16,568.77	256,849.79
Deposit	07/02/2025	Gainwell	4022 - Revenue W...	11,821.59	268,671.38
Deposit	07/08/2025	St of Indiana Payab...	4022 - Revenue W...	6,758.43	275,429.81
Deposit	07/21/2025	St of Indiana Payab...	4022 - Revenue W...	5,870.66	281,300.47
Deposit	07/23/2025	Gainwell	4022 - Revenue W...	6,448.14	287,748.61
Deposit	07/23/2025	St of Indiana Payab...	4022 - Revenue W...	4,827.45	292,576.06
Deposit	07/30/2025	Gainwell	4022 - Revenue W...	7,522.83	300,098.89
Deposit	08/05/2025	St of Indiana Payab...	4022 - Revenue W...	4,017.40	304,116.29
Deposit	08/06/2025	Gainwell	4022 - Revenue W...	13,970.97	318,087.26
Deposit	08/07/2025	St of Indiana Payab...	4022 - Revenue W...	6,026.10	324,113.36
Deposit	08/27/2025	Gainwell	4022 - Revenue W...	12,896.28	337,009.64
Deposit	08/27/2025	St of Indiana Payab...	4022 - Revenue W...	5,948.38	342,958.02
Deposit	09/03/2025	Gainwell	4022 - Revenue W...	10,746.90	353,704.92
Deposit	09/03/2025	St of Indiana Payab...	4022 - Revenue W...	4,982.89	358,687.81
Deposit	09/04/2025	St of Indiana Payab...	4022 - Revenue W...	965.49	359,653.30
Deposit	09/11/2025	St of Indiana Payab...	4022 - Revenue W...	7,723.92	367,377.22
Deposit	09/12/2025	St of Indiana Payab...	4022 - Revenue W...	7,723.92	375,101.14
Deposit	09/24/2025	Gainwell	4022 - Revenue W...	10,746.90	385,848.04
Deposit	09/25/2025	St of Indiana Payab...	4022 - Revenue W...	5,948.38	391,796.42
Deposit	09/30/2025	St of Indiana Payab...	4022 - Revenue W...	9,654.90	401,451.32
Deposit	10/01/2025	Gainwell	4022 - Revenue W...	7,522.83	408,974.15
Deposit	10/08/2025	Gainwell	4022 - Revenue W...	2,149.38	411,123.53
Deposit	10/22/2025	Gainwell	4022 - Revenue W...	7,522.83	418,646.36
Deposit	10/23/2025	St of Indiana Payab...	4022 - Revenue W...	13,594.58	432,240.94
Deposit	10/29/2025	Gainwell	4022 - Revenue W...	4,298.76	436,539.70
Deposit	10/30/2025	St of Indiana Payab...	4022 - Revenue W...	5,870.66	442,410.36
Deposit	11/12/2025	Gainwell	4022 - Revenue W...	8,597.52	451,007.88
Deposit	11/18/2025	St of Indiana Payab...	4022 - Revenue W...	7,723.92	458,731.80
Deposit	11/20/2025	St of Indiana Payab...	4022 - Revenue W...	7,801.64	466,533.44
Deposit	11/26/2025	Gainwell	4022 - Revenue W...	11,821.59	478,355.03
Deposit	11/26/2025	St of Indiana Payab...	4022 - Revenue W...	10,620.39	488,975.42
Deposit	12/09/2025	St of Indiana Payab...	4022 - Revenue W...	5,792.94	494,768.36

Page 1

02/03/26
Cash Basis

Custom Transaction Detail Report January through December 2025

Type	Date	Name	Account	Paid Amount	Balance
Deposit	12/10/2025	Gainwell	4022 - Revenue W...	6,448.14	501,216.50
Deposit	12/11/2025	St of Indiana Payab...	4022 - Revenue W...	5,792.94	507,009.44
Jan - Dec 25				507,009.44	507,009.44

Appendix G contains the projected Income Statement fiscal years 2026 – 2028



PROJECTED INCOME STATEMENT
Advocacy Links, LLC
1/1/2026

	FY 2026	FY 2027	FY 2028
TOTAL REVENUE	\$532,618.83	\$606,618.83	\$680,618.83
Revenue = Medicaid pays \$1074.69/mo for youth served by CMHW and \$965.49 per month for each youth served by CMHI.			
	45 youth partnerships	55 youth partnerships	65 youth partnerships
COST OF SERVICES PROVIDED	\$520,612.17	\$570,929.12	\$626,734.47
GROSS PROFIT	\$12,006.66	\$35,689.71	\$53,884.36

Appendix H contains the projected Cash Flow Statement for January 1 – December 31, 2026

PROJECTED CASH FLOW									
Advocacy Links, LLC									
							965.49		1074.69
2026 Budget Projections									
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	
4022 WRAPAROUND									
CMHW youth	18	18	18	18	18	18	18	18	18
CMHI youth	27	27	27	27	27	27	27	27	27
WA CMHW 1074.69	\$21,493.80	\$19,344.42	\$19,344.42	\$19,344.42	\$19,344.42	\$19,344.42	\$19,344.42	\$19,344.42	\$19,344.42
WA CMHI 965.49	\$22,206.27	\$25,102.74	\$25,102.74	\$25,102.74	\$25,102.74	\$25,102.74	\$25,102.74	\$25,102.74	\$25,102.74
Beginning Cash Balance (if available through LOC if needed, plus prior month end)	\$3,000.00	\$9,005.95	\$13,104.30	\$10,613.64	\$15,251.99	\$19,275.33	\$12,183.36		\$12,437.96
TOTAL CASH AVAILABLE	\$46,700.07	\$53,453.11	\$57,551.46	\$55,060.80	\$59,699.15	\$63,722.49	\$56,630.52		\$56,885.12
PAYROLL									
60001 Administrative PAYROLL	\$4,915.00	\$5,915.00	\$5,915.00	\$5,915.00	\$5,915.00	\$6,415.00	\$6,415.00		\$6,415.00
60122 WRAPAROUND PAYROLL	\$24,166.67	\$24,166.67	\$24,166.67	\$24,166.67	\$24,166.67	\$24,166.67	\$24,166.67		\$24,166.67
60800 Payroll Taxes (FICA@.082, MCP@.045, FUTA@.006, SUTA@.005) FUTA payable on Sat 7% on wages, SUI on Sat 9100	\$2,544.65	\$2,632.15	\$2,632.15	\$2,632.15	\$2,632.15	\$2,675.90	\$2,675.90		\$2,675.90
60900 Employee Expense Reimbursement	\$1,976.70	\$2,400.00	\$2,400.00	\$2,400.00	\$2,400.00	\$2,400.00	\$2,400.00		\$2,400.00
61000 Professional Fees: Accounting/Payroll Service	\$291.00	\$500.00	\$1,100.00	\$1,000.00	\$1,000.00	\$1,100.00	\$1,000.00		\$1,000.00
61100 Professional Fees: Legal									
61200 Client/Employee Care				\$60.00					\$60.00
61300 Marketing/Advertising	\$1,600.00	\$1,600.00	\$1,600.00	\$1,600.00	\$1,600.00	\$1,600.00	\$1,600.00		\$1,600.00
61400 Insurance - Business Liability (assume \$25 for every \$1,000 in payroll projected for next fiscal year)									\$9,398.24
61450 Insurance - Cyber Liability			\$1,000.00						
61475 Insurance - Business Personal Property					\$375.00				
61600 Insurance - Worker's Compensation (\$1.49 for every \$100 in payroll/paid)									\$4,014.78
61700 Administrative Expenses (bamboo, criminal history/BMV checks, etc.)	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00		\$250.00
61800 Technology Expense	\$165.00	\$1,100.00	\$6,089.00	\$0.00	\$0.00	\$2,246.56	\$4,000.00		\$1,850.00
FidelityInvest			\$5,801.00						
Dropbox									\$1,200.00
Ring central									\$650.00
go daddy email			\$288.00			\$2,246.56			
housemate finder app subscription									
go daddy website function/ InMotion webhosting	\$165.00	\$1,100.00							
62100 Licenses						\$9,000.00			
62200 Dues & Subscriptions									
62300 Office Supplies	\$225.00	\$225.00	\$225.00	\$225.00	\$225.00	\$225.00	\$225.00		\$225.00
62350 Printing & Reproduction									
62400 Banking Fees	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00		\$100.00
62450 Credit Card / Finance Fees	\$800.00	\$800.00	\$800.00	\$800.00	\$800.00	\$700.00	\$700.00		\$700.00
62600 Postage & Delivery	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00		\$20.00
62700 Professional Development - all employee training									
62720 Prof Dev - Lodging / Meals (employee costs while training)					\$300.00				
62500 - Bank Charges - Line of Credit interest payment	\$640.10	\$640.00	\$640.00	\$640.00	\$640.00	\$640.00	\$640.00		\$640.00
Total Expenses	\$37,694.12	\$40,348.82	\$46,937.82	\$39,808.82	\$40,423.82	\$51,539.13	\$44,192.57		\$55,515.58
End Cash Balance	\$9,005.95	\$13,104.30	\$10,613.64	\$15,251.99	\$19,275.33	\$12,183.36	\$12,437.96		\$1,369.53

Sept	Oct	Nov	Dec	
18	18	18	18	
27	27	27	27	
\$19,344.42	\$19,344.42	\$19,344.42	\$19,344.42	\$532,61.00
\$25,102.74	\$25,102.74	\$25,102.74	\$25,102.74	FY2026 totals
\$1,369.53	\$324.13	\$4,134.97	\$7,945.82	\$30,000.00
\$45,816.69	\$44,771.29	\$48,582.13	\$52,392.98	\$562,618.83
\$6,415.00	\$6,915.00	\$6,915.00	\$6,915.00	\$74,980.00
\$24,166.67	\$24,166.67	\$24,166.67	\$24,166.67	\$290,000.04
\$2,675.90	\$2,719.65	\$2,719.65	\$2,719.65	\$31,935.75
\$2,400.00	\$2,400.00	\$2,400.00	\$2,400.00	\$28,376.70
\$1,100.00	\$1,000.00	\$1,000.00	\$1,100.00	\$11,191.00
\$1,000.00				\$0.00
\$1,600.00	\$1,600.00	\$1,600.00	\$1,600.00	\$1,120.00
				\$19,200.00
				\$9,398.24
				\$1,000.00
				\$375.00
				\$4,014.78
\$250.00	\$250.00	\$250.00	\$250.00	\$3,000.00
\$4,000.00	\$0.00	\$0.00	\$6,201.10	\$25,651.66
\$4,000.00			\$4,000.00	
			\$1,401.10	
			\$800.00	
				\$9,000.00
				\$0.00
\$225.00	\$225.00	\$225.00	\$225.00	\$2,700.00
			\$260.00	\$260.00
\$100.00	\$100.00	\$100.00	\$100.00	\$1,200.00
\$600.00	\$600.00	\$600.00	\$600.00	\$8,500.00
\$20.00	\$20.00	\$20.00	\$20.00	\$240.00
				\$0.00
\$300.00			\$70.00	\$670.00
\$640.00	\$640.00	\$640.00	\$640.00	\$7,680.10
\$45,492.57	\$40,636.32	\$40,636.32	\$47,267.42	\$530,493.27
\$324.13	\$4,134.97	\$7,945.82	\$5,125.56	\$32,125.56

Appendix I contains the projected Cash Flow Statement fiscal years 2026-2029

PROJECTED CASH FLOW					
Advocacy Links, LLC					
2026 Budget Projections					
4022 WRAPAROUND	CMHW youth				
	CMHI youth				
	WA CMHW 1074.69	\$532,619	\$606,619	\$680,619	\$754,619
	WA CMHI 965.49				
	FY2026 totals		FY 2027	FY 2028	FY 2029
Beginning Cash Balance (Available through LOC if needed, plus prior month end)		\$30,000.00	\$15,000.00	\$15,000.00	\$15,000.00
TOTAL CASH AVAILABLE		\$562,618.83	\$621,618.83	\$695,618.83	\$769,618.83
PAYROLL					
60001 Administrative PAYROLL		\$74,980.00	\$76,180.00	\$77,380.00	\$78,580.00
60122 WRAPAROUND PAYROLL		\$290,000.04	\$335,000.04	\$380,000.04	\$425,000.04
60800 Payroll Taxes (FICA@.062, MC@.0145, FUTA@.006, SUI@.005) FUTA payable on 1st 7% in wages, SUI on 1st 9500		\$31,935.75	\$35,978.25	\$40,020.75	\$44,063.25
60900 Employee Expense Reimbursement		\$28,376.70	\$32,400.00	\$36,000.00	\$39,600.00
61000 Professional Fees: Accounting/Payroll Service		\$11,191.00	\$12,500.00	\$13,000.00	\$13,500.00
61100 Professional Fees: Legal		\$0.00	\$0.00	\$0.00	\$0.00
61200 Client/Employee Care		\$1,120.00	\$1,200.00	\$1,200.00	\$1,200.00
61300 Marketing/Advertising		\$19,200.00	\$20,000.00	\$20,000.00	\$20,000.00
61400 Insurance - Business Liability (assume \$11 for every \$1,000 in payroll projected for next fiscal year)		\$9,398.24	\$10,587.89	\$11,777.54	\$12,967.19
61450 Insurance - Cyber Liability		\$1,000.00	\$1,200.00	\$1,200.00	\$1,200.00
61475 Insurance - Business Personal Property		\$375.00	\$400.00	\$425.00	\$450.00
61600 Insurance - Worker's Compensation (\$1.49 for every \$100 in payroll)paid		\$4,014.78	\$4,522.98	\$5,031.18	\$5,539.38
61700 Administrative Expenses (bamboo, criminal history/BMV checks, etc.)		\$3,000.00	\$3,300.00	\$3,600.00	\$3,900.00
61800 Technology Expense		\$25,651.66	\$26,000.00	\$26,000.00	\$26,000.00
62100 Licenses		\$9,000.00	\$0.00	\$0.00	\$10,000.00
62200 Dues & Subscriptions		\$0.00	\$0.00	\$0.00	\$0.00
62300 Office Supplies		\$2,700.00	\$3,000.00	\$3,300.00	\$3,600.00
62350 Printing & Reproduction		\$260.00	\$375.00	\$500.00	\$625.00
62400 Banking Fees		\$1,200.00	\$1,300.00	\$1,400.00	\$1,500.00
62450 Credit Card / Finance Fees		\$8,500.00	\$6,000.00	\$4,800.00	\$3,600.00
62600 Postage & Delivery		\$240.00	\$300.00	\$350.00	\$400.00
62700 Professional Development - all employee training	0	\$0.00	\$0.00	\$0.00	\$0.00
62720 Prof Dev - Lodging / Meals (employee costs while training)		\$670.00	\$800.00	\$800.00	\$800.00
62500 - Bank Charges - Line of Credit Interest payment		\$7,680.10	\$6,000.00	\$4,800.00	\$3,600.00
Total Expenses		\$530,493.27	\$577,044.16	\$631,584.51	\$696,124.86
End Cash Balance		\$32,125.56	\$44,574.67	\$64,034.32	\$73,493.97