

Comprehensive Transformation Plan Shelby/Champaign Counties

I. Executive Summary

The transformation of facility based services to community based supports has become a necessary consideration for businesses. The risks associated with operation of facility based employment have become immense given the political and legal changes in the country and state. Therefore, it is imperative that Shelby/Champaign Counties begin the work necessary to transform the organizations providing services to people with disabilities.

The largest component of the transformation will be developing the inertia to change the culture of services that have been provided to people with disabilities. Community based supports are very different from the current models and they are much more difficult to implement. The reasons for this are multiple, but the primary one is that type of services has not been provided in Shelby/Champaign, or in large scales anywhere throughout the state of Ohio. Shelby/Champaign, along with the nonprofits that provide the services, have the opportunity to become on the forefront of community based services in Ohio and set the standard by which transformation should manifest.

The following plan sets the stage for transformation by reviewing the landscape of the industry, looking at Shelby/Champaign Counties, with consideration given to the nonprofits operating within them, and laying out the key goals and performance indicators that are required for successful transformation.

The five year plan ends with all customers with a developmental disability receiving community based supports. There is opportunity for rapid transformation within S&H Products/Lawnview and the transformation of those nonprofits will provide the standard and momentum to allow all services to have a community based approach, with real, meaningful employment being the goal for all customers who seek it. Therefore, the plan is developed with S&H Products/Lawnview as the first nonprofit to undergo transformation; however, the goals and measures, along with the processes that will be developed can be used to transform the other private providers in Shelby/Champaign Counties as well.

Overall, Shelby/Champaign Counties are well positioned for transformation. The process will require much work and certainly present unforeseen challenges, but there is a tremendous opportunity to become the leader of community based supports, and serve as an example to other counties and providers within Ohio and the country.

II. Elevator Pitch

The elevator pitch is simply a short statement used to describe the organization or project to customers, stakeholders, and other interested parties. All staff needs to understand the purpose of the Transformation Plan and the elevator pitch below is detailed to capture the efforts that will be made in Shelby/Champaign Counties, in conjunction with S&H Products/Lawnview:

We are making a change to the manner in which we provide services to our customers. We believe that services to people with disabilities should be provided in community based, integrated settings and are implementing a plan that will allow our services to evolve into a business model that supports our customers in those types of settings.

III. Shelby and Champaign Counties Mission Statements

The current mission statement of the Shelby County Board of Developmental Disabilities (SCBDD) is, “To enhance the quality of life for people with developmental disabilities.” S&H Products does not appear to have a stated mission, but do have a vision statement that states, “Our vision is a community where everyone has choice and opportunity to enhance their quality of life.”

The current mission statement of the Champaign County Board of Developmental Disabilities (CCBDD) is, “provides, coordinates and monitors services and supports for eligible individuals and their families that promote a pathway to individual success.” Lawnview’s mission statement is, “provides employment opportunities to support social, economic and personal goals of individuals.”

These statements are clear and meaningful, but it is recommended that the mission statements of all entities be adjusted to communicate the importance of our customers actively engaging with the community, whether that be through employment or community based recreation and leisure. An example of such a mission statement:

Our mission is to empower people with disabilities to actively engage with their communities and neighbors through employment, recreational, and leisure activities.

IV. SWOT

This SWOT analysis detailed focuses on S&H Products/Lawnview and Shelby/Champaign Counties; specifically as it relates to transforming the facility based workshops to community based employment and service programs.

<p style="text-align: center;"><u>Strengths</u></p> <ul style="list-style-type: none"> • County leadership • Community First • Robust waiver reimbursements • Transportation availability • Customer skills 	<p style="text-align: center;"><u>Weaknesses</u></p> <ul style="list-style-type: none"> • Leadership • Lack of work • Marketing for jobs and brand awareness • Staff expertise not diversified enough • Unable to access specific funding streams • Buildings are antiquated • Transportation during service time
<p style="text-align: center;"><u>Opportunities</u></p> <ul style="list-style-type: none"> • Demonstration of Transformation • CARF Accreditation • Ticket to Work • Ohio Employment First Initiative • Community Employment lacks meaningful competition 	<p style="text-align: center;"><u>Threats</u></p> <ul style="list-style-type: none"> • Legislative Mandates • Olmstead Decision and enforcement

Figure 1

Strengths

The leadership team that is in place for Shelby and Champaign Counties is strong, motivated, and committed to making the decision and changes necessary to transform services. Additionally, the Community First department provides an enhancement to the services being provided at the provider levels that will be critical to success. The service recipients at S&H Products/Lawnview possess an array of employment skills and many are prepared to immediately work on their own in community based employment settings, additionally, there is a large number of clients that will be successful working in community based enclave style settings.

The waiver reimbursement is strong and allows for high level, customized services to be created with the customers and their respective representatives. Additionally, transportation is available, it is simply not aligned in a way that aids in the process of community employment; therefore, it will have to be addressed as a weakness.

Weaknesses

There are two primary weaknesses that are currently impacting S&H Products. The lack of leadership/management for S&H Products and a lack of work due to inadequate sales and marketing strategies. Leadership of S&H Products changed in the spring of 2014 as the long time Director retired from the workforce. Additionally, there is limited management for the organization, though the county is attempting to support daily activities as much as possible. At this time a contracted, short term Director is in place, but a long term solution to this needs to be developed.

The sales and marketing efforts have not been a concern in Shelby or Champaign Counties as procurement of facility based work is accomplished by accident or loosely defined networks. Marketing strategies are paramount for success in transformation and will be addressed as a part of this plan.

The waiver reimbursement rates are exceptional, but there are funding streams such as Vocational Rehabilitation and Ticket to Work that are not able to be utilized at this time, as S&H Products, Lawnview, nor Shelby/Champaign Counties are accredited to provide services under these umbrellas. Therefore, there is an over reliance on the waiver rates, which can obviously be impacted through federal or state legislation. There is also a threat that funding for services within facility based employment services may no longer be permissible under waiver regulations.

The factories and transportation logistics are not aligned to successfully provide community based services. There is no transportation available throughout the day, as vehicles serve to provide rides to and from home, rather than in day transportation. The buildings themselves are too large and are designed to provide sheltered based work. Any attempt to transform services and maintain the current S&H Products/Lawnview buildings as the service hub will be less likely to succeed as the culture and total operations need to change in order for success to take place.

Opportunities

There are multiple opportunities in the marketplace at this time. There are limited numbers of people receiving community based support, few providers, if any, that provide services that are exclusively community based, and the securing funding through Vocational Rehabilitation and Ticket to Work requires diligence, but is not overwhelming. However, the largest opportunity is simply this:

Shelby/Champaign, S&H Products/Lawnview, and all the private providers providing services have the opportunity to demonstrate to the state of Ohio that large scale community based support can work and is a successful, sustainable business model with which to serve people with developmental disabilities.

Threats

The threat of the Olmstead decision and enforcement, along with legislative mandates that are being designed because of it, cannot be understated. The threat to facility based employment services is imminent and serious. Transformation is the only option for long term sustainability to remain. Whether through the Department of Labor, the Department of Justice, or efforts from the State of Ohio, it is clear that segregated workshops, like that operated by S&H Products/Lawnview, are simply not allowable in the future.

V. Goals

The Comprehensive Transformation Plan is designed as a five year strategic plan. The figure below details the goals for year one, three, and five. The plan is designed to build a system that will create community engagement opportunity for the customers of Shelby and Champaign Counties, as well as provide a sound, sustainable foundation for community employment to succeed over time.

Goal	Year 1	Year 3	Year 5
Contract with Ohio DVR	X		
Become an Employment Network for Ticket to Work	X		
CARF Accreditation	X		
Transform 100% of S&H Products/Lawnview to Community Based Employment (for those customers seeking employment)	X		
Customers (not seeking employment) of S&H Products/Lawnview will be actively engaging with their community a minimum of 4 times per month	X		
Relocate S&H Products Service Headquarters or transform: lease to other entities, repurpose, integrate, etc.	X		
100% of Employment Ready Customers completing Transition Services will be employed in Community Based Settings 180 days post graduation from school		X	
80% of the Customers served in Shelby/Champaign Counties will be actively engaged with community employment or recreation		X	
All customers with developmental disabilities will receive community based employment/recreational/leisure services			X

Figure 2

VI. Key Performance Indicators

The key performance indicators (KPI) below are not an exhaustive list of sustaining high quality services in the long term. However, focus on the seven items detailed, will aid in transformation in the coming years. These also easily transfer to a dashboard style review of the performance of the organization to a specific point in time. This is detailed to allow for monthly tracking of the action plans, which offers timely feedback on the results the tactics decided upon are generating. Therefore, rapid response can be created if results are not meeting the performance expectation for a given initiative.

Key Performance Indicator	Objective
Customer Underemployment Percentage	By December 31, 2015 only 30% of the clients in the work programs will be working fewer hours than they expect in community based settings.
Job Placements (Supported Employment)	Monthly, the sales and support team will successfully place 4 customers in community based employment, with each customer earning minimum wage or above.
Work Teams Created	Monthly, the sales and support team will successfully create 1 community based work crew for 5 or more customers that is working a minimum of 10 hours per week.
Community Engagement	Customers receiving services in the recreation/leisure program will actively engage with their community 4 per month.
Revenue over Expenses (Operating Margin)	By December 31, 2015 all business units will operate with positive revenue over expense financial performance
Customer Satisfaction (Families Included)	By December 31, 2015, 80% of customers will rank their satisfaction at excellent or good levels.
Business Partner Satisfaction	By December 31, 2015, 80% of business partners will rank their satisfaction at excellent or good levels.

Figure 3

VII. Target Customers

The market place includes all people with developmental disabilities. However, the segmentation of the market will consist of three groups, unrelated to the type of disability the person has, but crafted based on the type of services the person is seeking. This will allow for service providers to determine the best service fit for each person, based on their individual expectations and needs.

Category 1

The customers in Category 1 will be seeking competitive or supported employment. The services provided to people in this category may include job placement, job coaching, job retention, vocational assessments, or other services designed to prepare them for a job of their own. These customers will be hired directly by a business partner in the community and the service provider will offer consultative style services to aid that person is getting, keeping, and succeeding at work.

Category 2

The customers in Category 2 will be seeking employment, but need a higher degree of support to be immediately successful. Therefore, community based work enclaves will be developed to support this segment of the market. The enclaves will serve as a skill building/developmental service to assist people in their effort to become successful in competitive or supported employment. Purposeful discussion needs to take place for each person in this service segment to determine the desire and capabilities of the person becoming successful in a Category 1 service model.

Category 3

Customers in the third segment of the market place will receive community based day supports that are focused on recreation and leisure activities. These customers have daily needs that will require care and therefore will need an office space that is conducive to facilitating these activities, but these customers must have access to transportation options throughout the day in order to access community activities easily.

VIII. Industry Analysis

The industry of services to people with disabilities is going through a tremendous amount of changes throughout the country. The federal and state governments are both making efforts and changes as they respond to the Olmstead Act and better enforcement of the ADA. This creates a significant amount of risk to all vendors, but especially those that are operating day services that are workshop focused, as they have been determined to be segregated settings and thereby not allowed under federal law. As a result many states, counties, and providers are at a decision point. Either change needs to be made in order to comply or begin to comply with the ADA standards, or eventually, the enforcement of the standards set by the federal government will force compliance.

Ohio has adopted an Employment First Policy and is focused on beginning the process of transformation:

Public and private providers often express a strong desire to take the necessary steps to transform from facility-based to integrated services, but are often frustrated in determining how best to do so. Through this initiative, national subject matter expert consultants will provide facility-based provider agencies with technical assistance in the process of transformation from segregated to integrated services. Selected provider agencies will learn fiscal transformation strategies designed to better include competitive and integrated employment options as a viable and sustainable funding stream. This technical assistance will be a combination of on-site and phone/Web-based consultation. As part of this consultation, an organizational assessment will be conducted for each participating agency, leading to a transformation plan tailored to meet their needs. Funding will be based on achievement of milestones, including reimbursement for contracting with a subject matter expert for technical assistance, and development and implementation of a transformation plan. (Ohio Path to Employment First)

This is the initial year of Ohio making the transformation investment. Success in converting the services for people with disabilities in Shelby and Champaign Counties will position these counties as leaders in the state of Ohio.

The communities within Shelby/Champaign Counties are undoubtedly familiar with people who have disabilities, but the entire region has limited experience with community employment. This presents a potential barrier as demonstration of the success of community employment must first be established prior to gaining momentum; however, it also presents a distinct opportunity for Shelby/Champaign Counties, S&H Products, and Lawnview Services.

IX. Competitive Analysis and Advantages

Shelby/Champaign Counties currently have no providers that are providing employment or recreational services that focus on community integration. There are certainly anecdotal situations where people with disabilities are working in the community, but there is not a systemic, targeted approach to community employment from any service provider.

S&H Products in Shelby County and Lawnview in Champaign County are in the process of becoming a privately operated company; however, the presence of the county boards involvement offers some distinct advantages in the transformation process when compared to a purely privately held nonprofit.

The management team for Shelby/Champaign Counties has created a Community First Department. The purpose of this department is to support community integration and can be utilized as a tremendous asset as community employment begins to expand. The people working in this department can offer incredible skills and abilities to help customers learn to be successful in community employment. There is a large difference between working in a facility based employment site and being in an integrated setting. The work skills will not present the largest barrier. It is the social component that will need to be developed to ensure short and long term success. The Community First group can aid in the development of programs and offer individual assistance to clients to aid in their success.

The financial resources available for investment in the transformation offer an advantage for S&H Products, as opposed to Lawnview Services. S&H Products has amassed approximately \$750,000 that could be utilized to invest in resources that will be needed to successfully transform. However, all providers have the opportunity to transform by simply utilizing the waiver reimbursement rates, Vocational Rehabilitation, and/or Ticket to Work funding streams. The ability to use established revenue streams is available for all and a competitive advantage can be gained by the first provider to develop a systematic, sustainable operation that is derived by those revenue options.

X. Marketing Plan

There are multiple aspects to the marketing plan, the reason for that is that the customers, parents, staff members, leaders, and the community as a whole have not experience large scale community based employment services before. Therefore, clear messaging needs to be built for all parties involved in the process of transformation. Clearly, there are aspects of the messaging that will require discussion of the need to make this transformation due to federal and state initiatives that threaten the sustainability of the current business model. However, these types of messages will be a secondary aspect of the message, as the benefits of community work, hiring people with disabilities, and growing a business focused on community work are vast and meaningful.

The transformation in Shelby and Champaign Counties will be positioned as an opportunity for people with disabilities to earn more money, work for employers in their communities, and gain the pride that comes from working. It is the community around each customer that will provide the support and encouragement to successfully work and play on their own, on their teams, or with their friends. Therefore, as success is built the stories of those people's accomplishments need to be celebrated. The manner for that messaging to be distributed can be accomplished through technological based platforms such as community work specific websites, social media, newsletter, and simply through word of mouth.

It will be critical that a sales department is added in order to procure business partners for employment success. This department can be shared between both counties as part of the Community First Department that has been recently added. The recommendation is to recruit and hire a professional sales person, providing them with a competitive based salary and commission structure that will provide the motivation necessary to procure business partners. In further support of the Community First Department, specific marketing materials need to be designed that align with the mission and position of the new service that is being developed.

The Community First Department is ideal to promote and “sell” the idea of community employment. This first part of the sales pitch is to talk about the idea of having people with disabilities be a valuable and productive part of an employer’s business. While tangible benefits can be gained from the hire of people with disabilities, specifically increased employee engagement, increased productivity, reduction in training and turnover costs, and community service recognition, the first step when approaching the business will be to discuss and promote the employment of people with disabilities.

The position statement within the marketplace is simply this: Shelby/Champaign Counties are dedicated to providing community based supports to people with disabilities. We need all the members of our neighbors to engage in this effort and invite each of you to explore the benefits that community supports to people with disabilities provide to the whole of Shelby/Champaign Counties.

Clearly, the feature of the transformation is the provision of services in the community; however, in all marketing messaging, the benefits of this service need to be communicated. The chart below is not an exhaustive list of benefits for, but certainly provides a foundation for the development of messaging that must be developed.

Customers	Parents	Business Partners	Staff Members	Leaders
Pride	Pride	Pride	Pride	Pride
Increased Earnings	Child Learning/Success	Community Service Recognition	Increased Independence	Achievement/Recognition
Skill Development	Decrease in Dependence	Turnover Reduction	Achievement/Recognition	Financial Performance
Social Opportunities		Increased Productivity for the workforce	Career Development	

Figure 4

The largest key to the marketing efforts is to celebrate the success, no matter large or small, that each individual experiences as they begin working and playing within community based settings. There is nothing as motivating and inspiring than hearing the stories of success. No matter the media that is used to communicate the stories of success, it is pivotal to communicate the successes that are achieved. A small portfolio of examples is attached at the end of the plan.

XI. Team

The assessment provided a summary of the leadership for Shelby/Champaign Counties and the members of the leadership team are critical to the success of the transformation. There will be a significant culture shift in the organizations providing supports to people with disabilities. Many of the staff that has been providing supports to date is not experienced in providing community services. This change in operational approach will be difficult for some and embraced by others. However, communication with and input from the staff will be valuable in the process. The workforce must be engaged in the process of transformation and there will be people which do not wish to engage in the process.

At this time, human resources assets are in place to serve both Category 1 (Community First Department) and Category 3 customers, with the current staff and staffing ratios that are in place. Category 2 customers will need additional support as it will be difficult to successfully develop community work teams in ratios of 1 staff to 10 or 12 customers. Therefore, hiring will have to take place in order to have the capacity to provide support to community work teams with 5 or 6 customers building that team.

Perhaps that most difficult piece the team needs to successfully operate community based services is to build an operational management and leadership group that have the tools needed to sustain the service model. The managers of current private providers may have difficulty themselves as this transformation takes place. Additionally, service providers and managers of service may not have the skills necessary to balance the business needs with the services being provided. Therefore, the management team for transformation must be built with people who have the ability to manage both the business and the service needs of the organization, or the team will need to add business talents that can assist the service providers in sustaining the systems of community based services. Specific business needs to consider are marketing and public relations, financial/accounting management, human resources, and as mentioned, a sales force.

The workforce will likely change and adapt as needs are better understood as the plan goes forward. The motivation and skills of the current human resource assets will be better understood as to how they related to community based services, and managing the team will have to evolve as the support needs the staff will require will change as well. The workforce will be on the ground creating the value to the customers that are being served. They must be dedicated and hold the mission and values of the transformation to be true in order to effectively provide the service foundation for successfully conversion into community based supports. The entirety of the team will be required to participate in the transformation of services in Shelby/Champaign Counties. Therefore, it is imperative that all of the team members believe that this effort is important, if they do not, consideration must be given to their value to the process.

XII. Operations Plan

The overall change to the operations of day/employment services to people with disabilities will require three aspects that can be accomplished simultaneously. These include the cultural shift within the businesses to a focus on community supports, reclassification of the customers being served to better determine individual goals and support needs, and launching an aggressive sales and marketing campaign in Shelby/Champaign Counties to actively engaged customers in community employment and

recreation. The final point includes the potential changes in location of services and adjustment to the transportation supports.

The cultural shift within the counties will be pivotal to short and long term success. The bottom line is that if there is not a committed focus to community based services, it will simply fail to launch. Community supports are much more difficult than center based services. Therefore, staff, managers, leaders, and customers need to understand that while there are immense benefits to be gained from community employment, the work itself is more challenging. In preparation for transformation, communication at all levels is paramount. Especially important will be the discussions with the front line staff that will be providing the supports in the community. Their input should be sought, discussed, and understood, because while managers and leaders will be laying the foundation for transformation, it is the front line staff that will determine whether or not a given community business site, or the services will be successful.

To better communicate with all parties, a transformation committee should be developed with stakeholders from all parties having the opportunity to participate. The committee should be comprised of people that support transformation and can elicit buy in from other people. The charge of this committee is to lead the efforts in communicating the purpose and need for transformation, but also to celebrate the successes when they happen.

The customers targeted for transformation should be reclassified into the categories described in the Target Markets section. This will provide a better understanding of the types of employment that needs to be sought and assist in development of the sales plan that will be implemented. Shelby County reports that 17 clients, all working at S&H Products, are immediately prepared for community based, supported employment. Champaign County reports that 22 clients are immediately prepared for community based, supported employment. Given this information, there remain a large number of people served at S&H Products that will be in Category 2 or 3 upon initiation of the transformation. Therefore, there will be customers would are currently operating with a 1:12 acuity rating that may require an adjustment to a 1:6 acuity rating. Additionally, the opportunity and in some circumstances, expectation for customers to transfer from Category 2 into Category 1 must be considered as well.

The initial focus of the sales team will be to procure supported employment opportunities for the identified customers of Category 1 and develop business partners that will allow Category 2 customers to begin working in the community. The Category 2 customers should be further segmented into those that are likely to access supported employment within 1 year, those that will require further training, beyond 1 year, and those that are likely to require work enclaves for the duration of their careers. Clearly, these assessments can evolve, but an initial landscape needs to be understood as community employment begins.

The Community First Department for Shelby/Champaign is recommended to be the primary driver of community employment. The staff of the Community First group is talented in providing guidance and support to customers and will serve an essential role in developing the support systems necessary for successful supported employment. The team should be bolstered with a sales person (resume with desirable skill set in appendix) to actively procure employment opportunities. However, there is much work that will need to be done in conjunction with the search for employment. The customers have had little to no experience with finding, learning, and keeping a community based job. Therefore, training programs, such as resume writing (examples in the appendix), interview skills, and the politics of working should be developed to assist customers. A potential solution to this is to develop a "job club",

where customers can gather and work on developing the skills to be successful in supported employment. This club does not need to include only customers in Category 1, but Category 2 client who have the potential for success in supported employment can begin building the necessary skills, immediately.

Category 2 customers will begin working on teams that will include 5-8 people, along with the job coach. It is recommended that job shifts of 5 days a week, 3-4 hours per day, this will allow for operations to be managed most effectively, and customers have the opportunity to develop marketable skills to make the move to supported employment.

The transformation of Category 3 customers is procedurally the simplest. It is recommended that services for customers in Category 3 be moved from the facilities that are currently being used to smaller, more community central locations. Staff and customers need to be able to easily access the community, either on foot, or through the use of the vehicles. Therefore, the need for transportation throughout the day will need to be taken into account when determining the best location to house this service model.

XIII. Diversification of Funding Options

Currently, the primary funding option available to all providers is waiver funding. This is a valuable tool, but it is imperative that funding options be diversified. The reason for this is simple. A diversified funding menu offers the ability to access a greater pool of resources in order to assist customers. Therefore, it is recommended that providers contract with the Ohio Department of Vocational Rehabilitation and become Employment Networks through the Ticket to Work Program.

Ohio Department of Vocational Rehabilitation requires that contract vendors are CARF accredited; however, it appears that contracts can be developed as long as the provider is intent on earning their CARF accreditation. Ticket to Work has an application process to become an Employment Network, but accreditation or other reviews are not a requirement.

XIV. Transition of Services to Private Providers

The transfer of community based services to the private providers will evolve over the course of several years. The efforts that have been made to date are an excellent start, as providers are starting to realize that they must recalibrate their services to adapt to the new direction of the County, State, and Country. The largest area of concern may be the sustainability of the services created by Shelby and Champaign County. It is recommended that the Community First department communicate closely with the private providers and allow them to review and see how the services are being accomplished, what steps are being taken, and how the work flow is managed to maintain sustainable services. The shift away from current business practices will be difficult for some private providers to manage. It is imperative that they move away from the warehouse style buildings and activate services without walls for the clients that do not require that level of support.

The goal is that employment be the first focus of day services. The private providers will need to develop strategies to make employment the first test for clients in their respective services. Shelby/Champaign County and all the will continue to champion employment as the first option, with a consistent message and policy, coupled with the communication and training the Community First can

offer will begin to prepare all parties for the transfer of employment services to the private providers of Shelby and Champaign Counties.

Appendix

Sales Person Resume Example:

Address Goes Here, City Name, MN 55124 • 612-999-999 • email@yahoo.com

Your Name Here

Summary

High energy go-getter skilled in developing business opportunities, building and maintaining relationships, and working hands-on with clients. Experienced in B2B outside sales, account management, and customer service.

Education

Sept. 2003-May 2007 University of Colorado at Boulder Boulder, CO

Bachelor of Science, Business Administration

- Major: Business Management
- Minor: Entrepreneurship
- International Study: Aug.-Dec. 2006. Florence, Italy

Experience

April 2010 – present G & K Services Inc. Minneapolis, MN

Territory Sales Representative

- Top Tier performer in multiple quarters, \$5 Million annual sales average
- B2B outside sales in the industrial laundry industry, selling a managed service for employee uniforms, facility service products and hospitality linens
- Extensive experience calling on decision makers in the automotive and manufacturing industries
- Responsible for new account business generation by scheduling and completing meetings with prospects in multiple industries with varying needs
- Analyze prospective customers needs and meet those via proposals, presentations, negotiations, and business contracts
- Ensure the successful installation and transition of account to the service team to include accurate and timely completion of all contracts
- Achieving annual sales targets and average weekly revenue quotas on a consistent basis

Sept. 2008 – Nov. 2009 InfoSoft Group Inc. Edina, MN

Account Executive

- Established relationships with human resource professionals and identified their recruiting requirements and needs
- Sold online products and solutions that assisted recruiters in finding the right talent while complimenting their EEOC objectives
- Managed customer accounts and maintained excellent working relationships with my contacts and their organizations
- Provided ongoing customer service that ensured end-to-end customer satisfaction while also generating residual sales revenue
- Generated over \$250,000 in new sales revenue during my first year

Jan. 2008 – July 2009 BI Worldwide Edina, MN

Recognition Services Delivery Manager (Temporary)

- Oversaw the delivery and implementation of sold recognition, reward, and merchandise programs
- Responsible for maintaining program communications between our client's participants, internal business units and related departments
- Built relationships with our vendors to ensure accurate management of program details, priorities and deadlines
- Responsible for award quality control, order inquiries, product inventories, and participant records

July 2007 - Sept. 2008 Lifetime Fitness Minneapolis, MN

Membership Sales Representative

- Responsible for selling new health club memberships and introducing the Lifetime experience
- Advised members and prospective members on how to attain a healthier way of life
- Set up consultation appointments and club tours
- Consistently won quarterly sales contests and frequently exceeded quota expectations

References

5555 Redwing Dr.
Waconia, MN 55387

NAME

HERE

email@live.com
Phone: (763-555-5555)

OBJECTIVE

To obtain full-time employment in the customer service or child care industry

SUMMARY OF QUALIFICATIONS/SKILLS

- Skilled in: customer service, food service/prep/cooking, cashiering
- Excellent verbal communication skills
- Adherence to routine and policies
- Microsoft Office Experience including email
- Dedicated, punctual, reliable employee

WORK EXPERIENCE

McDonald's

11/2011-present

Waconia, MN

Full-Time Crew Member – Cross trained in all functions of the business. Efficient in order taking, cashiering, serving, and restaurant maintenance.

Kids Co.

12/2013-present

Waconia, MN

Volunteer Child Care Aide - Assisted the staff in playing with and entertaining the children. Helped organize and facilitate crafts, activities and projects.

Good Samaritan

01/2014-present

Waconia, MN

Volunteer Kitchen Assistant - Washed dishes, served food, set tables. Contributed to the life enrichment of the elderly and others in need.

EDUCATION

Waconia Senior High School
06/2012

Waconia, MN

HS Diploma 2012

REFERENCES