



# Assisted Independence, LLC.

Home and community based services

## BUSINESS PLAN

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## Executive Summary

Our business plan is an in-depth synopsis of our strengths and weaknesses, with analysis for improvements. Assisted Independence turned six years old on July 14, 2023. As a private company, Assisted Independence is not governed by an executive board, nor required to publish annual reports, but in a quest for transparency and understanding, Assisted Independence chooses to make public our Business Plan, for which constructive feedback is appreciated.

Many opportunities exist to assist more individuals with disabilities. Growth must be controlled by gradually scaling our ever-increasing operations.

In 2019, the United States Bureau of Labor Statistics estimated a total of 1,321,100 employed Direct Support Professionals (DSP's) nationwide. Results from the 2020 National Core Indicators (NCI) survey revealed a 44% turnover rate for Direct Support Professionals (DSP's) nationwide, followed by 39% in 2021. 56% of nationwide Direct Support Professional (DSP) turnover was voluntary. Some estimates of Direct Support Professional (DSP) workforce loss in 2021 are as high as 15%, resulting in 16% part-time and 12% full-time position vacancies nationwide, meaning individuals supported are without services. An estimated 7,900,000 Direct Support Professional (DSP) jobs are anticipated to open by the year 2030.

On November 20, 2023, Assisted Independence was awarded the maximum three-year provider reverification contract from the Indiana Bureau of Disabilities Services (BDS) in order to continue providing home and community-based services (HCBS) to individuals with disabilities. Other recent successes include increases in Medicaid reimbursement rates after time and monetary investments in lobbying services during the year of 2023.

Expanding service lines for the current populations supported is a consideration. Offering additional and current Medicaid services, such as transportation, music therapy, behavior management, and/or day programming, might be a growth opportunity. In the event certain services become Medicaid reimbursable, such a nutritional services, Assisted Independence will expand services offered.

To strengthen our stability, in the year 2024, administrative focus needs to be on creating additional revenue streams. Planned revenue streams additions include 1.) selling Recreational Therapy to local parks and recreation departments, 2.) selling licenses for online training for Direct Support Professional's (DSP's) and Recreational Therapists, 3.) offering CPR classes to the general public 4.) selling adaptive equipment rentals to the general public, 5.) selling advertisements in the Assisted Independence Resource Guide, and 6.) selling guest lectures on adaptive recreation in K-12 primary schools.

Within the next three years, Assisted Independence should offer Recreational Therapy programs to the general public. Offering programs to the general public will aid in creating inclusive adaptive recreational programs that exist currently as disability segregated programs.

Assisted Independence must continue predominating morality over monetary opportunity and maintain quality focus during revenue streams expansion.

Assisted Independence will continue to operate as a private, transparent Limited Liability Company (LLC) S-Corp election. 100 shares of the business are owned by sole proprietor and Assisted Independence founder Nathan Red. As of 2022, no plans exist for company sale, whole or partial.

## **The Business**

The mission of Assisted Independence is for individuals supported to live active and healthy lives at home and in the community.

Assisted Independence, LLC. officially opened on July 14, 2017, after receiving a contract from the State of Indiana's Bureau of Developmental Disabilities Services (BDDS) to provide home and community-based services (HCBS) to individuals with developmental disabilities. Assisted Independence provides the following services: Recreational Therapy (RETH - \$16.81 per quarter hour), Respite Care (RSPO - \$43.38 per hour), Residential Habilitation Services (RHS-1 - \$35.02 per hour), Day Services (DH1 - \$36.88 per hour), Participant Assistance and Care (PAC – \$34.29 per hour), and Family and Caregiver Training (FCAR).

Assisted Independence provides supports in the following twenty-eight Indiana counties: Bartholomew, Brown, Clay, Decatur, Delaware, Elkhart, Hamilton, Hancock, Hendricks, Jasper, Jennings, Johnson, Lake, LaPorte, Lawrence, Madison, Marion, Marshall, Monroe, Morgan, Owen, Porter, Pulaski, Putnam, St. Joseph, Shelby, Starke, and Vigo.

On November 20, 2023, Assisted Independence received the maximum three-year contract extension offer from Indiana's Bureau of Disabilities Services (BDS). Assisted Independence is licensed by the Indiana Healthcare Coverage Program (IHCP) to receive Medicaid reimbursement. Assisted Independence's quality assurance is actively monitored through accreditation from the Council on Quality and Leadership (CQL), which is in effect until Year 2025.

Assisted Independence is divided into two separate departments: the Direct Support department and the Recreational Therapy department.

As of November 20, 2023, the Direct Supports department manages sixty part-time Direct Support Professional (DSP) employees and four full-time Direct Support Professional (DSP) employees, totaling sixty-four employees. The National Core Indicator (NCI) survey reports a national average of 69% of the Direct Support Professional (DSP) workforce working full-time. The Direct Supports department currently oversees 63 individuals supported.

As of November 20, 2023, the Recreational Therapy Department manages four part-time Recreational Therapy employees and fifteen full-time Recreational Therapy employees, totaling nineteen employees. The Director of Recreational Therapy oversees 185 individuals supported. As of November 20, 2023, approximately 325 individuals are waitlisted for Recreational Therapy services.

## Financial Forecasts

The Centers for Disease Control and Prevention (CDC) report that 61 million Americans have a disability, ~26% of the United States population. About 1 in 6 individuals have a developmental disability, ~17% of the minor population. The Centers for Disease Control and Prevention (CDC) report that 1 in 44 children born in 2022 will have Autism Spectrum Disorder (ASD). The prevalence has increased over 300% from in the past 20 years. Nationwide, more than 4.7 million people currently receive Medicaid-funded home and community-based services. 77% of providers are turning away referrals due to massive demand. The workforce shortage “crisis” is now understood “It is a systematic and pervasive failure in the long-term services and supports system” (Hewitt, Macbeth, Merrill, & Kleist, 2018).

An Access to Public Records Act (APRA) request returned in the early months of 2023 indicated the State of Indiana reported 9,200 individuals receiving the state sponsored Community Integration and Habilitation Waiver (CIHW), for which \$823,707,000.00 taxpayers dollars was budgeted. 23,074 individuals were reported to receive the state sponsored Family Support Waiver (FSW), for which \$219,686,000.00 taxpayer dollars were allocated. Each recipient of the Family Support Waiver is allocated \$26,482.00, which totals \$611,045,668.00, showing the overpromise by state bureaucracy. A total of 32,274 Hoosiers have the two Medicaid home and community-based waivers.

As of November 20, 2023, Assisted Independence supports 237 individuals throughout the State of Indiana, representing ~.73% of individuals supported in the State of Indiana. The Department of Direct Supports focuses primarily on supporting Columbus, Indiana, where 441 individuals in Bartholomew County are recipients of the aforementioned waivers.

The Director of Direct Supports position was duplicated in the summer of 2023, which has allowed up to sixty additional individuals to receive Direct Support services in the Columbus and surrounding areas, combining for at least ~\$705,600.00 potential increased revenue through Medicaid reimbursement.

In 2024, a reasonable goal for the Recreational Therapy department is to add ten full-time Recreational Therapists, combining for potential ~\$1,344,800.00 increased revenue through Medicaid reimbursement.

Expected expenses for 2024 include significant increases in office rental, as Assisted Independence can potentially be offered rental tenancy at NexusPark, Columbus’ newly constructed premier wellness facility owned and operated by the City of Columbus and Columbus Regional Health (CRH). Additionally, Assisted Independence plans to commit \$150,000.00 toward down payment of fifty or more acres of land.

According to the *Division of Disability Services Provider Requirements for Medicaid Home and Community Based Waiver Service Provider*, Assisted Independence must have “the ability ... to deliver services without interruption for at least two (2) consecutive months without payment”. Therefore, \$150,000.00 has been placed in a separate bank account as an emergency fund.

Overall, Assisted Independence effectively navigated the start-up phase, and is in position for continued success.

## Historical Data

### Revenue by Year

**Lifetime:** \$5,280,981.64 (as of 10-30-2023)  
**2023:** \$1,352,732.72 (+~10.16%) (as of 10-30-2023)  
**2022:** \$1,227,987.00 (+~26.69%)  
**2021:** \$969,295.92 (+~59.92%)  
**2020:** \$606,103.40 (+~6.27%)  
**2019:** \$570,326.21 (+~27.38%)  
**2018:** \$447,729.69 (+~319.20%)  
**2017:** \$106,806.70

### Expenses by Year

**Lifetime:** ~\$3,715,138.29 (as of 12-31-2022)  
**2022:** ~\$1,180,795.00 (+22.2~%)  
**2021:** ~\$918,672.29 (+~54.68%)  
**2020:** ~\$593,935.00 (+~19.27%)  
**2019:** ~\$497,996.00 (+~28.55%)  
**2018:** ~\$387,389.00 (+~184.11%)  
**2017:** ~\$136,351.00

### Owner's Compensation (Including Salary, Benefits, Draws, & Distributions before Taxes)

**Lifetime:** \$171,099.00 (average \$28,516.50 per year) (~0.03% of company lifetime revenue)  
**2022:** \$47,192.00 (~-30.7%)  
**2021:** \$68,089.00 (+~459.57%)  
**2020:** \$12,168.00 (~-72.36%)  
**2019:** \$44,017.00 (+~53.53%)  
**2018:** \$28,671.00 (+~1000%)  
**2017:** -\$29,038.00

## Strategic Planning

**Goal 1:** Secure a contract with Columbus Parks & Rec.

**Objective 1.1:** Lease a rental space at NexusPark as soon as available

**Objective 1.2:** Commit to spending ~\$88,000.00 in adaptive equipment through 2026

**Objective 1.3:** Offer robust Recreational Therapy programs and adaptive recreational opportunities through Columbus Parks & Rec.

**Goal 2:** Increase Field Staff

**Objective 2.1:** Employ thirty Recreational Therapists by December 31, 2024, twenty of which work full-time.

**Objective 2.2:** Employ eighty Direct Support Professionals (DSP's) by December 31, 2023, twenty of which work full-time.

**Goal 3:** Increase Administrative Overhead Staff

**Objective 3.1:** Hire the Quality Assurances Manager by December 31, 2023, after a minimum of eighty individuals receive Direct Supports services.

**Objective 3.2:** Increase (and rename) "Director of Direct Supports" position personnel to a minimum of three employees between January 31, 2024, and March 1, 2024, after a minimum of eighty individuals receive Direct Supports services.

**Objective 3.3:** Hire an Event Planner & Coordinator by July 1, 2024

**Objective 3.4:** Hire a second Administrative Support Specialist by December 31, 2024

**Goal 4:** Purchase of fifty of more acres of land in or near Bartholomew County

**Objective 4.1:** Commit \$150,000 down payment toward financing land

**Objective 4.2:** Ensure land has mature woods and access to water

**Objective 4.3:** Complete purchase in 2024

## Competitors by Service Line (As of October 12, 2022)

An Access to Public Records Act (APRA) request returned on October 12, 2022, revealed the State of Indiana's Bureau of Developmental Disabilities Services (BDDS) contracts 188 total Day Habilitation providers, 201 Participate Assistance and Care (PAC) providers, 45 Recreational Therapy (RETH) providers, 167 Respite (RSPO) providers, and 184 Residential Habilitation Services (RHS) providers.

### Recreational Therapy (RETH)

Accessabilities, Inc	Mandy McQueeney
Adec, Inc	Maple Seed Farms, Inc
All About You Therapy, Inc	Meaningful Day Services, Inc
Apex Behavioral Services, LLC	Morse, Katherine M
Assisted Independence LLC	New Hope Of Indiana, Inc
Aw Holdings, LLC	New Leaf Recreation LLC
Behavior Services & Therapy Inc	New Star Inc
Bridges Of Indiana, Inc	New Wave Behavior Management LLC
Caroline Ann Kracium	Noble Of Indiana
Crossroads Rehabilitation Center, Inc	North Node Wellness, Inc
Diversified Therapies and Services, LLC	Northern Indiana Therapies, LLC
Ellison Behavior Consulting	Outside The Box, Inc
Embracing Abilities Inc	Outward Bound Support Services, LLC
Ferraro Behavior Services, LLC	Positive Pathways Counseling and Consulting, LLC
Flow Recreation LLC	Pure Abilities LLC
Foster, Julie, CTRS	Residential Services Incorporated
France, Ginny L	Rheta Denise Conner
Guiding Recreation LLC	Stone Belt Arc, Inc
Hillcroft Services, Inc	Supportive Community Innovations LLC
Janus Developmental Services, Inc	Sweet Behavior, LLC
Kids Play Gym	Sycamore Rehabilitation Services
LEL Home Services, LLC	The Arc Of Northeast Indiana
Logan Community Resources, Inc	

### Respite (RSPO)

A New Level LLC	Affinity Care Group LLC
ABC Community Services LLC	Agape Respite Care, Inc
Abilities Richmond, Inc	AID Residential Services
Abilities Services, Inc	Amiable Home Care Inc
Abundant Quality Care LLC	Anchored Care Residential Services, Inc
Accessabilities, Inc	AngelKare Residential & Community Based Services LLC
Achieve Community Services Inc	Apex Behavioral Services, LLP
Adec, Inc	Arc Of Vigo County, Inc

Arc Of Wabash County, Inc  
Arc Opportunities, Inc  
Arc Rehab Services, Inc  
Archdiocese Of Indianapolis  
Archer Consultation Services, Inc  
Assisted Independence LLC  
Assured Residential and Consulting LLC  
Autism Society of Indiana, Inc  
Aw Holdings, LLC  
Beloved Shepherd LLC  
Better Tomorrow, Related Services for Autism  
Blue River Services, Inc  
Branches Residential Services LLC  
Bridges Of Indiana, Inc  
Bright Hope Community Services  
Building Bridges to Independence LLC  
Cardinal Services, Inc of Indiana  
Carey Services, Inc  
Caring Home Services Inc  
Caring Services, Inc  
Center For Life Transitions  
CG-DSA, LLC  
Charlene's Angels Inc  
Cherishing Lives LLC  
Child-Adult Resource Services, Inc  
Children's Therapy Innovations, Inc  
Com For Care Home Care, Inc  
Common Solutions LLC  
Community Connections, Inc  
Community Hca Inc  
Community Home Health Care, Inc  
Community Integration Support Services, LLC  
Community Ventures In Living, Ltd  
Compass Residential And Consulting, LLC  
Cornerstone Associates LLC  
CRF First Choice, Inc  
Damar Services, Inc  
Developmental Services, Inc  
Dungarvin Indiana, LLC  
Embracing Abilities Inc  
Endless Abilities, Inc  
Etelcare Home Services Unlimited, Inc  
Evansville Arc, Inc  
First Achieve the Challenges For Excellence, LLC  
First Call Residential Living LLC  
First Chance Center  
Firstaround Consulting LLC  
Forte Residential, Inc  
Fresh New Start  
Full Potential, Inc  
Gateway Residential Services LLC  
Gateway Services, Inc  
Gibson County Area Rehabilitation Centers, Inc  
Globe Star, LLC  
Grace's Oasis LLC  
Guaranty Residential Service  
Happiness Bag Players, Inc  
Hearts Of Compassion Community Services  
Help At Home, Inc  
Helping Hands In-Home Care Inc  
Hillcroft Services, Inc  
Hometown Waiver Solutions LLC  
Hopelink, LLC  
Hopewell Center, Inc  
Incare Solutions LLC  
Independent Residential Management Training, Inc  
Individual Support Services Inc  
Indy Superb Care Agency LLC  
IN-Participant Assistance & Caret, INC  
Intrinsic Home Care LLC  
Jay-Randolph Developmental Services  
Jessie's Sweet Home LLC  
Joy Health Services, LLC  
K & R Glowing Pride Residential Services  
Kh Specialcare, Inc  
Kindred Consulting LLC  
Knox County Association for Remarkable Citizens, Inc  
Kreation Residential Services  
Ldb Health Systems, LLC  
Legacy Home Care LLC  
Lel Home Services, LLC  
Life Choice LLC  
Lirio Resources  
Little Star Center, Inc  
Logan Community Resources, Inc  
Maple Seed Farms, Inc  
Marshall-Starke Development Center, Inc  
Mchsherr, Inc  
Meaningful Day Services, Inc  
Mentor Homes Inc

Mephibosheth Ministries, Inc  
Miami Home Care Services, LLC  
Mosaic Inc of Indiana  
National Mentor Healthcare, LLC  
New Hope of Indiana, Inc  
New Hope Services, Inc  
New Horizons Rehabilitation, Inc  
New Star Inc  
Noble Of Indiana  
Normal Life of Indiana, Inc  
Ohio Valley Medex, Inc  
Opportunities For Positive Growth, Inc  
Opportunity Enterprises, Inc  
Outward Bound Support Services, LLC  
Paladin Inc  
Partners In Christ Inc, LLC  
Partnership For Behavior Change, Inc  
Pathfinder Services, Inc  
Peak Community Services, Inc  
Person Centered Value Partners, LLC  
Person First, Inc  
Personal Quality Care, Inc  
Prime Care Residential Services, LLC  
Pro Lidi LLC  
Putnam County Comprehensive Services, Inc  
Quality Living Solutions, LLC  
Quinton Residential Living Inc  
Rauch, Inc  
Rem Indiana Community Services  
Res-Care, Inc  
Residential Services Incorporated

Respite Care Services, Inc  
Samlind Of Indiana, Inc  
Scroggins Nursing and Home Services  
Sky Point Social Services, LLC  
Southern Indiana Resource Solutions, Inc  
Starline Community Services, Inc  
Stepping Stones Behavioral Solutions LLC  
Stone Belt Arc, Inc  
Swan Garden Home Services LLC  
Sweet Owen Industries Arc  
Sycamore Rehabilitation Services  
Synergy Support Services LLC  
Tangram, Inc  
Tender Love Home Services LLC  
The Altruist Group, LLC  
The Arc Noble County Foundations, Inc  
The Arc of Northeast Indiana  
The Dream Team: Family Supports, LLC  
The Village of Merici, Inc  
The Zeilbeck Group LLC  
Tradewinds Services, Inc  
Trucare LLC  
Trustagain Residential Services LLC  
Uniquehab Solutions LLC  
Viaquest Community Solutions LLC  
Volunteers Of America Mid-States Inc  
Wabash Center, Inc  
Working Adults Learning Lifelong Skills, Inc  
Yehdhih, Ahmed O  
Zoe, Inc

### **Residential Habilitation Services (RHS-1)**

A New Level LLC  
ABC Community Services LLC  
Abilities Richmond, Inc  
Abilities Services, Inc  
Abundant Quality Care LLC  
Accessabilities, Inc  
Achieve Community Services Inc  
Adec, Inc  
Advantage Residential Services LLC  
Affinity Care Group LLC

Agape Respite Care, Inc  
AID Residential Services  
All That Shines LLC  
Amiable Home Care Inc  
Amicus Place LLC  
Amlab Homes LLC  
Anchor Homes, Inc  
Anchored Care Residential Services, Inc  
AngelKare Residential & Community Based Services LLC

Apex Behavioral Services, LLP  
Arc Of Vigo County, Inc  
Arc Of Wabash County, Inc  
Arc Opportunities, Inc  
Arc Rehab Services, Inc  
Archdiocese Of Indianapolis  
Archer Consultation Services, Inc  
Arrow Consultation Services, Inc  
Arrow Services Indiana LLC  
Assisted Independence LLC  
Assured Residential and Consulting LLC  
Aw Holdings, LLC  
Beloved Shepherd LLC  
Better Tomorrow, Related Services for Autism  
Bi-County Services, Inc  
Blue River Services, Inc  
Branches Residential Services LLC  
Bridges Of Indiana, Inc  
Bright Hope Community Services  
Building Bridges to Independence LLC  
Cardinal Services, Inc of Indiana  
Carey Services, Inc  
Caring Home Services Inc  
Caring Services, Inc  
Center For Life Transitions  
CG-DSA, LLC  
Cherishing Lives LLC  
Child-Adult Resource Services, Inc  
Children's Therapy Innovations, Inc  
Circle Of Hope Residential Care Services, Inc  
Common Solutions LLC  
Community Connections, Inc  
Community HCA Inc  
Community Home Health Care, Inc  
Community Integration Support Services, LLC  
Community Ventures in Living, Ltd  
Compass Residential and Consulting, LLC  
Cornerstone Associates LLC  
Corvilla, Inc  
CRF First Choice, Inc  
Damar Services, Inc  
Developmental Services, Inc  
Dungarvin Indiana, LLC  
Easterseals Rehabilitation Center, Inc  
Elite Homecare Services LLC  
Embracing Abilities Inc  
Endless Abilities, Inc  
Etelcare Home Services Unlimited, Inc  
Evansville Arc, Inc  
First Achieve The Challenges For Excellence, LLC  
First Call Residential Living LLC  
Firstaround Consulting LLC  
Focus Home Healthcare LLC  
Forte Residential, Inc  
Fresh New Start  
Full Potential, Inc  
Gateway Hope Services LLC  
Gateway Residential Services LLC  
Gibson County Area Rehabilitation Centers, Inc  
Globe Star, LLC  
Gray Residential Services, LLC  
Guaranty Residential Service  
Happiness Bag Players, Inc  
Hearts Of Compassion Community Services  
Help At Home, Inc  
Helping Hands In-Home Care Inc  
Hillcroft Services, Inc  
Hometown Waiver Solutions LLC  
Hopelink, LLC  
Hopewell Center, Inc  
InCare Solutions LLC  
Independent Residential Management Training Inc  
Individual Support Services Inc  
Indy Developmental Residential Services LLC  
Indy Superb Care Agency LLC  
IN-Participant Assistance & Caret, INC  
Input Residential Inc  
Inspired Care LLC  
Intrinsic Home Care LLC  
Jay-Randolph Developmental Services  
Jessie's Sweet Home LLC  
K & R Glowing Pride Residential Services  
KH Specialcare, Inc  
Kindred Consulting LLC  
Knox County Association for Remarkable Citizens, Inc  
Kreation Residential Services  
Learning Independence for Enhancement Inc  
Legacy Home Care LLC  
LEL Home Services, LLC  
Life Choice LLC

Life Spring Care Services LLC  
Lirio Resources  
Logan Community Resources, Inc  
Marshall-Starke Development Center, Inc  
Mcherr, Inc  
Meaningful Day Services, Inc  
Mentor Homes Inc  
Mephibosheth Ministries, Inc  
Miami Home Care Services, LLC  
Mosaic Inc of Indiana  
National Mentor Healthcare, LLC  
New Beginnings Residential Living LLC  
New Hope of Indiana, Inc  
New Hope Services, Inc  
New Horizons Rehabilitation, Inc  
New Star Inc  
Noble Of Indiana  
Normal Life of Indiana, Inc  
Opportunities For Positive Growth, Inc  
Opportunity Enterprises, Inc  
Paladin Inc  
Partners In Christ Inc, LLC  
Partners In Opportunities Inc  
Pathfinder Services, Inc  
Peak Community Services, Inc  
Person Centered Value Partners, LLC  
Person First, Inc  
Personal Choice  
Personal Quality Care, Inc  
Personal Touch Cares LLC  
Phoenix Community Services LLC  
Plans To Prosper LLC  
Prime Care Residential Services, LLC  
Pro Lidi LLC  
Putnam County Comprehensive Services, Inc  
Quality Community Services, Inc  
Quality Living Solutions, LLC  
Quinton Residential Living Inc

Radiant Homecare LLC  
Rauch, Inc  
Rem Indiana Community Services  
Res-Care, Inc  
Residential Alternatives Inc  
Residential Consulting LLC  
Residential Options LLC  
Residential Services Incorporated  
Respite Care Services, Inc  
Right Hand LLC  
Safe Harbor Care Services LLC  
Samlind Of Indiana, Inc  
Sky Point Social Services, LLC  
Southern Indiana Resource Solutions, Inc  
Specialized Direct Care Services LLC  
Starline Community Services, Inc  
Stone Belt Arc, Inc  
Swan Garden Home Services LLC  
Sweet Owen Industries Arc  
Sycamore Rehabilitation Services  
Synergy Support Services LLC  
Tangram, Inc  
Tender Love Home Services LLC  
The Altruist Group, LLC  
The Arc of Northeast Indiana  
The Dream Team: Family Supports, LLC  
The Village of Merici, Inc  
The Zeilbeck Group LLC  
Together We Can, Inc  
Tradewinds Services, Inc  
Trucare LLC  
Trustagain Residential Services LLC  
Uniquehab Solutions LLC  
Viaquest Community Solutions LLC  
Volunteers Of America Mid-States Inc  
Wabash Center, Inc  
Yehdhih, Ahmed O

### **Day Services (DH1)**

A New Level LLC  
ABC Community Services LLC  
Abilities Richmond, Inc

Abilities Services, Inc  
Abundant Quality Care LLC  
Accessabilities, Inc

Achieve Community Services Inc  
Adec, Inc  
Advantage Residential Services LLC  
Affinity Care Group LLC  
AID Residential Services  
All That Shines LLC  
Amiable Home Care Inc  
Amicus Place LLC  
Anchor Homes, Inc  
Anchored Care Residential Services, Inc  
Angelkare Residential & Community Based Services LLC  
Apex Behavioral Services, LLP  
Arc Of Vigo County, Inc  
Arc Of Wabash County, Inc  
Arc Opportunities, Inc  
Arc Rehab Services, Inc  
Archdiocese Of Indianapolis  
Archer Consultation Services, Inc  
Arrow Consultation Services, Inc  
Arrow Services Indiana LLC  
Assisted Independence LLC  
Assured Residential and Consulting LLC  
Autism Society of Indiana, Inc  
Aw Holdings, LLC  
Beloved Shepherd LLC  
Bi-County Services, Inc  
Blue River Services, Inc  
Branches Residential Services LLC  
Bridges Of Indiana, Inc  
Bright Hope Community Services  
Building Bridges to Independence LLC  
Cardinal Services, Inc of Indiana  
Carey Services, Inc  
Caring Services, Inc  
Center For Life Transitions  
CG-DSA, LLC  
Charlene's Angels Inc  
Child-Adult Resource Services, Inc  
Children's Autism Center Inc  
Children's Therapy Innovations, Inc  
Common Solutions LLC  
Community Connections, Inc  
Community Integration Support Services, LLC  
Community Ventures in Living, Ltd

Compass Residential and Consulting, LLC  
Cornerstone Associates LLC  
Corvilla, Inc  
CRF First Choice, Inc  
Crossroads Rehabilitation Center, Inc  
Damar Services, Inc  
Developmental Disabilities Systems, Inc  
Developmental Services, Inc  
Dungarvin Indiana, LLC  
Easter Seals Rehabilitation Center, Inc  
Embracing Abilities Inc  
Endless Abilities, Inc  
Enhance, Inc  
Etelcare Home Services Unlimited, Inc  
Evansville Arc, Inc  
First Achieve the Challenges for Excellence, LLC  
First Call Residential Living LLC  
First Chance Center  
Firstaround Consulting LLC  
Focus Home Healthcare LLC  
Forte Residential, Inc  
Fresh New Start  
Full Potential, Inc  
Gateway Residential Services LLC  
Gateway Services, Inc  
Gibson County Area Rehabilitation Centers, Inc  
Globe Star, LLC  
Grace's Oasis LLC  
Gray Residential Services, LLC  
Guaranty Residential Service  
Happiness Bag Players, Inc  
Hearts Of Compassion Community Services  
Help At Home, Inc  
Helping Hands In-Home Care Inc  
Hillcroft Services, Inc  
Hometown Waiver Solutions LLC  
Hopelink, LLC  
Hopewell Center, Inc  
Incare Solutions LLC  
Individual Support Services Inc  
Indy Developmental Residential Services LLC  
Innovations In Learning, Pc  
IN-Participant Assistance & Caret, INC  
Input Residential Inc

Intrinsic Home Care LLC  
Janus Developmental Services, Inc  
Jay-Randolph Developmental Services  
Jessie's Sweet Home LLC  
K & R Glowing Pride Residential Services  
Key Minds Inc  
KH Specialcare, Inc  
Kindred Consulting LLC  
Knox County Association for Remarkable  
Citizens, Inc  
Learning Independence for Enhancement Inc  
Legacy Home Care LLC  
Lel Home Services, LLC  
Life Adult Day Academy, Inc  
Life Choice LLC  
Life Has No Boundaries  
Lirio Resources  
Logan Community Resources, Inc  
Maple Seed Farms, Inc  
Marshall-Starke Development Center, Inc  
Mcherr, Inc  
Meaningful Day Services, Inc  
Mentor Homes Inc  
Mephibosheth Ministries, Inc  
Miami Home Care Services, LLC  
Mosaic Inc of Indiana  
National Mentor Healthcare, LLC  
New Beginnings Residential Living LLC  
New Hope of Indiana, Inc  
New Hope Services, Inc  
New Horizons Rehabilitation, Inc  
New Star Inc  
Noble Of Indiana  
Normal Life of Indiana, Inc  
Opportunities For Positive Growth, Inc  
Opportunity Enterprises, Inc  
Outside The Box, Inc  
Paladin Inc  
Partners In Christ Inc, LLC  
Partners In Opportunities Inc  
Pathfinder Services, Inc  
Peak Community Services, Inc  
Person Centered Value Partners, LLC  
Person First, Inc  
Personal Choice

Personal Quality Care, Inc  
Personal Touch Cares LLC  
Phoenix Community Services LLC  
Plans To Prosper LLC  
Prime Care Residential Services, LLC  
Project Will Inc  
Putnam County Comprehensive Services, Inc  
Quality Community Services, Inc  
Quality Living Solutions, LLC  
Quinton Residential Living Inc  
Radiant Homecare LLC  
Rauch, Inc  
Reach Columbus Inc  
Rem Indiana Community Services  
Res-Care, Inc  
Residential Alternatives Inc  
Residential Consulting LLC  
Residential Options LLC  
Residential Services Incorporated  
Respite Care Services, Inc  
Right Hand LLC  
Samlind Of Indiana, Inc  
Shares, Inc  
Shine On University Day Services, Inc  
Sky Point Social Services, LLC  
Southern Indiana Resource Solutions, Inc  
Starline Community Services, Inc  
Stone Belt Arc, Inc  
Sweet Owen Industries Arc  
Sycamore Rehabilitation Services  
Synergy Support Services LLC  
Tangram, Inc  
Tender Love Home Services LLC  
The Altruist Group, LLC  
The Arc Noble County Foundations, Inc  
The Arc of Northeast Indiana  
The Dream Team: Family Supports, LLC  
The Village of Merici, Inc  
The Zeilbeck Group LLC  
Together We Can, Inc  
Touch Of Hope Home Care Services LLC  
Tradewinds Services, Inc  
Trucare LLC  
Trustagain Residential Services LLC  
Uniquehab Solutions LLC

Viaquest Community Solutions LLC  
Volunteers Of America Mid-States Inc  
Wabash Center, Inc

Working Adults Learning Lifelong Skills, Inc  
Yehdhih, Ahmed O

### **Participant Assistance and Care (PAC)**

A New Level LLC  
ABC Community Services LLC  
Abilities Richmond, Inc  
Abilities Services, Inc  
Abundant Quality Care LLC  
Accessabilities, Inc  
Ace Services LLC  
Achieve Community Services Inc  
Achieving Smiles Waiver Services Inc  
Adec, Inc  
Advantage Residential Services LLC  
Agape Respite Care, Inc  
AID Residential Services  
Alternative Home Care Services  
Amazing Home Care LLC  
Amiable Home Care Inc  
Amicus Place LLC  
Amlab Homes LLC  
Anchored Care Residential Services, Inc  
Angelkare Residential & Community Based  
Services LLC  
Apex Behavioral Services, LLP  
Arc Of Vigo County, Inc  
Arc Of Wabash County, Inc  
Arc Opportunities, Inc  
Arc Rehab Services, Inc  
Archdiocese Of Indianapolis  
Archer Consultation Services, Inc  
Arrow Consultation Services, Inc  
Arrow Services Indiana LLC  
Assisted Independence LLC  
Assured Residential and Consulting LLC  
Autism Society of Indiana, Inc  
Aw Holdings, LLC  
Beloved Shepherd LLC  
Bi-County Services, Inc  
Blue River Services, Inc  
Branches Residential Services LLC

Bridges Of Indiana, Inc  
Bright Hope Community Services  
Building Bridges to Independence LLC  
Cardinal Services, Inc of Indiana  
Carey Services, Inc  
Caring Home Services Inc  
Caring Services, Inc  
Center For Life Transitions  
CG-DSA, LLC  
Charlene's Angels Inc  
Cherishing Lives LLC  
Child-Adult Resource Services, Inc  
Children's Therapy Innovations, Inc  
Com For Care Home Care, Inc  
Common Solutions LLC  
Community Connections, Inc  
Community Hca Inc  
Community Integration Support Services,  
LLC  
Community Ventures in Living, Ltd  
Compass Residential and Consulting, LLC  
Compassionate Care Services PC  
Cornerstone Associates LLC  
Corvilla, Inc  
Crf First Choice, Inc  
Damar Services, Inc  
Developmental Disabilities Systems, Inc  
Developmental Services, Inc  
Dungarvin Indiana, LLC  
E Behavior Solutions LLC  
Elite Behavioral Services, Inc  
Embracing Abilities Inc  
Endless Abilities, Inc  
Enhance, Inc  
Etelcare Home Services Unlimited, Inc  
Evansville Arc, Inc  
First Achieve the Challenges for Excellence,  
LLC

First Call Residential Living LLC  
First Chance Center  
Firstaround Consulting LLC  
Focus Home Healthcare LLC  
Forte Residential, Inc  
Fresh New Start  
Full Potential, Inc  
Gateway Hope Services LLC  
Gateway Residential Services LLC  
Gibson County Area Rehabilitation Centers, Inc  
Globe Star, LLC  
Grace's Oasis LLC  
Gray Residential Services, LLC  
Guaranty Residential Service  
Happiness Bag Players, Inc  
Hearts Of Compassion Community Services  
Help At Home, Inc  
Helping Hands In-Home Care Inc  
Hillcroft Services, Inc  
Hometown Waiver Solutions LLC  
Hopelink, LLC  
Hopewell Center, Inc  
Incare Solutions LLC  
Individual Support Services Inc  
Indy Developmental Residential Services LLC  
Indy Superb Care Agency LLC  
IN-Participant Assistance & Caret, INC  
Input Residential Inc  
Integrative Music Therapy, LLC  
Intrinsic Home Care LLC  
Jay-Randolph Developmental Services  
K & R Glowing Pride Residential Services  
Kenney Consulting LLC  
Key Minds Inc  
KH Specialcare, Inc  
Kindred Consulting LLC  
Knox County Association for Remarkable Citizens, Inc  
Kreation Residential Services  
LDB Health Systems, LLC  
Learning Independence for Enhancement Inc  
Legacy Home Care LLC  
LEL Home Services, LLC

Life Choice LLC  
Limitless Abilities Inc  
Lirio Resources  
Little Star Center, Inc  
Logan Community Resources, Inc  
Maple Seed Farms, Inc  
Marshall-Starke Development Center, Inc  
Mcsherr, Inc  
Meaningful Day Services, Inc  
Mentor Homes Inc  
Mentoring With Magic Home Services  
Mephibosheth Ministries, Inc  
Miami Home Care Services, LLC  
Mosaic Inc of Indiana  
National Mentor Healthcare, LLC  
New Hope of Indiana, Inc  
New Hope Services, Inc  
New Horizons Rehabilitation, Inc  
New Star Inc  
Noble Of Indiana  
Normal Life of Indiana, Inc  
Opportunities For Positive Growth, Inc  
Opportunity Enterprises, Inc  
Outside The Box, Inc  
Outward Bound Support Services, LLC  
Paladin Inc  
Partners In Autism  
Partners In Christ Inc, LLC  
Partners In Opportunities Inc  
Pathfinder Services, Inc  
Peak Community Services, Inc  
Person Centered Value Partners, LLC  
Person First, Inc  
Personal Choice  
Personal Quality Care, Inc  
Personal Touch Cares LLC  
Phoenix Community Services LLC  
Piece By Piece Autism Center LLC  
Prime Care Residential Services, LLC  
Pro Lidi LLC  
Putnam County Comprehensive Services, Inc  
Quality Living Solutions, LLC  
Quinton Residential Living Inc  
Radiant Homecare LLC  
Rauch, Inc

Reach Columbus Inc  
Rem Indiana Community Services  
Res-Care, Inc  
Residential Alternatives Inc  
Residential Consulting LLC  
Residential Options LLC  
Residential Services Incorporated  
Respite Care Services, Inc  
Rhyme & Reason Ministry Inc  
Safe Harbor Care Services LLC  
Samind Of Indiana, Inc  
Sims Signature Personal Care LLC  
Sincere Services LLC  
Sky Point Social Services, LLC  
Southern Indiana Resource Solutions, Inc  
Specialized Direct Care Services LLC  
Starline Community Services, Inc  
Stepping Stones Behavioral Solutions LLC  
Stone Belt Arc, Inc  
Supportive Community Innovations LLC  
Swan Garden Home Services LLC

Sweet Behavior, LLC  
Sweet Owen Industries Arc  
Sycamore Rehabilitation Services  
Synergy Support Services LLC  
Tangram, Inc  
Tender Love Home Services LLC  
The Altruist Group, LLC  
The Arc Noble County Foundations, Inc  
The Arc of Northeast Indiana  
The Dream Team: Family Supports, LLC  
The Village of Merici, Inc  
The Zeilbeck Group LLC  
Touch Of Hope Home Care Services LLC  
Trustagain Residential Services LLC  
Uniquehab Solutions LLC  
Viaquest Community Solutions LLC  
Volunteers Of America Mid-States Inc  
Wabash Center, Inc  
Working Adults Learning Lifelong Skills, Inc  
Yehdhih, Ahmed O