



Opportunity & Dignity for Adults with Disabilities

Participant Handbook

Blaine Human Services Center

1201 89th Avenue NE, Suite 1100

Blaine, MN 55434

Phone: 763-783-4909

Fax: 763-783-4725

www.achieveservices.org

Find us on Facebook, LinkedIn, YouTube & Instagram



Achieve Services, Inc

CORE VALUES

Enrichment – We are committed to enhancing lives through achievement and honoring the worth, abilities and contributions of each individual.

Empowerment – We honor personal choice, and invest in every individual’s right to cultivate and contribute their talents in ways that enrich themselves and society.

Innovation – We continuously seek new and better solutions to meet the needs of participants, staff and employers in ways that make lasting improvements.

Integrity – In all that we do we are open, honest, and respectful, and we follow through on our commitments

MISSION STATEMENT

By creating innovative opportunities that inspire people with disabilities, Achieve will enable every participant to lead a meaningful and self-determined life.

Achieve Services is an EEOC/Affirmative Action Employer

ASI acknowledges that equal opportunity for all persons is a fundamental human value. It is the policy of ASI to provide equal opportunity in employment and human resource management for all persons; to provide access to, admission to, full utilization and benefit of training and promotional opportunities without discrimination because of race, color, creed, religion, national origin, sex, age, marital status, sexual orientation, public assistance status, or disability; and to otherwise promote full realization of human rights within ASI to the extent permitted by law. To implement this policy, ASI requires that all applicants and current employees be considered on the basis of individual ability and merit, without discrimination or favor. ASI will not give preference in hiring to relatives of current ASI employees. ASI establishes an Affirmative Action Plan, providing for and assuring fair and equitable treatment in all phases of employment, including selections, compensation, benefits, training opportunities, promotions, transfers, layoffs and other terms, conditions and privileges of employment. The concept of this affirmative action policy is consistent and fundamental to the maintenance of effective equal opportunity and shall be implemented as an integral part of the human resources system. In the interest of advancing the goal of open competition and equal opportunity in employment, ASI undertakes the responsibility for communicating its affirmative action policy to those from whom it purchases products and services.

Table of Contents

Qualifying for Services at Achieve	4	Taking Medications at Achieve	20
Services Available at Achieve	4	Leaving Achieve Early	21
Daily Service Models	5	Having Visitors at Work	21
Applying for Services	6	Keeping Updated on your Progress	22
Admission to the program	7	Written Records kept at Achieve	23
Sharing Your Information	8	Your Rights at Achieve	24
Who Works at Achieve?	9	Participant Involvement	31
Transportation	12	Voting	31
Work:		Who to Go to if You Have a problem	32
Rules	13	Quitting Work at Achieve	33
Hours	14	Returning to Work at Achieve	33
Getting Paid	14	Being Suspended from Achieve	34
Dress Code	15	Being Discharged (or 'fired')	35
Location	15	Other Programs like Achieve	35
Changing Jobs	16	Advocacy, Self-Determination	36
If You Want a Promotion	16	and Peer Mentoring Orgs	
Lunch	17	Achieve's Code of Ethics	38
Personal Belongings at Achieve	17		
Days Off:			
Days Achieve is Closed	18		
Taking a Vacation	18		
Sick and Safe Time	18		
Moving	19		
Who Pays for my Attendance	19		
Attendance	19		
Due to Severe Weather	19		
Due to Illness	20		

TO WORK AT ACHIEVE, YOU MUST.....

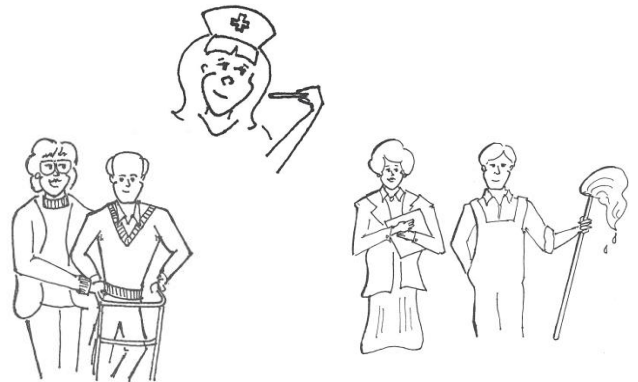
- Be 18 years old or older.
- Be diagnosed with an intellectual disability or a related condition.
- Be eligible to receive home and community-based services according to Achieve's operating rule and the states guidelines.
- Have health and safety in the community addressed in your plan of care.
- Make an informed choice to receive services provided by Achieve as part of your service plan.
- Have received counseling through the appointed Vocational Rehabilitation designee (as appropriate)
- Live in or near Anoka County
- Have a county case manager.



ABOUT ACHIEVE

ACHIEVE PROVIDES:

- Paid work in the building
- Training on how to do work
- Community employment
- Job Coaching
- Part-time nursing
- Behavior Specialist services
- Competitive Community Employment
- Community Integration



Services listed above are available to you and are paid for in Achieve's daily/hourly rate.

Achieve will make every effort to accommodate any cultural needs you may have. It is important that you let the Program Supervisor know about these needs if you decide to work at Achieve.

Daily Service Models

Achieve focuses on individual services based on the needs and interests of participants. In order to accommodate all preferences, our program is divided into different models.

Employment Exploration: This category is for those individuals who do not have experience working in the community, but may be interested in learning more about it. When not spending time on learning about community options, these individuals can work in the Achieve production room. A typical ratio for someone in this area would be 1:6 to 1:10

Employment Development: Individuals in this category are interested in working at a community job and need assistance finding employment. When not working in the community, these individuals may work in Achieve's production room. Typically, individuals in this area would be able to work independently once they learn the job.

Employment Support: This category is for individuals that work in the community. They could work individually with support or in a group setting. Ratios typically are 1:4 or independent.

Prevocational: Individuals in this category work in the production area and may do other non-work activities. A typical ratio for someone in this area would be 1:4 to 1:6

Day Supports: Participants in this category do not focus on work during their day. Working a portion of the day is an option for people in this model, but it is not a primary focus. Participants in this area typically are involved in community inclusion activities and require more intensive personal care assistance and need help in most activities of daily living. A typical ratio for someone in this area would be a 1:3 to 1:4.

Vocational Rehabilitation Services (VRS): These services are specifically for individuals interested in independent community employment. In order to access these services individuals must apply to Vocational Rehabilitation Services. Achieve is a vendor contracted with VRS to provide this service. VRS can be reached at 651-259-7366

GETTING STARTED AT ACHIEVE

HOW TO START.....



- Tour (bring whomever can help you make a decision)
- Fill out an application form and return it to Achieve.
- Have your case manager write a letter requesting services from Achieve.

The tour will usually be scheduled within a week of when you call. Bring whomever you feel will help you make a decision. You should have a county case manager work with you through this process.



Achieve is committed to the principles of equal employment opportunities. It is the policy of Achieve to recruit, hire, train and promote persons without regard to race, color, creed, religion, sex, national origin, marital status, status with regard to public assistance, disability, sexual orientation or age.

Achieve will also ask for more information which includes:



- A copy of your most recent psychological evaluation if you have one;
- A copy of your Support Plan written by your case manager;
- A record of a physical examination done within the last year;
- Reports from therapists or specialists that you've worked with (such as a speech or occupational therapist).
- Documents (such as a picture identification, Social Security Card and birth certificate) which prove you are eligible for employment. (Achieve will give you a list of the needed documents)
- Any Vocational Rehabilitation evaluations and reports

Within 30 days after receiving your application, someone from Achieve will call you or send you a letter to tell you if Achieve is able to provide services and if there is an opening available.

If Achieve is a good match, but there is not an opening right away, your name will be put on a waiting list. The waiting list is reviewed each time someone leaves Achieve. Names are kept on the waiting list in order by when their application was received.

ONCE YOU HAVE DECIDED TO START.....

You will have an admission meeting.



Besides yourself and your guardian, if you have one, you can invite other people to your meeting such as: your case manager, and people who work at your residence. Others could be – interested family members, people from your school or current job, therapists that you work with, and others you might like to invite.

The purpose of the admission meeting is to plan a smooth move into Achieve’s program, and *you should take an active role in that process!*



You can take an active role by:

- Deciding what you would like to do for your career
- Thinking about what you would like to accomplish in the next year
- Sharing your opinion on what you've enjoyed doing in the past and what you would like to continue doing at Achieve



During the admission meeting, Achieve will give you and your guardian information on Achieve policies and procedures. Also, you and others will be asked to exchange information and ideas, to talk a little more about the things you'd like to do while at Achieve, complete a Support Plan Addendum (a report that gives ideas on how to keep you safe) and to decide on a start date which can be anytime after your admission meeting.

- Initial Planning Meeting



After you have been working at Achieve for about 45 days, another meeting will be held to talk about how you have been doing and to make sure that it is right for you. This includes reviewing your Support Plan Addendum and proposed goal areas for you to work on in the coming year.

SHARING YOUR INFORMATION

Achieve actively promotes its services and programs in many ways. As a result, we will ask you if it is okay to use your name and photograph for publicity and marketing purposes. This information could be included in our quarterly newsletters, on promotional material, on our website, on LinkedIn, through Facebook and other electronic social media. You are under no obligation to consent to this. You have the right to change your mind at any time.

WHO WORKS AT ACHIEVE?

Training Specialist (TS):

The Training Specialist supervises you in your program or work area. Each is responsible for between 10 and 13 participants. The Training Specialist is the lead person in your area and is key to the successful involvement of people he/she supervise. Your Training Specialist will attend all of your meetings and review your progress on any goals and work you've done. The Training Specialist is supervised by a Program Supervisor.

Training Assistant (TA):

The Training Assistant provides work direction and supervision to you and other workers in your area. TA's don't typically come to meetings, but will work very closely with you during your day at Achieve. The Training Assistants are supervised by a Program Supervisor.

Program Specialist:

Achieve has one Program Specialist who coordinates and attends all meetings, and monitors paperwork for meetings. You will see the Program Specialist at almost all of your meetings. The Program Specialist is often the contact for meeting changes or questions about general Achieve paperwork. The Program Director supervises the Program Specialist.

Program Supervisor or Designated Coordinator (DC):

There are three Program Supervisors at Achieve. Each is responsible for about 1/3 of the staff and participants of Achieve. They supervise Training Specialists and Training Assistants and are responsible for the overall program of their areas. A Program Supervisor may attend a team meeting to monitor interactions of the people he/she supervises, to keep in touch with how things are going, and to represent certain opinions of their area. When you start working at Achieve you are assigned to an area. The area you are assigned to will determine who your Program Supervisor is. The Program Director supervises all the Program Supervisors.

Program Director (PD) or Designated Manager (DM):

The Program Director is in charge of the overall development of programming and structure of the Achieve program. The Program Director is supervised by the CEO. The Program Director also supervises transportation staff.

Job Coach:

If you work at a community job site you may have a staff assisting you while you are there. This person is called a Job Coach. The Job Coach assures that all required work is completed to the employer's expectations and will help you become as independent as possible at the job. The Job Coach could be a Training Assistant or Training Specialist from your area, or another area within Achieve. The Job Coach is supervised by a Program Supervisor.

Chief Executive Officer: (CEO)

Achieve has one CEO. The CEO is in charge of the Achieve budget and oversees the over-all Achieve Program. The Achieve Services, Inc. Board of Directors supervises the CEO.

Assistant Program Director:

This position has the same responsibilities as the Program Supervisor along with some additional administrative responsibilities. The Program Director supervises the Assistant Program Director.

Behavior Specialist:

Achieve has one Behavior Specialist who monitors behavioral programs, provides inservice instruction, writes formal Positive Support Transition Plans and represents this information at meetings. The Behavior Specialist may also attend psychiatric appointments if the team so desires. If the Behavior Specialist attends your meeting, s/he is representing behavior approaches and providing insight into this aspect of Achieve's services. The Program Director supervises the Behavior Specialist.

Community-Based Production Specialist:

There is one Production Specialist for community employment. The person in this position locates community employment for participants, assists in the training in these jobs and monitors overall quality. The Production Specialist also monitors wage-and-hour issues, such as sub-minimum wage arrangements with community job sites. If this person is attending your meeting, s/he is representing your community employment opportunities. The Chief Executive Officer (CEO) supervises the Community-Based Production Specialist.

In-House Production Specialist:

There is one Production Specialist for jobs done in the Achieve workshop. The person in this position locates piece-work jobs that are completed in the Achieve shop in Blaine. This person also monitors wage-and-hour issues, such as the rate paid per piece in the production area. If this person is attending your meeting, s/he is representing work done in the production area or may be there to explain payroll needs. The Chief Executive Officer (CEO) supervises the In-House Production Specialist.

Job Placement Specialist

Achieve has one job placement specialist whose role is to find independent community employment for participants. This position is also the contact for Vocational Rehabilitation refers. The Program Director supervises the Job Placement Specialist.

Registered Nurse: (RN)

The nurse is at Achieve on an irregular basis and is available by telephone when needed. The nurse reviews medical concerns, advises on OSHA and other health standards, monitors and trains staff in medication administration, etc. The nurse may attend your meeting if medical or health issues require it. The nurse is contracted through Health Counseling and is provided as part of Achieve's services. Health Counseling standards require that the consulting nurse have a Registered Nurse qualification.

Bus/Van Driver:

Achieve has staff members that drive vans or buses. Drivers are responsible for picking up participants in the morning and delivering them safely to Achieve. Transportation staff bring staff and participants to job sites during the day and delivering participants home at the end of the day. All drivers are supervised by the Program Director.

Transportation Attendants:

The attendants assist participants who ride the Achieve buses by locking down the wheelchairs, monitoring participant behaviors and other safety needs. Transportation Attendants are supervised by the Program Director.

Administrative Assistants:

There are two Administrative Assistants who handle the reception area, answer phones and direct visitors. They are also responsible for accounts payable, payroll, agency billing and other general office duties. The Administrative Assistants are supervised by Human Resources Manager.

Human Resources Director:

There is one Human Resources Director at Achieve who is responsible for employee benefits, payroll oversight, personnel matters, agency risk management and other staffing regulations. The Human Resource Director supervises the Administrative Assistants and the Substitute Staff. The CEO supervises the Human Resource Director.

Development Director:

There is one Development Director at Achieve who is responsible for assisting with fundraising and grant acquisition. The CEO supervises the Development Director.

Job Placement Specialist:

Achieve has one job placement specialist whose role is to find independent competitive employment in the community for those interested in that option. This position also is Achieve's Vocational Rehabilitation Services contact. The Program Director supervises this position.

Activities and Life Enrichment Coordinator:

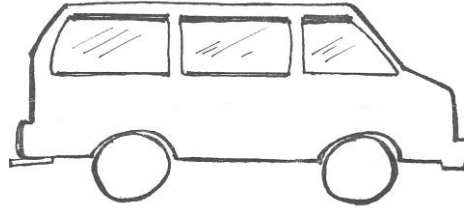
There is one Activities and Life Enrichment Coordinator position at Achieve. This position is responsible for developing activities and resources for participants. This service is available for any participant. The Assistant Program Director supervises this staff person.

WORKING AT ACHIEVE

HOW TO GET TO WORK...

You can decide what transportation you will take to and from work.

- Achieve Bus or Van
- Anoka County Traveler
- Independent Transportation
- Metro Transit
- Special Transportation Service (STS)
- Metro Move
- Lyft



Achieve has cars, vans and buses that will get people to and from work. An Achieve vehicle could pick you up in the morning anytime between 6:30 and 9:45 (depending on where you live). An Achieve vehicle could also bring you home in the afternoon when you've finished your workday anytime after 1:00.

The Anoka County Traveler has fixed routes and dial-a-ride routes. If you live off the fixed route, it may be possible to get a standing order dial-a-ride. You can call the Traveler at (763) 422-7075 for information or Achieve can help you arrange Traveler transportation to work. Achieve staff do not supervise public transportation routes.

Metro Transit provides public transportation in certain areas. For general information call (612) 373-3333. Metro Mobilty provides special transportation service for those who are certified. They can be reached at (651) 602-1100.

Starting in 2024 Metro Move became an option for individuals who are on waived services. Your county case manager will need to submit a referral.

There are a number of other smaller services available as well, including STS transportation services and Lyft. STS transport services are small special transport services that provide more individualized transportation.

WORK RULES...

These rules vary depending on where you work. In the Production Area, the rules are:

- No food or drink in the production area.
- Respect other people and their belongings.
 - (Do not take things that don't belong to you)
- No smoking or drinking alcohol within the building. There is a designated outdoor smoking area.
- Drugs are not permitted unless prescribed by a physician. Weapons and/or dangerous items are not permitted at Achieve.
- Don't take pictures of other participants



Other work rules are decided by specific program areas or job locations. Your Training Specialist can tell you about any work rules that pertain to your work group.

Some general rules that apply no matter where you work are:

- Be reliable and be on time
- Don't argue with your supervisor. If you have a concern, you should follow the grievance procedure outlined on page 32.
- Do not use bad, unkind or offensive language.
- Take responsibility for your actions.
- Respect your co-workers
- Dress appropriately for the job

Work Hours

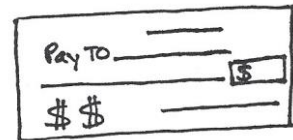
- A full work day is typically 6 hours, including transportation.
- Achieve is open from 6:30 – 4:00, Monday through Friday.



In general, most Achieve participants start work between 8:00 and 10:00 in the morning and finish their day between 1:00 and 3:30 in the afternoon. This includes people that work in the Achieve building and those that work at community jobs. The exact time depends on where you work, where you live and which transportation service you use.

PAY...

- Piece-Rate or Hourly Rate



Pay days are every other Friday for the work that you do at Achieve.

Some jobs at Achieve are paid by piece-rate. This means that you are paid for each piece of work you produce.

Some jobs on-site such as janitorial work, recycling, and material handling are paid on an hourly rate at minimum wage for how long you do the job, instead of how much of the job you do.

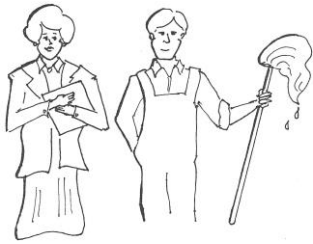
Pay rates for piece-rated jobs are based on a prevailing wage. This amount is determined by surveying similar jobs being done in the community and determining the average pay employees receive. This rate assumes the employee is producing at 100% of norm (the amount of work a typical employee would be able to get done in the same amount of time). You will receive a list of the rates for each of the jobs done at Achieve. If this rate changes you will receive an updated list.

If you are regularly employed at a job in the community, the company that you work for will pay you for the work you do there. If you are training at a new community job, Achieve may pay your training wages (hourly rate) for the first few days. If you are substituting for someone who works at a community job, Achieve may pay you an hourly rate.

All community jobs pay an hourly rate. That rate can be the state's minimum wage or higher depending on the employer. Your Training Specialist can tell if you will be paid at a piece rate, minimum wage or higher.

If you have questions about how your employment will impact your benefits, please go to this website to help you answer these questions: www.mn.db101.org

WHAT TO WEAR...



This depends on where you work. People who work janitorial jobs dress differently than people who work in an office setting.

If you work in an office setting you should be prepared to dress in a manner required by the employer. Clothing items that are not acceptable for an office are:

- Torn, ripped, or sloppy clothing
- Printed T-Shirts and sweatshirts with slogans or pictures that could be perceived as offensive
- Overalls
- Spandex, tight fitting leggings or other tight fitting clothing
- Hospital or Medical-type scrubs
- Swimwear, sleepwear
- Muscle shirts, sleeveless t-shirts, spaghetti strap shirts, halter tops or other types of revealing clothing. (sleeveless blouses and sleeveless sweaters are acceptable)
- Skirts should be of appropriate length, no mini-skirts.
- Any pants, skirts or shirts that may expose a bare midriff.
- Flip-flop style sandals.
- Sweatpants

Your Training Specialist can help you decide what to wear. Some community jobs require a uniform. You will be held responsible for keeping your uniform clean and in good repair. Wherever you work, be sure to select clean and comfortable clothing.

WHERE I WILL WORK...

You, along with Achieve staff, your guardian, county case manager, and others from your team will decide where you work. Achieve encourages community-based employment, but recognizes that community-based jobs may not be preferred in all circumstances.

Some things that affect where you work are:

- Whether you want to work in a community job or in the production area of Achieve.
- The types of jobs you can perform and like to do.
- Availability of community jobs that match your skills.
- How many hours per day you are able and want to work.
- Therapies and other services that you want to use at Achieve.



If you are interested in community-based employment talk to your staff or the Production Specialist about what you are interested in. They will help you through the process of finding the job that is right for you. This may include doing research on-line, going to job fairs, doing job trials at existing sites, visiting potential employers, etc. A Positive Personal Profile may be completed to identify current job experience, interests and plans for future employment.

IF YOU WANT TO CHANGE JOBS...

- Talk to your Training Specialist
- Bring it up at your next team meeting



A form called a “Request for Evaluation” will be completed to ask that your current work assignment at Achieve be changed. It is possible that the change could occur quickly, or that it could take some time depending on the type of change you want and what is available.

Changing jobs could mean:

- Moving from one community job to another
- Moving from the Achieve production area to a community site
- Moving from a community job site to the Achieve production area
- Working longer or shorter hours

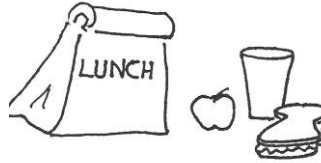
IF YOU WANT TO GET A PROMOTION ...

The opportunity for advancement in an existing job varies depending on what job you are doing and the employer you work for. Advancement is based on successfully completing your current job duties and demonstrating that you have the skills necessary to do the advanced job. Achieve’s expectation is that all participants will progress, and our commitment is to present new challenges as progress occurs.

For more information about advancement opportunities in your job, talk to your Training Specialist.

LUNCH...

- Bring a lunch from home



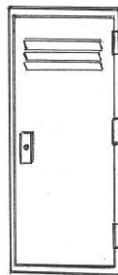
- At some job locations, you can buy a lunch at or near where you work

Some locations have a refrigerator available to keep your lunch cold and microwave ovens to use to heat your lunch if needed.

If you will be working in the community and eating there, each job site has its own arrangements for lunch. You can check with your Training Specialist find out what these are.

PERSONAL BELONGINGS AT ACHIEVE...

Depending on your work location, lockers or desks may be available.



Achieve recommends that you do not bring valuable items to work and that you limit the amount of personal items you carry each day. It is recommended that you not wear jewelry or bring items such as CD's, DVD's, iPods, or other personal items, as Achieve staff cannot be responsible for monitoring their whereabouts. Under no circumstances will Achieve be liable for lost or damaged personal items.

ACHIEVE'S WORK SCHEDULE...



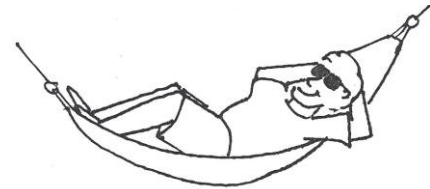
- Achieve is open all year long
- Achieve is closed on certain days for holidays and staff training.

You will get a calendar to let you know the dates of when Achieve will be closed so you can prepare.

If you work at a community job site, you may be asked to work on some of the holidays or staff training days. This is up to you and your Training Specialist or the Production Specialist to discuss. In addition, your job site may be closed some days as well.

VACATIONS AND TIME OFF...

- Take time off when you can arrange it throughout the year
- Give us as much notice as you can for days you are taking off
- Vacation time is not paid



SICK AND SAFE TIME

If you are anticipating working 80 hours in a calendar year, for hours worked and paid through Achieve, you will earn Sick and Safe Time. You can use earned sick and safe time for reasons such as:

- Illness, treatment, or preventative care
- a family members illness, treatment, or preventative care
- closure of the workplace due to weather or public emergency
- to attend a funeral

Sick and safe time accrues at a rate of .0334 hours per hour worked. You will earn a maximum of 48 hours annually. Unused ESST rolls over to the next year. The maximum balance available at any one time is 80 hours, and if that limit is reached, accruals will stop. Accruals will resume if the balance is reduced below 80 hours and you have not yet accrued 48 hours in that calendar year.

If you would like to use your ESST, let your training specialist know and they will assist you in filling out the form for payroll processing. You can use ESST up to the number of hours you are typically scheduled to work on the given day of absence. At discharge from Achieve and/or if you stop working, your ESST has no cash value. If you return to work within 180 days, the ESST balance at the time of your most recent discharge or end of employment will be reinstated. If you return after the 180 day window, there is no reinstatement of previous balances of ESST.

MOVING

If you move residences, we ask that you confirm with our transportation department that we are still able to transport you to the new address. Achieve transports within a large range; however, there are areas that we are not able to provide transportation. We require a 30-day notice in order to make any transportation adjustments.

WHO PAYS FOR MY ATTENDANCE AT ACHIEVE?

The cost of coming to Achieve is determined by a ratio that is based on the level of staff supervision and assistance that is needed. This rate is an amount based on a formula that the state sets.

Medical Assistance (MA) pays for most people who come to Achieve. If you have a “waiver” or live in a group home it is likely that MA pays for your attendance.

For others, the county that is financially responsible for you pays for your time at Achieve. If none of these options are available, you may pay through your private funds or Vocational Rehabilitation may fund your service.

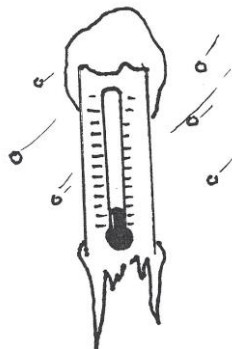
Before you start at Achieve your county case manager will identify how services will be funded.

ATTENDANCE

We ask that all participants attend work at least 50% of all days scheduled to attend. We recognize that not everyone is scheduled to attend 5 days per week; however, attending at least half of all days scheduled is an expectation. Failure to attend at least 50% of all scheduled days can result in termination of services. See section: “Suspension or Firing” for more information.

SNOW STORM/SEVERE WEATHER...

- Listen to WCCO Radio – 830 AM in the morning
- Check Achieve’s Facebook page



SICK OR UNABLE TO COME TO WORK...

- If you are sick or unable to attend work, please call the office at (763)783-4909 and let the receptionist know or leave a message. Then we can notify the transportation department that you will not need a ride to work.

Depending on your work arrangements, you may need to contact staff as well. Your Training Specialist will talk to you about your situation.



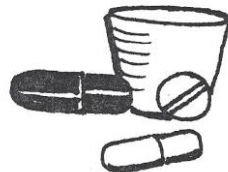
The phones are answered from 7:00AM – 4:00 PM, Monday through Friday. You can leave a message at any time. You will not be paid for the days that you take off from work due to illness.

MEDICATION AT WORK...

If you want, Achieve staff can help you take medications at work.

If you want help, we'll need:

- A doctor's order
- Consent from you and/or your legal guardian
- Medications provided in a pharmacy labeled container



Achieve doesn't supply comfort medications such as Aspirin or Tylenol. If you would like to have these at Achieve, and your guardian approves, you can bring in your own supply. These will be kept in a locked container at your location. We will need a standing order signed by your doctor in order give out them to you.

Staff are trained in giving out medications by our Nurse or a Health Counseling sponsored medication administration program. In both cases, the training is based on state requirements.

Medication cannot be transported to Achieve through our driving staff. You will have to make arrangements for delivery of any needed medication to Achieve personally. PRN (as needed medications) medications needed on our vehicles are passed back and forth between home, driving staff and the in-house Achieve program area staff daily. Typical PRN medications are for seizures and allergies, such as bee stings.

PERSONAL APPOINTMENTS DURING THE MIDDLE OF THE DAY...

Let your Training Specialist know ahead of time whenever possible.

If being picked up at the Blaine location, be sure that the person who is picking you up signs in at the front desk. We may have to verify that the person picking you up is authorized to do so. The person picking you up could be asked to provide photo identification.

If leaving on your own, your team should approve of this – this will be documented on your Coordinated Service and Support Plan Addendum.

If there are people that you or your guardian do not want to have authorization to pick you up at Achieve, this should be brought up at your admission meeting or a team meeting. This will then be included in your Coordinated Service and Support Plan Addendum.

VISITORS AT WORK...



- Whenever possible, visitors should come during break times, so that your work is not disrupted.
- All visitors must sign in at the front desk at the Blaine location. They will have to show identification if we don't know who they are.
- Visitors wanting to talk to an Achieve staff person during a visit should arrange a time in advance whenever possible.
- Community job sites have their own rules for visitors and guests. Please have your family and friends check with your Training Specialist or Job Coach to arrange a visit to a community job site.



UPDATES ON WORK PROGRESS...

- You will receive written reports about how you are doing at work on a schedule that you and your team determine.



- Your team will meet to talk about how you are doing at work and make plans for the future at least once per year.

Besides yourself and your guardian, if you have one, you can invite other people to your meeting such as: your case manager, and people who work at your residence. Others could be – interested family members, people from your school or current job, therapists that you work with, and others you might like to invite.

It is your meeting, so you decide who you would like to attend and what the agenda is. Sometimes participants will show the people at their meeting some of the jobs they do while at Achieve. This is an option that is available to you if you choose it.



Phone calls and written notes between meetings are welcomed. Let your Training Specialist know if you would like more frequent communication using phone calls, emails or a written notebook.



WRITTEN RECORDS ABOUT YOU KEPT AT ACHIEVE...

- Information on personal goals.
- Assessments, programs and progress summaries.
- Job performance information.
- Support Plan (completed by your county case manager)
- Reports from your home and from other services you receive.
- Medical information, such as medications given to you at Achieve, illness reports, therapy reports, physical examination reports from your doctor.
- Payroll information



Your rights regarding this information:

- You have the right to know if Achieve is keeping written information about you.



- You have a right to see the information (as long as it is not confidential).



YOU HAVE CERTAIN RIGHTS AND RESPONSIBILITIES...

WHAT IS A RIGHT?

Something I am allowed to do or have all the time.

WHAT IS A RESPONSIBILITY?

Something I agree to do to the best of my ability.



Service Related Rights

I HAVE A RIGHT TO BE INVOLVED IN CREATING AND EVALUATING MY PROGRAM PLAN AND THE SERVICES I RECEIVE AND TO HAVE MY SERVICE AND SUPPORT NEEDS ADDRESSED IN A RESPECTFUL MANNER TAKING INTO ACCOUNT MY PREFERENCES, NEEDS AND ACCOMPLISHMENTS.

I understand that I need to do the following as I exercise this right:

- Be involved in deciding what skills I want to work on.
- Discuss areas of change that may be uncomfortable for me.
- Discuss this with my family, social worker, advocate or other staff.
- Work on need areas that have been decided for my program plan.

I HAVE THE RIGHT TO HAVE A PLAN THAT IS CONSISTENT WITH PERSON-CENTERED PLANNING, SELF-DETERMINATION AND PROVIDES FOR THE MOST INTEGRATED SETTING AND INCLUSIVE SERVICE DELIVERY.

I understand that I need to do the following as I exercise this right:

- Participate in person-centered approaches to planning my future at Achieve.
- Look toward my future goals and share these ideas with staff.
- Try new things that may be outside my comfort zone (within reason).

I HAVE THE RIGHT TO TERMINATE (STOP) OR REFUSE SERVICES AND BE INFORMED OF THE CONSEQUENCES OF REFUSING OR TERMINATING SERVICES.

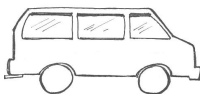
I understand that I need to do the following as I exercise this right:

- To go to the ‘Boss’ and explain why I want to stop or refuse services. (The ‘Boss’ could be your Training Specialist, Job Coach or the Program Supervisor)
- Remember that people may not agree with my decision to stop the service.
- Remember that I could lose my services at Achieve and not get them back easily.
- I should try out new things even when I am not sure about them, it may turn out I like doing it.

I HAVE THE RIGHT TO KNOW, IN ADVANCE, SERVICE LIMITS.

I understand that I need to do the following as I exercise this right:

- To learn about what services I can and cannot get.
- To be willing to check out all of my options for services.
- To try to use the services I have to get the things I need.



I HAVE THE RIGHT TO KNOW ADMISSION (START), TERMINATION (STOP), SUSPENSION (TEMPORARILY STOP) AND TRANSFER TERMS.

I understand that I need to do the following as I exercise this right:



- Remember that admission means ‘start’ and termination means ‘stop’.
- Know the policies and routines.
- Know I can’t be asked to leave without explanations being given and understood.
- Listen to reasons why services are being stopped.
- Learn about my appeal rights. I can question what happened, and what the reasons are.

I HAVE A RIGHT TO A COORDINATED TRANSFER THAT WILL ENSURE CONTINUITY OF CARE WHEN THERE WILL BE A CHANGE IN THE SERVICE PROVIDER.

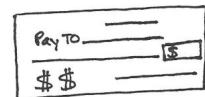
I understand that I need to do the following as I exercise this right:

- I will need to let my Achieve staff know that I am changing services and then allow them to share information with the new provider

I HAVE THE RIGHT TO KNOW SERVICES CHARGES AND TO BE NOTIFIED WHEN THAT CHANGES.

I HAVE THE RIGHT TO KNOW FUNDING SOURCES.

I understand that I need to do the following as I exercise this right:



- To understand what the services cost and who pays.
- To ask my Training Specialist for current rates and services charges.
- To know what I'm paying for.
- To know who is providing services; are they employed by Achieve or are their services separate.
- To know that I can't work in another licensed day training and habilitation program while working at Achieve.

I HAVE THE RIGHT TO WORK WITH TRAINED AND COMPETENT STAFF AND TO BE AWARE OF WHO IS QUALIFIED TO PROVIDE SERVICES BASED ON MY CARE PLAN.

I understand that I need to do the following as I exercise this right.

- To know that staff are trained to help and support me.
- To have understanding and helpful staff.

Protection Related Rights

I HAVE A RIGHT TO PRIVATE RECORDS AND TO BE NOTIFIED OF WHO IS RECEIVING THIS INFORMATION.

I HAVE A RIGHT TO SEE MY RECORDS.



I understand that I need to do the following as I exercise this right:



- I need to know what staff write or put in my records.
- I can ask questions about what is in my records and discuss this with staff.

I HAVE THE RIGHT TO BE FREE FROM MALTREATMENT.

I understand that I need to do the following as I exercise this right:

- I need to know that maltreatment means “bad treatment”.
- Maltreatment can also be financial or other exploitation.
- I will treat people how I want them to treat me.

If you are being maltreated, you can report it to your family, residential staff or any staff at Achieve. At Achieve you can report to the following people: Jim Rooker, Cassie Derner, Joe Loskota or Traci Stoa, all at phone number: 763-783-4909. You can also contact the Minnesota Adult Abuse Reporting Center at 1-844-880-1574.

I HAVE THE RIGHT TO BE FREE FROM RESTRAINT, TIME OUT, OR SECLUSION EXCEPT FOR EMERGENCY USE OF MANUAL RESTRAINTS TO PROTECT ME FROM IMMINENT DANGER TO MYSELF OR OTHERS.

I understand that I need to do the following as I exercise this right:

- If I am presenting a danger to myself or others staff will assist me in remaining safe. This could include temporarily being restrained.
- There are specific guidelines and rules regarding restraints that staff are trained in and follow.
- If I have questions about restraints, I can talk to our Behavior Specialist to get more details (763-717-7841)

I HAVE THE RIGHT TO RECEIVE SERVICES IN A CLEAN AND SAFE ENVIRONMENT

I understand that I need to do the following as I exercise this right:

- If I have concerns about cleanliness or safety, I will talk to my Training Specialist or Program Supervisor

I HAVE THE RIGHT TO BE TREATED WITH COURTESY AND RESPECT AND RECEIVE RESPECTFUL TREATMENT OF MY PROPERTY.

I understand that I need to do the following as I exercise this right:

- I understand that people should treat me with respect.
- I know that others shouldn't talk about me without my permission, or talk to me about private matters in front of other people or in a way that may humiliate me.
- If I have concerns about this I should talk to my Training Specialist or Program Supervisor

I HAVE THE RIGHT TO REASONABLE OBSERVANCE OF CULTURAL, ETHNIC PRACTICES, AND RELIGION

I understand that I need to do the following as I exercise this right:

- I will let my staff know about any cultural, ethnic or religious practices I would like to observe.

I HAVE THE RIGHT TO BE FREE FROM BIAS AND HARASSMENT REGARDING RACE, GENDER, AGE, DISABILITY, SPIRITUALITY AND SEXUAL ORIENTATION

I understand that I need to do the following as I exercise this right:

- I will alert staff to any concerns I have related to bias or harassment
- Achieve has a policy that outlines the process to follow if there are concerns about harassment.

I HAVE THE RIGHT TO HAVE MY COMPLAINTS HEARD INCLUDING HOW TO CONTACT PEOPLE RESPONSIBLE FOR ADDRESSING MY PROBLEMS

I understand that I need to do the following as I exercise this right:

- I can make a grievance.
- I can call my parents/guardian and ask for help.
- I can go to my social worker.
- I can talk to the staff.
- I can call an advocate.
- I understand that no one will hurt me if I tell on them.
- I need to be informed of the Grievance Policy.
- I need to know how to use the grievance policy and the appeals process.
- I need to know that I am free from retaliation if I report a grievance.



I HAVE THE RIGHT TO ADDITIONAL INFORMATION AND ASSISTANCE.

I understand that I need to do the following as I exercise this right:



- I can call my social worker.
- I can call 911 if it's an emergency.
- I can take it to court and appeal what they said or did.
- I can talk to another staff member.
- I can talk to the "boss" or the supervisor.
- I can talk to advocacy organizations or the Ombudsman's office to get more information. (more detail information is at the end of this handbook)

I HAVE THE RIGHT TO STAND UP FOR MY RIGHTS OR HAVE OTHERS STAND UP FOR MY RIGHTS FOR ME WITHOUT RETALIATION.

I understand that I need to do the following as I exercise this right:

- I can join a self-advocacy group.
- I can learn about my rights from another self-advocate.
- I can talk to an advocate, professional, friend or family member.



I HAVE THE RIGHT TO REFUSE TO PERFORM SERVICES AND/OR PARTICIPATE IN AN EXPERIMENT.

I understand that I need to do the following as I exercise this right:

- I have the right to say “No”.
- Ask staff to inform me and define for me all the terms and conditions before I agree.
- Get good information before making a decision.

I HAVE THE RIGHT TO HAVE FRIENDS.

I understand that I need to do the following as I exercise this right:

- Learn the best ways to have friends and to be a friend.
- Know that staff can’t tell me who my friends are or who I can be friends with.
- Remember that I have to be nice and friendly.
- Let visitors know that they should check in with the receptionist at the front desk and if at all possible they should visit during my break or lunch.



I HAVE THE RIGHT TO PERSONAL PRIVACY.

I understand that I need to do the following as I exercise this right:

- Tell people when I want to be alone.
- Close the bathroom door.
- Tell people to go away if I want to be alone.

I HAVE THE RIGHT TO PLAN ACTIVITIES.

I understand that I need to do the following as I exercise this right:

- Let people know what I want to do.
- Save my money so I can afford to do things.
- Ask people to help me make arrangements.
- Non-work related activities should be reserved for time away from the work area and after work hours whenever possible.



I HAVE A RIGHT TO KNOW THE RULES AND POLICIES OF ACHIEVE.

I understand that I need to do the following as I exercise this right:

- Ask questions in order to be fully informed.
- Look at the Employee Handbook for information.

I HAVE THE RIGHT TO ACCESS TO MY PERSONAL POSSESSIONS AT ANY TIME INCLUDING MY MONEY.

I understand that I need to do the following as I exercise this right:

- I should keep track of my personal possessions and not share with those I do not want to share with
- I need to have a secure place to keep my belongings

Limiting your rights for the purpose of health, safety, and well-being for you can only be done through team approval. This will then be documented in your Plan at Achieve. Each restriction will be reviewed at least semi-annually.

If you have any questions about these rights, please bring them up at your admission meeting, at any other team meeting, or with your Training Specialist. See also the following page for details on filing grievances.

PARTICIPANT INVOLVEMENT

A Participant Involvement Committee (PIC) meets every month to talk about your concerns and ideas. The PIC has one participant representative from each program area. If you are interested in being a representative, let your Training Specialist know.

Topics discussed at PIC include:

Accessibility
Safety
Work

Transportation
Participant Rights
Other issues

VOTING

If you want to vote on Election Day, please go to the following website to find your polling place:
www.sos.state.mn.us

WHERE TO GO IF I HAVE PROBLEMS...

Should a grievance be raised, the procedure outlined below should be followed. If assistance is needed, see your Program Supervisor for assistance.





1. All complaints affecting your health and safety will be responded to immediately by your Program Supervisor or Program Director. We encourage individuals to be empowered to try to resolve issues with others as they are comfortable and to engage staff to assist as needed.
2. If at any time you need assistance with this process, talk to your Training Specialist or Program Supervisor. Additional information on outside agencies that can also provide assistance can also be provided to you.
3. If for any reason you choose to use the formal grievance process, your Program Supervisor or Program Director will notify you in writing or talk to you about the formal grievance process.
4. When a formal grievance is made, your Program Supervisor or Program Director will initially respond in writing within 14 calendar days of receipt of the complaint.
5. If you and/or legal representative are not satisfied with the response of the Program Supervisor and/or Program Director, you may request, orally or in writing, that your formal grievance be addressed by the Chief Executive Officer. The Chief Executive Officer will respond within 14 calendar days.
6. All complaints must and will be resolved within 30 calendar days of receipt of the complaint. If this is not possible, the Chief Executive Officer will document the reason for the delay and the plan for resolution.
7. If you or your legal representative believes your rights have been violated, you may contact the county's Adult Protection Services or the Department of Human Services. In addition, you may contact advocacy agencies and state you would like to file a formal grievance regarding your services. There is a list of advocacy groups on page 34 of this handbook.
8. As part of the complaint review and resolution process, a complaint review will be completed by the Program Director or the Program Supervisor and documented by using the *Internal Review* form regarding the complaint.
9. Based upon the results of the complaint review, Achieve Services, Inc. will develop, document, and implement a corrective action plan designed to correct current lapses, if any, and prevent future lapses in performance by staff or Achieve Services, Inc.
10. You, and/or your legal representative and case manager will receive a written summary of the complaint and a notice of the complaint resolution.

QUITTING WORK AT ACHIEVE...

- If you have a legal representative, discuss this with them.
- If possible, give at least two weeks notice.



RETURNING TO ACHIEVE AFTER QUITTING...

- Fill out an application. 
- Send a copy of your most recent psychological evaluation if you have one.
- Send a copy of your Individual Service Plan or Coordinated Service and Support Plan, written by your Case Manager.
- Send a record of a physical examination done within the last year.
- Reports from therapists or specialists that you've worked with (such as Occupational or Speech Therapy).
- Documents (such as a picture identification and birth certificate) which proves you are eligible for employment. (Achieve will give you a list of needed documents) 

Within 30 days after receiving your application, someone from Achieve will call or send you a letter to tell you if Achieve has an opening for you.

If Achieve is a good match, but there is not an opening right away, your name will be put on a waiting list. The waiting list is reviewed each time someone leaves Achieve.

Names are kept on the waiting list in order by when their application was received.

SUSPENSION OR FIRING...

Suspension means being asked to leave Achieve for a short time.

Firing or Discharge means being asked to leave Achieve permanently.

Being suspended or fired is a last resort and is only used when your behavior is dangerous to yourself or others and other methods of working with you have not stopped the dangerous behavior.

Suspension

Suspension from the Achieve Program:

If Achieve plans to suspend you:



- Your County Case Manager, legal representative and residence will be notified in writing on the first day of temporary suspension.
- A written report of what caused the suspension will be sent to these same people.
- A plan will be developed outlining the length of suspension and plans for returning.

Suspension from a Community Job:

Being suspended from a community job site works a little differently. If you do not follow work rules at a community job site, you may be suspended from that site, but not from Achieve. In this case, you would return to Achieve's in-house production area and complete work there during the time you were suspended. This does not apply to participants in the Supported Employment Services (SES) or Vocational Rehabilitation Service (VRS) program. A participant who is suspended from their job while in SES or VRS will go home until the suspension is lifted.

Reasons for being suspended from a community job:

- Treating other employees in an inappropriate way.
- Refusing to follow directions from a supervisor.
- Abusing, destroying or stealing property.
- Being late or absent from work a lot without a good reason.

Discharge...



If there are plans to discharge you from the Achieve program, Achieve will:

- Have a meeting to try and find ways to meet your service needs.
- Send written notification of the plan for discharge, the reasons why and details of your right to get a temporary order staying the discharge. This notification will be given on the first day of the suspension (if there is one) and at least 60 days before the proposed discharge date.
- Cooperate with your transfer into another program by providing them with information that is requested.
- Complete a written discharge report which will include ideas for resources and services to meet your needs. This report will be sent to your support team at least ten days before the intended discharge.

If you are being discharged from Achieve, you have the right to appeal the discharge and to have an attorney represent you. Services at Achieve will continue if the appeal is filed before the intended discharge date. Achieve will follow our Grievance Policy timelines (see page 32, “WHERE TO GO IF I HAVE PROBLEMS...”) in response to all appeals.



OTHER DAY TRAINING PROGRAM OPTIONS IN ANOKA COUNTY...

- | | |
|------------------------|--------------|
| • Opportunity Partners | 763-792-4581 |
| • Opportunity Services | 763-755-7866 |
| • RISE | 763-786-8334 |
| • RISE, CIP | 763-784-0900 |

All of the programs listed offer work and training in job skills. Each agency has its own identity and areas of expertise.

Your Case Manager can help you call other programs to set up a tour or to gather further information.

ADVOCACY ORGANIZATIONS, SELF-DETERMINATION AND PEER MENTORING OPPORTUNITIES

There are a number of advocacy organizations that may be helpful if you have general questions or concerns about how to proceed. There are also organizations that will assist in identification of resources and best practices related to self-determination and peer mentoring processes. In each example there is contact information in order to request information.

ARC Greater Twin Cities
2446 University Ave. W., Suite 110
St. Paul, MN 55114-1740
952-920-0855
Fax: 952-920-1480
www.arcgreatertwincities.org
info@arcgreatertwincities.org

Ombudsman's Office for Mental Health and
Developmental Disability
121 7th Place East
Suite 420 Metro Square Building
St. Paul, MN 55101-2117
651-757-1800 or 1-800-657-3506
www.mn.gov/omhdd
Anoka County contact: Alicia Donahue
651-431-5201
Alicia.donahue@state.mn.us

MN DH Department of Licensing
444 Lafayette Road
St. Paul, MN 55115
651-431-6500
www.mn.gov/dhs/general-public/licensing
dhs.info@state.mn.us

MN Life College
7501 Logan Avenue So, Suite 2A
Richfield, MN 55423
612-869-4008
www.minnesotalifecollege.org

Advocating Change Together, Inc.
1821 University Avenue, Suite 306-S, St. Paul,
MN 55104
651-641-0297 or 800-641-0059
FAX: 651-641-4053
www.selfadvocacy.com/

Dept of Employment and Economic
Development
Vocational Rehabilitation Services
1201 89th Ave NE Ste 235
Blaine, MN 55434
763-783-4800
[www.mn.gov/dee/job-
seeker/disabilities/counseling](http://www.mn.gov/dee/job-seeker/disabilities/counseling)

Quality Mall
www.qualitymall.org

The Riot!
www.theriotrocks.org

Disability Linkage Line
866-333-2466
www.mndisability.gov/public

Minnesota Disability Law Center
430 First Avenue North, Suite 300
Minneapolis, MN 55401
612-332-1441
www.mylegalaid.org

The Minnesota Consortium for Citizens with Disabilities

2446 University Ave W, Suite 110
St. Paul, MN 55114
952-818-8718
www.mnccd.org

MN Rehabilitation Association
651-539-2286
mrarehab@gmail.com
www.mnrehab.org

The Minnesota State Council on Disability
121 East 7th Place, Suite 107
St. Paul, MN 55101
651-361-7800
www.disability.state.mn.us

Metropolitan Center for Independent Living
1600 University Ave W #16
St Paul, MN 55104
651-646-8342
Fax: 651-603-2006
www.mcil-mn.org/

Partners in Policymaking
The MN Governor's Council on Devel Dis
370 Centennial Office Building
658 Cedar Street
St. Paul, MN 55155
651- 296-4018

Self-Advocates Becoming Empowered
www.sabeusa.org

Center/Legal Aid Society
www.mndlc.org
website@mylegalaid.org

ACHIEVE SERVICES INC. CODE OF ETHICS

The Chief Executive Officer, Board of Directors and staff of Achieve Services Inc. are responsible for fulfilling the mission and philosophy of the organization. It is the purpose of the organization to serve people with developmental disabilities in a manner that promotes the best interests and welfare of each person served. As an agency we are committed to professional ethics that support the values of the delivery of our services. These core values are: Human Dignity, Respect, Self Determination, Protecting Human Rights, Collaboration, Cooperation and Helpfulness. These standards and values are intended to guide our decisions, behaviors and relationships in the delivery of service to adults with developmental disabilities. In addition to the mission and philosophy statement, the organization is committed to a policy of affirmative action and the following code of ethical behavior. These standards apply to all employees and the Board of Directors for Achieve Services Inc.

1.) Relationships With Participants:

All staff are committed to serving the individual needs of program participants, always placing the participants' interests above individual self-interest. Staff will uphold the rights of persons served, and treat them with dignity and respect at all times. Staff will maintain appropriate boundaries between their personal and professional life. Staff must demonstrate objectivity, integrity, respect and best practices in the delivery of service to our participants. Employees should be aware of their personal beliefs, values, needs, limitations, and the possible effects they may have on their work. Employees must be sensitive to real and perceived differences in power between themselves and others, to avoid the misuse of their influence. Staff will encourage participants to take part in Achieve's activities to the best of their abilities within the scope of their individual program plan and available service delivery.

2.) Professional Relationships:

Staff will act professionally at all times, by upholding the highest standards of integrity, honesty, confidentiality, and fairness. Staff will use the same standards of professionalism with people in the community, colleagues, people from other organizations and agencies, all of whom are working cooperatively for the benefit of the people being served. Personal and professional conflicts in the work place are to be resolved quickly, and constructively. Staff will not use a professional relationship to further their personal religious, financial, political or business interests, (for example: staff that have personal businesses outside of Achieve may sell to agency staff, but may not sell to participants at Achieve.) Staff that have personal businesses will not conduct personal business while on company time. In addition, Achieve is a non-discriminatory work place, which supports cultural diversity.

3.) Competence:

Staff will participate in and promote employee educational and professional standards. Staff will abide by all laws and agency policies, including MN Vulnerable Adults Law, Data Privacy, Consolidated Rule, and other areas specified in Achieve's Policies and Procedures, a copy of which is available in each program area and in supervisor's offices.

4.) Business/Financial/Marketing Practices:

Sound business practices will be followed at all times. The staff will not use confidential information or position to advance their personal, financial or private interests. The director will ensure that all products and services are marketed in a manner that does not negatively affect persons served, or exploit their disabilities in any way.

5.) Violations:

Violations of this code of ethics by a staff member will be referred to the appropriate supervisor. The supervisor will investigate the allegation. If the allegation is verified, the supervisor will administer disciplinary action as warranted. The supervisor may recommend training on existing policies and procedures, or develop new policies/procedures if needed. All violations will be reviewed by Achieve's Human Rights Committee. Staff will have the opportunity to appeal any disciplinary action as a result of an ethical violation.

For more information about Achieve or disabilities services, please contact:

Achieve Service, Inc.
Blaine Human Service Center
1201 89th Avenue NE, Suite 1100
Blaine, MN 55434

Phone: 763-783-4909
FAX: 763-783-4725

We're also on the web: www.achieveservices.org
Check us out on Facebook, LinkedIn, YouTube, & Instagram



Achieve Service is a day service and employment provider servicing adults with disabilities. By concentrating on abilities, not disabilities, Achieve strives to assist each of its participants in reaching his or her maximum potential.