

PANHANDLE SPECIAL NEEDS INC.

Providing Developmental Disability
Services in Northern Idaho since 1975



PSNI

Prepared November, 2024
**STRATEGIC GROWTH &
DEVELOPMENT PLAN**

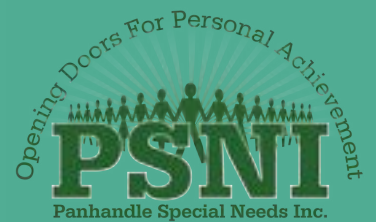


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Panhandle Special Needs, Inc. (PSNI) is a private nonprofit corporation serving the disabled communities of Northern Idaho.

With unwavering dedication PSNI's mission is clear: to champion the self-respect, economic empowerment, and social inclusion of individuals with disabilities within their communities. Through government funds, grants, and donations, we continue to provide quality employment, life skills training, and social services customized to the unique needs of each individual in our program.

PSNI is now at a crucial point in its growth, as the city-owned facility, it has occupied for nearly 50 years is no longer viable. To meet increasing demand for services, and accommodate future expansion, PSNI has acquired a plot of land and is embarking on a \$7.3 million capital campaign to build a modern campus.

This new facility will allow PSNI to continue providing essential services while scaling operations to serve the growing needs of the community. We seek support in raising the funds necessary to complete this vital project and ensure the future of our services for individuals with disabilities.

PSNI is guided by a volunteer Board of Directors who are charged with oversight and governance (see appendix for current board members). Responsibilities for program development, performance, and adherence to policies and procedures belong with PSNI's Executive Director.

PSNI began its journey in 1975 at our current location, with a constant goal of creating a safe and productive environment for adults with disabilities. Each individual benefits from personalized plans designed to meet their unique needs, allowing them to engage in a wide range of customized programs. Nearly 50 years later, our agency continues to offer a comprehensive list of high-quality services.

PSNI is dedicated to improving employment and housing prospects, nurturing financial independence, and fostering self-sufficiency for individuals with disabilities. At PSNI, we customize our services to encourage inclusion and integration within each person's community. We actively engage with all community sectors to raise awareness, foster acceptance, and provide support.

Continued

In response to these demands, PSNI has secured 2.4 acres of land. Through careful planning and collaboration with the skilled architectural firm North Root Architecture, we are embarking on an ambitious project to create a modern campus that will cater to our community's needs long into the future. This site will not only accommodate our current staff and enrollment but will also allow for future expansion to meet growing service demands.

PSNI's development strategy will roll out in phases. Alongside our fundraising efforts, we plan to gradually transition individual programs to the new property over a period of 5 to 8 years. After each phase of construction, specific programs will move to the new location, continuing until all operations are fully relocated. Once the move is complete, our focus will shift to expanding the campus in line with enrollment growth, ensuring it remains flexible for future needs.

While PSNI has maintained a stable financial footing for nearly fifty years of operation, this ambitious campus development project requires significant financial resources. To fund our \$7.3M development goal, we are actively enhancing our fundraising efforts. We've already secured \$400,000, acknowledging it as a promising start but understanding the need for broader community engagement and professional fundraising expertise to achieve our target.

By expanding our fundraising committee, forming a community advisory group, and enlisting a dedicated professional fundraiser, we are reinforcing our financial team to drive toward our ambitious goal. We recognize the journey ahead requires us to broaden our perspectives and deepen PSNI's community connections to ensure the success of this pivotal initiative. We need your assistance.



Future Home of PSNI

View Full New Campus Plan Development on page 25.

WE'RE ON A MISSION.

Panhandle Special Needs, Inc is a nonprofit corporation serving individuals in Bonner and Boundary counties.

With unwavering dedication our mission is clear: to champion the self-respect, economic empowerment, and social inclusion of individuals with disabilities within their communities.



PSNI OBJECTIVES

1

We are committed to enhancing **economic opportunities** by creating and sustaining meaningful **employment opportunities** for individuals with disabilities and **fostering financial independence and self-sufficiency**.

2

We are committed to promoting **social inclusion** by facilitating the active participation of individuals with disabilities **into their communities** through social activities, networking, and advocacy.

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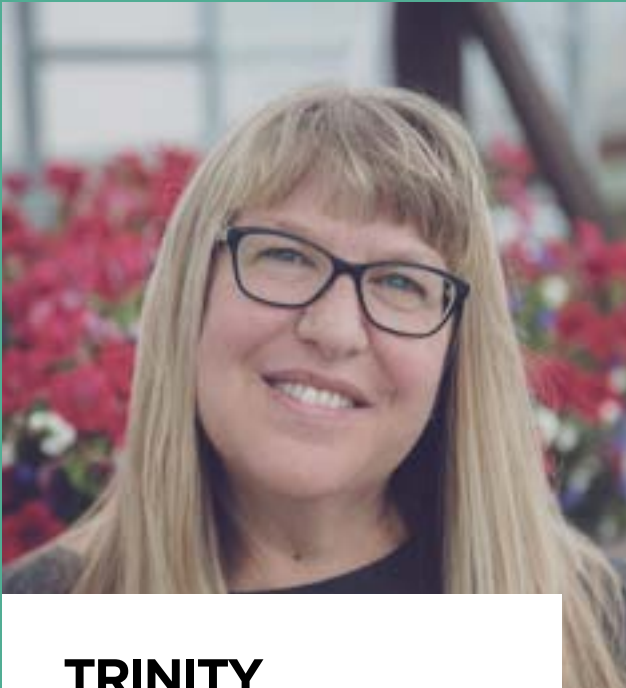
We are committed to providing **tailored services** by delivering personalized programs that address the diverse needs and aspirations of each individual that ensures their holistic development and well-being.

4

We are committed to fostering **community engagement** by collaborating with local businesses, organizations, and government agencies to promote awareness, acceptance, and support for individuals with disabilities.



LEADERSHIP STATEMENT



**TRINITY
NICHOLSON**
Executive Director

**“AS A MEMBER OF
THE PSNI FAMILY
SINCE 1984 MY LOVE
AFFAIR WITH THIS
COMPANY HAS BEEN
LIFE-LONG.”**

Born and raised in Northern Idaho, I was first introduced to Panhandle Special Needs Inc by its founder Pat Rocco while I was in High School. Experiencing the world from a different perspective at such a young age profoundly impacted me and set me on a path dedicated to helping others.

After graduating college from the University of Idaho I returned to my home town and to the company I love. Twenty-four years later, I can attest to the amazing work that goes on here and to the powerful impact this company has on our community.

As the only adult developmental disability agency [DDA] in Bonner and Boundary counties, we play a vital role in supporting the health and well-being of individuals with disabilities and their families. Our life skills and employment programs empower individuals to reach their highest levels of independence, while also providing a crucial safety net for families.

Upon graduation from High School individuals with disabilities look to our adult services for their next steps. Leaving the structured environment of school and entering into adult living is a scary time for both the individual and their family and we provide the training and support needed to make this transition successful.



Our services not only launch individuals with disabilities into adulthood successfully but we also play a big role in the health of our community –

- We play an important role with our school districts providing School to Work Transition programs and through our guidance to families
- We prevent overuse of public funding by preventing homelessness and institutionalization of individuals with disabilities that come at a high cost
- We reduce overuse of community resources by providing crisis intervention
- We support local law enforcement and the justice system through education and training as we support individuals with disabilities coming out of the justice system
- We support our local economy as an employer providing over 40 jobs here at PSNI
- We contribute to local businesses by providing loyal employees supported through our employment programs
- We support local businesses through our life skills training by shopping locally, living locally and playing locally as most individuals with disabilities spend a majority of their time and money within the community that they live
- We play a big role in the housing community as most individuals with disabilities rely on low-income housing and our programs ensure that rents are paid, housing conditions are well maintained and rental agreements are full-filled.
- We play a role in the medical and dental community by ensuring individuals with disabilities have access to adequate health care and use that care on a regular basis before things escalate to costly crisis levels
- We also play a role in our state and local government by advocating for funding needed for critical disability supports and services

Over the past twenty-four years I have watched our program grow at a rapid pace going from three employees to over 40 and going from an average yearly enrollment of 25 to approximately 200 not counting the forty-five individuals currently on our waiting lists. With an average growth rate of seven new enrollees per year we are bursting at the seams and are ready and willing to meet the demand but to do this we must relocate our program!

OUR IMPACT

A Snapshot of
Community Cost and
Client Impact

PSNI Saves:



Average Sacrificed
Income for Family
Care Giver.

\$29K

Annually



Average cost of
displaced person
on tax payers.

\$36K

Annually



One-way
distance to
similar services.

50

Miles



Individuals relying
on PSNI programs
and services.

200

Individuals



Individuals
currently employed
by PSNI.

40

Employees



Businesses
who use PSNI
services.

82

Businesses



BY THE NUMBERS

Out of the 333 million people in the United States, an estimated 42.5 million live with some form of disability, including nearly 7.5 million individuals with intellectual or other developmental disabilities. We are dedicated to serving these individuals in North Idaho.

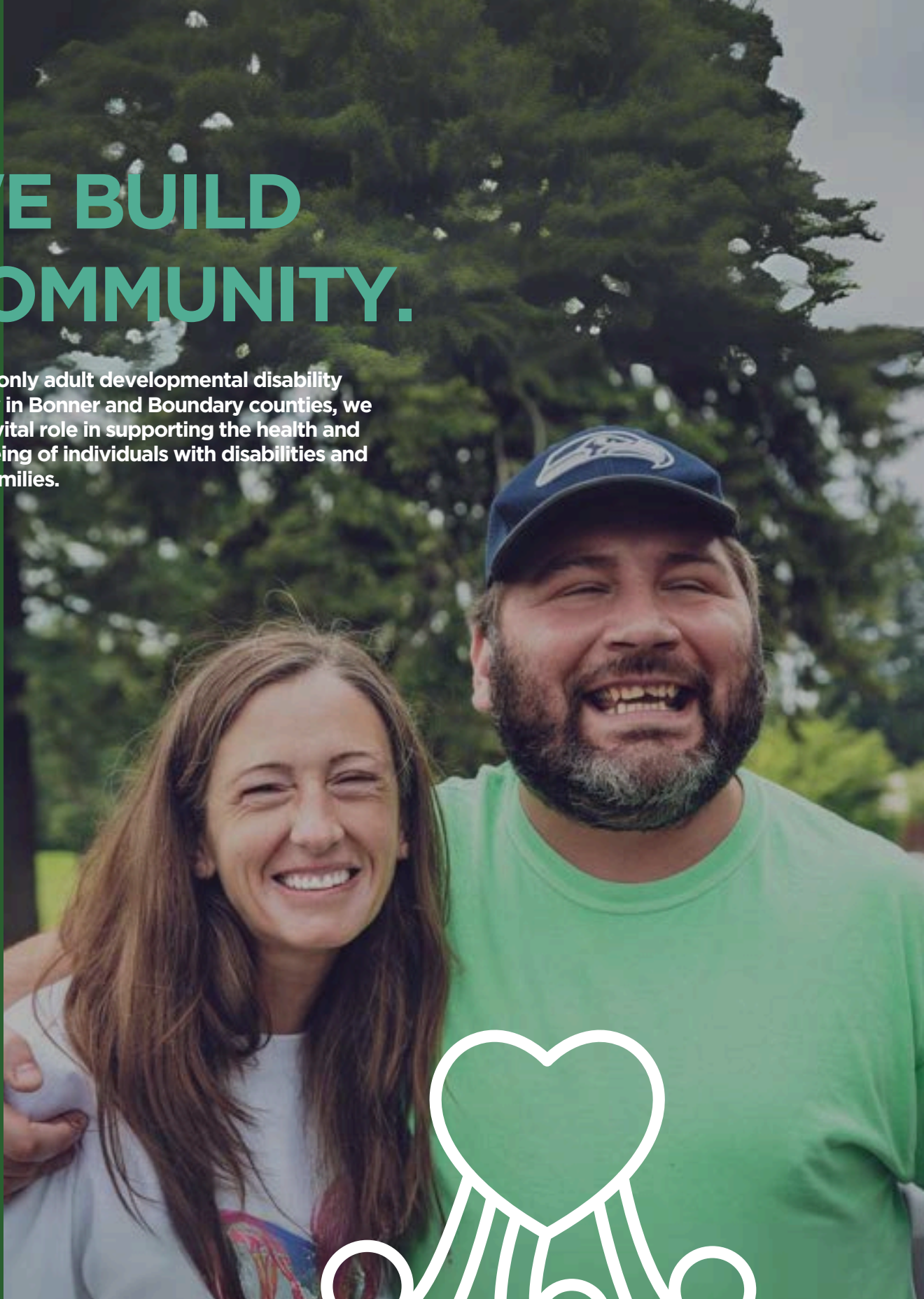
In Idaho, out of nearly 2 million people, an estimated **282,000 live with some form of disability**, with approximately **42,000** individuals having intellectual or other developmental disabilities. At any given time in Idaho, out of over 2,300 homeless individuals, more than 900 are living with a disability. Dependency and homelessness costs money and human resources and a chronically homeless person **cost the taxpayer an average of \$35,578 per year.**

Over 80% of the disabled dependents in the PSNI service area are not homeless, but they can also impact the financial stability of their families or caretakers. If the caretaker needs to forego a job opportunity to care for the disabled dependent that is a cost, **which could average \$28,800 per year in our area.** This figure can be magnified by the loss of income and independence by disabled adults who could with training at PSNI or its equivalent be gainfully employed in the community.

This loss becomes the reduction in goods and services produced and purchased as a result. Other financial impacts to the area are from the salaries of the staff at PSNI and the spending on goods and services by PSNI, which is going to grow over the next few years. **PSNI, though a small cog, can have a substantial financial effect on the community.**

WE BUILD COMMUNITY.

As the only adult developmental disability agency in Bonner and Boundary counties, we play a vital role in supporting the health and well-being of individuals with disabilities and their families.



PSNI PROGRAMS

PSNI services are structured to meet individuals where they are and guide them to where they want to be. Those individuals with little experience often begin in our center based work program. As they grow they can move on to our highly supported Cardboard pick up services and from there it is on to community based employment within local supporting businesses. As the employment path plays out our life skills training program is always running in the back ground ensuring supporting skills are maintained. For our more significantly disabled and those who are aging our adult day services offer a safe a supportive environment for individuals to socialized and interact with others.

Employment Services

CENTER-BASED WORK PROGRAM

CARDBOARD RECYCLE SERVICES

THE COTTAGE THRIFT STORE

THE GREEN HOUSE

**COMMUNITY EMPLOYMENT
SERVICES**

Development Services

LIFE SKILLS TRAINING

ADULT DAY HEALTH



“I really like to work here. And I just want to keep on doing it. This is the best [job].”

-Chrissy, PSNI Center Based Work Client

CENTER BASED WORK PROGRAM

Our **Center Based Work Program** offers training to the most significantly disabled. Through on-site work contracts we help individuals develop the skills needed to advance into the community with confidence.

In total our center based work program includes our workshop, our thrift store, and our Greenhouse and is currently serving on average 25 individuals per year.

PSNI PROGRAMS

CARDBOARD RECYCLE SERVICES

Our **Cardboard Recycling Services** provide a customized work environment for the more significantly disabled who need regular supervision. Currently serving **82 businesses** in Sandpoint, Sagle and Ponderay we provide weekly cardboard pick up services to be taken to our local recycling center.

This program has **high potential for growth** as our customer base is growing at a steady pace which means **increased opportunity for employment** for the more significantly disabled.





“The most important part of my life is that I can help some people.”

-Seth, PSNI Center Based Work Client

THE COTTAGE THRIFT STORE

Our retail thrift store **The Cottage** is another avenue for training at our facility.

Our thrift store provides **employment training opportunities** for our clients as well as additional **income for programs**.



THE GREENHOUSE

Our **Retail Greenhouse** is another vehicle used to master work skills and provide income to our programs.

Through this training we introduce **transferable work skills** such as work ethics, customer service and retail skills.

Our clients grow right along with our plants.



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“I love it here [at PSNI], but now they’re helping me find a job out in the community. I’m ready to start working.”

-Rose, PSNI Work Services Client

COMMUNITY EMPLOYMENT SERVICES

Our **Community Employment Services** assist individuals with disabilities in securing and maintaining employment through:

- **Job Coaching**
- **Skills Training**
- **Resume Building**
- **Workplace Accommodations**
- **On the Job Support**

Our community employment program serves an average of **60 individuals** per year and is currently working with approximately **50 local employers**.

PSNI PROGRAMS

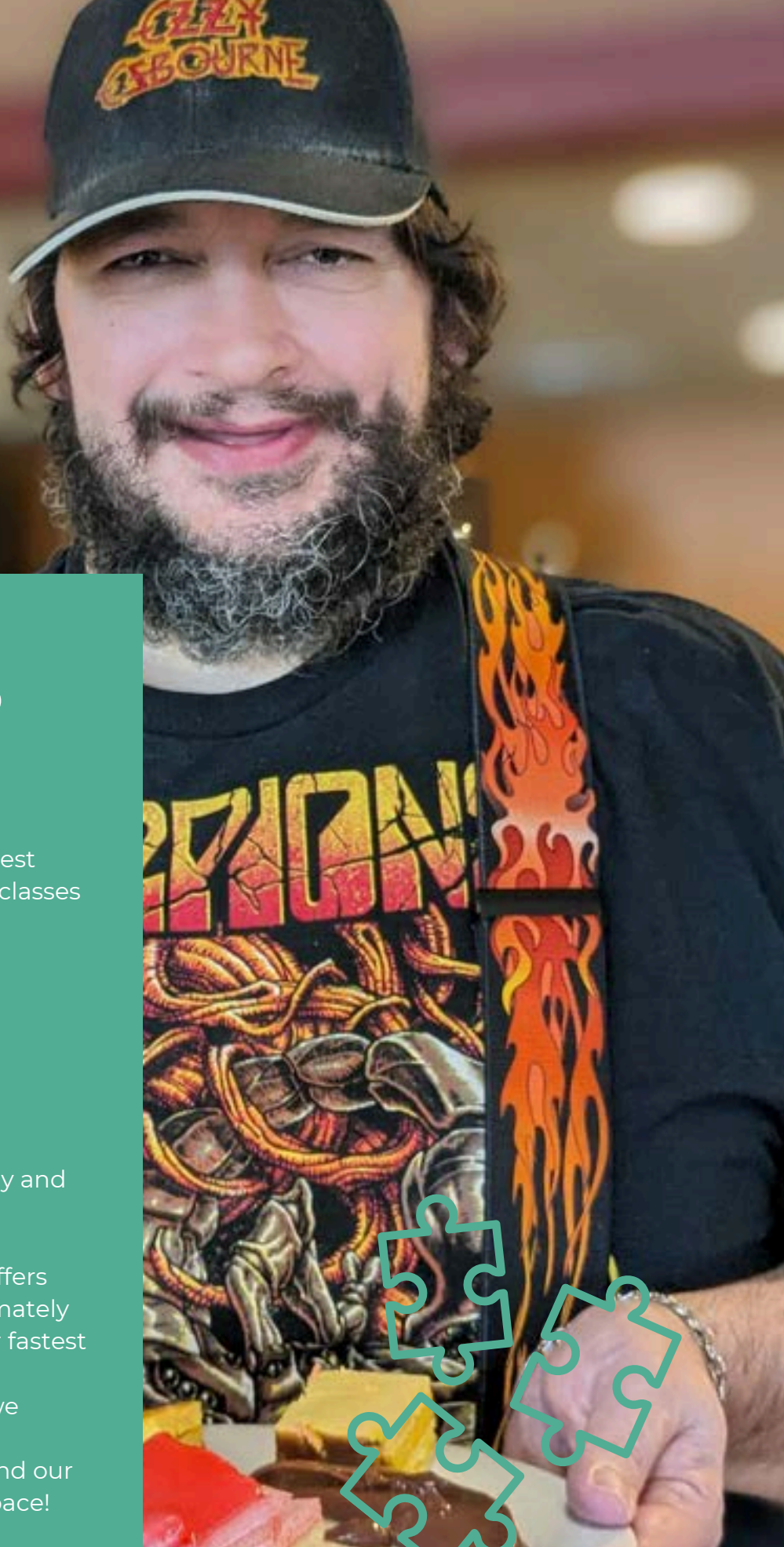
LIFE SKILLS TRAINING

Our **Life Skills Training** is our largest program offering workshops and classes on:

- **Independent Living**
- **Communication Skills**
- **Financial Literacy**
- **Other Essential Life Skills**

These subjects promote autonomy and self-confidence.

Our Life Skills Training program offers training opportunities to approximately **75 individuals per year** and is our fastest growing program. Increasing by approximately 7 clients per year we currently have a **waiting list of 25** wanting to access this program and our biggest barrier to enrollment is space!





ADULT DAY HEALTH

Our **Adult Day Health Services** are committed to enhancing the quality of life of our most significantly disabled individuals by providing a healthy, supportive, safe and socially stimulating environment that promotes overall wellness.

Our Adult Day Health program offers social and recreational opportunities to approximately **40 individuals per year** and is our second fastest growing program.

Increasing by approximately 2 clients per year we currently have a **waiting list of 20** wanting to access this program.



In addition to our many formal programs we also offer Advocacy and Referral services to enhance the rights and interests of individuals with disabilities along with a variety of social and recreational opportunities to foster friendships, build social skills, and combat isolation.



ORGANIZATION & GROWTH

With our current enrollment and an ever-growing waiting list, it's imperative that we plan and build to meet the demands of our rapidly expanding community and the increasing need for our services.



OPERATIONS & MANAGEMENT

Management and oversight of the affairs of Panhandle Special Needs, Inc. resides with an elected board of directors representing finance, business, health care, and other professions recruited from the local community. No board member is paid.

The executive director is the chief executive officer for PSNI and serves as PSNI's official representative. The executive director is responsible for the day to day programs and operation of PSNI as established by the board of directors and Idaho state.



FINANCIALS & OVERSIGHT

Panhandle Special Needs, Inc. (PSNI) recognizes the importance of effective budget management to achieve its mission and financial sustainability. Thus we are dedicated to developing, monitoring, and controlling our budget to ensure responsible stewardship of resources and alignment with organizational goals. The executive director and financial staff in collaboration with the board of directors, ensures our budget controls are effectively implemented and maintained.

Panhandle Special Needs, Inc. (PSNI) is dedicated to maintaining accurate financial records, ensuring compliance with accounting standards, and safeguarding assets.

FUNDRAISING & OUTREACH

* COMMUNITY OUTREACH

Our **community outreach** utilizes social media, local newspapers, and community events to increase visibility and support, and to raise awareness about PSNI activities and services. We encourage satisfied participants and their families to share their positive experiences with others, which further fosters trust and credibility within the community.

* COLLABORATION & PARTNERSHIPS

Through **collaboration and partnerships** with local businesses, schools, healthcare providers, and disability advocacy groups PSNI strives to expand public participation and maximize the program's access to resources.

* INTERNET PRESENCE

With **internet presence** at our website and through Facebook and various social media sites PSNI is increasing our exposure to a broad multi-state audience.

* DONORS & GRANTS

The considerable expense of our new campus also requires us to reach out to **large donors, grants and contributions from foundations.**



PSNI'S CURRENT REVENUE SOURCES

For professional services provided, PSNI is primarily funded through Medicaid, Vocational Rehabilitation and private contracts. **PSNI also actively seeks other funding opportunities** through grants from government agencies, corporate sponsors and individual donors who share in our commitment to contribute in their way towards enhancing the lives of individuals having a disability (See attached financial statement).

LONGER RANGE PLANNING

At 50 years **our current facility no longer meets the full needs of our participants.** Our present buildings have inadequate floor space in separate facilities, and have a restrictive floor plan making program movement unwieldy.

To kick-start our transition towards a better future, PSNI has acquired a parcel of land dedicated to **meeting both current and future needs.** PSNI is beginning a grand adventure to raise enough capital to build our dream, a new, friendlier and more functional campus that meets our community's expanding needs. Because our current lease on city property is approaching expiration and cannot be renewed the timing is ripe and future planning essential.

PSNI has set up committees to oversee and bolster our growth strategy. Both our fundraising committee and building committee report directly to PSNI's board of directors. The fundraising committee comprises board members along with dedicated local volunteers who are **passionate about securing funds for our project.** This team will benefit from the guidance of a seasoned professional fundraiser skilled in capital campaigns for nonprofits like PSNI.

Meanwhile, the building committee includes board members, our architect, consultants, and volunteers who bring specialized expertise in construction. Together, these committees ensure that we navigate our expansion plan efficiently and effectively, leveraging diverse perspectives and dedicated efforts to **realize our vision for PSNI's future.**

PROPOSED GROWTH PLAN

WHAT WE'VE DONE



Purchased land for campus expansion, kickstarting the project.



Completed engineering & environmental assessments.



Preliminary architectural design & construction phasing.

WHAT WE'RE PLANNING



Strategy, organization & launch of fundraising efforts, and board member assembly.



Contractor selection, breaking ground and construction of core services completion.



Work services, and Adult Day health construction, and project completion.



Since acquiring our new property in December 2023, PSNI has started outlining a plan for our upcoming campus.

We have wrapped up initial engineering and environmental assessments, and we are currently working on preliminary architectural designs. The city of Sandpoint has been exceptionally helpful by providing guidance and support as we navigate the permit process for our planned construction.

With fortuitous timing, our move across the street to 1407 N Boyer will provide us with a great opportunity. **Our new campus remains central and accessible** for those who walk or take the bus, for those who use Sandpoint businesses and services, and for those who require nearby support.

The new campus is being designed, in collaboration with a local architectural firm, North Root Architecture, with expertise in working with nonprofit organizations. The overall design will specifically meet the needs of our participants and the **growing demands for our services in Bonner and Boundary counties**. Our new unified campus will ensure that all programs are safe, accessible and conducive to learning.

Over the coming years we are committed to expanding our capacity to serve all participants who require our services. Achieving this goal will require collaborative efforts between PSNI and the community, involving multiple stages. With the support of the community, we are determined to rise to this challenge. Our new campus will be a source of pride providing a comfortable environment for staff and for individuals with disabilities to work, to learn and to serve.

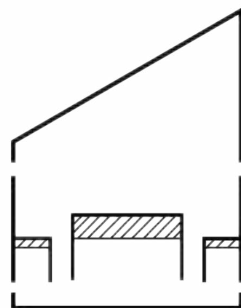
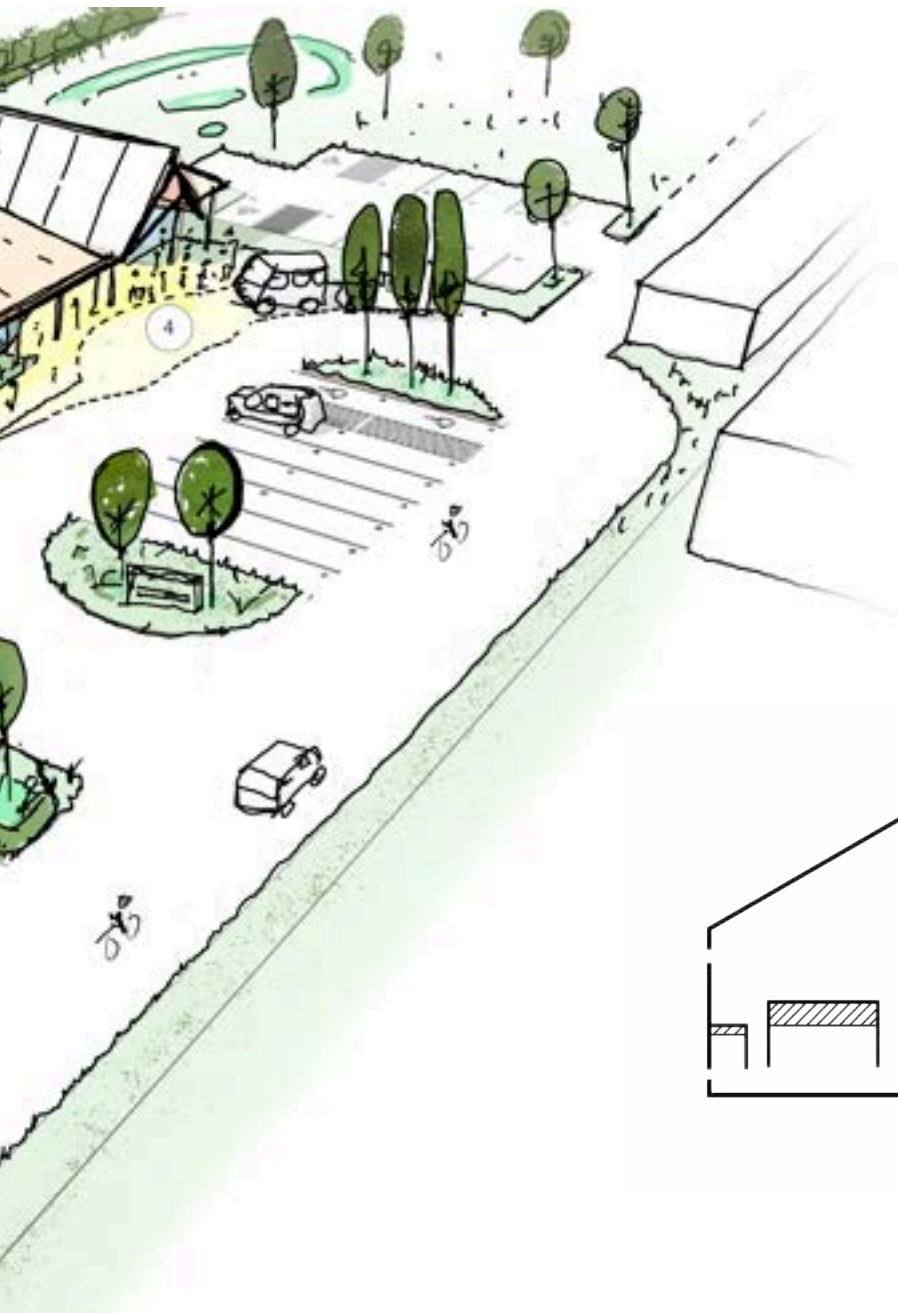


NEW CAMPUS DEVELOPMENT PLAN

Our goal is lofty but necessary to provide services to the client population we project over the next twenty years. With this in mind, we plan to use a phased approach to development. We first needed to acquire the new property—which we have completed—and then acquire the resources in conjunction with the phased construction approach.



1. Retail Space
2. Work Services
3. Green House
4. Client Entry Plaza
5. "Connections" Corridor
6. Adult Day & Life Skills



NORTH
ROOT
ARCHITECTURE

PHASE ONE

INITIAL ORGANIZATION

The initial phase of our fundraising efforts is heavily focused on internal development to make sure we acquire and develop the skills and resources needed to meet the goals we are setting.

We will:

- **Strengthen the PSNI board and advisory group** experienced in construction, development and finance.
- Expand and reinforce the **PSNI fundraising committee** for long-term success.
- Engage a **professional fundraiser** to join the PSNI staff.
- Add expertise in **marketing communications and finance**
- Enlist an experienced **major development consultant**.
- Finalize **our development and fundraising plans**.
- **Launch our marketing communications program** to raise awareness of PSNI and our growth and development plans.
- Expand our **extensive research** on potential donor sources.

Our fundraising committee, backed by our professional fundraiser, will have successfully identified and engaged with major donors and foundations. These include local and national private donors, corporate sponsors, foundations, as well as state and federal organizations. We will also organize fundraising events to strengthen our initiatives.

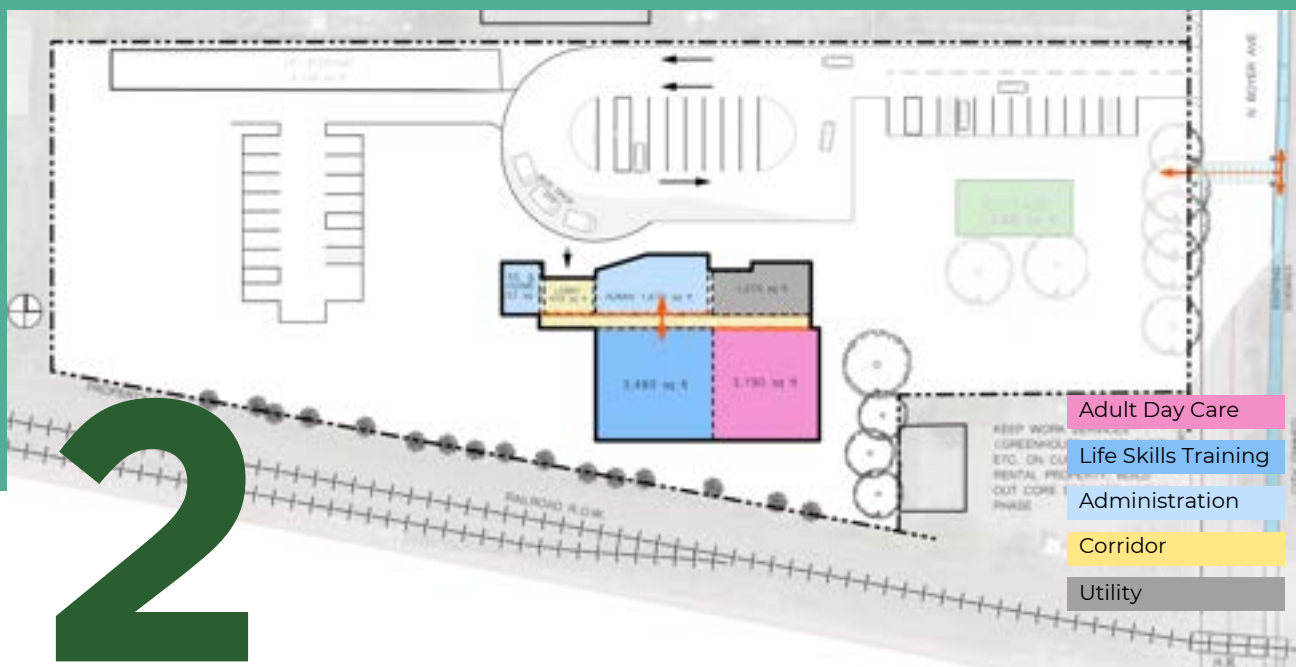
The end of the first phase will be highlighted by obtaining commitments from major donors for the infrastructure for the new campus and core services building development.

PHASE TWO

CORE SERVICES CONSTRUCTION

With the funds committed to complete the construction of the core services unit we will begin construction. By this time we will have selected a qualified contractor for the project.

This second phase, as illustrated in the diagram below, will include continuing the use of The Cottage for resale items, as well as new construction of the service core, including the adult day care unit, the life skills training unit, the administration unit, and a services area. This will provide immediate relief to our waitlist, while we continue fundraising for the next phases and will also generate new income. The general administration and work services unit will remain in the original location at this time.



With each phase of construction PSNI will be able to serve additional clients and sustain its growth. We will be able to respond to our growing backlog of clients and also be prepared to respond to the needs of rapidly growing population of our covered area.

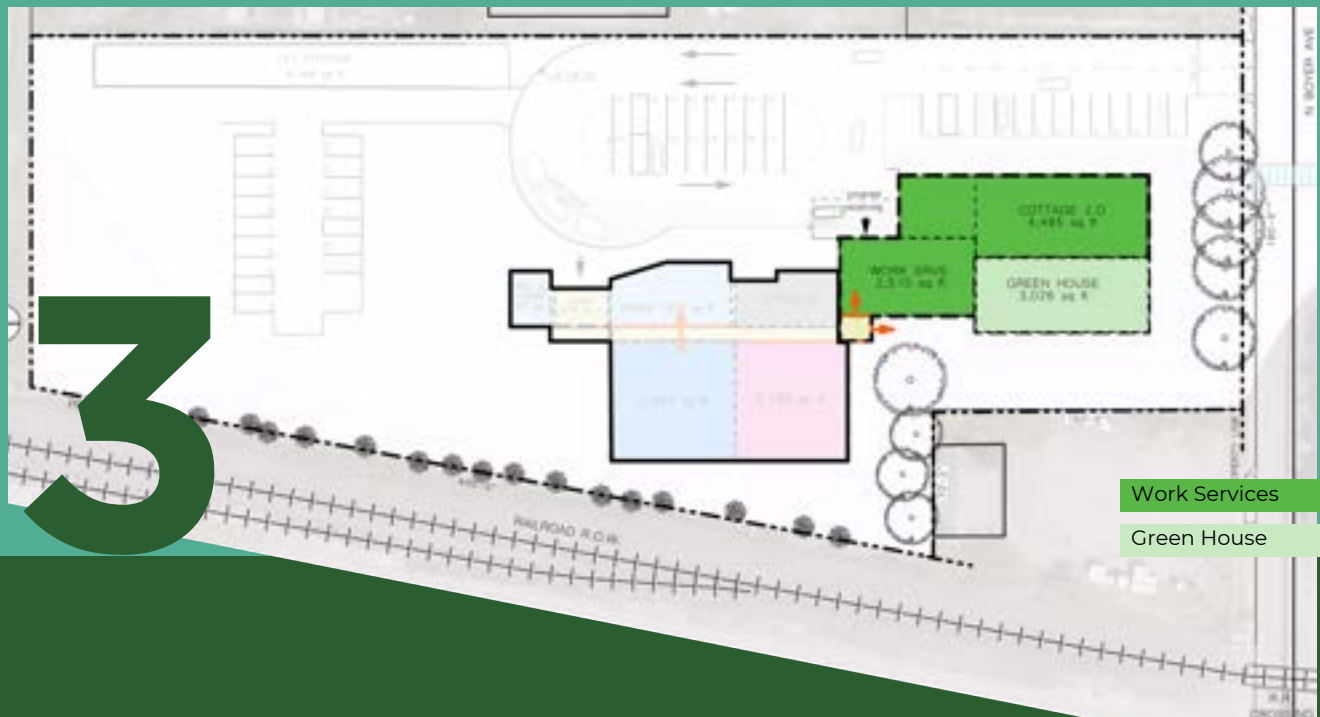
It is projected that the construction cost of this phase will be our most expensive at \$4.25 million due to the extensive infrastructure work that will be completed in this phase for the entire project. PSNI is keenly aware that securing funding for larger projects from major donors involves a lengthy and challenging process, and we are prepared to navigate it. With our expanded and professional team, along with the flexible time line we are confident in our ability to raise the necessary funds for our new PSNI campus.

PHASE THREE

WORK SERVICES ADDITION

This phase of construction will encompass the construction of space for the successor to the expanded cottage retail space, the new greenhouse, and the work services unit. It will add 10,021 sq. ft. of space of which 3,026 sq. ft. will be the new greenhouse. This will be a consolidation of our work services unit, and will reunite all programs onto one campus.

We will continue to expand and build our donor base during this period. PSNI projects that the construction cost in this phase will be \$1.85 million.



WHY BUILD IN PHASES?

By splitting our construction into multiple phases, we can strategically expand—providing immediate relief to our life skills training and adult day services while allowing time to raise money for the construction of the new expanded Cottage Thrift Store, a new greenhouse, and our center-based work program (as depicted here in phase 3).

PHASE FOUR

PROJECT COMPLETION

This final phase of construction is the expansion of both the adult day care unit and the life skills unit, and the addition of the cafeteria and kitchen area, completing the new campus. In addition, the landscaping, parking, and large vehicle areas will be completed. This is important because of the improved safety features, the consolidated work and treatment spaces, the outside exercise space, and relief from congestion from the buses and transport vehicles that deliver clients every day. Once everything is completely tested and functional in the completed campus PSNI will consider the option of discontinuing the lease on the 1424 N. Boyer facility or subleasing the facility until the end of the lease period.



PSNI projects that the final construction and landscaping costs to complete the project will be \$1.2 million.

The modern campus will be an important asset to PSNI's clients, the staff and volunteers, and the community. PSNI will have the needed expansion room for offering additional services, attracting additional staff and serving new applicants.

PHASE FIVE

ENDOWMENT FUNDING

PSNI will establish an endowment fund, signaling to the community and to our donors that PSNI is committed to fulfilling its mission for many decades to come. This fund will also provide a continuous opportunity to engage with both our past donors and new supporters interested in PSNI. Additionally, the endowment funds will offer financial security, enabling us to take on new challenges and seize opportunities as they arise.

For the five phases, no timeline is presented because of unknowns such as changing construction costs, building product availability and economic challenges. It will be a major learning curve for our PSNI team. It will of upmost importance for PSNI management to attract needed talent and to build a strong and enduring team. Even with a talented development team, the individual members will be building their base of knowledge and experience. As fund raising and construction commence, we will continue to grow, using that knowledge to adjust our timelines.

5



CONCLUSION

Panhandle Special Needs, Inc. (PSNI) is dedicated to empowering individuals with disabilities to achieve their fullest potential and become valued members of their communities. Through our comprehensive array of employment and social services, we aim to break down barriers, promote inclusion, and create a more equitable society for all. We are creating a new campus designed to promote and strengthen PSNI's goal of always increasing the self-respect, well-being and integration of our participants into their communities.

The decision to relocate and develop a new campus for PSNI is a significant undertaking for our organization, especially because we focus on providing essential care and support for the disabled. Despite the challenges, we are fully committed to starting and completing this project.

At PSNI, we recognize the profound influence that social shifts, economic conditions at both local and national levels, and advancements in science and medicine can have on our plans. To mitigate these potential impacts, we are dedicated to ensuring that our commitments align closely with our available resources. This cautious approach underscores our commitment to responsible stewardship and sustainable growth as we embark on this transformative journey for PSNI and those we serve.

Attachments:

- PSNI Board Members
- Financial Statement







**IT'S PEOPLE LIKE
YOU WHO MAKE A
DIFFERENCE. GET
INVOLVED TODAY.**

There are so many ways to support our mission.

- Consider making an **in-kind donation**.
- Using PSNI's **cardboard services** for your business.
- Donate to or shop at **The Cottage Thrift Store**.
- Explore seasonal goods and plants at **The Greenhouse**.
- Spread the word by **sharing our story**.
- Come **take a tour** to see our work firsthand.

Your participation makes a difference—we couldn't do it without you.



CONTACT US



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